



National  
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CANADIAN  
ARMED FORCES



FORCES ARMÉES  
CANADIENNES

# DEPARTMENT OF NATIONAL DEFENCE AND CANADIAN ARMED FORCES

2021-22

## DEPARTMENTAL PLAN



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

Minister of National Defence

Canada

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## From the Minister



As Minister of National Defence, it is a privilege to present the Departmental Plan for fiscal year 2021-22. This report provides information about how the military and civilian Defence Team serves Canada and outlines the results we plan to achieve on behalf of Canadians.

When the previous Departmental Plan was presented to Parliament, COVID-19 was just emerging. During the last year, this worldwide pandemic added a new layer of complexity to an already challenging global security environment. The steady progress achieved since 2017 on the initiatives in [Strong, Secure, Engaged: Canada's Defence Policy](#)<sup>i</sup> has ensured that the Defence Team was well-positioned to adapt and act in the COVID-19 environment.

From the beginning, the Defence Team was part of the national response to help minimize the impacts of the pandemic, while continuing to meet Canada's security needs at home and abroad. This past year, Canadian Armed Forces personnel helped bring home Canadians stranded overseas, deployed to assist long-term

care facilities in Quebec and Ontario, provided direct support to northern and remote communities, assisted the Public Health Agency of Canada in the management and distribution of personal protective equipment, and helped Public Health Ontario with contact-tracing efforts. The Canadian Armed Forces and the civilians at the Department of National Defence continue to work to support the Public Health Agency of Canada and our provincial, territorial and Indigenous partners with the vaccine roll-out through Operation VECTOR.

As Canada and the world continue to deal with the public health, social, and economic consequences of COVID-19, threats to global security have increased. State and non-state actors have accelerated their attempts to destabilize the rules-based international order and undermine peace. Mounting tensions in some regions of the world have heightened the risk of conflict. This environment is a powerful reminder that if Canadians are to remain secure at home, we must contribute to peace and stability abroad. Protecting Canada demands robust domestic defence, and it requires active support to allies and partners to tackle global threats that can affect the security and prosperity of all our citizens. It is why we continue to stand with our partners in Ukraine as part of Operation UNIFIER, the United Nations through our Tactical Airlift Detachment in Uganda, our NATO Allies by leading the enhanced Forward Presence Battle Group in Latvia as part of Operation REASSURANCE, and with our partners in the Asia-Pacific region with our monitoring of North Korean sanctions with Operation NEON.

With that in mind, we will continue to invest in and build a more diverse and inclusive Defence Team that remains ready to answer the call at home and abroad. Health and wellness programs to ensure the well-being of our personnel mean they can perform at their best as they serve Canada. Investments in ships, aircraft, land vehicles, innovation, and Defence infrastructure help our military members advance national security objectives by equipping them for mission success. These investments also contribute to the economy by sustaining thousands of jobs in communities across the country as Canada grapples with the economic impact of COVID-19.

Members of the Canadian Armed Forces and National Defence employees live and work in every province and territory, poised to respond when the country needs them. I am confident that the Defence Team will meet the challenges of the coming year with the skill and excellence Canadians expect.

*Original signed by:*

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



## Plans at a glance

### Plans at a glance

In Fiscal Year (FY) 2021-22, the Department of National Defence (DND) and the Canadian Armed Forces (CAF) will carry out their mandate to achieve results related to six Core Responsibilities:

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

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

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

The Government of Canada's vision for defence is an agile, multi-purpose and combat-ready military, operated by highly trained, well-equipped women and men, supported by the Government of Canada, industry, academia, and fellow Canadians.

[Strong, Secure, Engaged: Canada's Defence Policy](#)<sup>ii</sup> (SSE), is based on a long-term vision and features the flexibility to respond to a changing world. DND remains committed to the significant and strategic long-term investments that will ensure that the CAF continues to function as an agile and combat-ready force, capable of making tangible contributions and delivering on its commitments at home and around the world. DND and the CAF remain committed to its people and their families, in providing them with the support and tools they need to be successful at every stage of their career. DND remains committed to investing in procurement, in military bases and wings across the country, and in the Canadian economy. The value that DND generates through defence spending, including through [Industrial and Technological Benefits](#)<sup>iii</sup>, means good jobs and economic growth for Canada. We are committed to maximizing this impact with the assurance and the confidence that stems from what we have seen so far in advancing the 111 SSE initiatives.

National Defence will develop and implement the vision for continental defence outlined in SSE. As stated in the [Minister of National Defence Mandate Letter](#)<sup>iv</sup>, by working with the United States to modernize North American Aerospace Defence Command (NORAD) and with partners through the [Arctic and Northern Policy Framework](#)<sup>v</sup>, we will develop better surveillance, defence and rapid response capabilities in the North and in the maritime approaches to Canada.

The department will leverage key engagements, education, and assistance to build and sustain strong relationships with allies, partners, other militaries, and multinational institutions. These cooperative relationships will foster knowledge, understanding and interoperability, which allows for the exchange of best practices and supports better strategic partnerships that result in effective defence diplomacy.

Through the new Defence Intergovernmental Affairs capability, the department will enhance leadership, visibility, coordination and coherence in defence activities that have intergovernmental dimensions. Ongoing engagement will be fostered with provinces and territories to advance defence and whole-of-government priorities, including support of Continental Defence.

### Anticipate, Adapt, Act

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



capacity building; responding to domestic and international disasters; and conducting search and rescue (SAR) operations.

Some of the key planned operations for FY 2021-22 include:

#### Strong at Home

- **Search and Rescue<sup>vi</sup>**: Provide aeronautical SAR; coordinate the aeronautical and maritime SAR system; as well as assist with ground SAR efforts which may include Canadian Rangers and Primary Reserve members.
- **Operation LASER<sup>vii</sup>**: Respond to the impact of a worldwide pandemic situation, as required.
- **Operation VECTOR<sup>viii</sup>**: Provide support to civilian authorities to ensure the transportation, delivery and administration of COVID-19 vaccines to Canadians, as required.
- **Operation LENTUS<sup>ix</sup>**: Provide support for Canadian civil authorities to help them respond to the impact of extreme climate events and disaster relief operations, as required.
- **Operation LIMPID<sup>x</sup>**: Detect threats to Canada through awareness of air, maritime, land, space and cyber domains.
- **Operation NANOOK<sup>xi</sup>**: Synchronize operational and training activities that enhance collaboration with other government departments, agencies, territorial and Indigenous governments, and local organizations, to increase interoperability, readiness and presence in the North.

#### Secure in North America

- **NORAD<sup>xii</sup>**: Conduct Aerospace Warning, Aerospace Control, and Maritime Warning for North America through NORAD to protect against threats to Canada and the United States in accordance with the NORAD Agreement.
- **Operation NOBLE EAGLE**: Following the terrorist attacks on September 11, 2001, NORAD created Operation NOBLE EAGLE, which provides the response to asymmetric air security threats occurring within Canada and the United States and the approaches to North America. This includes, but is not limited to, civilian aircraft being used as a weapon. Collaboration among other government departments and agencies is essential to the successful execution of this DND/CAF operation.
- **Operation CARIBBE<sup>xiii</sup>**: Fight illicit trafficking by transnational organized crime in the Caribbean Basin, the Eastern Pacific Ocean and the coastal waters of Central America by working with partners in the multinational campaign (Enhanced Counter-Narcotics Operations).

#### Engaged in the World

- **Operation IMPACT<sup>xiv</sup>**: Support Iraqi ministerial and institutional reform, and train Iraqi security forces, to enhance the Iraqi Armed Forces' self-sustainability.
- **Operation ARTEMIS<sup>xv</sup>**: Contribute to Combined Task Force 150. This naval coalition of 33 nations, led by the United States Combined Maritime Forces, promotes security and stability in Middle Eastern and East African waters. Combined Task Force 150's mission is to disrupt criminal and terrorist organizations and their related illicit activities in the maritime domain.
- **Operation NEON<sup>xvi</sup>**: Support the implementation of United Nations Security Council sanctions imposed against North Korea.
- **Operation PRESENCE<sup>xvii</sup>**: Deploy a Tactical Airlift Detachment to Entebbe, Uganda. This will assist the United Nations' Regional Support Centre by transporting personnel, equipment and supplies to sustain ongoing missions in the region. The CAF will contribute to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), through specialized staff officers in MINUSMA Headquarters.
- **Operation REASSURANCE<sup>xviii</sup>**: Conduct assurance and deterrence measures through leadership of NATO's multinational enhanced Forward Presence (eFP) Battle Group in Latvia; deploy a frigate



into a Standing NATO Maritime Group; and support NATO enhanced air policing in Romania on a rotational non-permanent basis.

- **Operation UNIFIER<sup>xxix</sup>**: Assist with security force training and defence institutional reform. The CAF will support the Security Forces of Ukraine to improve and build their capability and capacity, and DND, through the Assistant Deputy Minister (Policy) will provide support to the Ministry of Defence of Ukraine to foster western alignment and structural reform in the country.
- **Operation PROJECTION<sup>xxx</sup>**: Enhance relationships with Canada's allies and partners in maritime environments around the world by conducting training, exercises and engagements with foreign navies and other international security partners. It also supports NATO Maritime Command, United States Naval Forces and other allied operations to make the world more secure.

More information on current operations can be found here: [Current military operations<sup>xxxi</sup>](#).

### **Well-supported, diverse, resilient people and families**

SSE puts people at its core. Military and civilian personnel are our most important resource. A well-organized, well-trained, healthy and motivated workforce enables us to deliver on SSE initiatives and ensures that we are an employer of choice within Canadian society. During FY 2021-22, the Defence Team will:

- Protect the health, wellness and safety of employees in response to the COVID-19 pandemic;
- Continue to build a representative workforce by fostering diversity and inclusion and combating racism and hateful conduct by developing Diversity and Inclusion Action Plans, utilizing Gender-based analysis plus (GBA+), making new corporate commitments to eliminate systemic discrimination and integrating diversity and inclusion strategies;
- The Advisory Panel on Systemic Racism and Discrimination, with a focus on anti-Indigenous and anti-Black racism, LGBTQ2 prejudice, gender bias and white supremacy was established in late 2020. This independent panel will provide advice on how we can ensure that individuals who hold racist or white supremacist beliefs are not allowed to enter into or remain in our organization. Additionally, they will identify the policies, process(es) and practices that enable discriminatory behaviours and provide recommendations on how DND/CAF can eliminate them. A report and recommendations will be prepared by the end of the year;
- Create and maintain a workplace free of harassment, violence and discrimination through the full implementation of [Bill C-65<sup>xxii</sup>](#);
- Release the Defence Team Total Health and Wellness Strategy in 2021; and
- Continue to deliver on SSE priorities.

