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DEPARTMENT OF NATIONAL DEFENCE AND THE CANADIAN ARMED FORCES 2018-19 DEPARTMENTAL RESULTS REPORT



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

Canada

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Minister's message



I am pleased to present the Departmental Results Report for fiscal year 2018-19. Over the course of the year, military and civilian personnel across National Defence made substantial progress in implementing Canada's 20-year defence policy: *Strong, Secure, Engaged*.

Taking care of our people is the focus of *Strong, Secure, Engaged*. Canadian Armed Forces (CAF) members are expected to step up to defend Canada and Canadian values whenever called upon. They are best able to do that when we put in place policies and initiatives that support them, and their families, at all stages of their careers. To that end, we implemented initiatives such as the Military Spousal Employment Initiative, Full-Time Summer Employment for Reservists, and the Seamless Canada initiative with provinces and territories to ease the burden of moving for military families.

Taking care of our people includes providing them with the right equipment, infrastructure, and services to succeed. That is why our government released the Defence Investment Plan in May 2018. The plan is updated annually and offers Canadians greater transparency on defence spending. It sets out the government's key equipment, information technology, and infrastructure investments as well as support contracts. In this way, Canada's defence and security industries are also aware of future investment opportunities that are designed to deliver core military capabilities and generate jobs.

In fact, important milestones were reached during fiscal year 2018-19 on many capital investments. For example, in December 2018, we celebrated the delivery of our 500th Tactical Armoured Patrol Vehicle, which performed extremely well when CAF members assisted provinces with much-needed flood relief. Work continued on the Arctic and Offshore and Patrol Ships, which will help us patrol our coastline and safeguard Canadian sovereignty. And the first of six of these ships is scheduled to be delivered in winter 2020.

Having the right equipment contributes to the effectiveness of CAF members when they are deployed on operations in Canada, in North America, and all over the world. From April 2018 to the end of March 2019, almost 1,500 CAF members answered the call to help Canadians during floods, fires, and storms. During the same period, the CAF stood alert through NORAD to protect our shared continent in partnership with the United States. In addition, almost 8,600 military personnel were deployed alongside international allies and partners in the interest of global security and stability — for example, in Mali, Latvia, Ukraine, and the Middle East.

I encourage Canadians and parliamentarians to read this results report, which contains more details about the policies, programs, projects, and missions that were the focus of our efforts in 2018-19.

Original signed by:

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

Results at a glance

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

In 2018-19, we delivered results for Canadians and made substantial progress on broader departmental and Government of Canada priorities. The Department of National Defence (DND) continues to **anticipate** emerging threats and challenges, **adapt** to changing circumstances, and **act** effectively in cooperation with our allies and partners.

Abroad, we have taken on leadership roles and promoted Canadian values of peace, human rights, and democracy. At home, we have invested in new Defence facilities across the country, launched processes to equip the Defence Team with the tools they need, and fostered partnerships to ensure that we are prepared for today's threats and those that lie ahead.

Below are some highlights of the Defence Team's achievements over the past year. For more information on the department's plans, priorities, and results achieved, see the "[Results: what we achieved](#)" section of this report.

Total actual full-time equivalents (FTE)'s (Military/Regular Force and civilians): 91,970

Total actual spending: \$21,615,941,912

Well supported, diverse, resilient people and families

We made significant improvements to the single-most important element of *Strong, Secure, Engaged*; taking care of our people. We placed an unprecedented focus on building a Defence Team that is well-supported, diverse, and resilient. This year, we:

- Stood up the [CAF Transition Group](#)ⁱⁱ to improve the process as military members' transition through their careers;
- Increased the Canadian Armed Forces (CAF) Regular Force by 800+, the Primary Reserve by 1,200+, (average paid strength) and hired an additional 1,400+ civilian staff. This increase in capacity enables us to meet increasing demands and progress initiatives identified in [Strong, Secure, Engaged: Canada's Defence Policy](#)ⁱⁱⁱ;
- Established a new program to provide [Full Time Summer Employment for Reservists](#)^{iv}. Over 7,200 people accessed this program during its inaugural year;
- Enacted a [retroactive pay increase](#)^v for military members to ensure superior compensation for our men and women in uniform;
- Issued the first-ever [Defence Workplace Well-being Survey](#)^{vi} to identify areas of strength as well as areas of opportunity to better support workplace well-being for military members and civilian employees;
- Expanded relocation benefits for military members by [updating CAF relocation policies](#)^{vii};
- Enhanced services and expanded access to [Military Family Resource Centres](#)^{viii};
- Enabled any person who wears an Army uniform to acquire the [combat boots](#)^{ix} of their choice;
- Introduced the new [Veteran's Service Card](#)^x to help members stay connected to support programs. A total of 8,843 cards were distributed in FY 2018-19;
- Launched the [Seamless Canada](#)^{xi} initiative to assist relocated CAF members and their families access child care, find a new family doctor, etc. — particularly when changing province of residence;
- Created the [Military Spousal Employment Initiative](#)^{xii} and the Military Spousal Employment Network;
- Launched the [Positive Space Ambassador initiative](#)^{xiii}, offering training, creating networks, and

providing information and assistance on LGBT questions to support an inclusive work environment for everyone; and

- Established the [Joint Responsibility Centre](#)^{xiv} for Gender-based analysis plus (GBA+^{xv}), to better integrate gender and diversity perspectives effectively in decision-making across all business lines.

Operation HONOUR

[Operation HONOUR](#)^{xvi} was developed to address sexual misconduct and the longer-term challenge of changing a sexualized culture. As an initial step, the [Sexual Misconduct Response Centre](#)^{xvii} was established. Although part of DND, it is independent from the chain of command. The Sexual Misconduct Response Centre ensures comprehensive support to CAF members affected by sexual misconduct. In Fiscal Year (FY) 2018-19, we:

- Piloted the Response and Support Coordination program. It provides CAF members with proactive case coordination, advocacy, accompaniment and in-person support, assistance with workplace accommodations, and other forms of practical assistance; and
- Released [Progress Report #4 - Addressing Sexual Misconduct](#)^{xviii}.

Investments to enhance capability and capacity

We are ensuring the CAF have the modern capabilities needed to succeed in a complex and constantly evolving world. The CAF must be ready and able to deliver across a spectrum of simultaneous operations — from domestic humanitarian assistance and disaster response to counter-terrorism and high intensity combat operations to peace support operations. To meet these requirements, the Defence Team has reinvested in core capabilities and invested in new areas that will allow the CAF to succeed in meeting Canada's defence needs into the future. In FY 2018-19, some of the investments included:

- The [Canadian Surface Combatant](#)^{xix} project to acquire 15 new warships. It is the largest and most complex procurement undertaken by the Government of Canada. A winning bid has been selected to design the ships based on the [BAE Systems Type 26 Global Combat Ship](#)^{xx};
- The [Joint Support Ships](#)^{xxi} project. Construction began in June 2018 and will consist of two new replenishment ships for the Royal Canadian Navy. The Joint Support Ships will support operations at sea and ashore — whether they are combat, humanitarian, or disaster relief;
- The initial delivery of new logistics trucks to Valcartier through the [Medium Support Vehicle System Project](#)^{xxii}. These trucks can be switched from a regular cargo truck, capable of towing artillery, to an armoured version for personnel operating in high-risk environments;
- The draft Request for Proposals for the [Future Fighter Capability Project](#)^{xxiii} was released. This will result in the successful acquisition and entry into service of 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 [Interim Fighter Capability](#)^{xxiv} project. DND signed a purchasing agreement with the Australian Government for the purchase of 18 F/A-18 fighter aircraft, spares, and equipment to ensure the Royal Canadian Air Force can continue to fulfill its missions;
- The [Integrated Soldier System Project](#)^{xxv}. The contract was awarded to procure this cutting-edge technology that significantly enhances soldiers' situational awareness, allowing them to digitally visualize the location of other connected soldiers. With this system, soldiers will have the ability to generate reports, send messages, and share information digitally;
- Updating our infrastructure, as more than half of it is over 50 years old. In 2018-19, we invested about \$577 million in major construction and recapitalization projects as well as \$263 million in maintenance and repairs. The Willow Park Armoury, for example, opened in August 2018 and is home to three Army Reserve units and a recruitment office;

- We invested \$165 million in green infrastructure projects to green our operations and reduce our environmental footprint. Further, we lowered our greenhouse gas emissions by 32% from 2005 levels (excluding military fleets). We are on track to reduce our emissions by 40% by 2030 and are working towards meeting the new federal target of 80% (below 2005 levels) by 2050;
- We made significant progress in streamlining defence procurement. Our contracting authorities are increasing from \$1 million to \$5 million. This will allow us to handle over 80% of our contracts in-house; and
- We advanced 333 capital projects in support of *Strong, Secure, Engaged: Canada's Defence Policy* — inclusive of the major equipment, information management and information technology, and infrastructure projects included in the [Defence Investment Plan 2018](#)^{xxvi}.

In terms of new capabilities to **anticipate and adapt** to new threats and challenges, the CAF has prioritized cyber security, joint intelligence, surveillance, and reconnaissance platforms. These platforms give decision makers a comprehensive picture of the operating environment. In FY 2018-19 we:

- Launched the [Cyber Mission Assurance Program](#)^{xxvii} to address Information Technology, Operational Technology, and Platform Technology shortfalls in information sharing with our allies;
- Stood up the new [Canadian Centre for Cyber Security](#)^{xxviii}. In collaboration with other government departments, we are building strategic partnerships with Canada's critical infrastructure owners and operators in order to share enhanced cyber threat information and to promote the integration of cyber defence technology;
- Advanced the [Remotely Piloted Aircraft System](#)^{xxix} project; and
- Provided funding for the [All Domain Situational Awareness Science and Technology Program](#)^{xxx}. This program allows us to connect with other departments, academia, allies, and industry to identify and develop technologies that contribute to the enhancement of Canada's surveillance of the air, maritime surface, and sub-surface domains, especially in the North.

Renew nation-to-nation relationships with Indigenous Peoples

We remain committed to improving and renewing nation-to-nation relationships with Indigenous Peoples. National Defence has operational practices that intersect with Indigenous rights or interests. We continue to take steps to align our activities with reconciliation principles. Some of the activities undertaken during FY 2018-19 include:

- Coordinated a series of Indigenous events (e.g. Indigenous walk, cultural awareness training, KAIROS Blanket Exercise);
- Organized Bold Eagle, Raven, Black Bear, Grey Wolf, and Carcajou (Wolverine) summer programs. Open to Indigenous people, these programs combine Indigenous culture and teachings with military training to help participants develop valuable skills such as self-confidence, self-discipline, teamwork, time management, respect, and physical fitness;
- Engaged with Indigenous groups and organizations to discuss areas of common interest such as property disposal (e.g. Kapyong Barracks, Royal Roads, Ste Foy), access agreements (e.g. Goose Spit peninsula in Comox, British Columbia), military operations, land remediation, and policy development;
- Provided opportunities to Indigenous businesses to supply goods and services in support of Defence procurement; and
- Inaugurated the first permanent CAF Indigenous Spiritual Lodge at the Canadian Forces Leadership and Recruit School.

Operations

The CAF conducts [Military operations](#)^{xxxix} on behalf of the Government of Canada. To this end, the CAF endeavours to detect, deter and defend against threats to or attacks on Canada and North America and provides supports to global peace and stability. Further, the CAF's operations can also include emergency response, search and rescue, humanitarian assistance, and support to law enforcement.

Search and Rescue

The CAF Search and Rescue work with other government partners and search and rescue volunteers to respond to incidents within Canada. In 2018-19, the CAF Search and Rescue coordinated responses to 8,773 search and rescue incidents across the country.

Canada's North

Canada has renewed its focus on surveillance and control of Canadian territory and approaches, particularly our Arctic regions.

[Operation NANOOK](#)^{xxxix} occurs every year across Canada's northern most regions. Its objectives include:

- Adapting to environmental changes and improving the way we operate in Arctic conditions;
- Improving coordination with Indigenous, federal, and territorial governments and northern partners;
- Working with mission partners to best respond to safety and security issues in the North responding to a simulated emergency scenario and/or natural disaster in Canada's North; and
- In 2018-19, the CAF had the following activities in support of Operation NANOOK:
 - Approximately 270 CAF members participated in a major air disaster exercises;
 - Approximately 300 CAF members deployed and participated in a maritime domain defence and security exercise; and
 - CAF members conducted a series of presence activities (such as; presence patrols, water and air reconnaissance, and survival training) along the Northwest Passage.

North America

[Operation LENTUS](#)^{xxxix} is the CAF's contingency plan to support Humanitarian Assistance and Disaster Response of provincial and territorial authorities in the case of a major natural disaster. Specialized abilities such as engineering, health services, force protection, transport, aviation, or logistics may also be employed.

- In 2018-19, the CAF responded to six natural disasters — floods, fires, and winter storms — in five provinces.

Central and South America

[Operation CARIBBE](#)^{xxxix} is Canada's contribution to a multinational campaign against transnational criminal organizations in the eastern Pacific Ocean and Caribbean Sea to help stop trafficking by organized crime.

- In FY 2018-19, Canada's role made a direct contribution to the interdiction of 17,000 kilograms (approximately 37,500 pounds) of illicit substances.

Europe

[Operation REASSURANCE](#)^{xxxix} is part of NATO's assurance and deterrence measures. These measures aim to reinforce NATO's collective defence. It also shows the strength of Allied solidarity.

- Canada has extended its contribution to NATO's [enhanced Forward Presence](#)^{xxxix} (eFP) to March 2023.

Operation UNIFIER^{xxxvii} is the CAF's multinational joint support military training mission to help the Security Forces of Ukraine. This aid will improve and build their capability and capacity to conduct military operations across the full spectrum of conflict.

Africa

Operation PRESENCE^{xxxviii} is part of Canada's efforts within the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). Its goal is to help set conditions for durable peace, development, and prosperity in Mali.

- In FY 2018-19, the CAF transported 5,700 passengers and 350,000 pounds (approximately 159,000 kilograms) of cargo, enabling United Nations tactical reach into previously inaccessible communities. Canada contributed to 24/7 capability to medically evacuate United Nations forces by air.

Middle East

Operation ARTEMIS^{xxxix} is the CAF's contribution to maritime security and counter-terrorism and maritime security operations in Middle Eastern and East African waters. The CAF works with its allies and partners to help stop crime in this region.

- In FY 2018-19, this mission saw the disruption of an estimated \$1.8 billion of illicit substances.

Operation IMPACT^{xl} is the CAF effort to provide training, advice, and assistance to the Iraqi security forces, and support the Global Coalition and NATO with highly skilled personnel.

- Canada is commanding the NATO-led training mission to better develop the skills of the Iraqi army and help Iraq build a more effective national security structure to stabilize the country. Canada's contribution is also designed to improve democratic governance.

Around the globe

Operation PROJECTION^{xli} sees our ships contribute to global security and stability.

- In 2018, the CAF deployed a maritime patrol aircraft and approximately 40 personnel when Canada participated in an initiative to counter North Korea's maritime smuggling.

For a complete list of current operations: <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/list.html>

For more information on the Department of National Defence and the Canadian Armed Forces' plans, priorities and results achieved, see the "[Results: what we achieved](#)" section of this report.

Results: what we achieved

Core Responsibilities

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.

Results

The Canadian Armed Forces (CAF) continued to deliver on Canada's defence objectives to ensure Canada remains Strong at home, Secure in North America, and Engaged in the world.

In 2018-19, the Department of National Defence (DND)/CAF supported government partners in response to domestic crises (e.g. floods, fires, and winter storms), maintained the defence of North America in partnership with the United States through the North American Aerospace Defense Command (NORAD), and continued to make valuable contributions to international peace and security alongside allies in deployed operations around the world. DND/CAF teamed up with partners and Allies, including through the Tri-Command Framework with NORAD and United States Northern Command (USNORTHCOM), to conduct collaborative planning, exercises, and progress initiatives such as the Evolution of North American Defense (EVONAD).

As armed conflict, natural disasters, and humanitarian crises affect various people differently, examining Gender perspectives (and other socio-economic factors such as age, ethnicity, and language) enhances understanding of challenges faced by populations in these areas, increasing operational effectiveness. Gender-based analysis plus (GBA+) was incorporated fully into the planning, execution, and evaluation of operations during FY 2018-19.

The Canadian National Action Plan on Women, Peace and Security in response to the United Nations Security Council Resolution 1325, NATO policy and guidance and Government of Canada direction on GBA+ remained fully integrated into CAF planning and operations and continued to be integrated into the wider CAF institution.