### **CAF Response to Sexual Misconduct**

In 2020, the CAF published The [Path to Dignity and Respect: the CAF Sexual Misconduct Response Strategy<sup>xxiii</sup>](#), a culture change strategy designed to prevent and address sexual misconduct in the CAF and increase support for persons affected by sexual misconduct. The strategy serves as an overarching guide for [Operation HONOUR<sup>xxiv</sup>](#) and includes a prevention-based implementation plan and a performance measurement framework. In FY 2021-22, the CAF will continue to implement initiatives and programs set out in The Path and measure the established indicators to ensure continuous evaluation and improvement.

### **Sexual Misconduct Response Centre**

As a result of the [CAF-DND Sexual Misconduct Class Action<sup>xxv</sup>](#) settlement, the Sexual Misconduct Response Centre (SMRC) is playing a lead role in two aspects of the settlement: the setting up of the Survivor Support Consultation Group, and the implementation of the Restorative Engagement program in partnership with Integrated Conflict and Complaint Management.

The Survivor Support Consultation Group will implement a plan to ensure that all CAF members affected by sexual misconduct have access to the supports and services they need. The Restorative Engagement program will give the plaintiffs of the CAF-DND Sexual Misconduct Class Action (class members) an opportunity to share their experience of sexual misconduct in the military with a senior defence representative. This process will be facilitated by civilian Restorative Practitioners. Making it possible for class members' experiences to be acknowledged by DND/CAF will contribute to meaningful culture change within the CAF, and restore the relationship between class members and the CAF. In FY 2021-22 the SMRC intends to:

- Draw up a business plan to expand its [Response and Support Coordination program](#)<sup>xxvi</sup> to regional centres on CAF bases and/or wings;
- Set up a program on a trial basis that provides free, independent legal advice for victims/survivors of sexual misconduct where the perpetrator, accused or offender is a CAF member in order to empower them to make informed choices;
- Create an Alternative Reporting Option which allow survivors to report the incident, anonymously if they wish, through a service provider;
- Launch, with the assistance of Statistics Canada, the third iteration of the Survey on Sexual Misconduct in the CAF; and
- Continue implementing the “Building Our Future” course at Royal Military College (RMC) Kingston. Building on the previous year’s briefing(s), the course addresses the unique needs and requirements of the combined university (emerging adult) and early military (career) population. The SMRC intends to develop a similar program for RMC Saint-Jean.

### Gender-based analysis plus (GBA+)

The Defence Team will continue to institutionalize GBA+. The findings from each analysis will inform decision-making related to institutional policies, operations, programs, budgets, priorities and orders.

The Defence Team remains focused on advancing the global Women, Peace and Security agenda through [Canada's National Action Plan on Women, Peace and Security 2017-2022](#)<sup>xxvii</sup>.

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

### Defence Procurement

The implementation of SSE continues to streamline defence procurement, thus improving timely acquisition of much needed military capabilities. Continued robust defence procurement will contribute to Canada's plan for a strong economic recovery from COVID-19.

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

SSE outlines and makes provision for the funding of major equipment projects. Key projects for FY 2021-22 include:

- Manned airborne intelligence, surveillance and reconnaissance: The in-service support contract will be awarded and the first step in Canadian acceptance of the bid will be complete by the start of FY 2021-22. Construction of the aircraft hangar will continue in anticipation of aircraft delivery in FY 2022-23. Aircrew training is planned to begin in 2021 and it is anticipated that the capability will be fully operational one year after aircraft deliveries have been completed;
- The [Canadian Surface Combatant](#)<sup>xxviii</sup>: Design and production engineering of the Canadian Surface Combatant continues through FY 2021-22. These fifteen vessels will be the backbone of the Royal Canadian Navy (RCN), playing a variety of roles and capable of meeting multiple threats in both

open oceans and complex coastal environments. They will allow us to monitor and defend our waters and contribute significantly to international naval operations;

- **Arctic and Offshore Patrol Ship<sup>xxix</sup>**: Following the acceptance and delivery of Her Majesty's Canadian Ship (HMCS) *Harry DeWolf* in July 2020, the second Arctic and Offshore Patrol Ship, the future HMCS *Margaret Brooke*, is anticipated to be delivered to the RCN in the fall of 2021. These six ships will allow the RCN to conduct sovereignty and surveillance operations in Canada's waters, including in the Arctic, as well as to conduct a wide variety of operations abroad;
- **Joint Support Ship<sup>xxx</sup>**: Construction of the first Joint Support Ship will progress under the full build contract that was awarded in June 2020. It is anticipated that the majority of steelwork on the first vessel will be completed in 2021 and that significant progress will be made in integrating and outfitting the ship. Deliveries of the associated Sea to Shore transport systems are also planned for FY 2021-22;
- **Fixed-wing Search and Rescue Aircraft Replacement Project<sup>xxxi</sup>**: In the course of the project, 16 new CC-295 Kingfisher aircraft equipped with advanced technology systems will be procured to support Canada's SAR operations, replacing the current Buffalo and Hercules aircraft performing this function. The project is currently in the implementation phase. Project activities in FY 2021-22 will include inspecting and accepting produced aircraft, and conducting initial maintainer and aircrew training, along with initial operational testing and evaluation of the aircraft;
- **Future Fighter Capability Project<sup>xxxii</sup>**: The project consists in acquiring and putting into service 88 advanced fighter aircraft and associated equipment, weapons, infrastructure, information technology, and sustainment, including training and software support. The project will leverage Canadian capabilities and support the growth of Canada's aerospace and defence industries. The project is currently in the Definition Phase, and the evaluation of eligible suppliers' proposals and the selection of the preferred supplier are expected to be completed in FY 2021-22;
- **Remotely Piloted Aircraft System<sup>xxxiii</sup>**: The project consists in delivering a Remotely Piloted Aircraft System capability providing Intelligence, Surveillance, Target Acquisition and Reconnaissance information and delivering precision strike effects to CAF commanders. The project is currently in the Definition Phase and the Request for Proposal relative to the project is expected to be released in spring 2021;
- **Strategic Tanker Transport Capability<sup>xxxiv</sup>**: The project consists in delivering a multi-role Strategic Tanker Transport Capability to the CAF, along with associated equipment, sustainment, training and supporting infrastructure. The Request for Proposal is expected to be released in FY 2021-22;
- **Logistics Vehicle Modernization<sup>xxxv</sup>**: The project consists in delivering new light and heavy logistics truck fleets providing increased payload-carrying capacity, modularity and protection during the conduct of CAF operations at home and abroad. The project is currently in the Definition Phase and in FY 2021-22 the Request for Proposal relative to the project will be released to eligible suppliers and the review of proposals will begin;
- **Armoured Combat Support Vehicle**: The project consists in delivering an armoured vehicle capability in eight different variants to provide support to forward elements of an Army Brigade Group. These capabilities include, but are not limited to, command post vehicles, ambulances and mobile repair teams. The project is currently in the Implementation Phase. In FY 2021-22, the project will involve continuing production and delivery of the Troop Cargo Vehicle variant, and the start of production of and delivery of the Ambulance and Command Post variants;
- **CP-140 Aurora Incremental Modernization Project<sup>xxxvi</sup>**: The project consists in modernizing the mission systems and sensors on 14 CP-140 Aurora aircraft and Initial Operational Capability of Block IV is expected in April 2022;
- **Interim Fighter Capability Project<sup>xxxvii</sup>**: This project consists in procuring 18 F/A-18 fighter aircraft in addition to spares and equipment from the Government of Australia to augment the current CF-18 fleet. This will help to ensure that Canada is able to generate sufficient mission-ready aircraft to meet its domestic and international obligations until the permanent replacement is fully

operational. The project is currently in the Implementation Phase. For FY 2021-22, the project will involve receiving the final aircraft and spares from Australia, and conducting aircraft inspections and carrying out necessary modifications to enable the aircraft to be released into service;

- **CF-18 Hornet Extension Project<sup>xxxviii</sup>**: This project consists in upgrading and implementing new capabilities to maintain the operational effectiveness of the CF-18 Hornet up until 2032 when the replacement fighter aircraft becomes fully operational. These upgrades will enable the Government of Canada to continue to defend the sovereignty and security of Canada, meet its NORAD and NATO commitments, and contribute meaningfully to other international security operations. Most of the project entered the Implementation Phase in May 2020. For FY 2021-22, the project will involve taking delivery of some equipment and commencing aircraft prototyping and software development;
- **CH-148 Cyclone Project<sup>xxxix</sup>**: This project consists in delivering 28 multi-role Maritime Helicopters to the Royal Canadian Air Force. The project also includes procuring associated infrastructure, in-service support and modifications to the Halifax-class ships. The project is currently in the Implementation Phase and all remaining aircraft are on track for delivery and acceptance in FY 2021-22; and
- **Victoria Class Modernization<sup>xl</sup>**: This project consists in upgrading and implementing new capabilities to maintain the operational effectiveness of the Victoria-class submarines (VCS) until the mid-2030s. These upgrades will focus on improving the habitability and deployment conditions on board the VCS for Royal Canadian Navy submariners, positioning the VCS to contribute meaningfully to Canadian Armed Forces Joint Operations ashore, and ensuring the survivability of the VCS against current and evolving threats in an increasingly complex and changing battle space. Several of the related projects entered the Definition Phase in November 2020. For FY 2021-22, the remaining projects will enter the Definition Phase.

For additional information on key equipment projects, visit the Department of National Defence and the Canadian Armed Forces' [Current Projects<sup>xli</sup>](#) webpage.