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

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

- DND/CAF maintained a continuous watch over Canada's land mass, air and maritime approaches, space domain, and DND/CAF cyber domain to take action against threats and support requests for assistance. Joint Intelligence, Surveillance and Reconnaissance, including through Operation LIMPID naval and aerial patrols, provided a clear picture of Canadian air and maritime approaches, which is critical to identifying potential threats to Canadian security and sovereignty, including in the Arctic. Further, Regional Joint Task Forces, including the Canadian Rangers, alongside federal, provincial, and territorial organizations, augmented land domain awareness and responded to contingencies and requests for assistance. Of note, climate change will impact the nation's ability to detect, deter, and degrade threats to Canadians and Canadian interests in the future, likely increasing the need for increased resources specific to the Arctic.
- The CAF has implemented an enhanced cyber defence posture, exercised during Exercise VIGILANT SHIELD 19, which includes new cyber defence tools for deployed operations to identify cyber threats and reduce the risk for CAF deployed members. Further, in line with *Strong, Secure, Engaged* (SSE): Canada's Defence Policy, the CAF have advanced Active Cyber Operations planning efforts in support of mission execution.
- The Canadian Special Operations Forces Command (CANSOFCOM) protected Canadians and Canadian interests through the forward posturing of forces and the maintenance of an effective global network with strategic interagency partners. CANSOFCOM maintained overwatch of potential threats and conducted the prepositioning of forces at very high-readiness to mitigate these threats in North America and around the world. CANSOFCOM also conducted joint operations with partner forces to identify potential threats collaboratively.
- The CAF maintained engagements continually striving to improve operational efficiency with our Joint-Interagency partners and allies to provide a steadfast defence, rapid, effective, and scalable execution of CAF operations in the support of other government departments and agencies for safety and security and to exercise situational awareness over all-domain approaches to Canada.
- The Marine Security Operations Centre was able to leverage the capabilities and mandates of its six partner departments in order to ensure an exponentially greater probability of detection of threats to the security of Canadians and Canadian interests. Furthermore, through the Maritime Event Response Protocol process, the CAF and other government departments and agencies were able to coordinate Government of Canada responses to provide more effective deterrence and degradation of these threats.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2017–18 Actual results	2016–17 Actual results
1.1 Canadians are protected against threats to and attacks on Canada	% of requests for assistance that are fulfilled	100%	31 March 2019	100%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of force elements that are employed within established timelines	100%	31 March 2019	100%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of operations that meet stated objectives	100%	31 March 2019	92%*	100%	100%

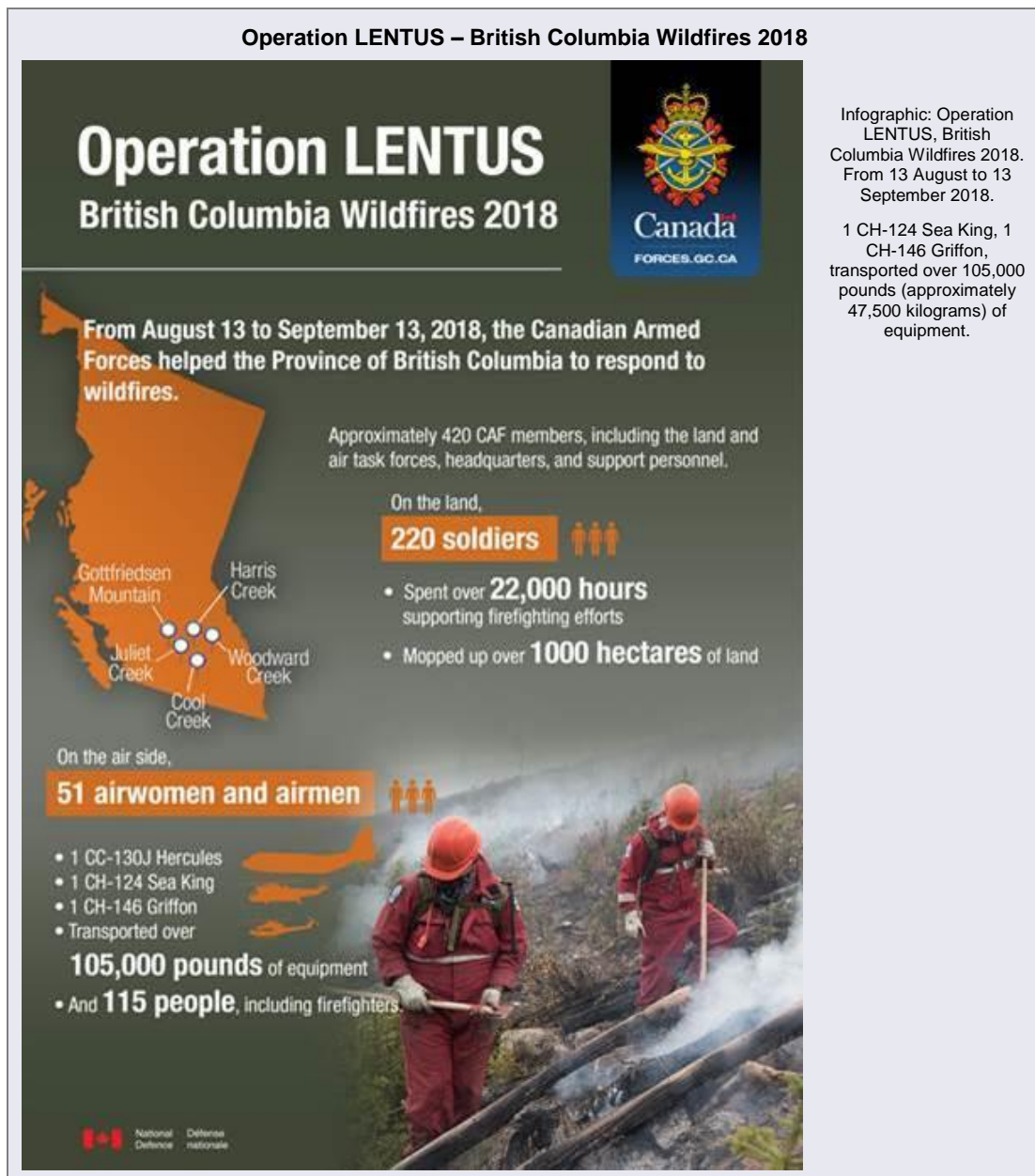
Notes:

* Although communication-related capability deficiencies and interoperability challenges were experienced, these challenges were mitigated through the use of liaison officers. Additionally, the CAF has created efficiencies, streamlined response times, and improved whole-of-government efforts, especially for responses to Requests for Assistance (RFA) from provincial emergency management response centres.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{xliv}.

Departmental Result 1.2 – People in need in Canada are assisted in times of natural disasters and other emergencies

- During FY 2018-19, Operation LENTUS was activated on six separate occasions (Kashechewan evacuation, New Brunswick Flooding, British Columbia flooding, Little Grand Rapids evacuation, British Columbia Fires, and Iles-de-la-Madeleine evacuation) after the CAF responded to Requests for Assistance from provincial emergency response organizations. The CAF has greatly developed planning and organizational knowledge and expertise for domestic responses as well as strong pan-governmental relationships. As such, effective measures have been put in place to continually anticipate potential requests resulting in response times completely within the established timeframes.



- There were six separate Operation LENTUS responses during FY 2018-19, which include the following highlights:

Kashechewan Evacuation:

- Air Evacuated 101 civilians.

New Brunswick Floods:

Deployed Critical Infrastructure Assessment Teams which assessed the following:

- 350 km of transport routes;
- 130 damaged areas; and
- Two bridges.

British Columbia Floods:

- Placed over 80,000 sandbags; and
- Installed 750 metres of aqua dams and 50 metres of hesco flood barrier.

Little Grand Rapids:

- Air Evacuated 143 civilians.

British Columbia Wildfires:

- 22,000 hours of firefighting support tasks ; and
- Mopped up 1,000 hectares of land.

Moved by air:

- 105,000 pounds (approximately 47,500 kilograms) of equipment; and
- 115 personnel.

Iles-de-la-Madeleine evacuation:

- Over 1,000 Wellness Checks; and
- 20,000 pounds (approximately 9,000 kilograms) of equipment moved by air.

- In FY 2018-19, there were 8,773 Search and Rescue (SAR) incidents (cases). 1,825 cases had a final classification of 1 (Distress) or 2 (Imminent Distress). All Joint Rescue Coordination Centre SAR cases were handled effectively and prosecuted through to conclusion or handover to an appropriate agency.

- The 1,825 cases generated 793 taskings for the Royal Canadian Air Force (RCAF) air assets. In the other 1,032 cases, Joint Rescue Coordination Centres utilized assets of opportunity, including civilian aircraft and vessels that were available to resolve cases quickly and efficiently when safe and appropriate to do so. Of the 793 RCAF taskings, there were 38 missions where a CAF SAR asset was delayed or unable to complete the mission due to weather, aircraft serviceability, de-icing, refueling, or other factors, but all cases were dealt with as expeditiously as possible. SAR mission coordinators used every tool at their disposal to ensure all responses to SAR incidents in Canada were effectively conducted and/or coordinated to conclusion or to handover to an appropriate agency.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
1.2 People in need in Canada are assisted in times of natural disasters and other emergencies	% of search and rescue responses that meet established standards	100%	31 March 2019	95.2%*	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of coordinated maritime, aeronautical and joint response to search and rescue incidents deemed effective	100%	31 March 2019	100%**	100%	100%
	% of requests for assistance that are fulfilled	100%	31 March 2019	100%***	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

Notes:

* CAF assets were delayed 38 times of the 793 times tasked, meeting timelines 95.2% of the time. 16 delays were for aircraft refueling, 5 for weather conditions, 4 for serviceability, and 13 for other reasons (e.g. animals on the runway, consultation with medical doctors or other agencies such as United States Coast Guard, waiting for provincial medical teams to arrive). "Delayed" refers to the inability to meet standard SAR response times. These response times mean a crew must be airborne in less than 30 minutes during the normal working hours of a 40-hour week and airborne in less than two hours outside of the normal working hours.

** 8,773 incidents (cases). 1,825 cases of the 8,773 had a final classification of 1 (Distress) or 2 (Imminent Distress). All incidents were handled effectively. In accordance with Standard Operating Procedures, all Joint Rescue Coordination Centre Search and Rescue (SAR) cases were prosecuted through to conclusion or handover to an appropriate agency.

*** 1,825 of the 8,773 cases with a final classification of 1 (Distress) or 2 (Imminent Distress) generated 793 taskings for the Royal Canadian Air Force (RCAF) air assets. In all cases, Search and Rescue (SAR) missions were prosecuted through to conclusion or handover to an appropriate agency.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{div}.

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

- The CAF maintained a year-round presence in Canada's North. This presence took the form of Joint Task Force (North), the CAF's northern headquarters, and several exercises and sovereignty operations held in the high, western, and eastern Arctic. These activities shared the same purposes: to assert Canada's sovereignty in the region, to strengthen CAF capabilities to conduct Arctic operations, and to improve the CAF's ability to work with government partners in response to Northern safety and security issues. To note: climate change will impact the nation's ability to detect, deter, and degrade threats to Canadians and Canadian interests in the future, likely increasing the need for increased resources specific to the Arctic.
- The rebranding of Northern operations into Operation NANOOK has been and continues to be a concerted effort to improve and increase capabilities to assert Arctic sovereignty. This was in response to the development of an enhanced Arctic campaign plan, which sees Operation NANOOK becoming a continuous operation over the course of the year, rather than a short term operation. This change has enabled the expansion of the operation, provided greater opportunities to enhance our engagement and interoperability with international military and security partners, and improved coordination and cooperation by working with other departmental organizations and international observers. As part of the NANOOK series in FY 2018-19, the CAF conducted several deployments:
 - Northwest Passage:** From 16 July to 7 September 2018, CAF members conducted a series of presence activities along the Northwest Passage, which included presence patrols, water and air reconnaissance, and survival training.
 - Northern Labrador, Nunavut and Greenland:** From 8 August to 4 September 2018, about 300 CAF members were deployed on Operation NANOOK. These members participated in a maritime domain defence and security exercise. Her Majesty's Canadian Ship (HMCS) *Charlottetown* and

HMCS *Kingston* also visited a number of communities in the Arctic, strengthening our relationships with northern communities. CAF members worked alongside governmental partners and departments as well as international partners, including the Danish Navy.

- Yellowknife, Northwest Territories: From 17 to 21 September 2018, approximately 270 CAF members participated in a major air disaster exercise in Yellowknife alongside other government departments, non-governmental organizations, and private companies. The exercise involved soldiers, aviators, medical professionals, and support personnel. A CC-130 Hercules, a CH-146 Griffon, and a CH-149 Cormorant were involved.
- Yellowknife and Behchokò, Northwest Territories: From 21 to 28 September 2018, CAF members practiced natural disaster emergency response with military and civilian organizations. The training focused on helping the Government of the Northwest Territories and a number of local municipal and Indigenous government partners to exercise their emergency management plans. The CAF's focus was to exercise how it would evacuate people in the event of a forest fire.
- In early May 2018, Canada hosted the Arctic Security Forces Roundtable in Halifax, Nova Scotia. Created in 2011, the Arctic Security Forces Roundtable seeks to promote regional understanding, dialogue, and cooperation within the Arctic nations. It brought together military and government leaders from seven Arctic states and four partner nations that are key to conducting operations in the Arctic. There were also academics who specialize in Defence and the Arctic. During the Arctic Security Forces Roundtable, partners discussed threats, challenges, and opportunities in the Arctic as well as conducting operations and building relationships with Indigenous Peoples.
- The three commands, [NORAD](#)^{xlvi}, the [Canadian Joint Operations Command](#)^{xlvii} (CJOC) and [United States Northern Command](#)^{xlviii} (USNORTHCOM) progressed the Evolution of North American Defence (EVONAD) study. EVONAD encompasses the analysis of current and future threats to North America across six domains (air, maritime, cyber, space, aerospace, and land) to find better ways of integrating Canadian and American capabilities, forces, and command and control structures to be better prepared to meet future defence challenges.
- Various NATO engagements took place during FY 2018-19, including during operations and exercises. For more information on NATO engagements, please visit the [NATO](#)^{xlix} webpage.
- In January 2019, the Canadian Army (CA) promulgated a three-year plan in the form of a Master Implementation Directive to enhance and expand the Canadian Rangers in select communities through the establishment of patrols, or additional sections within existing patrols, and to improve functional capabilities through Canadian Rangers Patrol Groups headquarters growth. During FY 2018-19, Canadian Rangers patrols grew from 180 to 186 and as of 31 March 2019, the total strength of the Canadian Rangers is 5,231 — a 2% increase since 31 March 2018.
- Work was progressed during FY 2018-19 in the construction of a docking and fuelling facility at Nanisivik, Nunavut, with an aim for the facility to reach full capability by 2020.
- The CAF Arctic Training Centre, operated on behalf of the CAF by the CA, has achieved all of the requirements outlined. The operations room is established and fully resourced. The CAF Arctic Training Centre is established in partnership with the Polar Arctic Shelf Program and linked into Joint Task Force North, the local community of Resolute, and the other government departments in the area.
- During FY 2018-19, the CA maintained its domestic Arctic operating concept, entitled “Northern Approaches: The Army Arctic Concept 2021”. While this concept remains broadly valid, it is being updated to bring the Army Arctic Strategy up to date with *Strong, Secure, Engaged* and other strategic documents. The concept is designed to support domestic Joint operations and activities such as Operation NANOOK, which is conducted annually and is the premier Joint Operation within Canada's Arctic region.

For more information, refer to the [Operation NANOOK](#)ⁱ webpage.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
1.3 Canada's Arctic sovereignty is preserved and safeguarded	% of Arctic operations and exercises that meet stated objectives	100%	31 March 2019	100%	100%	100%

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)ⁱⁱ.

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

- To ensure North America was defended, the CAF through NORAD processed, assessed, and shared intelligence and information related to man-made objects in the air domain to include aircraft, missiles, and space vehicles.
 - When required, the CAF through NORAD successfully detected, tracked, positively identified, and intercepted aircraft of interest approaching North America and flying within North American Airspace.
 - In close collaboration with other military organizations, intelligence communities, allies, and partners, the CAF through NORAD processed, assessed, and disseminated intelligence and information related to the maritime approaches and internal waterways of North America. Through these partnerships, NORAD developed a comprehensive shared understanding of maritime activities to identify potential maritime threats to North American security.
- In May 2018, in collaboration with Transport Canada, the Canadian Air Defence Identification Zone (CADIZ) was expanded to align with Canadian sovereign airspace. The newly aligned CADIZ covers the entirety of the Canadian Arctic archipelago and facilitates increased awareness of the air traffic approaching and operating in Canada's sovereign airspace.
- Operation CARIBBE is Canada's participation in Operation MARTILLO, the United States-led, global campaign against illicit trafficking in the Caribbean Sea and the eastern Pacific Ocean. The CAF contribution to stem the flow of illicit substances towards North America remained not only an effective means to disrupt the movement of narcotics, but constituted a significant engagement with our allies (the United States and Mexico's Secretaría de Marina) and partner organizations (United States Coast Guard), strengthening our collaborative efforts to this mission. Although it has been challenging to measure with complete certainty the impact of this mission on substance trafficking at home, deployed vessels spent 185 days at sea and aircraft flew a total of 241 hours. Deployed assets disrupted a total of 17,000 kilograms (approximately 37,500 pounds) of illicit substances – the second largest quantity seized in the mission's history – valued at approximately 750 million United States Dollars.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
1.4 North America is defended against threats and attacks	% of continental operations that meet stated objectives	100%	31 March 2019	100%	100%	100%
	% of Canada's commitments and obligations to the North American Aerospace Defence Command agreement that are met	100%	31 March 2019	100%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)ⁱⁱⁱ.

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

During FY 2018-19, the CAF contributed to the following in support of NATO assurance and deterrence measures:

- Operation REASSURANCE refers to the military activities undertaken by the CAF to support NATO assurance and deterrence measures in Central and Eastern Europe. On 10 July 2018, The Prime Minister of Canada announced the renewal of Canada's contribution to NATO's enhanced Forward Presence (eFP) until March 2023. The CAF will also increase the number of members deployed to Latvia from 455 to 540;
- The CAF provides military capabilities for training, exercises, demonstrations, and assigned NATO tasks. CAF support to this NATO mission increased in scope, personnel and infrastructure. Canada was a significant contributor in NATO Land, Air, and Sea operations and exercises; and
- Throughout 2018, Canada chaired the NATO Military Intelligence Committee, demonstrating strategic leadership by leading intelligence reforms that improved the Alliance's ability to achieve accelerated decision-making in support of planning, operations, and policy.

Operation REASSURANCE



A CH-148 Cyclone helicopter takes off from HMCS *Ville de Québec* in the Atlantic Ocean during Operation REASSURANCE on 20 July 2018. (Photo: Master Corporal André Maillet, Maritime Forces Pacific (MARPAF) Imaging Services)

Maritime Task Force: Operation REASSURANCE saw the deployment of the first Cyclone aircraft. The aircraft has proven to be a significant force multiplier and has expanded the reach and capabilities of the Standing NATO Maritime Group with which the CAF vessel is deployed.

Air Task Force Romania: Changes in posturing procedures resulted in a more efficient employment of air assets, resulting in an increase in the number of intercepts during the 2018 deployment. The Royal Canadian Air Force (RCAF) excelled at the Air Policing mission as a result of experiences gained through the execution of the NORAD collective defence mission sets. During this operation, cyber defence measures were incorporated into the DND/CAF mission order and procedures to mitigate against adversarial information operations. Air Task Force Romania has also been used to good efficiency by utilising the aircraft to support eFP training. Not only does this increase CAF presence in Europe, it also provides unique training opportunities and capabilities for the eFP battlegroup and the training/maintenance of Joint Terminal Attack Controller (JTAC) capabilities.

Land Task-Force: The CA members continued to lead the eFP Battlegroup Latvia. Comprised of military members from several nations and working as part of the Latvian Land Forces Infantry Brigade based at Camp Adazi, Latvia. Further, CAF personnel deployed with the Land Task-Force seized the opportunity of Canada's framework contribution to further develop the Latvian Armed Forces as a strategic partner. Within this context, CAF members contributed to Latvian military enablement (e.g. courses, personnel exchanges, capability development).

- Based on the government's announcement to rejoin NATO's Airborne Warning and Control System program, Canada remained committed to playing a strong and constructive role in the world by making concrete contributions to international peace and security — including with the NATO.
 - Based on the recent announcement that Canada will rejoin the Alliance's Airborne Warning and Control System program, the RCAF commenced preparations to provide aircrew and other personnel in support of operations to be based in Geilenkirchen, Germany.
 - Programs such as Alliance's Airborne Warning and Control System, and the joint intelligence, surveillance, and reconnaissance it provides, are increasingly relevant in today's security environment. In response to the challenges posed by that environment, NATO has significantly increased the use of its Alliance's Airborne Warning and Control System operations, including in

areas like Central and Eastern Europe where Canada is leading a multinational NATO battlegroup based in Latvia.

- Five CAF members continued their contribution to logistical and headquarters support functions in Pristina, Kosovo, on Operation KOBOLD. The Task Force Commander also serves as the chief of the NATO Joint Logistics Operation Center. Through planning and the conduction of various operations, mission rehearsals, and exercises, this mission has contributed to a safe and secure environment and the freedom of movement within Kosovo. A diplomatic solution remains ongoing. The CAF also takes part in Operation IGNITION NATO to support security efforts in Iceland on a periodic basis.
- The CAF continued to play a leadership role in Operation ARTEMIS, having just commanded Combined Task Force 150 during FY 2018-19 for the conduct of counter-terrorism and maritime security operations across the Arabian Sea and Indian Ocean region. CAF, allies, and partner assets provide the means to deter illegal activity and enhance security. The CAF supported the disruption of an estimated \$1.8 billion of illicit substances. More CAF assets and persistent Intelligence, Surveillance and Reconnaissance coverage would improve counter-narcotics and counter-terrorism operations.
- The CAF remained a committed partner to the multinational coalition to dismantle and defeat Daesh through Operation IMPACT. Most of the territory seized by Daesh has been reclaimed. The CAF contribution has shifted from air operations towards land centric Building Partner Capacity training of Iraqi, Jordanian, and Lebanese Defense Forces. Although still in its early stages, the number of training serials, as well as coalition, NATO, and partner nation buy-in to the training, has continued to grow throughout FY 2018-19. Within this context, the newly formed NATO Mission in Iraq has increased the upward trend and enhanced Iraqi Security Forces' capacity to secure former Daesh strongholds. In Jordan and Lebanon, CAF Building Partner Capacity commitments contributed to the increasing success of both nations' defence forces ability to reduce Daesh's capacity to spread across the border. Challenges included higher use of the C-130J airframe than forecasted (three to five times higher demand) and had an after-effect need to take measures to defend the long-term effectiveness of this asset against asset fatigue; and, challenges related to obtaining sufficient country visas.
- Canadian Special Operations Forces engagements leveraged relationships with other government departments, allies, and partners to ensure a coordinated and collaborative approach to realize Government of Canada National Security and Defence objectives. They also maintained a global presence, deploying forces in the Middle East, the Caribbean, Africa, and South East Asia. Global engagements over the last year have covered a wide variety of activities, to include contributions to multinational coalitions, capacity building through bilateral and multinational forums, key leader engagements and multinational training activities as well as the maintenance of a strong international liaison network. In addition, the Canadian Special Operations Forces Command continued to support the Global Coalition to Counter Daesh through the provision of a Special Operations Task Force dedicated to training, advising, and assisting the Iraqi Security Forces.
- Operation UNIFIER is Canada's contribution to support Ukrainian forces through capacity building, in coordination with the United States and other countries providing similar training. CAF members continued to support soldiers from the Security Forces of Ukraine (SFU) with security force training. 4,771 SFU (both Ukrainian Armed Forces and National Guard) were trained by CAF personnel during FY 2018-19. Over the course of the year, Operation UNIFIER leveraged the successes of previous rotations and increasingly focused on train-the-trainer courses, qualification standard development, and targeted training to facilitate the SFU's transition towards a NATO interoperable standard. Having moved beyond basic training to train-the-trainer and mentoring, the focus is primarily on SFU combat capability enhancement and professional development at tactical and institutional levels through selected military initiatives: tactical training at mechanized brigade level, marksmanship, combat engineering, military policing, combat medical training, logistics modernization, and junior officer and non-commissioned officer professional development and leadership. Unfortunately, the attrition rate for these soldiers is over 60%, as many return to civilian occupations after their two-year conscription period.

- The CAF played 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. Through the following capabilities we demonstrated our support to United Nations peace operations:
 - Operation PRESENCE is the CAF support to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). This is part of the Government of Canada's overall efforts to help set conditions for durable peace, development, and prosperity in Mali. The operation began in August 2018;
 - As of 31 March 2019, Task Force-Mali had conducted eight medical evacuation missions since the beginning of its deployment on Operation PRESENCE. Seven of these were forward aeromedical evacuations in support of MINUSMA and one in support of Operation BARKHANE. Task Force-Mali's CH-146 Griffon and CH-147 Chinook helicopters transported more than 5,700 passengers and moved more than 350,000 pounds (approximately 159,000 kilograms) of cargo in support of medical evacuation and deliberate utility aviation operations for MINUSMA. Since arriving in Mali, our CH-146 Griffons flew more than 1,850 hours, while the CH-147F Chinooks clocked-in 840 hours;
 - The CC-130J Hercules from the Tactical Airlift Detachment has flown more than 1,150 hours and transported more than 1.9 million pounds (approximately 862,000 kilograms) of cargo in support of Operation PRESENCE-Mali. The CC-130J aircraft does not conduct MINUSMA tasks but operates out of the interim operational support hub in Dakar, Senegal, in support of Task Force-Mali; and
 - This operation has provided key lessons learned for the future operational and tactical employment of Forward Air Evacuation Task-Force assets. Although primarily concerned with medical evacuations — all missions in support of MINUSMA were successful — the contribution of CH-146 Griffon and CH-147 Chinook helicopters provided MINUSMA with a very capable asset which enabled the extension of United Nations tactical reach into previously inaccessible communities. Further, the particularly high level of support provided to the contingents from Germany, France, and the Netherlands have served to bolster the Canadian relationship with these allies.
- The department continued to meet its commitment to develop and implement innovative training for peace operations by helping to enhance the overall effectiveness of United Nations operations, including through support for the Elsie Initiative for Women in Peace Operations:
 - The Elsie Initiative for Women in Peace operation is included in the Innovative Training line of Effort. It is a whole-of-government initiative aimed at developing, rolling out, and testing a combination of approaches to overcome barriers to women's meaningful participation in United Nations peace operations; and
 - With regards to the Elsie Initiative, Global Affairs Canada (GAC) had identified Ghana as the partner nation for Canada in building defence capacity. Following this announcement, the CAF conducted an option analysis in the fall to define the CAF element(s) involving Canadian Training and Advisory Team deployment. It was determined that these Teams would initially conduct training support activities in Ghana.
- Activities were conducted by the CAF, including options analyses to identify specific United Nations requirements where CAF has particular niche expertise. CAF worked in conjunction with GAC to identify ways to complement GAC programming.
- DND/CAF continued to incorporate gender perspectives into defence planning. We also continued to integrate guidance provided from United Nations Security Council Resolutions (UNSCR), the Canadian National Action Plan on UNSCR 1325, NATO policy and guidance, and Government of Canada direction on GBA+ into CAF planning and operations and to expand into the wider CAF institution. In FY 2018-19, the following activities were completed in support of the Canadian National Action Plan:

- The intra-departmental working group for the implementation of UNSCR 1325 met three times in order to share best practices, lessons learned, and challenges as we continued to advance gender mainstreaming in the DND/CAF; and
- The CAF deployed Gender Advisors on Operation PRESENCE (Mali), Operation REASSURANCE (Latvia), NATO Mission Iraq, Operation UNIFIER (Ukraine), and Operation SOPRANO (South Sudan). All other CAF small missions established a senior Gender Focal Point to ensure the application and integration of gender perspectives in every operational theatre. Domestically, Gender Focal Points were identified on Operation LENTUS as well as other operations.
- The department has continued to collaborate with GAC to enable Canada's contributions to a more stable and peaceful world through the delivery of Build Partner Capacity (BPC) initiatives. Specifically, DND has worked with GAC security programs, including the Anti-Crime Capacity Building Program, the Counter-Terrorism Capacity Building Program, the Peace and Stabilization Operations Program, and the Weapons Threat Reduction Program to implement BPC efforts globally. This includes, but is not limited to major operations such as Operation IMPACT (Middle East), Operation ACKEE (the Caribbean), and Operation UNIFIER (Ukraine). Additionally, BPC training has been amalgamated under a single operation (Operation EDIFICE) to ensure efficiencies and better operational effects.
- Over the last year, substantial effort was placed on redefining the scope and operating area of Operation IMPACT. This has resulted in the expansion of the Joint Operation Area to include Lebanon and Jordan. Although the unification of these regional efforts has only recently come into effect, early indications of this more holistic approach are that greater efficiencies are anticipated. Beyond the operational benefits of regionalising efforts against Violent Extremist Organizations, this has had the departmental benefit of reducing expenditures by creating pan regional efficiencies.
- The CAF deployed many efforts in order to maintain domestic and international situational awareness. The CAF, with a view to optimise processes, continued to develop a more efficient way to assess intelligence production requirements and to manage intelligence collection activities in support of all Canadian operations. Furthermore, the coordination throughout all levels of intelligence in the CAF has improved, leading to better use of analytical resources in a credible and timely manner. The Joint Targeting Intelligence Centre crossed new milestones toward its full operational capability by operationalizing their processing, exploitation, and dissemination cycle. To address the connectivity and relationship with our allies, the CAF Canadian Joint Operations Command deployed new intelligence liaison officers with NATO and United States Commands for Europe and Africa.

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

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 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 2019	93%*	97%	98%

Notes:

* The critical difference between FY 2018-19 and 2017-18 results is due to a change in methodology. Interoperability with other allied partners during Operation PRESENCE highlighted deficiencies. To address these deficiencies, projects will address issues such as Strategic lift, contracts will fill gaps, and exercises with partners and liaison officers will help mitigate interoperability challenges. Leveraging success of both Operation UNIFIER and IMPACT and implementing lessons learned improved and will continue to improve capacity building and professional development training.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{liv}.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
752,722,921	752,722,921	1,213,674,330	1,424,919,741	672,196,820

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,477	4,884	2,407

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](#)^{iv}.

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

Determining the Canadian Armed Forces (CAF) ability to support the missions assigned by the Government of Canada in *Strong, Secure, Engaged* (SSE) requires the continuous monitoring of key capabilities (Personnel, Equipment, Training, Supplies). To achieve this goal, Strategic Joint Staff's Force Posture and Readiness launched the Strategic Management and Readiness Tool (SMaRT) in the spring of 2018. The Force Posture and Readiness Directive defines the requirements needed to support multi-mission concurrency capabilities and tasks described in SSE. As a system of record, SMaRT provides decision makers with the ability to quickly and accurately determine the CAF operational capability and capacity to support current and future missions.

The Royal Canadian Air Force (RCAF) generated and sustained relevant, responsive and effective air and space power throughout FY 2018-19. With agile and scalable ready air and space forces, the RCAF supported Search and Rescue (SAR) missions, North American Aerospace Defense Command (NORAD) missions, and assisted civil authorities and other government departments on domestic operations and disaster relief efforts. Abroad, RCAF forces participated in the full spectrum of CAF operations; strengthening partnerships with allied nations and supporting Canada's international commitments to NATO, United Nations, and coalition operations.

As Canada's naval force, the Royal Canadian Navy (RCN) remained a rapidly deployable, highly flexible and versatile instrument of national power that provided the Government of Canada with maritime defence options in support of national objectives. To meet these demands, the RCN participated in numerous joint and interoperability deployments such as [Operation PROJECTION^{lvi}](#), and delivered combat effective naval forces ready to support Canadian interests at home and abroad, supported by its team of Regular, Reserve, and Civilian personnel. Of note during FY 2018-19, Canada assumed command of Combined Task Force 150 (CTF-150), the international maritime task force whose mission is to disrupt terrorist organizations and their related illegal activities as part of [Operation ARTEMIS^{lvii}](#).

The Canadian Army (CA) is made up of Regular and Reserve Forces, Canadian Rangers, and civilian personnel who work together to provide Canada with a reliable and responsive range of military capabilities that deliver decisive land power in the achievement of Canadian defence objectives across the full continuum of operations. Throughout FY 2018-19, the CA remained ready to defend Canada and North America and to contribute to international peace and security.

The Joint Managed Readiness Program provides guidance for the conduct of joint readiness training in the CAF. It also provides direction on what needs to be achieved to maintain and further increase the level of joint readiness of the CAF. Most joint training exercises favour the three operational functions of Command, Sense and Sustain with only slight variations. Overall, 51 of 54 CAF Joint Tasks were reported to have been completed at least once during 2018-19.

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

- The CAF generated and sustained high readiness naval, land, air, and special operations forces and joint capabilities to meet Force Posture and Readiness levels directed by the Chief of the Defence Staff (CDS) and the concurrent mission requirements of *Strong, Secure, Engaged: Canada's Defence Policy*. Throughout 2018-19, we progressed a number of initiatives to improve readiness, including:
 - The interim Auxiliary Oil Replenishment ship, M/V *Asterix*, began operating with the RCN, mitigating a capability gap related to naval supply vessels. During this reporting period, M/V *Asterix* provided support to the RCN Fleet, as well as partner navies, during *Rim of the Pacific* (RIMPAC) 2018 and Operation PROJECTION. The first Arctic and Offshore Patrol Ship, the

future HMCS *Harry DeWolf* was launched in fall 2018 and is expected to be delivered to the RCN in winter 2020;

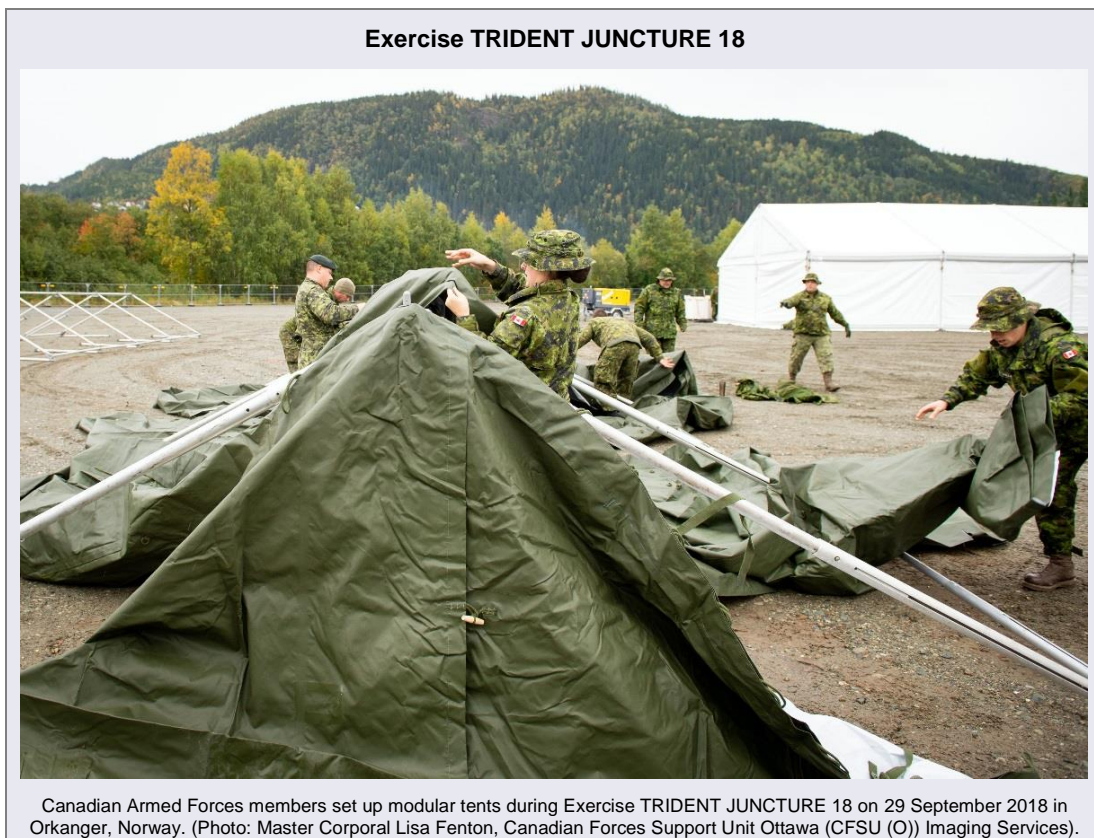
- Through its Managed Readiness Plan, the CA continued to demonstrate its ability to respond to the ever-changing operational environment by force generating and deploying capabilities, for concurrent operations, in response to domestic crises (e.g. floods, fires, and winter storms) and international operations (e.g. enhanced Forward Presence (eFP) Battlegroup Latvia). During 2018-19, over 3,000 CA personnel deployed on domestic operations and over 3,800 on international operations;
- In advance of the arrival of fighter aircraft to replace the entire CF-18 fleet, Canada is procuring 18 fighter aircraft spares and equipment from the Government of Australia to rapidly increase availability of the CF-18 fleet in order to ensure the RCAF can meet domestic and international obligations simultaneously*;
- The Royal Canadian Air Force (RCAF) marked the arrival of the first two interim fighter aircraft this year, an important investment in sustaining mission ready aircraft in our current CF-18 Hornet fleet*;
- The first Fixed Wing Search and Rescue aircraft began completing contractor testing in Spain, and is expected to arrive at 19 Wing Comox, British Columbia in spring 2020. Initial training for RCAF aircrew and technicians has begun in Spain in September 2019, and the new Training Centre is expected to be completed at 19 Wing Comox in mid-2020; and
- CH-124 Sea King was retired in December 2018 at a joint RCN/RCAF ceremony. Its replacement, the Sikorsky built CH-148 Cyclone, was deployed on three operational shipborne detachments over-FY 2018-19. The first on HMCS *Ville de Québec* from July 2018 to January 2019, followed by HMCS *Toronto* in January 2019 to support Operation REASSURANCE in Europe. Concurrently, a third deployment commenced in January 2019 on HMCS *Regina* to support Operation PROJECTION and Operation ARTEMIS in Asia-Pacific.

*Note: The CF-18, which was adapted from the American F/A-18, is also known as the officially designated CF-188 in Canadian use.