### Defence Innovation and Business Transformation

DND/CAF will move towards becoming a digitally-enhanced organization that engages its workforce in grass-roots ideas and fosters collaboration with academia, private sector and other experts to address the challenges we face. Our innovation efforts will advance research and development programs, business process modernization initiatives as well as adoption and design of technology. In FY 2021-22, we will be driving business transformation, digitalization and innovation by:

- Advancing research in defensive and offensive cyber operations techniques to find innovative ways of classifying cyber threats, and developing automated cyber defence mechanisms. Additional research will be done to assess and improve human factors related to cyber operators and the CAF organizations that employ them;
- Maintaining interoperability within the Five Eyes community (Australia, Canada, New Zealand, the United Kingdom and the United States) in a data-centric environment, which will maximise the probability of success in developing a cross-domain solution capability in Canada and allied networks;
- Implementing cloud computing capabilities to support major initiatives in data analytics and management, collaboration among the Defence Team and modernization of classified computing networks;
- Identifying elements of business processes that require modernization and delivering on use-cases where experimentation with data and data outcomes will further enable our future workforce and leaders;
- Aligning our resources and activities by using modern approaches, building business models that put our users' experience front and centre and prioritizing digital innovation; and
- Driving the government's Beyond2020 initiative by supporting a workforce that is agile in its ability to achieve results and adjust to priorities; inclusive in developing our ideas and making decisions;

and equipped for excellence. In FY 2021-22, DND will continue to create opportunities for our workforce to engage in bottom-up business process modernization.

DND/CAF participate in experimentation in a number of ways through significant internal and external research programs as well as through ideation and proof of concept design and development initiatives. In FY 2021-22, we will evolve data maturity and deliver on proofs of concept related to internal business process challenges through the launch of a new data lab capability and digital modernization initiatives. These initiatives will provide an experimentation environment for predictive analysis, cloud-computing, and other data science and data engineering solutions.

The [Innovation for Defence Excellence and Security](#)<sup>xiii</sup> (IDEaS) program was designed to complement DND internal research programs in order to resolve defence and security challenges. It will provide \$1.6 billion in financial and human resources over a 20-year period. IDEaS fosters creativity and ingenuity in Canada by bringing together networks of experts, providing support and opportunities to innovators and facilitating the integration and adoption of new capabilities for the CAF and public safety and security communities. In FY 2021-22, DND/CAF will:

- Issue a Call for Proposals for the Test Drive element, for which there are plans to acquire, install, and operate a large-scale low-carbon energy generation and storage system for heating an existing building. DND/CAF will also provide the Government of Canada with support to carry out its mandate to make its buildings and facilities carbon-neutral by 2050; and
- Conduct research focusing on the application of Command, Control and Intelligence (C2I) Artificial Intelligence to military problems. This includes video and big data analysis, automated text analysis, interpretation and anticipation of adversary intent, and enhanced intelligence tools to reduce analysts' workload.

The department will continue to invest in Artificial Intelligence projects and activities by:

- Supporting partnerships with Canadian university-led research clusters (more commonly known as micro-nets) and with industry and government to promote collaboration and the sharing of ideas critical to innovation;
- Using Artificial Intelligence as part of proposed solution models. These range from supporting recruitment to the detection and classification of objects of interest;
- Advancing defensive and offensive cyber operations in the areas of cyber attribution techniques and ways of classifying cyber intent. Canadian innovators continue to carry out initial research and development to assess human factors related to cyber operators and the CAF organizations that employ them; and
- Establishing strong governance and providing direction to ensure the ethical use of Artificial Intelligence and implement defence modernization initiatives across the Defence community.

The department will carry out data-focused business process transformation by:

- Enhancing our data analytics capabilities to better support decision-making using data as its foundation by applying the new vision for data outlined in the DND/CAF Data Strategy;
- Implementing a data management framework that is based on the principles that data must be trusted by decision-makers, is readily accessible and secure, and will be used ethically;
- Implementing data governance and data quality frameworks to steward our data; and
- Building on data literacy in order to create a culture that values data as an asset to be used to our advantage in operations and to improve accountability for our decisions and actions.

## Defence Infrastructure and Environment

The Defence Team manages the largest infrastructure portfolio in the federal government. Because infrastructure is a critical enabler for CAF operations, the department will continue to modernize the portfolio to help meet military requirements. It will increase efficiency, reduce our environmental footprint,



and dispose of and demolish underused or obsolete properties and buildings, making Defence more efficient while accelerating the reduction of greenhouse gas emissions. During FY 2021-22, the department will:

- Improve infrastructure on bases and/or wings by investing in construction, maintenance and repair programs, including the management of 156 infrastructure projects. In addition, we will provide oversight for fire safety, respiratory protection, and nuclear safety programs;
- Improve housing on bases and wings by investing in construction, maintenance and repair programs in accordance with long-term housing portfolio investment plans;
- Continue to modernize the real property portfolio by disposing of four properties and demolish 66 buildings, which is consistent with SSE direction to demolish outdated buildings of limited operational value. This reduces the DND/CAF's environmental footprint making the real property portfolio more efficient by reducing long-term operating and maintenance costs, Payment In Lieu of Taxes and reallocates resources to other key infrastructure;
- Continue to reduce greenhouse gas emissions from defence infrastructure and commercial light-duty vehicle fleets, where feasible, with a commitment to reduce these emissions by 40% (below 2005 levels) by 2025 and achieve net-zero emissions by 2050;
- Develop a long-term (five year+) strategic view of the Real Property program to better integrate portfolio, risk, asset, and service management strategies, and ensure the implementation of the Defence Real Property Portfolio Strategy for an affordable and sustainable portfolio; and
- Advance reconciliation by engaging with Indigenous communities across Canada through a variety of programs and activities, and by consulting with Indigenous groups on land disposal cases.

### **Defence Relationships with Indigenous Peoples**

The Government of Canada is committed to advancing reconciliation and renewing its relationships with Indigenous Peoples. Because DND/CAF operations intersect with Indigenous interests and rights, we will continue to strengthen our relationship, contribute to government-wide reconciliation priorities, and review our policies and operational practices to ensure that they are consistent with reconciliation principles. In FY 2021-22, DND/CAF will:

- Provide strategic advice and policy instruments to the DND/CAF community on the implementation of the United Nations Declaration for the Rights of Indigenous Peoples, treaty rights, the legal duty to consult, treaty implementation and other issues related to DND/CAF's relationship with Indigenous groups and communities;
- Support economic development opportunities for Indigenous communities within the scope of the DND/CAF mandate;
- Work with DND/CAF stakeholders, including base/wing commanders, to build awareness and understanding of new and existing federal policies, commitments and guidelines, as they pertain to Indigenous relationships;
- Provide training sessions and tools to the Defence Team to raise awareness of our commitment and obligations to Indigenous Peoples, and build departmental capacity (examples include the Indigenous Awareness Course, Northern Indigenous Awareness, and Introduction to Indigenous Cultures);
- Establish and support internal governance structures to enable effective and cohesive decision-making on Indigenous concerns within DND/CAF;
- Develop and nurture relationships between Indigenous community leaders and base and wing commanders. An example of this is discussing planned locations of hunting camps and low-level flying activities;
- Include Indigenous traditions in the departure and arrival ceremonies for deploying ships;

- Build on the existing relationship to affiliate HMCS HARRY DEWOLF with the Qikiqtaaluk region of Nunavut. COVID-19 may impact the CAF's ability to further affiliation relationships, but will resume when it is safe to do so;
- Work with Indigenous leaders to provide a blend of military training and Indigenous culture to hundreds of First Nations, Inuit, and Métis participants through programs across Canada: [Bold Eagle, Black Bear, Carcajou, Grey Wolf, and Raven](#)<sup>xliii</sup>. Indigenous youth leadership programs, Eagle's Nest and Camp Loon, foster and enhance existing bonds between communities and the CAF;
- Enhance relationships with Indigenous CAF members by developing recruitment and retention strategies, including:
  - Actively reaching out through the CAF Indigenous programs the [Canadian Forces Aboriginal Entry Program](#)<sup>xliv</sup> and the [Aboriginal Leadership Opportunity Year](#)<sup>xlv</sup> which provides a year of education and leadership experience at the Royal Military College of Canada;
  - Developing new policies (e.g. Indigenous Spirituality);
  - Leveraging the cultural understanding, perspectives and experiences of our Defence Aboriginal Advisory Group members, drawing on their relationships and links with local communities across the country. This advisory group also supports the Commander of the Canadian Army, the Defence Team Champion for Indigenous Peoples; and
  - Celebrating Indigenous culture (e.g. Indigenous Awareness Week) or Indigenous contributions to the CAF (e.g. National Aboriginal Veterans Monument).
- Encourage and provide Indigenous Canadians with support to join the Defence Team as military personnel (Regular or Reserve) or as civilian staff members through existing DND/CAF programs or the development of new initiatives;
- Support requests for assistance from Indigenous government(s), to address or perform complex search and rescue missions, natural disasters responses, and health emergency support. This support includes, but is not limited to: flooding, forest fires, and COVID-19 response;
- Participate in Recognition of Indigenous Rights and Self-Determination discussion tables to discuss interests of Indigenous groups related to DND's properties (e.g. Tsilhqot' in National Government and the Chilcotin Military Training Area);
- Participate in interdepartmental committees and related working groups to help shape and inform the whole-of-government approach to advancing the Indigenous reconciliation agenda;
- Support Crown-Indigenous Relations and Northern Affairs Canada during modern treaties negotiations with Indigenous communities;
- Consult, coordinate, collaborate, and engage with other government departments, DND/CAF stakeholders, including base and wing commanders and Indigenous groups, as appropriate, in exploring opportunities for advancing Indigenous socio-economic opportunities and Indigenous procurement modernization; and
- Coordinate and consult with relevant DND/CAF stakeholders to build understanding and support in respect of treaty and consultation obligations and Recognition of Indigenous Rights and Self-Determination Tables with a view to effectively representing DND interests, managing litigation risks, and improving reconciliation with Indigenous Peoples.

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





## Core Responsibilities: planned results and resources, and key risks

### Operations

#### Description

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

Detect, deter and defend against threats to or attacks on North America in partnership with the United States, including through North American Aerospace Defence Command (NORAD).