- The launch of the next generation of Canadian Earth-observation satellites, known as the RADARSAT Constellation Mission was delayed in 2018 due to unforeseen technical and contractual issues beyond the control of the Department of National Defence (DND). The RCAF continued to work with our partners toward the scheduled launch date in summer 2019. Once online (*was launched on 12 June 2019), the RADARSAT Constellation Mission will support whole-of-government surveillance needs including critical defence and security related coverage of Canada's ocean approaches as well as global maritime domain awareness.
- DND/CAF continued to meet its commitment to conduct joint exercises and to maintain joint capabilities to ensure the CAF is able to meet the government's defence expectations through advancements of our mission preparedness. Regarding priorities directed for FY 2018-19:
 - Two exercises are held each year to support maritime interoperability under the North American Maritime Security Initiative (NAMSI) protocols between Canada, the United States, and Mexico. NAMSI has normally focused primarily on narcotic interdiction efforts. Therefore the two exercises that occurred in FY 2018-19 are significant in that they involved expanding cooperation and lessons learned to Search and Rescue and Humanitarian Assistance and Disaster Relief efforts. The two exercises are:
 - GOMEX: (NAMSI Gulf Of Mexico Exercise) In 2018-19 it was a tabletop exercise involving a scenario of a large cruise ship on fire, and exercising the three nations responses related to communications, rescue, and processing of international passengers. This exercise improved understanding of the three nations' responses and standard operating procedures related to maritime search and rescue; and
 - PACEX: (NAMSI Pacific Exercise) This was a Command-Post exercise with the scenario being a large fishing vessel that had suffered an explosion and was found to be

transporting illegal migrants (and potentially criminal elements). The exercise involved liaison with commands across North America. There were a number of lessons learned on how to coordinate assets, particularly air assets, and reporting between the three nations.

- **TRIDENT JUNCTURE/JOINTEX 18.** In 2018-19, the main training effort conducted was Exercise JOINTEX, which was linked to the NATO Exercise TRIDENT JUNCTURE 18. This consisted of a live exercise conducted in Norway and the surrounding seas in late October/early November 2018. It trained NATO and partner nations to work together seamlessly. CAF participation focused on the employment of Canada's commitment to the Enhanced NATO Response Force 2019:
 - Integration of Command and Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance and strategic and operational targeting processes and theatre staging and support within a Five Eyes environment was practiced under TRIDENT JUNCTURE/JOINTEX 18; and
 - Employment and defence of NATO network segments for a Canadian Joint Task Force within a NATO full spectrum operation was exercised under TRIDENT JUNCTURE/JOINTEX 18.
- Whole-of-government and non-government agency interoperability in consequence management for a domestic security event was practiced during PALADIN BOREAL (Public Safety led); and
- Command and Control and cooperation with Arctic nations, including the United States, in the conduct of Arctic search and rescue under Exercise ARCTIC ZEPHYR was postponed until FY 2020-21.



- **Exercise VIGILANT SHIELD** is conducted annually in conjunction with NORAD, United States Northern Command (USNORTHCOM), and other United States Commands. The purpose of this exercise

and the other exercises designed in defence of Canada and the United States is to ensure mission readiness, develop trusted partnerships, and build capacity. The exercise concerns preparedness to work continentally in the Defence of North America and involves the coordination of planning and command and control amongst the involved headquarters. Through this exercise, the CAF advanced joint and combined military cooperation in the planning, preparation, and conduct of North American defence operations for the following missions:

- Mission 1 – Detect, deter, and defend against threats or attacks on Canada; and
- Mission 2 – Detect, deter, defence against threats to or attacks on North America in partnership with the United States, including NORAD.
- Although planning and preparation occurred for Exercise VIGILANT SHIELD, the execution phase was cancelled this year due to NORAD and United States Northern Command (USNORTHCOM) headquarters support to real-world hurricane relief priorities.

- Exercise Rim of the Pacific (RIMPAC) is the world's largest maritime military exercise that involves forces from many countries. Nations with an interest in the Pacific Rim region send ships, aircraft, and troops to take part in the exercise every two years. Exercise RIMPAC 2018 took place in late June/early August 2018. The exercise was led by the United States Navy. It took place in and around the Hawaiian Islands and Southern California. The RCN sent over 675 members and five ships to participate in RIMPAC. The ships participated in a wide scope of training scenarios, such as anti-submarine warfare, maritime interdiction operations, and mine sweeping and neutralization, among others. Approximately 170 CA soldiers were part of the combined Marine Air-Ground Task Force. The RCAF deployed approximately 45 members and a CP-140 Maritime Patrol Aircraft. It conducted more than a dozen anti-submarine warfare missions, amassing over 100 hours of flying time.

- Exercise TRADEWINDS is a multinational maritime interdiction, ground security, and interagency exercise led by the United States Southern

Command. CAF members participated in Exercise TRADEWINDS in June 2018. It included participants from 22 nations and key regional organizations. The exercise took place in St. Kitts and Nevis, and the Bahamas. The CAF participated on the land and at sea. In total, the CAF sent approximately 80 soldiers



and sailors, including a ship, dive team, mentors from the RCN and the CA, and a joint CAF and Global Affairs Canada (GAC) disaster assessment team which trained in responding to humanitarian crises.

- The Canadian Special Operations Forces Command (CANSOFCOM) maintained a highly-skilled, multi-purpose special operations force, prepared to operate at home and abroad in situations posing a threat to national interest by conducting individual and collective training with key allies and Five Eyes partners. CANSOFCOM achieved success through the preparation and maintenance of high-readiness forces and command and control of its operational activities around the globe. All tasks assigned by the CDS or requests for assistance by other government departments, such as capacity building, were achieved, and those that span over multiple years are progressing successfully, which is further enabling and strengthening National Security. CANSOFCOM contributed to National Defence's priorities of investing in our people and strengthening the organization by implementing Command-wide programs that promotes resilience, enhance performance, and set conditions for optimal rehabilitation across four core human dimension domains: Physical, Psychological, Spiritual, and Family. This is done in order to sustain and support operational readiness and performance excellence.

For more information, refer to the following websites:

- Learn about various [military exercises](#)^{lviii} that train and prepare the Canadian Armed Forces for future operations at home and abroad.
- [Royal Canadian Navy](#)^{lix} [Canadian Army](#)^{lx} [Royal Canadian Air Force](#)^{lxi}
- [Military Personnel Command](#)^{lxii}
- [Canadian Special Operations Forces Command](#)^{lxiii}
- [Canadian Joint Operations Command](#)^{lxiv}
- [Canadian Forces Intelligence Command](#)^{lxv}
- [Strategic Joint Staff](#)^{lxvi}

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
2.1 Canadian Armed Forces are ready to conduct concurrent operations	% of operations that are capable of being conducted concurrently	100%	31 March 2025	100%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of force elements that are ready for operations in accordance with established targets	To be determined by 31 March 2019	To be determined by 31 March 2019	79%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{lvii}.

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

- The department has made progress towards the development and sustainment of capabilities needed to undertake the operations and exercises that take place in Canada and around the world and which depend on having the necessary trained personnel and military equipment — aircraft, ships, vehicles and weapons — in good working condition and at a certain level of readiness. This means that once equipment is made available, it is maintained in serviceable, or reliable, condition for use by the CAF. Equipment maintenance and repair involves civilian and military personnel and private sector firms. Spending in this area makes a significant contribution to the Canadian economy every year.

• In response to the fall 2016 Reports of the Auditor General of Canada, the availability and serviceability of the various key equipment fleets of the CAF continued to be monitored during FY 2018-19, and we further improved our measurement of the availability and serviceability of equipment and its contribution to ensure the readiness of our forces and the effective delivery of operations. Highlights from 2018-19 include:

- The availability and serviceability rates of all aircraft fleets continued to be monitored and reported on a monthly basis through a formalized process to ensure the readiness and the effective delivery of operations;
- RCN vessels were maintained at the planned level of availability; however, serviceability was impacted by schedule changes required by submarines' Transitional Docking Work Periods; and
- The CA met its Force Posture and Readiness requirements for FY 2018-19 as well as its equipment readiness requirements related to training and institutional support. Command-driven equipment management programs such as the Canadian Army Equipment Readiness Programme (CAERP) aimed at improving equipment serviceability are in effect and being monitored closely.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 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	90% or greater*	31 March 2019	91.40%	95%	89%
	% of land fleets that are serviceable to meet training and readiness requirements	80% or greater*	31 March 2019	72%**	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of aerospace fleets that are serviceable to meet training and readiness requirements	85% or greater*	31 March 2019	79.10%***	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

Notes:

* A portion of the fleet will normally be subject to repairs due to the use of the 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.

** Although the target of 80% was not achieved, the Canadian Army (CA) is on track to achieve it by FY 2023-24. As part of its improvement plan, for FY 2018-19, the CA aimed to increase its serviceability rate from 63 to 68%; the actual result was 72%. While there is an upward trend, aging fleets and the introduction of new equipment continue to remain a risk and will require ongoing mitigation through equipment management programs such as the Canadian Army Equipment Readiness Programme (CAERP).

*** The availability and serviceability rates of all aircraft fleets are monitored and reported on a monthly basis through a formalized process to ensure the readiness and the effective delivery of operations. The Royal Canadian Air Force (RCAF) has implemented "Get Well" programs for CF-18 Fighter and CP-140 Long Range Patrol fleets to resolve serviceability and availability issues. The CF-18, which was adapted from the American F/A-18, is also known as the officially designated CF-188 in Canadian use. The CC-144 Challenger and CH-148 Cyclone fleets are also closely managed to maximize flying rates. The CC-144 Challenger and CH-148 Cyclone fleets are also closely managed to maximize flying rates.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{bviii}.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
8,854,401,407	8,854,401,407	9,355,074,160	9,506,982,585	652,581,178

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
44,055	45,566	1,511

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](#)^{xxx}.

Defence Team

Description

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

Results

People are at the core of everything the Defence Team has done to ensure Canada is strong, secure, and engaged in the world. All of our success has come as a result of having healthy, resilient, well-trained, and motivated personnel supported by talented and dedicated defence civilians working within the Department of National Defence (DND). This integrated civilian-military Defence Team has been and continues to be the heart of our institution.

We have taken significant strides in ensuring that the entire Defence Team has the care, services, and support it requires and have continued to work towards eliminating harassment and discrimination in the workplace. We have improved attraction efforts in order to recruit talented, motivated Canadians who reflect the broad range of cultural, linguistic, gender, age, and other unique attributes which will contribute directly to our efforts to develop a deeper understanding of our increasingly complex world. We have made good on our most important commitment: investing in our people.

The Canadian Armed Forces (CAF) has maintained our commitment not only to our members, but to their families as well. As our people continue to serve in complex and challenging environments at home and abroad, we have consistently delivered essential programs and services to give our troops comfort, knowing that their families are being looked after.

People are at the core of everything the Defence Team does



Keira Lee, Personnel Support Program instructor, conducts a physical fitness class for crew members on the flight deck of Her Majesty's Canadian Ship *St. John's* during Operation REASSURANCE, in the Mediterranean Sea, on 16 May 2018.

Photo: Corporal Tony Chand, Formation Imaging Services

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

- A streamlined online application process was launched in January 2019, and additional file managers have been employed in order to increase the number of applications being processed and reduce the overall time taken to process a file. Changes have been made to the reliability screening process for applicants under 23 years old, resulting in decreased recruiting timelines for these applicants. We continued to work on initiatives to decrease medical screening times and the work is ongoing. Work continues on the implementation of a process to attract and enrol skilled recruits, including developing incentives and allowances as well as an expedited process for recognizing credentials.
- The department engaged in a comprehensive campaign of traditional television and print advertisements targeting priority occupations as well as hosting occupation-specific recruiting events and participating in job fairs and career events across Canada. A new and immersive website was launched along with a suite of digital attraction tools, including mobile apps and virtual 360 degree videos, to showcase the career opportunities offered by the CAF. Leveraging analytics capabilities and sound scientific evidence regarding audience analysis, the right message is being delivered to talented, motivated, and qualified Canadians, including those within employment equity groups, in order to improve awareness of priority occupations. This has resulted in approximately 60,000 online applications for full and part-time employment.
- Entry-level training has been re-structured in order to reduce training time and increase the capacity of the Canadian Armed Forces Leadership and Recruit School. Work continues towards restoring the Royal Military College Saint-Jean as a full degree-granting institution to help prepare the next generation of leaders in the CAF.
- The department undertook broad stakeholder consultations, research, and analysis on retention challenges to identify strategic priorities for the CAF Retention Strategy. Strategy design, action plans, and approvals are on track for an expected release of the strategy in the fall of 2019.
- Army recruiting has reached full operating capacity and is achieving success in growing the Army Reserve. Both the total and effective strengths of the Army's Primary Reserve grew by more than 10% in FY 2018-19. As the Army Reserve continues to grow, resources will be adjusted to support individual training and sustainment of a larger force.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 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	99.23%	98.7%	98%
	% of Reserve Force positions that are filled	95 - 100%	31 March 2026	77.09%**	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of occupations with critical shortfalls	0 - 5%	31 March 2019	16.50%***	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

Notes:

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

** Although the ultimate target is 30,000 for the Primary Reserve, the anticipated planned growth for 2018-19 was to reach a level of 28,500 as noted in the Human resources – Reserve Force Personnel table on page 65 of this document. The Departmental Plan 2019-20 notes that the anticipated growth for 2021-22 is set to attain a level of 29,250 as we continue to strive for the ultimate Primary Reserve level of 30,000.

*** Recruitment challenges are compounded by the national employment rate, competing opportunities, and a lack of awareness amongst the Canadian public concerning the diverse employment opportunities available in the Canadian Armed Forces. These occupations are recruitment

priorities. Targeted attractions activities, focused digital advertising, and social media campaigns are used to attract applicants to these occupations, who will then have priority processing.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{bx}.

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

- The CAF has made significant progress in the provision of efficient and effective care through a variety of initiatives, guided by the modernization efforts of Canadian Forces Health Services. The recent success in the deployment to Mali of modern health services capabilities in forward aeromedical evacuation will be made an enduring capability through our growth plan. Our operational support capabilities have been, and will continue to be, strengthened through growth in medical specialists that provide life-saving care for our ill and injured members.
- On 10 December 2018, the Government announced the new Canadian Armed Forces Transition Group mandated to support all members with professional services as they transition to post-military life. Once fully established, the Canadian Armed Forces Transition Group will provide fully professional, personalized, and standardized transition services to all CAF members, veterans, and their families. The Canadian Armed Forces Transition Group will ensure special care and attention to those who are ill or injured.
- DND/CAF worked with key stakeholders and service delivery partners to begin the implementation of initiatives to better meet the needs of all retiring personnel. These initiatives will in the coming years ensure that all benefits are in place before a member transitions to post-military life.
- DND/CAF worked to improve attraction and retention initiatives for mental health professionals. However, there were significant challenges in the hiring and retention processes due to an overall shortage of mental health professionals within Canada as well as the remoteness of a number of CAF clinics/bases. We continue to work closely with stakeholders and have made numerous improvements, notably: improved internal strategic communication, creation of assessment tools that gauge suicide prevention awareness, and delivery of Mental Fitness and Suicide Awareness training to 1,921 CAF members. Additionally, a contract was awarded for suicide-specific training for clinicians that will be enhanced with newly developed training materials (i.e., CAF *Clinician Handbook on Suicide Prevention* with an aide memoire).
- Civilian Total Health and Wellness was enhanced through the continued development and support of the Office of Disability Management. After a year of pilot services in the National Capital Region, users of the Office of Disability Management observed a reduction in the duration of sick leave without pay taken by nearly 50%. As a result, the Department was able to almost halve the number of longstanding cases (over two years on leave) and observed a near 50% reduction of productivity loss from users of the Office of Disability Management.
- The department also continued to develop and provide programs and tools in support of a psychologically healthy workplace and employee well-being, including the Employee Assistance Program, mental health training and awareness campaigns, and a flexible work arrangements program.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 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	To be determined by 31 March 2021*	To be determined by 31 March 2021	90.51%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for themselves and their families	To be determined by 31 March 2021*	To be determined by 31 March 2021	53.20%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of Canadian Armed Forces members who report a high level of workplace well-being	To be determined by 31 March 2021*	To be determined by 31 March 2021	64.30%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of civilian employees who describe the workplace as psychologically healthy	To be determined by 31 March 2021*	To be determined by 31 March 2021	59%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

Notes:

* No targets have been established as three years of rolling data are required to set evidence based targets and thresholds.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{box}.**Departmental Result 3.3 – The Defence team reflects the values and diversity of Canadian society**

- DND made modest progress with regard to women's representation in the CAF. Although the representation of women currently falls 0.3% below the 16% annual threshold specified in the reporting guidelines, a number of key initiatives have been undertaken to address culture change in the Defence Team. In doing so, a concerted effort has been made to move beyond the counting of women and toward considerations of barrier reduction and comprehensive culture change of the CAF.
- A number of initiatives were undertaken with regard to women's representation and participation in the CAF during FY 2018-19, including:
 - Reviewed the CAF Dress Instructions;
 - Created a Microaggression Toolkit to be linked with Harassment Prevention Training;
 - Refreshed Diversity Strategy as well as considerations of culture change through an intersectional lens;
 - Instituted positive space ambassador training, which crosses multiple lines of identity and instills a culture of diversity by generating competency, allies, and leadership for the LGBT community; and
 - Created a professional development training session which focuses on diversity, microaggression and harassment, unconscious bias, and social policy.

- During FY 2018-19, we completed the implementation of the following three External Review Authority by former Justice Deschamps recommendations through Operation HONOUR, and work is ongoing to complete the implementation of the remaining seven recommendations:
 - Recommendation 1: Acknowledge the problem and undertake to address it;
 - Recommendation 7: Simplify the harassment process; and
 - Recommendation 8: Allow victims of sexual assault to request transfer of the complaint to civilian authorities.
 - The Sexual Misconduct Response Centre's (SMRC) team of counsellors provide person-centered support services to ensure that CAF members who have experienced sexual misconduct are appropriately informed, respected, protected, and supported throughout the processes they chose to engage in. These services, such as supportive counselling, information, referrals, and facilitated access, are offered 24 hours a day, seven days a week. Anyone who contacts the Centre for support has the option to remain anonymous. In FY 2018-19, the SMRC received 689 contacts, by phone or email, from 484 individuals. In October 2018, the SMRC began developing a new program called Response and Support Coordination (RSC). Specifically, this new program will offer CAF members proactive case coordination, advocacy, accompaniment and in-person support, assistance with workplace accommodations, and other forms of practical assistance in addition to the services already provided. This pilot of service enhancements was launched in January 2019, and the results provided the SMRC with important information regarding the needs of CAF members who had contacted the Centre. This program will expand in FY 2019-20.
 - The department opened 16 Conflict and Complaint Management Service offices across the country and reached operating capability in July 2018. Local Conflict and Complaint Management Service agents assist members and the chain of command by providing guidance and information on situations of conflict as well as informal and formal options. We also launched the Integrated Complaint Registration and Tracking System in October 2018, making the registration of all formal harassment complaints by CAF members mandatory. The system allows for tracking and reporting. Further versions will enable full case management capabilities to manage formal harassment complaint files replacing the need for paper files. A full-time cadre of harassment investigators has been created, with an initial capacity in place on 31 March 2019.
 - DND made a number of key investments in the continued establishment of diversity and inclusion as core institutional values for the Defence Team. Investments were made through the creation of the Office of Champions for Gender and Diversity for Operations, implementation of an Executive Diversity and Inclusion Plan, and the development of centres of expertise for both GBA+ diversity and inclusion.
- On 26 April 2018, the Chief of the Defence Staff and the Deputy Minister announced the appointment of Departmental Champions in the following areas of diversity and inclusion:
- Gender and Diversity for Operations;
 - Women, Peace and Security;
 - Gender-based analysis plus (GBA+);
 - Women;
 - Indigenous People;
 - Visible Minorities;
 - Persons with Disabilities; and
 - Official Languages.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
3.3 The Defence team reflects the values and diversity of Canadian society	% of the Defence team that self-identify as a woman*	25.1% CAF or greater	31 March 2026	CAF: 15.7%*	CAF: 15.6%	CAF: 15.2%
		39.1% Civilians or greater		Civilians: 40.4%	Civilians: 40.0%	Civilians: 40.9%
	% of the Defence team that self-identify as a visible minority**	11.8% CAF or greater	31 March 2026	CAF: 8.7%**	CAF: 8.4%	CAF: 7.6%
		8.4% Civilians or greater		Civilians: 8.9%	Civilians: 7.8%	Civilians: 7.5%
	% of the Defence team that self-identify as an indigenous person***	3.4% CAF or greater	31 March 2026	CAF: 2.8%***	CAF: 2.8%	CAF: 2.7%
		2.7% Civilians or greater		Civilians: 3.4%	Civilians: 3.1%	Civilians: 3.2%
	% of the Defence team that self-identify as victims of harassment****	To be determined by 31 March 2021	To be determined by 31 March 2021	CAF: 17.7%****	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
				Civilians: 16%		
	% of the Defence team that self-identify as victims of discrimination****	To be determined by 31 March 2021	To be determined by 31 March 2021	CAF: 14.9%****	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
				Civilians: 7%		
	Annual # of reported incidents of Harmful and Inappropriate Sexual Behaviour in the Defence Team	To be determined by 31 March 2021	To be determined by 31 March 2021	256*****	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	Number and type of actions taken in response to reported Harmful and Inappropriate Sexual Behaviour incidents by the Defence Team	To be determined by 31 March 2021	To be determined by 31 March 2021	256*****	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of the Defence Team members who have attended a town hall or training session related to Harmful and Inappropriate Sexual Behaviour (Operation HONOUR)	To be determined by 31 March 2021	To be determined by 31 March 2021	Results Not Available*****	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

Notes:

* Overall CAF enrolment rates for women in 2018 were approximately 17%. Enrolment does not always result in retention and continued representation. Efforts have increased to reduce barriers for women in the CAF. An Employment Systems Review is being done to evaluate all policies with the view to see if they create a systemic barrier for women.

** The Employment Equity Plan and the continued efforts to identify and remove barriers for participation of visible minorities are ongoing efforts that continue to be strengthened in the Defence Team. An Employment Systems Review is being done to evaluate all policies with the view to see if they create a systemic barrier for visible minorities.

*** Professional development concerning religious and spiritual accommodation for indigenous persons has been developed to enable CAF leaders to understand their responsibilities. An Employment Systems Review is being done to evaluate all policies with the view to see if they create a systemic barrier for indigenous persons.

**** The results are drawn from the most recent survey data available, conducted in fall 2017 and represent results for FY 2017-18. Due to the survey cycle, results are only available after the reporting period, and therefore results will be reported a year in arrears. A baseline will be established from the 2017, 2018, and 2019 results, to be used in future target and threshold setting for this indicator.

***** The Operation HONOUR Tracking and Analysis system is designed for units to record any incidents of sexual misconduct involving a CAF member as a complainant or as a respondent. If a DND civilian is also involved, this will also be recorded.

***** The Operation HONOUR Tracking and Analysis System tracks the outcomes associated with sexual misconduct incidents. Incidents reported in a FY could have occurred in an earlier FY.

***** Due to the Government of Canada moratorium on Surveys, the Your Say Survey Data to support this indicator is not available and thus an accurate estimate of how many personnel received this training cannot be determined. Training related to Sexual Misconduct has been incorporated into all facets of CAF training, including at recruit school and in leadership training at all levels. In addition, a formal course "Respect in the CAF" has been developed, with over 6,000 members attending to date. This, in addition to routine briefings at Unit/Formation levels, has ensured that the vast majority of CAF members have received training concerning Operation HONOUR in FY 2018-19. Procedures to better document and measure this training are being developed for future years.

***** The separate CAF and Civilians results and targets are published in the above table where available. However, the results published on GC InfoBase will be the combined targets and results, containing both CAF and Civilians, as a result of reporting system limitations.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{boxii}.

Departmental Result 3.4 – Military families are supported and resilient

- The department developed the framework for the Comprehensive Military Family Plan, consolidating and implementing a pan-CAF analysis of data and research, and establishing a realistic and modernized profile of the challenges and experiences of military families. Based on this foundation, the Comprehensive Military Family Plan has begun developing new ways to enhance the lives of military families, focusing on addressing three risk factors resulting from CAF operational requirements (relocations, absences, and injury/death). The Comprehensive Military Family Plan has been developed to enhance the Military Family Services Program, focusing on mental health, community and provincial engagement, children and youth services, family and couple resilience, financial health, relocation support, and access to health care.
- The department continued to make enhancements to support the implementation of teams at Bases and Wings across Canada to support families and members who have been affected by violence. A feasibility study was conducted to examine the gaps of the Family Crisis Teams and the Family Violence programs and services offered by DND/CAF. A total of \$380,000 was invested in 26 military communities for programs and services in support of family workshops focused on healthy relationships, supporting the LGBTQ community, technology safety, and intimate partner violence. Other areas of ongoing work to ensure identified gaps are addressed include updating policy and supporting documents, revamping the Family Violence Prevention Awareness Campaign, and launching a second funding cycle for local communities.
- Mental health support for military families was expanded through enhanced and modernized social support programming and counselling for children, youth, and couples; establishment of new methods of mental health service access including virtually, in-person, and at service points outside of Canada; and the launch of the military families mental health continuum, which serves as a navigation tool that allows individuals and families to identify and access the right mental health services at the right time.
- Tailored work advanced support to medically-released Veterans and their families, dedicated interventions to families of ill and injured CAF personnel, psycho-educational platforms and products, and virtual counselling. Mental health services were expanded at Military Family Resource Centres, through the Family Information Line and at various Military Family Service points domestically and internationally.

Results achieved

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

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{xxiii}.

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

- Our Youth Program, Cadets and Junior Canadian Rangers, continued to be provided directly to Canadian youths and represents the largest federally sponsored youth program in Canada. In FY 2018-19, the department:
 - Formally closed-out the five-year Renewal Initiative and implementation planning of recommendations from key working groups commenced (e.g., CAF Familiarization, Growth and Sustainability, Uniform Modernization, Youth Voice, and Unit Leadership Team Review);
 - Initiated the planning phase for the next Departmental Evaluation of the Cadets and Junior Canadian Rangers (Youth Program) that will be a key contributor to continuous improvement;
 - Initiated the development of a formal Lessons Learned program based on *Defence Administrative Orders and Directives (DAOD) 8010-0 Lessons Learned*^{xxiv};
 - Developed a Public Affairs strategy and initiated the development of an Identity Project for the Cadets and Junior Canadian Rangers (Youth Program) and the National Cadet and Junior Canadian Rangers Support Group; and
 - Developed an evidenced-based and bottom-up growth planning approach and support tool Regional Growth Management Toolkit. The Regional Growth Management Toolkit is essential for supporting the defence policy intent to expand reach of the Cadet and Junior Canadian Rangers Programs so more Canadian Youth can experience its tremendous and positive youth development opportunities and continue to strengthen communities across Canada.

Cadets and Junior Canadian Rangers



Cadets arrive at Cadet Training Centre Valcartier, 3 July 2017

Photo Credit: Cadet Sergeant Elizabeth Larouche, Cadet Training Centre Valcartier © 2017 DND-MDN Canada

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 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	2% or greater	31 March 2020	2.05%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase^{xxv}](#).

Budgetary financial resources (dollars)

2018-19 Main Estimates	2018-19 Planned spending	2018-19 Total authorities available for use	2018-19 Actual spending (authorities used)	2018-19 Difference (Actual spending minus Planned spending)
2,840,676,739	2,840,676,739	2,961,010,457	2,779,583,406	(61,093,333)

Human resources (full-time equivalents)

2018-19 Planned full-time equivalents	2018-19 Actual full-time equivalents	2018-19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
19,184	20,123	939

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^{xxvi}](#).

Future Force Design

Description

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

Results

The department led the effort to develop a comprehensive Future Operating Environment document for the "Five Eyes" defence community composed of Australia, Canada, New Zealand, the United Kingdom, and the United States. This classified document was endorsed by all five nations and describes the potential capabilities and threats that will be present in the coming two decades. The document provides one of the foundations for future force development by providing an authoritative and defensible long-term assessment of the characteristics of future warfare.

Future force planning is a long-term and continuous activity that seeks to address future threats and defence and security challenges with innovative solutions to defence capability requirements. During FY 2018-19, the Capability Based Planning Process began its latest iteration, leveraging the latest developments related to the Five Eyes Future Operating Environment as well as the latest Force Development Scenario Set. Tools and methods were delivered for a revised Capability Based Planning Process that will continue to inform force development over the next 20 years. In addition, elements of the NATO planning process specific to the Canadian Armed Forces (CAF) were included for analysis through the Capability Based Planning Process.

Effective Innovation is critical for modern armed forces operating in a highly complex, increasingly contested global security environment. To be successful, the Department of National Defence (DND) must exploit every type of advantage. Highlights from FY 2018-19 include:

- Close to \$30 million in contracts were awarded to Canadian industry as part of the All Domain Situational Awareness Science and Technology Program to deliver innovation addressing surveillance challenges in the North;
- Development began for a new advanced analytics capability (by embedding defence scientists in the department's Data, Innovation and Analytics group, making state-of-the-art data science tools and software available enterprise-wide, and developing new collaboration vehicles with National Research Council and NATO);
- Predictive models for improving defence enterprise resource management (i.e., forecasting models related to personnel, supplies, and financial resources) were developed and documented;
- A method for prioritizing analytics cases based on feasibility and impact was also developed for the department's Data, Innovation and Analytics group and documented in a scientific letter and interactive visualization; and
- The first version of a Real Property Retention Potential (RP²) Assessment Tool was developed to support right-sizing decisions in defence infrastructure.

To ensure Innovation for Defence Excellence and Security (IDEaS) complements our existing research programs, and avoids duplication in the type of projects/technologies already being supported by Defence Research and Development Canada (DRDC), IDEaS leads all external access to innovator programs in the department and ensures those investments are coherent with extant DRDC efforts in addressing the science and technology priorities of the Department.

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

- Force Mix Structure and Design (FMSD) work helps to ensure that DND/CAF output is maximized and its structure is sufficiently robust to deliver mission concurrency as required by *Strong, Secure, Engaged*: Canada's Defence Policy. Between July 2018 and 31 March 2019, the greater FMSD team undertook a large-scale and collaborative data collection effort in order to build a substantial and statistically meaningful data foundation. This data facilitated probabilistic concurrency modelling which will in turn provide valuable insight in regards to the CAF Force Employment structure. To that end, with input from the major DND/CAF organization, the FMSD team expanded upon Force Posture and Readiness work to develop a broad range of realistic and representative operational scenarios and associated joint force packages. These scenarios were used, and will continue to be used, to better articulate Force employment demands and key pressures. The results will be analyzed through an iterative force structure modelling undertaking, allowing for recommendations on possible structural adjustment.
- Advances in the procurement of remotely piloted systems, including those that support the tactical operations of the Royal Canadian Navy (RCN), Canadian Army (CA) and Special Operations Forces (SOF), were made in FY 2018-19. The Royal Canadian Air Force (RCAF) also made progress toward the acquisition of a precision strike capable Medium Altitude Long Endurance remotely piloted aerospace system capability. In conjunction with other government departments, DND/CAF continues to work on the necessary policy and doctrine to correctly implement these aircraft systems into operations.
- We continued to invest, under the Canadian Safety and Security Program, in the areas of:
 - Cyber defence and critical infrastructure protection;
 - Cyber surveillance and exploitation;
 - Collaboration with the Canadian Centre for Cyber Security and the National Cybercrime Coordination Unit on the development of the initial operational capability; and
 - Coordination with other government departments and agencies.
- This included working with our allies to strengthen our approach to collective cyber defence and the application of cyber capabilities.
- Towards these results, multiple levels of the department's Information Management (IM) group worked diligently with our Allies to advance initiatives and understanding in accordance with the NATO Cyber Defence Pledge. We have stood-up an internal Cyber Mission Assurance Program to address Information Technology, Operational Technology, and Platform Technology shortfalls in information sharing, governance, and technical advice and have led activities with our allies. We have worked in concert with Public Safety Canada through various whole-of-government cyber committees to maintain situational awareness and information sharing.
- During FY 2018-19, we funded 12 initiatives and projects through our science and technology organization including start-up for three initiatives, continuation for three initiatives, and the close-out/completion of five initiatives, all under the Canadian Safety and Security Program with other government department and agency leads.
- We continued our efforts to advance research in the future of cyber warfare to improve and strengthen both defensive and offensive capabilities through three multi-year Science and Technology projects focused on cyber decision making and response, secure platforms, and tactical network operations, with a FY investment of \$3.6 million, supported by staff from four Defence Research and Development Canada research centres. Two Innovation for Defence Excellence and Security (IDEaS) Competitive Projects Call for Proposals, including three challenges for building cyber capability, were launched.
- DND's Information Management (IM) group engaged with the Science and Technology group through IDEaS with submissions of acceptable challenges to industry, which are moving forward with funding for two investigation challenges and one experimentation challenge. All three challenges will help detect, prevent and mitigate cyber vulnerabilities.

- Force Mix Structure and Design work was undertaken by various organizations within the department to provide information and the understanding of the Cyber-related force elements. We have also worked in conjunction with the Communications Security Establishment, embarking on joint efforts to progress Active Cyber Operations capabilities under SSE Initiative 88. More details on SSE Initiative 88 can be found on page 73 of the [Strong, Secure, Engaged: Canada's Defence Policy](#)^{xxxvii}.
- Assisted cyber operator decision making in response to a detected attack, enabling the CAF to continue operations while defending critical network assets.
- Explored options to manage wireless tactical operations, ensuring critical communications got through while addressing the specific risks associated with lightweight network nodes carried by dismounted soldiers.
- During FY 2018-19, DND/CAF improved the alignment of Canadian efforts between our Capability Based Planning Process and the NATO Defence Planning Process. Highlights include:
 - Provided support in fulfilling CAF inputs to the NATO Defence Planning Process. In addition, the department engaged with NATO in concept development activities meant to inform and shape long-term improvements in the NATO Defence Planning Process; and
 - Continued participation in the Five Eyes: Quinquartite Combined Joint Warfare Conference activities resulted in the publication of the first ever Five Eyes Future Operating Environment in October 2018.
- Complementary to the work conducted within the department's All Domain Situational Awareness (ADSA) Science and Technology Program, DND partnered with the United States Department of Defense (DoD) to investigate and analyze the options required to renew the North Warning System in order to safeguard NORAD's ability to deter, detect, track, and enable defeat of emerging threats.
- Faced with new military technologies and threats, the department continued to review its requirements, capabilities, and processes to ensure they were relevant and effective against current and emerging threats. To address validated capability gaps, NORAD worked within the DoD and DND acquisition processes to advocate and inform the development of requisite capabilities to close and minimize the impact of these gaps. Together with the United States, the department continued to develop a broader set of military capabilities, to be used in combination with other instruments of national power, to provide a comprehensive approach to the collective defence of North America.
- The department made significant progress in its efforts to enhance intelligence collection, analysis, and fusion capabilities to provide the analytical basis and knowledge to anticipate foreseeable changes in the threat and security environment and to determine the associated demand for capabilities across near- and long-term time horizons, through the following:
 - Strategic Analysis support was focussed on mid- and long-term future warfare and capability requirements. This analysis has led production remits to other activities meant to inform mid- and long-term force development activities in addition to supporting the department in the strategic planning initiatives. Efforts contributed to NATO and other international forum activities in researching various aspects of future warfare. Enhanced intelligence collection feeds CAF Joint-level force development and design activities, including policy development inputs; and
 - Experimentation was conducted with RCAF and United States Air Force crews to investigate Processing, Exploitation and Dissemination concepts for use by the future Remotely Piloted Aircraft System capability that the CAF is acquiring.
- The department made strides towards Conceive and Design joint communications and information systems during FY 2018-19, specifically for integrated information and telecommunications. Highlights include:
 - Three of four major projects valued at \$613 million advanced through the Conceive and Design stages achieving 12 of 15 planned milestones or key deliverables. Eight minor projects valued at \$20M were initiated, completed the Conceive and Design stages, and were approved for funding. A Cyber and Joint Communications and Information Systems Roadmap was drafted,

enabling additional Cyber and Joint Communications and Information Systems capabilities to be conceived for delivery in Horizon 2 and 3 (2024 – 2039); and

- The department reconciled activities through: command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR). Research continued throughout the year in support of intelligence production. The department stood up a new activity Multi-Intelligence Data Science Ecosystem for Transition (MINDSET) aimed at improving the transition of results from Science and Technology program to operational networks. Advice was shared internally in support of satellite communications capital projects.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
4.1 Defence capabilities are designed to meet future threats	Extent to which the Future Security Environment assessment remains valid	2/3 on a 3 point rating	31 March 2019	2	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	Degree to which future security assessments and capability deductions remain coherent with those of our allies and partners	2/3 on a 3 point rating	31 March 2019	2	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	Degree to which future capabilities required to ensure an operational advantage over defence and security threats have been accounted for in defence plans	2/3 on a 3 point rating	31 March 2019	2	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{xxviii}.