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

#### Planning highlights

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

The Defence Team will identify clear objectives and performance metrics in order to inform operational assessments that will allow the CAF to measure success and identify and rectify shortcomings as required in a timely manner. We will collaborate with our Five Eyes allies (Australia, Canada, New Zealand, the United Kingdom and the United States), NATO Partners, and key regional allies to foster regional coherence, which is critical to strategic unity. In addition to increased efforts to synchronize and optimize our efforts on a regional scale, the attention paid to ongoing and emerging missions will remain steadfast.

We will improve situational awareness, the means to acquire it, and position ourselves to face constantly evolving threats and crises. We will develop and expand our intelligence networks abroad to ensure rapid and timely exchanges of information and intelligence with our forces and our allies and partners. Further, we will continue to develop Joint Intelligence Surveillance and Reconnaissance through the newly established CAF Joint Operations Fusion Lab. The Lab, located at the Canadian Joint Warfare Centre, is a venue for experimentation and evaluation focusing on Command and Control, Targeting, Intelligence, Surveillance and Reconnaissance data and networks and emerging concepts. It also serves as an innovation test bed for new ideas and technology.

The Joint Information Operations Force Employment Concept, pending approval, will define the CAF's functional approach to compete with, contest, confront, and, when necessary, combat our nation's adversaries in the information domain. Canada and its allies face increasingly dangerous competition from malign and hostile rival powers. Governed by autocratic leaders, these powers aspire to redefine the existing international rules-based order and undermine core Canadian and allied interests, specifically our security, prosperity, democratic institutions and political independence. The Joint Information Operations Force Employment Concept outlines a shift in mindset as to how the CAF conducts Joint Information Operations at the operational-level in support of strategic direction. It provides the foundation for developing relevant doctrine and assists with Force Development, Force Generation, and Force Management of the future Joint Information Operations function and related capabilities within the CAF. It illustrates current thinking that underpins the present approach to operational Information Operations and establishes a concept for Joint Information Operations in the CAF. There is an opportunity to grow the

organization's Information Operations capability in order to effectively act in Canada's best interest within the contested information environment.

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

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

Developing the defence and security capabilities of partner forces serves to increase regional stability, lessens the likelihood of future crisis interventions by the international community, and promotes interoperability among our partner forces, positioning them to share the burden for international security, while providing commanders the option to achieve effects with reduced resource commitments. As capacity building of partner forces becomes an increasingly viable option to enhance the security of partners and the stability of regions, the Department of National Defence (DND)/CAF must evolve to ensure that it can conduct capacity building in a meaningful, flexible and timely manner so as to meet the evolving needs of partner forces. This is a focus for FY 2021-22.

To meet increasing demands and deal with the complexity of the global security environment and the expanding scope of support required for possible new Joint Operating Areas, the department will conduct regular Regional Operational Outlook conferences with our partners to better understand emerging threats and crisis, as well as to foster regional coherence and effectiveness.

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

DND/CAF will collaborate with Shared Services Canada and the Canadian Centre for Cyber Security to maintain cyber superiority by strengthening their partnership.

DND/CAF and the Communications Security Establishment (CSE) will continue the unified development of active cyber operations capabilities on behalf of the Government of Canada. Under a unified leadership and management structure, highly skilled cyber operators will work together to assume a more assertive posture in the cyber domain by conducting and supporting joint cyber operations.

The department is developing a refined Cyber Event Management process that streamlines response coordination internally and with other agencies. In addition, Defence is developing Cyber Protection Conditions that link threat identification with defensive measures.

The department is continuing to develop capabilities, capacity and expertise in order to support deployed operations in a contested cyber environment.

The CAF is striving to modernize and strengthen its capability to connect and communicate with allies via its classified network.

[Planned Costs for Major Canadian Armed Forces Operations<sup>xlvi</sup>](#) and information on [current CAF operations and exercises<sup>xlvii</sup>](#) are available on the Department of National Defence and the Canadian Armed Forces' website.

## **Gender-based analysis plus (GBA+)**

The CAF has several organizations with full-time gender advisors to ensure that a GBA+ is applied in the planning and preparation of all our operations. The Defence Team applies gender perspectives to inform the conduct of our operations. Every named operation in the CAF employs either a full-time gender advisor, or a part-time gender focal point to help commanders and staff conduct GBA+ within their operating environment to inform decision-making. Integrating gender perspectives into the planning and conduct of operations provides a strategic advantage that supports mission success.

## Experimentation

In FY 2021-22, DND/CAF will continue experimentation to improve operations, including through two key initiatives: Multi Domain Command and Control Concept Development and Experimentation and Coalition Warrior Interoperability eXperiment. Multi Domain Command and Control Concept Development and Experimentation will develop innovative solutions to help evolve CAF planning and Command and Control (C2) for the conduct of Multi Domain Campaigning. In support of this, Coalition Warrior Interoperability eXperiment will explore methods of improving information-sharing capabilities and C2 functions between NATO, allies and select non-NATO entities. This will assist with the development of concepts, organizational designs, and doctrine for assigned joint challenges.

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

## Key Corporate Risk(s)

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

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

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

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

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

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

Information from several domains is used to maintain continuous watch over land, sea, air, space, and cyber domains. The CAF will build on Joint Intelligence Surveillance and Reconnaissance (JISR) capabilities to improve our detection activities, along with other national initiatives, to detect threats to Canada. With better detection abilities, any threats to Canadians and Canadian interests could then be deterred and degraded through a whole-of-government approach. Specific contingency plans to address threats to Canada include NORAD, Operation LIMPID, Operation LASER, Operation LENTUS, and the Standing Operations Order for Domestic Operations. Further, DND/CAF will protect Canadians from threats by:

- Responding to Requests for Assistance, as directed by the Government of Canada, for a range of domestic emergencies by providing military support;
- Responding to medical evacuations and other humanitarian emergencies as directed by the Government of Canada;
- Responding to Requests for Assistance on an as-needed basis and only at the request of the provincial authority through the Minister of Public Safety. Of note, the CAF remains the force of last resort to respond to these emergencies by:

- Responding to the impact of a worldwide pandemic situation ([Operation LASER<sup>xlviii</sup>](#)) and providing support for civilian authorities to ensure the transportation, delivery and administration of COVID-19 vaccines to Canadians ([Operation VECTOR<sup>xlix</sup>](#)); and
- Responding to provincial requests for disaster response assistance ([Operation LENTUS<sup>l</sup>](#)).
- Conducting [Operation LIMPID<sup>li</sup>](#) by detecting threats to Canada through awareness of air, maritime, land, space, and cyber domains;
- Strengthening our collaboration with and support to other government departments and agencies in order to maintain a cooperative National Security community by increasing and improving communication and coordination efforts, primarily through personnel exchanges and continuous communication;
- Conducting operational-level engagement with other government departments and agencies in order to enhance interoperability and mutual support as outlined in the Federal Emergency Response Plan and in support of CAF operations. Liaison officers are co-located at the Government Operating Centre and the Royal Canadian Mounted Police (RCMP). This inter-agency collaboration will grow in importance as we face emerging threats across multiple domains. In particular, during FY 2021-22, DND/CAF will cooperate with Public Safety Canada as the lead department, and other involved government departments and agencies, in the National Priority Exercise. This exercise is designed to be a practice run of the whole-of-government response to a major disaster. The objective of the exercise is to align and coordinate selected training events from across the Consequence Management community in pursuit of whole-of-government readiness;
- Working with other authorities and agencies in support of Law Enforcement and National Security. Ongoing operations include support for the RCMP and other counter-drug operations and support for Parks Canada for avalanche control (Operation PALACI). In addition, during FY 2021-22, we will collaborate with the RCMP, NAVCANADA and Transport Canada in the development of Counter-Unmanned Aerial Systems, policy and procedures; and
- The Canadian Special Operations Forces Command will remain positioned to identify, confront and defeat threats to Canadians and Canadian interests at home and abroad through its ability to integrate domestic and expeditionary special operations forces effects within the inter-agency domain and through strengthened collaboration with whole-of government partners.

To support CAF operations, the department is continuing to develop capabilities, capacity and expertise to conduct active cyber operations in response to threats and attacks.

Defence will assume an assertive posture in the cyber domain to ensure our ability to defend, as well as improve the capability to conduct active cyber operations against potential adversaries in the context of government-authorized military missions. We will continue to work with Government of Canada colleagues assigned to provide cyber security across the government, so as to ensure that our combined cyber capabilities are aligned. It is essential for our cyber equities to be fully protected and able to be effectively defended.

The department is increasing its ability to defend DND networks through the strengthening of relationships with key Government of Canada stakeholders, such as the Canadian Centre for Cyber Security.

When national interests and security are threatened online, CSE and DND/CAF are prepared to defend Canada and Canadians. CSE and DND/CAF are working together to assume a more assertive posture in the cyber domain by conducting and supporting joint cyber operations against adversaries who wish to threaten Canada's international affairs, defence, or security, and by supporting CAF military objectives. For its part, DND/CAF is authorized, under the Crown Prerogative and the *National Defence Act* to conduct active cyber operations in the context of government-authorized military missions, which are subject to all applicable domestic law, international law, rules of engagement, formal targeting processes, and collateral damage assessments.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
1.1 Canadians are protected against threats to and attacks on Canada	% of requests for assistance that are fulfilled	100%	31 March 2022	Not Available New indicator as of 2018-19	100%	100%
	% of force elements that are deployed within established timelines	100%	31 March 2022	Not Available New indicator as of 2018-19	100%	100%
	% of operations that meet stated objectives	100%	31 March 2022	100%	92%	98%
	Extent to which the Canadian Armed Forces is effective in domestic operations	The Canadian Armed Forces is effective in the conduct of domestic operations	31 March 2022	Not Available New qualitative indicator as of 2019-20	Not Available New qualitative indicator as of 2019-20	This is a qualitative indicator*

Notes:

\* This is a qualitative indicator and results are articulated as successes and challenges throughout Departmental Result 1.1 of the 2019-20 Departmental Results Report. Result statements can be found in the [GC InfoBase](#)<sup>iii</sup>.

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](#)<sup>iii</sup>.

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

In Canada, SAR is a shared responsibility. Many partners are involved because of the country's immense size, range of terrain and weather. The list of partners is made up of government, military, volunteer and industry groups. They all work together to provide SAR services across the nation. This is known as the [National Search and Rescue Program](#)<sup>liv</sup>.

The CAF remain focused on our primary responsibilities of providing aeronautical SAR and coordinating the aeronautical and maritime SAR system. CAF SAR crews are on standby 24 hours a day, 7 days a week.

Searches for missing persons, including SAR, are a provincial and territorial responsibility, often delegated to the police service with jurisdiction. The provincial, territorial or municipal authority have the responsibility to request CAF assistance when required. The CAF, which includes Canadian Rangers and Primary Reserve members, will assist in ground SAR efforts when authorized.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
1.2 People in distress receive effective search and rescue response	% of coordinated maritime, aeronautical and joint response to search and rescue incidents deemed effective	100%	31 March 2022	100%	100%	100%
	% of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled	100%	31 March 2022	Not Available New indicator as of 2018-19	100%	100%
	% of Canadian Armed Forces aeronautical search and rescue operations that meet established standards	100%	31 March 2022	Not Available New indicator as of 2018-19	95.2%	85%

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](#)<sup>iv</sup>.

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

The CAF conducts training and maintains a year-round presence in Canada's North. The CAF conducts operations to improve mobility, reach and footprint and enhance surveillance capabilities in Canada's North, thus demonstrating the ability to project and sustain land, maritime and air forces in the region. In support of this, the activities conducted as part of the Arctic Campaign Plan will strengthen domain awareness, enhance Canadian presence and ensure the defence, security and safety of Canada's Arctic and Northern regions. In FY 2021-22, the CAF plans include:

- Improving mobility and enhancing surveillance capabilities in Canada's North. Joint Arctic Experiments are planned for joint intelligence, surveillance and reconnaissance (JISR), Satellites, Underwater Sensors, Underwater Autonomous Vehicles, Shelter Systems, Autonomous Surface Vehicles and Human Factors and Cold Weather Injuries;
- Operation NANOOK, which will continue through FY 2021-22, although it may be reduced in scale in order to minimize the risk of exposing vulnerable Northern communities to COVID-19. While this is strategically a demonstration of ability and resolve, tactically it is a training opportunity for all those involved. Operation NANOOK activities for FY 2021-22 will include:
  - Conducting an inter-agency exercise in Nunavut and the eastern entrance to the Northwest Passage in response to a simulated major maritime incident;
  - Conducting a multinational maritime live exercise safety and security activity;
  - Exercising domain presence, surveillance and awareness over Canada's northernmost regions supported by Canadian Rangers; and
  - Projecting and sustaining forces in a high Arctic environment in a combined joint security context.
- Advancing interoperability, situational awareness and information-sharing initiatives through collaboration with NORAD and the United States Northern Command (USNORTHCOM), NATO



engagements, the Arctic Security Forces Roundtable, the Arctic Security Working Group and the Arctic Capabilities Advisory Working Group;

- Improving surveillance and control in the Arctic. We will expand pan-domain awareness in the Arctic in support of continental defence and NORAD missions through innovative options for Northern Approaches Surveillance. This includes, but is not limited to, the renewal of the North Warning System and delivering on the All Domain Situational Awareness Executive Group mandate to deliver on advance means of ensuring Canadian awareness of the Arctic and maritime approaches to Canada. DND/CAF will continue to collaborate with the United States to develop new technologies and capabilities that will provide surveillance and detection capabilities against pan-domain threats at a range that allows decision-makers to operate at the speed of relevance;
- We will remain an effective capability-building partner by helping other government departments and agencies, as well as territorial and Indigenous governments, to fulfill their mandates when authorized. We continue to increase our familiarity with and situational awareness of Arctic activities and carry out successful CAF operations in harsh operating environments, including through [Operation LIMPID](#)<sup>lvj</sup>;
- Efforts will be made to consult and work with Northern Indigenous communities when opportunities for contracting, procurement or socio-economic support exist; and
- The CAF Arctic Training Centre in Resolute Bay, Nunavut, is a primary hub for the CAF and federal and territorial whole-of-government elements in the High Arctic region because it is strategically located to optimally provide support for land and air forces working in the Joint Task Force North Area of Operations. In addition to provide support for our governmental partners who operate in the region and support for training, such as the delivery of courses for CAF SAR and CAF Survival Aircrew Training, the Centre will focus on providing support for the delivery of Arctic operations, including during Operation NANOOK.

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### Operation NANOOK



Imagine waking up to these landscapes! HMCS *Glacier Bay* sails through the Maniitsoq Fjord in Greenland during Operation NANOOK 2020.

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### Arctic intelligence, surveillance and reconnaissance



Did you know that there are projects taking place in Canada's North that consist in analyzing deficiencies in Arctic intelligence, surveillance and reconnaissance? The technologies developed from these projects will help the Canadian Armed Forces operate more effectively in these areas.

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
1.3 Canada's Arctic sovereignty is preserved and safeguarded	% of Arctic operations and exercises that meet stated objectives	100%	31 March 2022	100%	100%	100%

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

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

To ensure that North America is defended against threats and attacks, the CAF will position itself to employ conventional and special operations capabilities and collaborate with allies, regional partners and other Canadian government departments and agencies to deter, detect, confront and defeat pan-regional threats from nation states and violent extremist organizations. The CAF will:

- Execute maritime warning, aerospace warning, and aerospace control missions in accordance with the NORAD Agreement. Maritime and aerospace warning missions involve the monitoring of aerospace and maritime activity from a continental perspective, while maintaining awareness, when authorized, in the land, space, cyber and information domains in order to detect and characterize threats against Canada or the United States;
- Monitor global aerospace activities and maintain situational awareness in the air and space domains; and
- Contribute to [Operation CARIBBE](#)<sup>viii</sup>: Fight illicit trafficking by transnational organized crime in the Caribbean Basin, the Eastern Pacific Ocean and the coastal waters of Central America by working with partners in the multinational campaign (Enhanced Counternarcotics Operations).

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
1.4 North America is defended against threats and attacks	% of continental operations that meet stated objectives	100%	31 March 2022	100%	100%	100%
	% of Canada's commitments and obligations to the North American Aerospace Defence Command agreement that are met	100%	31 March 2022	Not Available New indicator as of 2018-19	100%	100%
	Extent to which the Canadian Armed Forces is effective in continental operations	The Canadian Armed Forces is effective in the conduct of continental operations	31 March 2022	Not Available New qualitative indicator as of 2019-20	Not Available New qualitative indicator as of 2019-20	This is a qualitative indicator*

Notes:

\*This is a qualitative indicator and results are articulated as successes and challenges throughout Departmental Result 1.4 of the 2019-20 Departmental Results Report. Result statements can be found in the [GC InfoBase](#)<sup>ix</sup>.

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](#)<sup>ix</sup>.

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

The CAF is fostering a more stable and peaceful world by supporting NATO, developing the defence and security capabilities of partner forces, operating in maritime environments, and contributing to peace support operations and peacekeeping.

- In 2018, Canada made a commitment to rejoin the NATO Airborne Warning and Control System by committing to posting a total of 25 CAF members to the NATO Airborne Early Warning and Control Force, located in Germany, by 2023. In FY 2021-22, eight additional CAF personnel will join this force. Canadians are carrying out both operational and support jobs as part of this force and regularly participate in training, exercises and operations. These activities, which will continue in FY 2021-22, promote global peace and security across Europe and North America.
- Increase situational awareness: The CAF will continue to develop and expand the intelligence networks abroad in order to ensure rapid and timely exchanges of information and intelligence with our forces, allies, and partners. Also in conjunction with our NATO partners and Five Eyes allies, we will continue to work in leveraging new and emerging technologies, such as Artificial Intelligence, as well as provide meaningful data in order to enable timely and effective decision-making. We will continue to share credible and timely intelligence with our Five Eyes allies and our NATO Partners and maintain current commitments in the processing, utilization, and dissemination domain at home and abroad.
- Developing the defence and security capabilities of partner forces: This has become a dominant mission for the CAF. Today, more than 70% of troops deployed on Canadian Joint Operations Command's named operations conduct or support capacity-building activities, either in a primary role (Operations UNIFIER, IMPACT and PROTEUS) or a secondary role (Operations REASSURANCE and PROJECTION). As capacity building of partner forces becomes an increasingly viable option to enhance the security of partners and the stability of regions, DND/CAF must evolve to ensure that it can conduct capacity-building in a meaningful, flexible and timely manner. This is a focus for FY 2021-22. Correctly defining the problem that needs to be solved, establishing realistic and achievable objectives, identifying a clear end state, assigning the

resources and authorities required to achieve those objectives and end state, and having a willing partner force with the capacity to absorb capacity-building initiatives are the ingredients for coherent and successful capacity-building operations.

- Incorporate gender perspectives into defence planning: All mission activities will continue to incorporate the principles of United Nations Security Council Resolution 1325 and GBA+ by considering and applying gender perspectives throughout all phases of the operation.
- In support of NATO:
  - **Operation REASSURANCE<sup>lxvi</sup>**: Conduct assurance and deterrence measures through leadership of NATO's multinational enhanced Forward Presence (eFP) Battle Group in Latvia; deploy a frigate into a Standing NATO Maritime Group; and support NATO enhanced air policing in Romania on a rotational non-permanent basis. These measures are intended to reinforce NATO's collective defence. It also shows the strength of allied solidarity. The CAF support to this NATO mission has increased in scope, number of personnel and infrastructure. The CAF is conducting training, exercises, and some NATO-specific tasks. The CAF support to NATO helps make Central and Eastern Europe more secure and stable;
  - **Operation KOBOLD<sup>lxvii</sup>**: Provide logistical and headquarters support. The Task Force Commander is also the chief of the NATO Joint Logistics Operation Center;
  - **Operation ARTEMIS<sup>lxviii</sup>**: Contribute to Combined Task Force 150. This naval coalition of 33 nations, led by the United States Combined Maritime Forces, promotes security and stability in Middle Eastern and East African waters. Combined Task Force 150's mission is to disrupt criminal and terrorist organizations and their related illicit activities in the maritime domain. Canada will continue to command Combined Task Force 150 under Operation ARTEMIS until July 2021; and
  - **Operation IMPACT<sup>lxix</sup>**: Support Iraqi ministerial and institutional reform, and train Iraqi security forces, to enhance the Iraqi Armed Forces' self-sustainability. The CAF provides capacity-building support to Iraq, Jordan and Lebanon.
- In support of capacity building:
  - **Operation UNIFIER<sup>lxx</sup>**: Assist with security force training and defence institutional reform. The CAF will provide support to the Security Forces of Ukraine to improve and build their capability and capacity, and will provide support to the Ministry of Defence of Ukraine to foster western alignment and structural reform in the country. The CAF will contribute to a multi-organizational effort to support and develop the Security Forces of Ukraine, and to foster greater western alignment and structural reform in the country. The focus will be on mentoring a Ukrainian training cadre in charge of individual and collective training in the land forces and maritime domains, as well as in providing personnel development training and military education. The Government of Canada extended this mission until 31 March 2022;
  - **Operation ACKEE**: Collaborate with Global Affairs Canada in order to mentor, enable and create opportunities for the Jamaica Defence Force to grow as a Special Operations Forces leader and more effectively combat trans-regional threats in the Caribbean Basin. Other regional partners include Belize, the Bahamas, Barbados, Trinidad and Tobago, and Guyana; and
  - **Operation NABERIUS<sup>lxxi</sup>**: Collaborate with Global Affairs Canada in order to train, mentor and enable Nigerien Military and Security Forces to combat terrorism within Niger and in the region as part of pan-Sahel and pan-African efforts.
- Play an important role in United Nations peacekeeping:
  - **Operation PRESENCE<sup>lxxii</sup>** (UGANDA): Continue to deploy a Tactical Air Detachment to assist the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the United Nations Mission in South Sudan (UNMISS);