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

- The Innovation for Defence Excellence and Security Program has introduced multiple new elements, creating new opportunities to recruit innovators (e.g. Competitive Projects, Contests, Sandboxes, Innovation Networks, Innovation Assessment and Implementation), and has conducted extensive outreach and engagements through presentations to small and medium enterprises, industry, not-for-profits, academia, and other levels of government with a goal to attract non-traditional players in addition to those known to the department.

- The department prioritized Arctic Joint Intelligence, Surveillance and Reconnaissance for defence research and development and invested \$133 million over five years until 2020 for a Science and Technology program to inform decisions on surveillance capabilities. The All Domain Situational Awareness Science and Technology Program progressed well in FY 2018-19 and has started its execution stage. All major contracts were in place by the end of 2018-19, and Canadian industry and academia started to deliver innovation addressing surveillance challenges in the North. Preliminary results have been received and comprehensive advice has started to be formulated. 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. Additionally, collaborative work with the United States All Domain Situational Awareness Science and Technology Program also contributed to the first-ever bi-national Northern Approaches Surveillance Analysis of Alternatives, studying innovative technological solutions to airspace surveillance.
- The department provided full-time strategic security/safety planners and exercise developers responsible for designing, developing, and conducting a series of inter-governmental exercises as well as contributing to an after-action review framework for the 2018 G7 Summit. We supplied K-9 training, a mobile chemical laboratory, and subject matter expertise to deal with chemical threats that may arise during the Summit.
- The department examined alternative energy options and developed a program supporting power and energy options for aircrew survival in Arctic conditions, in conjunction with Joint Arctic Experiment and International Collaborative Environment Program for Polar Research. A project for Electric aircraft in conjunction with National Research Council was launched, with a test bed for electric aircraft power plants, fuel (energy), and propulsion systems. Additionally, collaboration with other governmental organizations, National Research Council and National Resources Canada, as well as with Industry and Academia, have been established to identify potential use of alternative energy options.

Operation CADENCE – CAF support to the G7 Summit



An aerial view of the camp erected by the Air Task Force to host the troops on Operation CADENCE supporting the G7 Summit security measures, in Saint-Irénée, on 31 May 2018.

Photo : Aviator Melissa Gloude, Imagery Section Bagotville

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 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	To be determined by 31 March 2019	31 March 2019	30%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% 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	20% or greater	31 March 2022	Results Not Available New indicator as of 2018-19*	Results Not Available New indicator as of 2018-19*	Results Not Available New indicator as of 2018-19*

Notes:

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

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{xxx}.

Budgetary financial resources (dollars)

2018-19 Main Estimates	2018-19 Planned spending	2018-19 Total authorities available for use	2018-19 Actual spending (authorities used)	2018-19 Difference (Actual spending minus Planned spending)
788,242,040	788,242,040	819,936,267	845,573,026	57,330,986

Human resources (full-time equivalents)

2018-19 Planned full-time equivalents	2018-19 Actual full-time equivalents	2018-19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,268	2,421	(847)

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](#)^{xxx}.

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

Effective defence procurement remained vital to ensure the Canadian Armed Forces (CAF) had the necessary range of capabilities required to protect and defend Canada and Canadians. To achieve this goal it was necessary to reform Canada's procurement model, reducing complexity and redundancy, in order to ensure the timely delivery of projects. During FY 2018-19, the department:

- Used procurement to incentivize Canadian research and development in important and emerging technological areas;
- Governance committees have been established at the Deputy Minister and Assistant Deputy Minister levels, which have enabled integrated and effective decision-making for defence and major Canadian Coast Guard procurements. The governance structure is intended to improve the implementation of key initiatives by adopting a coordinated, streamlined, and whole-of-government approach; and
- Steps have been taken in 2018-19 to help streamline defence procurement and build on measures to improve procurement across government. These measures helped keep us on track with planned budget profiles and to deliver new capabilities when they are needed.

Departmental Result 5.1 – Defence procurement is streamlined

- In FY 2018-19, the department reduced departmental approval times through:
 - A department-wide integrated program view for all capital projects was developed. The integrated program view looks at every aspect of a project's life, from start to finish, and greatly facilitated discussions on the best way to manage all equipment acquisition considering our capacity to execute programs; and
 - Initiatives of the Project Approval Process Renewal continued to result in reduced approval times, specifically eliminating the requirement for multiple Expenditure Authority approvals by the Minister of National Defence.
- To increase transparency and timeliness of communication with defence industry associations, an advisory group has been established to allow for discussions with defence industry representatives on crosscutting issues in defence procurement, which have helped inform the Government's procurement approach. The advisory group includes Assistant Deputy Ministers of Public Services and Procurement Canada; the Department of National Defence (DND); Innovation, Science and Economic Development Canada; and Global Affairs Canada. Industry membership in the group includes the President of the Canadian Association of Defence and Security Industries, the President of the Aerospace Industries Association of Canada, and industry stakeholders from a mix of sectors, regions, and sizes.
- The Minister of National Defence received authority for the procurement of goods and services up to \$5 million, and a deliberate phased approval to implement this authority throughout DND was started in FY 2018-19.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 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)	To be determined by 31 March 2019*	To be determined by 31 March 2019	Results Not Available New indicator as of 2018-19*	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19
	% of projects and services contracts that are awarded within established performance targets	100%	31 March 2019	100%	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

Notes:

* A new Project Approval Directive which supports SSE initiative #94, aiming 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.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{bood}.

Departmental Result 5.2 – Defence equipment acquisition is well-managed

• The department continued to grow and professionalize the procurement workforce to strengthen the capacity to manage the acquisition and support of today's complex military capabilities. Key highlights for FY 2018-19 include:

- Since 2015, the department has seen a steady growth in Materiel procurement specifically, a 4.3% growth for 2018-19;
- The Learning Strategy was reviewed to ensure that the ensuing Implementation Strategy continued to be aligned with the competencies required of Materiel Acquisition and Support; and
- Work continued towards becoming full participants in the International Defense Education and Acquisition Memorandum of Understanding to Leverage International Best Practices. In particular, DND/CAF investigated partnership opportunities with the Defense Acquisition University in the United States.

• Highlights from FY 2018-19 on the department's key equipment projects include:

Arctic and Offshore Patrol Ships continued construction:

- In December 2018, a contract amendment was signed for the acquisition of six ships and extension of the schedule by 18 months; and
- Ship 1, Her Majesty's Canadian Ship (HMCS) *Harry DeWolf* was launched during a public ceremony and began harbour trial activities in preparation for sea trials in November 2019.

Joint Support Ship continue design and production engineering:

- In June 2018, early block construction of Joint Support Ships (the Protecteur-class ships) started;
- The prime contractor Vancouver Shipyards Ltd. awarded significant sub-contracts to the Canadian supply chain; and
- In February 2019, construction of the first Joint Support Ship was re-sequenced to proceed ahead of the Offshore Oceanographic Science Vessel at Seaspan Shipyards.

Canadian Surface Combatant Project selected a warship design:

- In October 2018, Canada and Irving Shipbuilding Inc. concluded the bid evaluation and announced Lockheed Martin Canada as the preferred bidder to provide the design and design team for the Canadian Surface Combatants; and
- In February 2019, the Government of Canada awarded a Definition Contract to Irving Shipbuilding Inc. who, in turn, awarded a Definition Subcontract to Lockheed Martin Canada to

finalize the Canadian Surface Combatant design that will be built at Irving Shipbuilding's Halifax Shipyard. The design is based on the company [BAE Systems Type 26 Global Combat Ship](#)^{lxxxii}.

CF-18 fighter aircraft replacement open and transparent competition (Future Fighter Capability Project (FFCP))^{*}:

- Formal supplier engagement activities were conducted in March, April, June and July 2018. During this period, representatives of the Government of Canada engaged with eligible suppliers to share and obtain initial feedback on Canada's requirements and notional procurement approach for this competition;
- From 23 April to 1 May 2018, Innovation, Science and Economic Development Canada, in concert with National Defence, Public Services and Procurement Canada and Canada's regional development agencies, conducted six regional forums across the country to position Canadian industry for this opportunity;
- From May to June 2018: FFCP staff visited suppliers' facilities to familiarize themselves with operations, support, and infrastructure requirements associated with each supplier's aircraft;
- In October 2018, Canada released the draft Request for Proposal (RFP) to eligible suppliers for their review and feedback;
- In November and December 2018, Canada hosted eligible Suppliers for a first-hand look at existing fighter operations and infrastructure at its main operating bases;
- On 21 December 2018: Comments and Feedback on the draft RFP were provided by the Supplier Teams; and
- From January to March 2019: Formal engagements with eligible suppliers continued to refine the draft RFP and to support an RFP release in 2019.

CF-18 interim capability to supplement the CF-18 fighter aircraft fleet until the permanent replacement arrives - Interim Fighter Capability Project (IFCP)^{*}:

- Entered into implementation phase after being granted Project Approval (Implementation);
- Signed Government of Canada Purchasing Arrangement with the Australian Government for the purchase of aircraft, spare parts, and support equipment occurred in November 2018; and
- The first two F/A-18 aircraft were flown to Canadian Forces Base (CFB) Cold Lake, Alberta in February 2019.

Tactical Armoured Patrol Vehicle (TAPV):

- The Canadian Army (CA) received the last of its 500TAPVs delivered by the project in December 2018;
- Management of the vehicle fleet has transitioned from the project to the in-service management team; and
- The vehicle has demonstrated its versatility and capability by deploying with Operation LENTUS in support of domestic flood relief operations.

Logistics Vehicle Modernization (LVM):

- After a significant amount of effort and great collaboration, LVM entered the Definition phase in February 2019; and
- Formal industry engagement under the guidance of inter-departmental [Defence Procurement Strategy](#)^{lxxxiii} governance is underway.

^{*}Note: The CF-18, which was adapted from the American F/A-18, is also known as the officially designated CF-188 in Canadian use.

Arrival of the first F/A-18A - at 4 Wing Cold Lake, Alberta



Aircrew members of the Royal Australian Air Force and the Royal Canadian Air Force work outside the Aerospace Engineering Test Establishment after the arrival of the first F/A-18A Hornet from Australia at 4 Wing Cold Lake, Alberta, on 16 February 2019.

Photo: Able Seaman Darren McDonald

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

- [Investing in Equipment and Current Projects](#)^{lxxxiv}.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
5.2 Defence equipment acquisition is well-managed	% of capital equipment projects that remain in approved scope	100%	31 March 2019	100%	100%	100%
	% of capital equipment projects that remain on approved schedule	100%	31 March 2019	81.25%*	56%	87%
	% of capital equipment projects that remain within approved expenditure authority	100%	31 March 2019	100%	100%	100%

Notes:

* The measure is based on 16 Major Projects that are identified by the Department of National Defence and/or the Treasury Board Secretariat to be of significant enough complexity or risk that they should be discussed at regular interdepartmental oversight committee meetings. Schedules are being reviewed for three of these major projects to take risk into account.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{lxxxv}.

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

- New reporting enhancements have been developed to provide more accurate information on the health of projects. These are presented to partners, clients, stakeholders and colleagues at monthly meetings. The new reporting enhancements reduce the time projects need to produce status reporting and increase overall reporting efficiency.
- To enhance interoperability of new information technology-enabled systems, both within DND and across the Government of Canada to prevent the development of disparate solutions to common information technology problems, DND continued to be a member of the Government of Canada Enterprise Architecture Review Board and has submitted projects for the board's review. DND also started the process of establishing its own enterprise architecture review process and governance.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
5.3 Defence information technology acquisition is well-managed	% of information technology projects that remain in approved scope	100%	31 March 2019	94%*	100%	100%
	% of information technology projects that remain on approved schedule	100%	31 March 2019	88%**	95%	90%
	% of information technology projects that remain within approved expenditure authority	100%	31 March 2019	100%	100%	95%

Notes:

* Deviations in scope (6%) were the result of changes needed to satisfy emerging requirements typical of rapidly evolving complex information technology.

** Deviations in schedule (12%) were the result of unforeseen delays in contractor delivery of capability.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase^{xxxxvi}](#).

Departmental Result 5.4 – Supplies are available and well-managed

- DND/CAF continued to enhance materiel accountability by implementing modern, effective inventory controls, supply chain management, and inventory valuation. In FY 2018-19:
 - The department continued to deliver on the 2016 Inventory Management Action Plan by completing 16 of its 17 commitments this year, exceeding its targets in stocktaking and stock verification. For the 17th commitment, disposal of items identified as stagnant, 98% of the items were disposed;
 - The department completed its review to determine the best option to govern National Defence's end to end supply chain, and on 18 October 2018, formal joint accountability was assigned for the end to end performance of the Defence supply chain to Assistant Deputy Minister (Materiel) and Director of Staff - Strategic Joint Staff; and
 - As one of the Data, Innovation and Analytics group Value Cases to enhance supply chain effectiveness and materiel readiness, Modernization and Integration of Sustainment and Logistics (MISL) will modernize and improve Warehousing and Distribution operational performance by adopting industry/Allies best-practices, business processes, and by leveraging technology in a

single integrated system. The primary objectives are to improve user interface (simplified, integrated, automated), effectiveness and efficiency, service delivery times, supply chain analytics capabilities, and materiel readiness. The original intent was to have MISL completed by the end of 2022; however, the initiative did not receive full funding during FY 2018-19, and therefore the work-plan and timeline have been extended.

- The department maintained and delivered on its robust materiel management oversight plan comprising of contracted stocktaking/verification activities and reporting of results.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
5.4 Supplies are available and well-managed	% of stock that is unavailable to meet forecasted demand	Less than 7.93%	31 March 2019	5.72%	5.85%	5.01%
	% of stock that is identified as surplus	To be determined by 31 March 2020	To be determined by 31 March 2020	Results Not Available New indicator as of 2018-19*	Results Not Available New indicator as of 2018-19*	Results Not Available New indicator as of 2018-19*

Notes:

* This metric is under development and scheduled to be implemented starting April 2020.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{xxxvii}.

Budgetary financial resources (dollars)

2018-19 Main Estimates	2018-19 Planned spending	2018-19 Total authorities available for use	2018-19 Actual spending (authorities used)	2018-19 Difference (Actual spending minus Planned spending)
3,135,903,543	3,135,903,543	3,505,268,703	3,069,157,738	(66,745,805)

Human resources (full-time equivalents)

2018-19 Planned full-time equivalents	2018-19 Actual full-time equivalents	2018-19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,317	2,420	103

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}.

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

The proper management of the Canadian Armed Forces (CAF) varied bases and installations, spread throughout Canada, supports the training of our soldiers, sailors, airmen, and airwomen so that they can be successful on operations. Bases and wings are home to many units and formations within the CAF. They house brigade groups, squadrons, regiments, and military police and serve as training facilities critical to CAF readiness and operations.

Taking care of our people on bases remained our primary responsibility. This included the provision of a variety of critical services to on-base military personnel such as medical care, financial support, food, and housing.

The Defence Team continued to administer the largest real property portfolio in the federal government. Maintaining modern and sustainable infrastructure that supports military requirements, improves efficiency, and reduces energy and environmental footprint are critical enablers for CAF operations.

In response to the changes recommended in the Auditor General's fall 2015 report, the Department of National Defence (DND) has made progress with the Accommodation Policy Review. However, in its update to the Standing Committee on Public Accounts in December 2018, DND committed to providing a further update by 31 May 2019, as the Policy Review required more time than originally anticipated. DND advised that the new target for completion is November 2020.

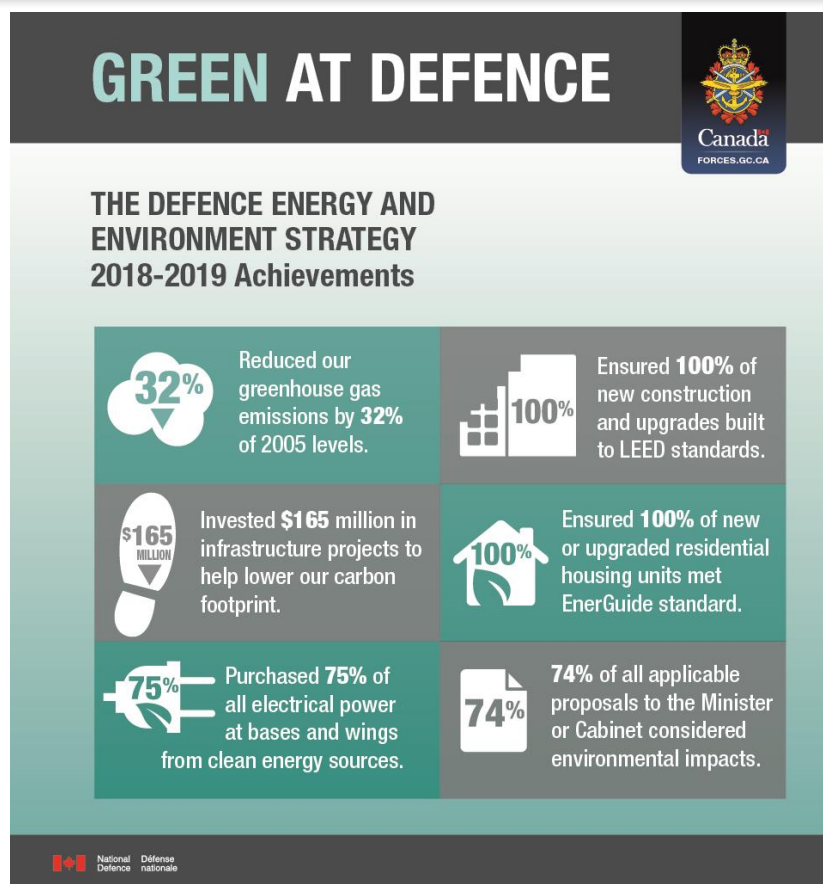
To meet our commitment to modernize the real property portfolio to ensure the efficient and effective use of DND resources, the department continued to pursue Energy Performance Contracts, including the development of new Energy Performance Contracts at Canadian Forces Base – (CFB) Shilo and Canadian Forces Station Alert. These are collectively anticipated to reduce DND's greenhouse gas emissions by nearly 4,100 tonnes/year.