- **Operation PRESENCE<sup>lxviii</sup>** (MALI): Continue to support the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) with up to 10x Military Staff Officers employed within HQ MINUSMA. This will also include personnel supporting the UK Long Range Reconnaissance Group;
- **Operation SOPRANO<sup>lxix</sup>**: Assist with military planning and logistics in the Republic of South Sudan; and
- **Operation CROCODILE<sup>lxx</sup>**: Support the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo. This mission is known as Mission de l'Organisation des Nations Unies pour la stabilisation en République démocratique du Congo.
- Innovative training for peace operations and United Nations operations, including through support for the **Elsie Initiative<sup>lxxi</sup>** for Women in Peace Operations. The Elsie Initiative is an innovative and multilateral pilot project in which a combination of approaches will be developed, applied and tested to help overcome barriers to increasing women's meaningful participation in peace operations. The Elsie Initiative's framework consists of a number of components, including bilateral partnerships, a global fund, political advocacy, as well as research, monitoring and evaluation. This is a Global Affairs Canada-led whole-of-government initiative that includes bilateral training assistance to identified partner troops- and police- contributing countries. Ghana is the bilateral partner for military training assistance, and Zambia is the bilateral partner for police training assistance.

The Chief of the Defence Staff (CDS) continues to chair the United Nations Women, Peace and Security Chiefs of Defence (WPS CHODs) Network until Canada hands over the Chair to Bangladesh at an appropriate opportunity in 2021. The CDS continues to strengthen the Network and expand its membership. DND/CAF will develop and deliver further distributed and fully curated training packages to deepen and broaden military members' knowledge of key Women, Peace and Security-related issues and provide for an appropriate virtual platform to foster information-sharing among members.

In November 2017, Canada made a commitment to increase its support to United Nations peace operations. The "innovative training" will address systemic United Nations needs related to peace operations. Training support will include:

- A self-sufficient Canadian Training and Advisory Team including training cadre, trainers and service support; and
- Deployment of a Canadian Training and Advisory Team once strategic intent is confirmed and the necessary conditions are set to allow for deployment.
- Operate in maritime environments globally:
  - **Operation PROJECTION<sup>lxxii</sup>**: Enhance relationships with Canada's allies and partners in maritime environments around the world by conducting training, exercises and engagements with foreign navies and other international security partners. It also supports NATO Maritime Command, United States Naval Forces and other allied operations to make the world more secure;
  - **Operation NEON<sup>lxxiii</sup>**: Support the implementation of United Nations Security Council sanctions imposed against North Korea. Further, it enhances the CAF's regional presence, capacity-building efforts, and relationships with Canada's allies and regional partners through training, exercises and engagements with foreign forces;
  - **Operation RENDER SAFE<sup>lxxiv</sup>**: Clearance Diving and Explosive Ordnance Disposal collaborative project work with international partners to search for, locate and dispose of explosive remnants of war from World War II. These unexploded ordnance are found on land and in shallow water along the coastline of the Solomon Islands;
  - Operation OPEN SPIRIT (in the Baltic Sea, off of Estonia, Lithuania, and Latvia) similar to Operation RENDER SAFE in its concept of operations; clearing remnants of war along the shoreline and under water along the coastline; and



- Engagement with the member states of the [Association of Southeast Asian Nations](#)<sup>lxxxv</sup> (ASEAN) to foster cooperation and mutual respect between nations, as well as strengthen regional security.

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### Operation PROJECTION and NEON



HMCS *Ottawa* departs Dutch Harbor, Alaska during Operation PROJECTION and Operation NEON.

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DND/CAF will continue to work in close collaboration with Global Affairs Canada to promote responsible state behaviour in cyberspace and space at multilateral fora, including the United Nations.

DND engages in monitoring of crises around the globe via strategic warning, a process that uses indicators of key geopolitical developments to measure increases or decreases in the stability of a situation. This process is standardized and Canada works in partnership with its allies to provide strategic warning to policy-makers on potential flashpoints. Future collection platforms, Artificial Intelligence and other capabilities are allowing data to be processed at greater speeds, thus facilitating earlier warning of potential situations where DND/CAF could be asked to respond.

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### Operation IMPACT



A CC-177 Globemaster aircraft arrives at Ali Al Salem Air Base in Kuwait as part of regular air movement operations during Operation IMPACT.

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## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 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 2022	97%	93%	98%
	Extent to which the Canadian Armed Forces is effective in international operations	The Canadian Armed Forces is effective in the conduct of international operations	31 March 2022	Not Available New qualitative indicator as of 2019-20	Not Available New qualitative indicator as of 2019-20	This is a qualitative indicator*

Notes:

\* This is a qualitative indicator and results are articulated as successes and challenges throughout Departmental Result 1.5 of the 2019-20 Departmental Results Report. Result statements can be found in the [GC InfoBase](#)<sup>boxvi</sup>.

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](#)<sup>boxvii</sup>.

## Planned budgetary financial resources

2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 Planned spending	2022-23 Planned spending	2023-24 Planned spending
684,095,922	684,095,922	688,988,747	703,688,999

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](#)<sup>boxviii</sup>.

## Planned human resources

2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents
3,078	3,113	3,147

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](#)<sup>boxix</sup>.





## Ready Forces

### Description

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

### Planning highlights

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

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

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

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

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

To further test responses, systems and equipment, the North American Aerospace Defense Command (NORAD) regularly conducts exercises that cover a range of scenarios to ensure that the CAF is ready to respond to a variety of threats in collaboration with NORAD. In FY 2021-22, the CAF will participate in Exercise AMALGAM DART 21-1, a peacetime-to-wartime simulation intended to exercise aerospace warning and control capabilities, as well as Exercise VIGILANT SHIELD, an annual homeland defence exercise demonstrating readiness and ability to defend Canada and the United States by responding to a wide variety of security contingencies.

### Gender-based analysis plus (GBA+)

The department will continue to work with partners to ensure that gender advisors and gender focal points are trained in order to carry out their roles while deployed. The CAF will continue to send personnel to the Nordic Centre for Gender in Military Operations, the North Atlantic Treaty Organization (NATO) department head for gender discipline, for training as NATO-certified Gender Advisors and Gender Focal Points for operational deployment. Internally, the department continues to make progress towards the development and fielding of a Department of National Defence (DND)/CAF specific course for gender focal points, with a greater emphasis on GBA+. Providing enhanced training in addition to the Department of Women and Gender Equality online GBA+ course will enhance the department's collective understanding of GBA+, encourage all members to apply GBA+ in their day-to-day work, and result in policies and programs that are better able to meet the needs of the diverse Defence Team.

## Experimentation

In FY 2021-22, DND/CAF will continue experimentation in the development of Joint Ready Forces through four key initiatives: Joint Arctic Experiment 21, BOLD QUEST 21, Responsive Limited eXperiment and Joint Intelligence, Surveillance and Reconnaissance Data Fusion Experimentation. The Joint Arctic Experiment 21 will continue equipment trials and capability development initiatives, leveraging joint experience in support of overcoming operational challenges in the Arctic environment. BOLD QUEST 21 is a Coalition Capability Demonstration and Assessment series, in which nations, services and programs pool their resources, facilitating the interoperability of joint capabilities in their final stages of development. The Responsive Limited eXperiment initiative is designed to address short-term problems and is intended to work across all domains, with current experimentation in Joint Intelligence, Surveillance and Reconnaissance (JISR) and Command and Control (C2). The Joint Intelligence, Surveillance and Reconnaissance Data Fusion Experimentation differs from the Responsive Limited eXperiment in investigation of longer timeframe problems specifically to learn, adapt and exploit new capabilities for data fusion in support to the National Defence Operation Intelligence Centre and various CAF Intelligence, Surveillance and Reconnaissance projects. Combined, the four initiatives will assist with meeting the responsibility for the development of concepts, organizational designs and doctrine for assigned joint challenges.

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

## Key Corporate Risk(s)

There are many risks associated with the Ready Forces Core Responsibility. One of the Key Corporate Risks is explained below:

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

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

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

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

The CAF will generate and sustain high readiness naval, land, air, space, cyber, and special operations forces and joint capabilities to meet Force Posture and Readiness levels directed by the CDS and the concurrent mission requirements of SSE. Throughout FY 2021-22, we will achieve progress in a number of initiatives to improve readiness, including:

- Conducting joint and combined exercises to enhance integration and interoperability in FY 2021-22, such as:
  - Exercise ARCTIC EDGE: A biennial Arctic warfare exercise led by United States Alaska Command in the Alaskan training areas to practice and refine Arctic Warfare tactics and procedures, as well as foster interoperability among Arctic allies. Exercise objectives include: Canada and the United States Arctic Interoperability, Command and Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR);
  - BOLD QUEST: A collaborative joint and multinational exercise in which nations, services and programs pool resources, facilitating the interoperability of joint capabilities in their final stages of development, with an overarching objective to improve interoperability and information-sharing across a range of coalition war-fighting capabilities;

- **Exercise JOINTEX<sup>lxxx</sup>**: In terms of conducting operations in the pan-domain environment, JOINTEX 21 will consist of Joint Capability Development and Professional Military Education activities to investigate how the CAF, and the broader Canadian National Security Team, needs to adapt to more effectively meet Government of Canada security demands and defend Canadian national interests. A key component will be the Joint Operations Symposium 22, to be held in February 2022;
- **Exercise MAPLE RESOLVE 21<sup>lxxxi</sup>**: As the premier Canadian Army (CA) training event of the year, this exercise validates named and contingency readiness elements using live simulation in a force-on-force exercise. During the exercise, approximately 4 000 soldiers will test their abilities to integrate with allies within a whole-of-government approach and including non-governmental organizations, while operating within a realistic, complex and challenging combat environment. The exercise, designed and developed by the Canadian Manoeuvre Training Centre, provides CA leaders, soldiers, other CAF personnel and allies with a unique opportunity to validate their combat readiness to support concurrent operations. FY 2021-22's exercise is likely to take place in a setting heavily influenced by the COVID-19 pandemic, and all appropriate precautions and procedures will be implemented to mitigate all COVID-19-related risks;
- **Exercise TRADEWINDS<sup>lxxxii</sup>**: An annual United States Southern Command exercise intended to promote regional security cooperation in the Caribbean region by involving security forces and disaster response agencies in order to focus on countering threats and on Humanitarian Assistance and Disaster Relief;
- **Exercise UNIFIED RESOLVE 21**: The largest CA computer-assisted simulation exercise, it validates the headquarters of multiple army organizations as elements of Canada's named and contingency readiness commitments. Through use of simulation, a challenging computer-assisted exercise tests planning and decision-making at multiple levels of CA leadership in a controlled, virtual environment. An enduring exercise, Exercise UNIFIED RESOLVE is internationally recognized and participation in this event is sought out by allies for both its quality and training value. The exercise, designed and developed by the Canadian Manoeuvre Training Centre, provides CAF personnel and allies an opportunity to enhance collective competence and interoperability across a spectrum of scenarios. FY 2021-22's exercise is likely to take place in a setting heavily influenced by the COVID-19 pandemic, and all appropriate precautions and procedures will be implemented to mitigate all COVID-19-related risks;
- **Exercise VIGILANT SHIELD**: An annual Tri-Command (NORAD, United States Northern Command [USNORTHCOM] and Canadian Joint Operations Command) exercise focused on the defence and security of North America;
- Additional joint and combined exercises include: NORTHERN VIKING 21; SCHRIEVER WARGAMES 21; COALITION VIRTUAL FLAG; JOINT WARRIOR 21 (NATO); RED FLAG ALASKA; AMALGAM DART; CUTLASS FURY; CYBER FLAG; STEADFAST DEFENDER 21; and GLOBAL ARCHER 21. The goal is to work with other government departments and multinational allies to enhance integration and interoperability.
- Re-aligning, modernizing, and streamlining operational sustainment to enable operations and improve both situational awareness and stewardship of resources:
  - Expand Operational Support Hubs: Canadian Joint Operations Command, with consultation from within the department, will close the gaps within the existing Operational Support Hubs network by selecting locations that not only support our Regional Operation Plans, but also build on extant relationships with allied partners. These Operational Support Hubs will not be permanent in nature, but will be regionally flexible and responsive to operational needs for new and established missions. Future efforts will focus on the development of agreements and allied partnerships, the latter through exercises and mutual support opportunities;

- Operation NANOOK-NUNAKPUT 21: Integration of regional other government departments and agencies in a series of presence activities along the Northwest Passage in Joint Task Force North's Area of Operations, supported by the CA, Royal Canadian Air Force (RCAF) and, where applicable, the Royal Canadian Navy (RCN), designed to develop domain awareness, foster greater interoperability and increase overall readiness;
- Operation NANOOK-NUNALIVUT 21: Integration of multinational partners in a small scale combined joint land domain defence and security rehearsal in the High Arctic designed to foster greater combined and joint interoperability. Because of COVID-19, all Operation NANOOK-NUNALIVUT 21 activities will be executed in the Northwest Territories. The focus will be deployment of a joint multinational force to the High Arctic to rehearse and enhance CAF capability to deploy and operate in austere and remote environments, while allowing for the integration of relevant science and technology. This operation shall foster participation through international and partner cooperation and explore avenues to exercise all domain awareness within an operational scenario;
- Operation NANOOK-TATIGIIT 21: An exercise that is part of an interagency response to a major maritime incident requiring a Mass Rescue Operation along the eastern coast of Baffin Island where the primary focus will be interoperability and readiness of the CAF, other government departments and agencies and the Arctic Search and Rescue (SAR) community to respond effectively. Due to COVID-19, this exercise will be separated into two distinct events: the actual 'rescue' operation at sea followed by a separate and distinct exercise of a mass influx of 'rescued' civilians into a small Northern community – who will be played by members of that community, vice the actors from the rescued ship, in order to reduce exposure. Operation NANOOK-TUUGAALIK 21 will run concurrently to increase joint operational effects of a CAF Mass Rescue Operation;
- Operation NANOOK-TUUGAALIK 21: Multinational maritime cooperative LIVEX safety and security activities employing the Arctic and Offshore Patrol Vessel Her Majesty's Canadian Ship (HMCS) *Harry DeWolf* and one Maritime Coastal Defence Vessel. Participants may include other governments' vessels and allied nations such as the United States, France and Denmark;
- Exercise STEADFAST DEFENDER 21: A tri-annual NATO exercise providing an opportunity to train and evaluate/observe a wide range of command and force structures in the transatlantic reinforcement of [NATO's collective defence - Article 5<sup>lxxxiii</sup>](#) deterrence operations in Europe. Canada will contribute to maritime component activities, improving interoperability with international partners and reinforcing assurance and deterrence strategic objectives; and
- Exercise TALISMAN SABRE: A biennial United States/Australia exercise, hosted by the Australian Defence Force, designed to strengthen regional defence relationships, enhance interoperability, and practice warfighting in the Indo-Asian Pacific region.



Two CF-18 Hornets in flight over the High Arctic during training flights between NORAD forward operating location and main operating bases to ensure that operational support facilities are suitable for NORAD operations.

- As we continue to improve C4ISR readiness, areas of focus for the CAF will include:
  - Integrating C4ISR within the Five Eyes environment and enhancing communication and information exchange capabilities within a Five Eyes environment;
  - Command and Control (C2) and cooperation with Arctic nations, including the United States through NORAD and USNORTHCOM, in the conduct of Arctic missions or operations;
  - Enhancing the preparedness of the CAF by assessing technology trends, threats and opportunities and by exploiting emerging technologies to include virtual Air, Maritime, Space, Cyber and Information warfare environments for the CAF, NORAD and coalition combat training, testing and experimentation towards Multi-Domain C2/Operations;
  - Ensuring that the Information Technology infrastructure enables efficient and effective Cyber Operator training and support to key cyber training exercises;
  - Participating in several CAF and other Government of Canada departments' cyber training activities to support Canadian and Continental Defence and to protect international interests from cyber threats, such as NORAD's Exercise VIGILANT SHIELD, United Kingdom Ministry of Defence-led Exercise CYBER WARRIOR, and NATO's Exercise CYBER COALITION;
  - Implementing capabilities that will improve the resiliency and integration of DND/CAF C2 networks and the applications that need to communicate over them;
  - Supporting C2 ISR force developers with engineering support and project management as follows:
    - Continuous improvements to Allied Interoperability of Unified Communications as guided by NORAD's Combined Defence Information Panel and the Combined Communications-Electronics Board; and
    - Joint targeting projects (Joint Intelligence Management System, Intelligence Analytics).



- The Canadian Space Operations Centre will be testing and fielding a capable and robust Canadian Space Operations interoperable C2 system in order to employ, defend and protect space capabilities in support of operations described in SSE.

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#### Exercise Rim of the Pacific (RIMPAC) 2020



HMCS *Regina* fires two harpoon surface-to-surface missiles in the Pacific Range Facility, Barking Sands off the coast of Hawaii while participating in Exercise RIMPAC 2020 on 29 August 2020.

Photo credit: Master Sailor Dan Bard

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- Royal Canadian Navy (RCN) Flag Officers will assume command of two multi-national task groups: HMCS *Halifax* and *Fredericton* as Flag Ships under Operation REASSURANCE and Combined Task Force 150; with HMCS *Calgary* in support under Operation ARTEMIS;
- The RCN will host NATO partners for the Canadian-led Exercise CUTLASS FURY 21, a joint multi-national maritime exercise that takes place biennially off the East Coast of North America. CUTLASS FURY 21 focuses on maritime warfare areas of relevance to Canada and our allies;
- The RCN will continue operationalizing HMCS *Harry DeWolf*, the first Arctic and Offshore Patrol Vessel, while completing the First of Class Test and Trial at-Sea program. HMCS *Harry DeWolf* will conduct operational deployments to the Arctic for Operation NANOOK and to warmer waters for Operation CARIBBE. The commissioning ceremony for HMCS *Harry DeWolf* is planned for summer 2021;
- The RCN is also expecting to take delivery of the class's second ship, the future HMCS *Margaret Brooke*. The ship delivery is anticipated for fall 2021. The operationalization of this ship is expected to mirror the introduction to the fleet activities of the first of class, commencing with a post-delivery work period followed by Basic Single Ship Readiness Training prior to commencing the at-sea Test and Trials program;
- The Atlantic Fleet operational program will maximize the interaction between the first two ships of the class as both ships are being operationalized, while advancing a comprehensive test and trials program, including activities leading to the integration of the CH-148 Cyclone with the new class of ship;

- The Arctic and Offshore Patrol Vessel will be capable of navigating in sea ice up to 120 cm thick and will extend the RCN's ability to operate in the Arctic. The Arctic and Offshore Patrol Vessel will contribute to coastal surveillance, SAR, drug interdiction, humanitarian assistance and disaster relief operations, and will be capable of integrating with a range of international partners;