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

- Collaboration occurred across DND/CAF, including the Canadian Forces Housing Agency and Canadian Forces Morale and Welfare Services, to deliver services to families and leverage opportunities to invest in Military Family Resource Centres and Community Centres. This maximized the benefits to users and leveraged the use of limited resources by reducing multiple service points and co-locating services, thereby providing a full-service facility.
- Resource bases continued to implement green initiatives beyond the current delivery of the environmental programs as part of our continued commitment to a green military.
- The department has executed a substantial revision of its Environmental doctrine to modernize and realign its efforts in harmony with current government policies to meet its commitment for resource bases to implement green initiatives. Efforts are ongoing towards green initiatives, and the department's highlights from FY 2018-19 include:
 - We focused our attention on a revised Environment and Operational Sustainability Program intended to address and catalyse progress on a wider scope of National interests than traditional Environmental programs. This program includes several broad lines of effort: Greening Air Operations and Training, Sustainable Energy and greenhouse gas emissions, Adaptation to Climate Change, Sustainable Procurement and Disposal, and Sustainable Partners and Allies;
 - A number of initiatives were implemented and some projects leveraged the Government of Canada Innovation Programs, with information being shared with DND and other government

departments through the Royal Canadian Navy (RCN) Green program and the Green Fleet Working Group;

- Naval Bases highlights include, but are not limited to: a sustainable shore power study specific to ship energy used alongside Her Majesty's Canadian Dockyard in Halifax, Nova Scotia was conducted with the objective to assess potential opportunities to supply ships with alternative renewable energy and reduce greenhouse gas emissions from the RCN Fleet; a trial for treatment of industrial waste water at CFB Esquimalt was planned using innovative technology funded through the Build in Canada Innovation Program; Phase 2 of the organic waste diversion program was implemented at CFB Esquimalt; and Maritime Forces Pacific (MARPAF) expanded organics collection to include all Base Units and several projects and partnerships with other government departments occurred to protect and restore Canada's ecosystems.
- Naval ships highlights include, but are not limited to, ongoing Halifax Class baseline studies such as: Ship's speed – fuel consumption curve measurement; Audit of ship thermal and electrical energy use to model and optimize shipboard energy use; and Gas turbine air intake and exhaust manifold optimization study, as optimal design of intake and exhaust can possibly increase engine efficiency. Additionally, a Halifax Class Solid Waste audit was conducted to determine areas for improvement within the MARLANT (Maritime Forces Atlantic) solid waste.
- The Accommodation Policy Review progressed and will continue to do so and will require more time to complete than originally anticipated. As of March 2019, the target for completion is November 2020.
- A Residential Portfolio Investment Plan has been developed in response to our commitment to implement low-risk housing, office space, and offsite investment plans to improve the overall condition and sustainability of the housing portfolio. It identifies capital funding requirements over a 10-year horizon to meet both operational and CAF housing needs.
- The result to develop and promulgate a Range and Training Area Sustainability Standard was not achieved. Although a Sustainable Range and Training Area Management (SRTAM) Standard had been drafted, departmental leadership on Range and Training Area management remains challenging since several stakeholders within the department have important roles in the design, operation, maintenance, safety, security, and sustainability aspects of Range and Training Area management.



For information, refer to the following webpages:

- [Naval bases](#)^{lxxxix}
- [Army bases](#)^{xc}
- [Air Force wings and squadrons](#)^{xcii}

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
6.1 Naval and Army Bases, and Air Force Wings enable military operations and defence activities	Degree to which Bases and Wings are supporting their units in carrying out their mandated duties	To be determined by 31 March 2019	To be determined by 31 March 2019	Results Not Available*	Results Not Available New indicator as of 2018-19	Results Not Available New indicator as of 2018-19

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.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{xciii}.

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

- The Defence team continued work towards improving infrastructure on bases and wings, including required off-base/wing office space and housing for CAF personnel. Work began on the development of the National Accommodation Framework and Strategy. The framework will promote better management and maintenance of Defence infrastructure, and the strategy will optimize its accommodations by better utilizing and assigning space to the Defence Team.
- In FY 2018-19, the Divestment program identified 42 surplus properties, with work taking place on 22 of the 42.
 - By divesting and demolishing older non-energy efficient properties, DND improved its portfolio by replacing facilities with new EnerGuide and Leadership in Energy and Environmental Design (LEED) approved properties that will aid in our commitment to reduce greenhouse gas emissions.
- The Defence Real Property Management Framework has been approved and the Defence Real Property Portfolio Strategy is underway. The Strategy is a long-term approach intended to provide the supporting structure, context, and direction to facilitate integration and effective management of the Portfolio. It will orient activities toward the achievement of results.
- The Defence Team continued to explore ways to partner with the private sector. Work commenced on performance-based contractual agreements, including performance indicators to support continual improvement. In addition, work has begun on service standards, innovative procurement tools, and a quality monitoring framework for performance-based contracting.

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

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 Actual results
6.2 Defence infrastructure is well-managed throughout its lifecycle	% of real property that is rated as being in fair or better condition	80% or greater	31 March 2019	66%***	86.22%**	85.49%**
	% of maintenance and repair investment in relation to the infrastructure portfolio value	1.40%*	31 March 2020	1.05%****	1.1%**	1.31%**
	% of the total real property value that is defined as surplus	1% or less	31 March 2019	0.82%	0.60%**	0.35%**

Notes:

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

** Results under the Departmental Results Framework may not be directly comparable to previous years' results. This is due to changes in indicator methodology previously used under the Program Alignment Architecture framework.

*** The methodology used to calculate this indicator was changed in FY 2018-19 and is now based on Facility Condition Index (FCI). A new target will be developed in FY 2019-20.

**** The funding level for maintenance and repair remained relatively stable in FY 2018-19, resulting in a similar result to FY 2017-18. It should also be noted that the target increased from 1% in FY 2017-18 to 1.40% in FY 2018-19.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase](#)^{xciv}.

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

- The Defence Energy and Environment Strategy (DEES) establishes 18 ambitious energy and environment targets for National Defence, and reporting on these targets began in FY 2017-18. Through the implementation of DEES targets, which range from constructing buildings to LEED Silver standard to purchasing hybrid and/or electric vehicles, DND has reduced its greenhouse gas emissions by 32% below 2005 levels as of FY 2018-19.

The complete DEES results can be found in the Defence Results Report [Supplementary Information Tables^{xcv}](#).

- In FY 2018-19, 75% of all electricity used at bases and wings in provinces with carbon-intensive electrical grids came from clean sources. Under the Bulk Electricity Contract, 90% of DND's electricity consumption in Alberta is supplied from renewable energy sources. The purchase of electricity from renewable sources in Alberta continues to be an effective and economical way to reduce the department's greenhouse gas emissions. DND will explore further opportunities to leverage these types of contracts whenever the opportunity arises.
- In FY 2018-19, 100% of new buildings were built to meet the latest industry standards for excellence in green building design, construction, and maintenance.
- The first version was developed of a Defence Occupational Health and Safety Management System that can be applied by all safety programs and organizations within National Defence that will continuously monitor, report, and improve the workplace-based methodology that is recognized domestically and internationally.

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

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018-19 Actual results	2017-18 Actual results	2016-17 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	80% or greater	31 December 2030	67%*	72%	Results Not Available New indicator as of 2017-18

Notes:

* The DEES indicator is a composite indicator which takes into consideration 18 separate short-, medium- and long-term targets with due dates spread over a several years and some well into the future. Reporting progress each year is complex since it is based on how many targets are completed or on track. While we have reported having met or exceeded on 12/18 DEES indicators, one of the indicators due date is FY 2018-19 and although energy managers were designated for each location, the ratio was not a 1:1. This changed the status for this indicator from "on track" to "requires attention" which resulted in 12/18 (67%) of targets being on track.

For more information about the Department of National Defence and the Canadian Armed Forces performance indicators, please visit [GC InfoBase^{xcvii}](#).

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
3,373,341,311	3,373,341,311	3,530,195,652	3,219,172,782	(154,168,529)

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
16,424	13,209	(3,215)

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}.

Internal Services

Description

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

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

Results

National Defence stood up the Data, Innovation and Analytics (DIA) organization in July 2018, encompassing the position of Chief Data Officer. DIA's mission is to provide strategic leadership, governance, and guidance to transition the Department of National Defence (DND) and the Canadian Armed Forces (CAF) to a data-driven organization, with people who manage data as an enterprise asset and use it effectively for evidence-based decision-making. As a result, DND/CAF is implementing an enterprise analytics capability through Analytics Support Centres. During FY 2018-19, DIA created a network of federated data enablers and started forming a Centre of Expertise, where datasets are being organized and catalogued. DIA also created a change management unit that will support the analytics community and lead the broader departmental digital business transformation. DIA has engaged with stakeholders across DND/CAF to identify key areas of concern, data needs, data types and sources, and potential data uses. Additionally, a program management function was launched as the oversight body for enterprise digital business transformation initiatives. DIA also drafted Accountabilities, Responsibilities and Authorities, delivered enterprise models for building Analytics Support Centres across the Defence Enterprise, performed an initial evaluation of analytics maturity, drafted a DND/CAF Data Strategy, and began work on a Master Data Management Strategy. Furthermore, DIA contributed to the advancement of Artificial Intelligence practices and policy and launched a survey to assess the degree of adoption of Artificial Intelligence across the DND/CAF.

Financial management and planning

DND/CAF continue to deliver on the government's commitment of transparency, results, and accountability. In FY 2018-19, governance bodies tracked the progress of *Strong, Secure, Engaged* (SSE) projects as well as their financial implementation. Key to National Defence success since the 2017 release of SSE has been the ability to engage stakeholders and bring projects forward in order to maximise efficiencies. Announced by Defence Minister Harjit Sajjan in May 2018 to improve openness, accountability, and results in Defence spending, the Defence Investment Plan (IP) brought SSE to life. The IP facilitated the effective management of key investments with flexibility and ensured that they are governed and approved in support of a clear understanding of Defence investment priorities. The overarching effect has been and continues to be a predictable and realistic funding and planning landscape that ensures National Defence flexibility in the pursuit of the necessary investments which has enabled its missions.

For additional information, please refer to the [Defence Investment Plan 2018](#)^{xcix}.

The progress National Defence has made towards the implementation of a new funding model has been a key enabler for an effective management of the IP. To that end, the Capital Investment Fund (CIF) was formalised in April 2018 and has been the cornerstone to successfully delivering on the level of ambition envisioned by SSE. This resulted in an updated framework for the management of capital expenditures. This result was significant, as National Defence became the first department to transition to accrual basis planning for all capital assets. Using this updated framework, significant milestones were achieved in 2018-19 for major projects.

For additional information, please refer to the [Defence equipment purchases and upgrades](#)^c webpage for a list of key projects.

Civilian human resources management

Critical to successful implementation of *Strong, Secure, Engaged* is effective workforce requirement planning and execution. In a year that saw significant growth in our civilian population, we were able to implement many initiatives to better support a growing and thriving workforce. Last year, the organization launched a five Point Plan to ensure we can deliver on initiatives outlined in the Defence Policy. Over the year, we recorded significant improvements across the Human Resources (HR) service delivery system in the three priority areas of Pay, Staffing and Classification that are most affecting our workforce and management.

To further address ongoing issues with Phoenix and civilian pay, DND continued to add support to our compensation team by hiring more than 180 compensation specialists and support staff to respond to employee pay issues and enhanced the corresponding analytics support function to ensure measurable outcomes are delivered in support of evidence-based decision-making. Compensation capability on bases and wings across the country was also enhanced. Additional resources were hired to serve as on-site points of contact for employees and managers and help ensure that pay transactions are processed in a timely and accurate manner. Internal process improvements reduced the number of pay transactions that are rejected by the pay centre (causing delays) to less than 0.9% for all of DND. The HR-to-Pay stabilization efforts have yielded at 30% reduction in backlogged cases.

A number of staffing initiatives were implemented, such as the establishment of the Military Spouse Employment Initiative, which provides employment opportunities to spouses of military members, who have to relocate, on average, three times more than a typical Canadian family. The initiative saw over 700 candidates across Canada identified in the early stages of implementation. Hiring processes for former students were streamlined, along with the reduction of other administrative requirements, such as the implementation of e-signatures. Again this year, Defence exceeded its hiring target of 1,200 students. A Strategic Talent Acquisition and Recruitment Team was established to address key areas in recruitment and acquisition such as workforce rejuvenation, military families and veterans, and priority skills and occupations. Local and regional engagement resulted in some gains in representation of women in non-traditional roles.

Classification functions were also improved through the augmenting of standardized job description usage, ensuring only trained managers can authorize classification activities, and aligning positions with funding. To further support these initiatives, we established Partnership Agreements (Pas) with the majority of our internal Assistant Deputy Minister (ADM) level organizations. These Pas ensured the proper alignment of civilian HR capabilities to ADM level and departmental priorities, with the ability to mobilize and realign staff to emerging priorities accordingly. This has resulted in the increased efficiency of Staffing and Classification actions.

Additional investments were also made to increase our capacity to provide data analysis of our performance and civilian workforce business intelligence. A new Digital HR directorate was also stood up to support the department's civilian HR mandate by designing and incorporating modern and customer-centred concepts in various applications and full embracing the Government of Canada's new Digital Standards. During its first six months in operation, two key tools were developed: HR GO, a new Mobile HR application, and HR Connect RH, an online and phone service to support employees and managers with all HR matters, including compensation.

DND is also continuing to foster a healthy, respectful and inclusive workplace in support of the Government of Canada's priorities through a number of key investments. Priorities such as anti-harassment and anti-discrimination, diversity and inclusion and GBA+ have all stood at the forefront of consideration when making decisions and developing new initiatives. In support of these diversity and inclusion and total health priorities, the Department was able to build on its strong union collaboration in areas such as the Office of Disability Management.

Gender, diversity, and inclusion

During FY 2018-19, the Defence Team's capacity to apply GBA+ has increased exponentially. As of 31 March 2019, the Defence Team has a GBA+ Focal Point Network of approximately 83 individuals across DND and is supported by 14 full-time equivalents (FTE) with expertise in intersectional gender equality analysis. The Directorate of Gender Equality, Diversity and Inclusion delivered GBA+ training for DND focal points, specialized GBA+ training for subject matter experts as well as executives, and a one-on-one GBA+ Clinic Pilot. Four joint DND/CAF Institutional GBA+ trainings were developed and delivered to all Defence Team focal points. The CAF also delivered training on GBA+ in operations.

The CAF continued to work with international partners such as the Nordic Centre for Gender in Military Operations and the European Security and Defence College to facilitate opportunities for CAF members to attend courses focused on building knowledge and skills to operationalize gender perspectives. Additionally, guidance has been developed on applying gender perspectives into CAF operational planning processes.

GBA+ analysis requirements and guidance have been integrated throughout the Comprehensive Project Approval Directive document, which provides practical instructions to conduct and use GBA+ in the project lifecycle. GBA+ has also been embedded into the new Mobilizing Insights in Defence and Security program and GBA+ is now a rated criteria (20%) for Targeted Engagement Grants.

The CAF's United Nations Security Council Resolutions (UNSCR) 1325 Implementation Working Group met three times in FY 2018-19 to discuss progress and challenges in implementing Canada's National Action Plan on Women in Peace and Security. The CAF UNSCR 1325 Implementation Working Group identified opportunities for collaboration on large-scale projects and initiatives, such as potentially the Women, Peace and Security Chiefs of Defence Network and to streamline efforts on other gender-perspectives integration activities, such as training and education.

The development and provision of defence-related GBA+ training, the inclusion of GBA+ processes across the Defence Team, and the integration of gender perspectives into CAF operations to push the Women, Peace and Security agenda forward are part of ongoing efforts to fully integrate GBA+ and gender perspectives into all defence activities across the CAF and DND.

Communicating with Canadians

The breadth and scope of public affairs at Defence is multi-faceted and vast. In 2018-19, the following examples reflect just some of our efforts to communicate openly and transparently with Canadians:

- The Media Relations Office managed 2,118 media requests, responding to 97% within deadlines, and issued 289 communications products to report progress on Defence initiatives;
- More than 500 stakeholder engagement activities contributed to building better understanding within targeted audiences about Defence priorities, issues, and challenges;
- To strengthen the Canadian Armed Forces, recruitment marketing campaigns were directed at supporting key recruitment priorities including hiring more women, increasing diversity, and addressing priority/threshold occupations and the Reserve Force; and
- We made more improvements to the National Security and Defence theme on the Government of Canada's website, Canada.ca^{ci}, so users could more easily find and access Defence information and services.

New National Defence headquarters

In 2017, at least 3,500 Defence Team members from the National Capital Region (NCR) moved into a newly renovated, state-of-the art workplace in Ottawa's west end called National Defence Headquarters (Carling) – or NDHQ (Carling). That move was the first phase of an extensive undertaking and part of a larger plan to consolidate the defence footprint from over 40 locations in the NCR to approximately seven and relocate approximately 9,300 staff members from across the region to NDHQ (Carling) by end of FY 2019-20. Although delayed, Phase II began in April 2019 to move around 4,200 personnel to NDHQ (Carling). Phase III will involve moving the remaining personnel to the campus by March 2020. The consolidation of DND personnel to NDHQ (Carling) will increase efficiencies and reduce accommodation and operational costs for the Government of Canada. It is expected to save taxpayers \$750 million over 25 years. Further, the new facility will allow personnel to work better together in a healthier and more modern environment with greater security.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
632,291,994	632,291,994	720,549,684	770,552,634	138,260,640

Human resources (full-time equivalents)

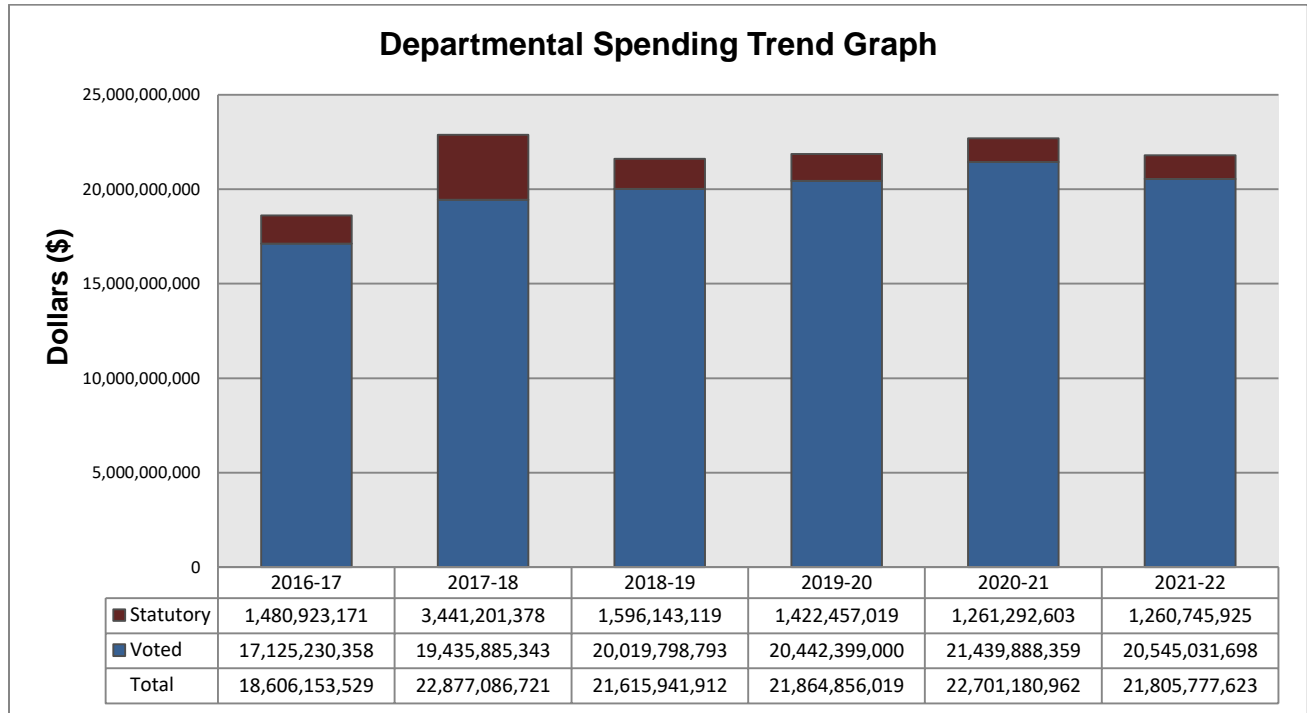
2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,246	3,347	101

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

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



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

Core Responsibilities and Internal Services	2018-19 Main Estimates	2018-19 Planned spending	2019-20 Planned spending	2020-21 Planned spending	2018-19 Total authorities available for use	2018-19 Actual spending (authorities used)	2017-18 Actual spending (authorities used)	2016-17 Actual spending (authorities used)
Operations	752,722,921	752,722,921	1,032,239,527	1,055,048,696	1,213,674,330	1,424,919,741	1,372,428,482	852,760,671
Ready Forces	8,854,401,407	8,854,401,407	9,672,587,363	9,666,787,230	9,355,074,160	9,506,982,585	10,331,831,988	8,211,267,450
Defence Team	2,840,676,739	2,840,676,739	3,330,329,750	3,393,776,924	2,961,010,457	2,779,583,406	3,424,068,331	2,648,137,615
Future Force Design	788,242,040	788,242,040	941,793,597	968,845,882	819,936,267	845,573,026	894,647,455	738,965,956
Procurement of Capabilities	3,135,903,543	3,135,903,543	3,135,440,658	3,894,676,602	3,505,268,703	3,069,157,738	2,992,354,792	2,387,252,795
Sustainable Bases, Information Technology Systems and Infrastructure	3,373,341,311	3,373,341,311	3,150,877,104	3,099,221,622	3,530,195,652	3,219,172,782	3,237,004,066	3,132,838,103
Subtotal	19,745,287,961	19,745,287,961	21,263,267,999	22,078,356,956	21,385,159,569	20,845,389,278	22,252,335,114	17,971,222,590
Internal Services	632,291,994	632,291,994	601,588,020	622,824,006	720,549,684	770,552,634	624,751,607	634,930,939
Total	20,377,579,955	20,377,579,955	21,864,856,019	22,701,180,962	22,105,709,253	21,615,941,912	22,877,086,721	18,606,153,529

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

Notes:

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

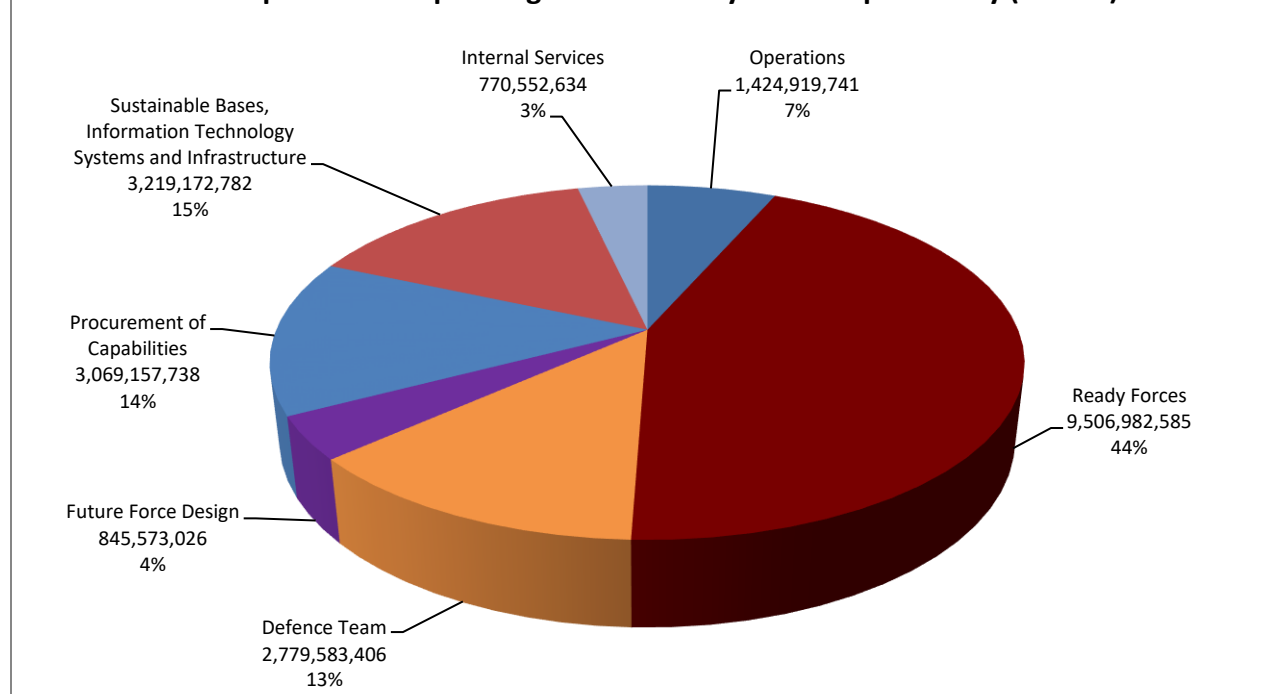
Where the actual spending amount is higher than the total authorities, this does not represent an over-expenditure of Parliamentary authorities. Parliamentary authorities are allocated by vote and not by core responsibility and program.

Significant variances in financial resources are explained below and detailed at the core responsibility and program level in the supplementary information section in the document entitled "Supporting Information on Lower-Level Programs". Explanations are provided when the variance is at least \$ 100M or when the difference between the actual and the planned amount is 100%.

2018–19 Budgetary actual gross spending summary (dollars)

Core Responsibilities and Internal Services	2018–19 Actual gross spending	2018–19 Actual gross spending for specified purpose accounts	2018–19 Actual revenues netted against expenditures	2018–19 Actual net spending (authorities used)
Operations	1,529,913,282	N/A	104,993,541	1,424,919,741
Ready Forces	9,539,109,684	N/A	32,127,099	9,506,982,585
Defence Team	2,832,131,496	N/A	52,548,090	2,779,583,406
Future Force Design	845,846,274	N/A	273,248	845,573,026
Procurement of Capabilities	3,069,270,048	N/A	112,310	3,069,157,738
Sustainable Bases, Information Technology Systems and Infrastructure	3,394,166,107	N/A	174,993,325	3,219,172,782
Subtotal	21,210,436,891	N/A	365,047,613	20,845,389,278
Internal Services	785,956,754	N/A	15,404,120	770,552,634
Total	21,996,393,645	N/A	380,451,733	21,615,941,912

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

Departmental Spending for 2018-19 by Core Responsibility (dollars)

Actual human resources

The Regular Force has seen an increase in strength and is now approximately 500 personnel below the authorized strength of 68,000. Recruitment and retention efforts have ensured that we remain on track to re-establish the Regular Force to its establishment strength by 2020. Under *Strong, Secure, Engaged* (SSE): Canada's Defence Policy, the Regular Force authorized strength will grow from its current 68,000 to 71,500. This growth will occur over a period of six years starting in FY 2019-20. That carefully balanced rate of increase will continue to fully utilize the Canadian Armed Forces (CAF) current training capacity. The Institutional timetable will be closely monitored, with quick implementation of mitigating actions to ensure growth to the new authorized strength.

National Defence's civilian population increased to 24,564 full-time equivalents (FTE)'s, up from 23,228 from the previous FY 2017-18 and above the planned 23,971 civilian FTE's for FY 2018-19. This increased capacity helps ensure that we have the right people, in the right place, at the right time while respecting human resources and budget allocations. The department is in a state of growth and is focused on aligning civilian resources to fulfill renewed departmental priorities such as addressing compensation issues and supporting SSE.

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

Core Responsibilities and Internal Services	2016-17 Actual full-time equivalents	2017-18 Actual full-time equivalents	2018-19 Planned full-time equivalents	2018-19 Actual full-time equivalents	2019-20 Planned full-time equivalents	2020-21 Planned full-time equivalents
Operations	N/A	N/A	2,477	4,884	2,492.60	2,508.08
Ready Forces	N/A	N/A	44,055	45,566	44,339.40	44,623.63
Defence Team	N/A	N/A	19,184	20,123	19,304.50	19,425.39
Future Force Design	N/A	N/A	3,268	2,421	3,280.45	3,292.89
Procurement of Capabilities	N/A	N/A	2,317	2,420	2,322.73	2,328.53
Sustainable Bases, Information Technology Systems and Infrastructure	N/A	N/A	16,424	13,209	16,482.70	16,541.16
Subtotal	N/A	N/A	87,725	88,623	88,222.38	88,719.68
Internal Services	N/A	N/A	3,246	3,347	3,248.62	3,251.32
Total	N/A	N/A	90,971	91,970	91,471.00	91,971.00

Note: The actual numbers for FY's 2016-17 and 2017-18 cannot be reported, as the reporting mechanism changed from the Program Alignment Architecture to the Departmental Results Framework in FY 2018-19.

Human resources – Reserve Force Personnel

The Reserve Force is a unique and valued 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 Reserve Force is a unique and valued component of the CAF. The Primary Reserve is currently below the Government of Canada-directed strength level due to a higher than forecasted attrition and challenges in meeting recruiting quotas. Mitigating actions are underway to improve recruiting success and to reduce voluntary attrition in order to re-establish and expand the Primary Reserve's strength by 1,500, from a government-authorized 28,500 personnel in 2015, to a directed 30,000 personnel under the SSE defence policy.

In addition, the CAF Regular Force recruiting plan includes the annual component transfer of 800 personnel from the Primary Reserve. The remaining two active sub-components of the Reserve Force — the Canadian Rangers and the Cadet Organization Administration and Training Service — were maintained at the current approved total strength targets of 5,000 and 8,000 respectively, while the Supplementary Reserve had 6,264 members listed as of 31 March 2019.

The Reserve Force will receive new operational roles and will become further integrated into the total force. Institutionally, a major review of Primary Reserve requirements will continue so as to ensure the allocation and employment of personnel is consistent with Defence priorities, is sustainable, and remains within Government of Canada direction.

In January 2019, the Canadian Army promulgated a three-year plan in the form of a Master Implementation Directive to enhance and expand the Canadian Rangers in select communities through the establishment of patrols — or additional sections within existing patrols — and to improve functional capabilities through Canadian Rangers Patrol Groups headquarters growth. During FY 2018-19, Canadian Rangers patrols grew from 180 to 186 and as of 31 March 2019, the total strength of the Canadian Rangers is 5,231: a 2% increase since 31 March 2018.

The following table summarizes the Department of National Defence and the Canadian Armed Forces total planned human and actual human resources for Reserve Force Personnel for FY 2018-19.

	Planned 2018-19	Actual 2018-19	Difference (actual minus planned)
Primary Reserve	28,500	23,128	(5,372)
Cadet Organization Administration and Training Service	8,000	7,136	(864)
Canadian Rangers	5,000	5,231	231

Note: The Average Paid Strength (APS) is used to report the strength of the Primary Reserve in the Departmental Results Report as per the guidance and Methodology for counting the Primary Reserve, dated 06 March 2017, directing that the APS will continue to be used to report to Government while other metrics are used internally to CAF. To enhance accuracy in reporting the Primary Reserve strength and capabilities, a harmonized methodology is deemed necessary. To do so, a One CAF establishment model will set the appropriate framework required to increase efficiency and effectiveness of measuring the Primary Reserve output (Trained Effective Strength) in support to the SSE defence policy.

Expenditures by vote

For information on the Department of National Defence and the Canadian Armed Forces' organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2018–2019](#)^{ciii}.

Government of Canada spending and activities

Information on the alignment of the Department of National Defence and the Canadian Armed Forces' spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#)^{civ}.

Financial statements and financial statements highlights

Financial statements

The Department of National Defence and the Canadian Armed Forces' financial statements (unaudited) for the year ended 31 March, 2019 are available on the [departmental website](#)^{cv}.

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended 31 March 2019 (dollars)

Financial information	2018–19 Planned results	2018–19 Actual results	2017–18 Actual results (Restated)	Difference (2018–19 Actual results minus 2018–19 Planned results)	Difference (2018–19 Actual results minus 2017–18 Actual results)
Total expenses	21,392,063	23,147,615	23,273,630	1,755,552	(126,015)
Total revenues	486,235	410,375	433,711	(75,860)	(23,336)
Net cost of operations before government funding and transfers	20,905,828	22,737,240	22,839,919	1,831,412	(102,679)

Note: Further details of 2018-19 Planned results and associated notes are available in the [Future-oriented Statement of Operations \(Unaudited\) from the 2018–19 Departmental Plan \(DP\)](#)^{cv}.

The Statement of operations provides the net cost of department's operations for the year ended 31 March 2019.

Overall the department's total expenses and total revenues were fairly consistent with the previous FY resulting in the Net cost of operations before government funding and transfers being reduced by 0.45%.

The increase of \$1.8 billion between the Planned results and the Actual results is due to the forecasted expenditures not being included in planned results due to the unpredictable nature of certain expenses.

Throughout FY 2018-19, the department continued to support its operations including its investments and implementation of its defence policy, *Strong, Secure, Engaged*.

Condensed Statement of Financial Position (unaudited) as of 31 March 2019 (dollars)

Financial information	2018-19	2017-18 (Restated)	Difference (2018-19 minus 2017-18)
Total net liabilities	5,898,555	5,637,246	261,309
Total net financial assets	3,190,607	3,751,515	(560,908)
Departmental net debt	2,707,948	1,885,731	822,217
Total non-financial assets	40,043,543	39,555,383	488,160
Departmental net financial position	37,335,595	37,669,652	(334,057)

The Statement of Financial Position provides the balances of the Department's assets, liabilities and net financial position as at 31 March 2019.

Overall, from FY 2017-18 to 2018-19, the department remained relatively stable. The Departmental net financial position decreased by \$334 million which is relatively a small percentage change (-0.89%).

Supplementary information

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](#)^{cvii}
- [Communications Security Establishment](#)^{cviii}
- [Military Police Complaints Commission](#)^{cix}
- [Military Grievances External Review Committee](#)^{cx}
- [Office of the Communications Security Establishment Commissioner](#)^{cx}
- [Canadian Cadet Organizations](#)^{cxii}
- [Junior Canadian Rangers](#)^{cxiii}

Enabling instruments:

- [National Defence Act](#)^{cxiv}
- [Emergencies Act](#)^{cxv}
- [Aeronautics Act](#)^{cxvi}
- [Fisheries Act](#)^{cxvii}

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

Year of incorporation / commencement: 1923

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

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^{cxx}](#).

Operating context and key risks

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

Reporting framework

The Department of National Defence and the Canadian Armed Forces' Departmental Results Framework and Program Inventory of record for 2018-19 are shown below.

Core Responsibility	Operations				
Description	<p>Detect, deter and defend against threats to or attacks on Canada. Assist civil authorities and law enforcement, including counter-terrorism, in support of national security, 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 employed within established timelines • % of operations that meet stated objectives 	<p>People in need in Canada are assisted in times of natural disasters and other emergencies</p> <ul style="list-style-type: none"> • % of search and rescue responses that meet established standards • % of coordinated maritime, aeronautical and joint response to search and rescue incidents deemed effective • % of requests for assistance that are fulfilled 	<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 	<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
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 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	Canadian Armed Forces is growing towards its end state of 101,500 personnel <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	The health and well-being of the Defence team is well supported <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	The Defence team reflects the values and diversity of Canadian society <ul style="list-style-type: none">• % of the Defence team that self-identify as a woman• % of the Defence team that self-identify as a visible minority• % of the Defence team that self-identify as an indigenous person• % of the Defence team that self-identify as victims of harassment• % of the Defence team that self-identify as victims of discrimination• Annual # of reported incidents of Harmful and Inappropriate Sexual Behaviour in the Defence Team• Number and type of actions taken in response to reported Harmful and Inappropriate Sexual Behaviour incidents by the Defence Team• % of the Defence Team members who have attended a town hall or training session related to Harmful and Inappropriate Sexual Behaviour (Operation HONOUR)	Military families are supported and resilient <ul style="list-style-type: none">• % of Canadian Armed Forces families that 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	Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood <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">• Recruiting• 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)				

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 C4I 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 projects 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 that is 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	Naval and Army Bases, and Air Force Wings enable military operations and defence activities <ul style="list-style-type: none"> Degree to which Bases and Wings are supporting their units in carrying out their mandated duties 	Defence infrastructure is well-managed throughout its lifecycle <ul style="list-style-type: none"> % of real property that is rated as being in fair or better condition % of maintenance and repair investment in relation to the infrastructure portfolio value % of the total real property value that is defined as surplus 	Defence activities are carried out in a safe and environmentally responsible manner <ul style="list-style-type: none"> % of Defence Energy and Environment Strategy commitments that are met or exceeded
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

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}.

Supplementary information tables

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

- [Departmental Sustainable Development Strategy](#)^{cxxiv}
- [Details on transfer payment programs of \\$5 million or more](#)^{cxxv}
- [Gender-based analysis plus](#)^{cxxvi}
- [Response to parliamentary committees and external audits](#)^{cxxvii}
- [Status report on projects operating with specific Treasury Board approval](#)^{cxxviii}
- [Status report on transformational and major Crown projects](#)^{cxxix}

Federal tax expenditures

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

Organizational contact information

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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 appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

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

Departmental Result Indicator (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)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

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 help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Results Report, 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 where two or more departments 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 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.

priority (priorité)

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

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.

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.

Endnotes

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