Night Colours, RCN

Photo credit: Corporal Kenneth Galbraith

- The CA is a soldier-centric, professional and integrated force made up of our Regular Force personnel, Primary Reserves, Canadian Rangers and civilians. Throughout FY 2021-22, the CA will generate combat-effective, multi-purpose land forces for deployment in multiple concurrent operations to achieve Canada's defence objectives. Specifically:
  - The CA will generate the leadership and troops necessary to command and execute domestic and expeditionary operations, including Operation LENTUS at home, and abroad with Operations IMPACT, REASSURANCE and UNIFIER, as well as our international engagement with allies and partners, and with organizations such as NATO;
  - The CA's Managed Readiness Plan has been reviewed and will be regularly refined and adjusted as part of overall modernization efforts in order to better enable readiness in support of concurrent operations, both at home and abroad, recognizing the fluid domestic and international security environment and the rapidly evolving defence reality;
  - The Managed Readiness System, meant to generate and commit land power, predictably assign force generation objectives, and prioritize resource allocations, will also continue to be refined. This will result in the increased availability of personnel to support national training and education programs;
  - The CA will continue to adapt its approach to training and operations, respecting provincial and territorial guidelines and restrictions, as well as those of our allies and partners, to ensure that we can continue to deliver on our commitments to defending Canada and North America, and contributing to international peace and security;

- Modernization of the CA, in support of SSE initiatives, will maintain an agile and responsive force. Through the Canadian Army Modernization Strategy, a five-year horizon document, the CA will evolve to prepare for present and future threats and challenges. FY 2021-22 will see the beginning of work to realize the vision of the retention of readiness for longer periods, transition to a more digital force, and enhanced integration of the CA through the Force 2025 project;
- Force 2025 will review all components of the CA and will seek to optimize and modernize its structures to meet current and projected operational requirements as well as support SSE initiatives. One of the objectives of Force 2025 is to continue the integration of the Primary Reserves, Canadian Rangers, civilians and the Regular Force into a single, integrated team. This integration will enhance command and control relationships and training opportunities, and clarify assigned tasks and integration points, ensuring that the CA is prepared to carry out assigned tasks and support concurrent operations. This will be achieved, in part, through efforts to refine attraction, recruiting, and retention initiatives, implement policies that enable the operational capability of Reserve personnel, while ensuring that administration is streamlined, and continue developing and integrating Reserve Mission Tasks to build capacity and depth. During FY 2021-22, Force 2025 work will include options analysis and selection of a course of action;
- To further support CA readiness and defence policy objectives, in FY 2021-22 the CA will continue to refine its ability to force generate land power by improving cooperation and interoperability with allied nations. The CA is promoting the CAF as a credible and reliable military partner, and promotes broader Canadian outreach by being engaged in the following:
  - ABCANZ (America, Britain, Canada, Australia, New Zealand) Armies Programme: The CA recognizes this program as the main effort for interoperability development, aimed at integrating the various partnered nation command and control capabilities;
  - Conference of European Armies: This conference promotes security dialogue and cooperation among the senior European and NATO Army Commanders and key European regional security partners;
  - Indo-Pacific Armies Chiefs Conference: A biennial multinational military conference providing a forum for regional Army Chiefs of the Indo-Asia-Pacific Theatre to exchange views, establish and enhance relationships and foster security cooperation;
  - Association of the United States Army Land Forces Pacific Symposium: An annual symposium designed to highlight the role of land forces in the Indo-Asia-Pacific Theatre, and enhance security dialogue and cooperation among senior Indo-Asia-Pacific military leaders and key security partners; and
  - Conference of Commanders of American Armies: A biennial multinational military conference providing a forum for the regional Army Chiefs. This conference promotes security dialogue and cooperation among the senior Latin American Army Commanders and key regional security partners with vested interests in the region.
- As joint capabilities, the CA's Joint Counter Explosive Threat Task Force and Joint Chemical, Biological, Radiological and Nuclear Defence functions will focus on the following during FY 2021-22:
  - Exercise PRECISE RESPONSE 21: A live agent and interoperability training exercise conducted on behalf of NATO with Defence Research and Development Canada at Canadian Forces Base Suffield; and
  - Hosting of the NATO Capability Development Group Knowledge Management Panel in fall 2021, and participation in NATO and Chemical, Biological and Radiological Memorandum of Understanding working groups.





Members of the Canadian Armed Forces secure and defend the objective during Exercise Common Ground at Camp Petersville in the 5<sup>th</sup> Canadian Division Support Base Gagetown training area on 21 November 2018.

Photo credit: Able Seaman Zach Barr, CA Trials and Evaluations (CATEU) Gagetown

- The RCAF will support the objectives of DND/CAF and the Government of Canada by participating, together with the RCN, the CA and our allies, in joint and combined exercises designed to enhance integration and interoperability. In FY 2021-22, the RCAF will participate in more than 15 major exercises, including the following:
  - Exercise BLUE FLAG 22: An advanced aerial combat training exercise intended to train pilots and other flight crew members from the United States, NATO and other allied countries for real air combat situations;
  - Exercise COALITION VIRTUAL FLAG 22-1: An annual Five Eyes exercise, sponsored by the United States Air Force (USAF) Commander, Air Combat Command, conducted at Kirtland Air Force Base and across the globe through Distributed Mission Training. COALITION VIRTUAL FLAG is innovative and noteworthy as it is designed to provide training in synthetic, theatre-level, joint combat operations in contested and degraded combat environments. COALITION VIRTUAL FLAG also provides an opportunity to interact with land, maritime, air, special operations, cyber and space elements from many nations;
  - Exercise GLOBAL ENGAGEMENT 22: In its capstone year, GLOBAL ENGAGEMENT 22 is the USAF's major, biennial, joint/combined wargame series that not only focuses on improving competitive advantage and warfighting concepts in the Pacific, but also shapes conceptual thinking on complex warfighting issues spanning the next 30 years;
  - Exercise GLOBAL LIGHTNING 22: An annual United States Strategic Command-led command post and battle staff incorporating elements of strategic deterrence, space operations, cyberspace operations, joint electronic warfare, global strike, missile defence, intelligence, surveillance and reconnaissance, and analysis and targeting;
  - Exercise JOINT WARRIOR 21-2: A biannual, United Kingdom-led tri-service and multinational exercise intended to improve joint and combined interoperability between allied and partner navies and prepare participants for a role in a joint and combined maritime environment. Individual exercise plans are flexible and tailored to meet the participants' individual and collective training requirements; and
  - Exercise NORTHERN VIKING 21: A European Command directed, USAF Europe-led, joint and coalition exercise focused on the defence of Iceland and sea lines of communication in the Greenland-Iceland-United Kingdom gap.



A Royal Canadian Air Force CF-18 Hornet Pilot conducts start-up procedures before a combat training flight during Operation REASSURANCE - Air Task Force Romania on 22 September 2020 at Mihail Kogălniceanu Air Base, Romania.

Photo credit: Sailor First Class Zach Barr, Air Task Force Romania

- In addition to the many bilateral and multilateral training events planned, the RCAF will maintain and enhance readiness via virtual means to optimize weapons systems and training at various levels. Additionally, the RCAF will continue to work closely with allied partners in Science and Technology-related initiatives intended to improve capabilities and interoperability. The RCAF will also continue to pursue other readiness initiatives, such as partnering with Canadian Joint Operations Command to establish permanent or temporary operational support hubs, and modernizing the global supply chain;
- To mitigate attrition of aircrew and technicians in FY 2021-22, the RCAF will continue to advance the CAF-initiated [Operation EXPERIENCE<sup>lxxxiv</sup>](#), designed to stabilize and grow designated occupations. The RCAF will also continue developing the RCAF-led [Operation TALENT<sup>lxxxv</sup>](#), focusing on producing and retaining the best personnel, using a framework of three key pillars, namely Quality of Life, Quality of Service and Quality of Compensation;
- In FY 2021-22, the RCAF will continue to improve and advance the integration of our space-based capabilities. In addition to the previously listed exercises that include a space component, the RCAF will participate in the following exercises targeting the space domain specifically:
  - Exercise SCHREIVER WARGAME 21-9: The preeminent combined wargame set 5 to 30 years in the future, designed to support concept development and inform decisions about future space mission responsibilities and operational architectures. The RCAF has participated in this wargame for over a decade and it has led to fundamental changes in the way Five Eyes and other partners conduct space operations; and
  - Exercise THOR'S HAMMER WARGAME: A biannual, space-centric, strategic-level wargame focused on the use of cyber and space activities, sponsored by the National Reconnaissance Office. It is intended to explore the ability of the National Reconnaissance Office and partner capabilities to support United States leadership, warfighters, and allied senior leaders throughout the range of military operations which extends into space in 2029.



The first CC-295, the newest fixed-wing search and rescue aircraft in the Royal Canadian Air Force lands at 19 Wing, Comox on 17 September 2020.

Photo credit: Sergeant Amy Martin, CAF Photo

- As a joint capability, space involves CAF members in RCN, CA, and RCAF and their civilian Defence Team counterparts, working together to deliver capabilities that provide strategic advantage. Integrated through the Canadian Space Operations Centre, the CAF team will continue to participate in space operations activities with allied partners under the Combined Space Operations Agreement in order to meet the space-related goals of the Defence Policy;
- The RCAF will also continue to expand the Whole-of-Government Approach to the [RADARSAT Constellation Mission](#)<sup>lxxxvi</sup>. Using this collaborative approach, DND and other government departments share access to space-based imagery and data produced by this next generation of Canadian Earth observation satellites via systems such as Polar Epsilon 2. Polar Epsilon 2 also contributes to maritime domain awareness for Canada;
- Supporting RCAF readiness and defence policy objectives, in FY 2021-22 the RCAF will continue to refine C2 development and improve cooperation with allied nations by participating in the following fora, talks and activities:
  - NATO Air Chiefs' Symposium: A biannual conference hosted by the Commander, Allied Air Command, and typically attended by over 30 NATO Air Chiefs; this conference promotes a discussion of NATO air issues and fosters rapport between allied Air Chiefs;
  - Air and Space Power Conference: An annual forum hosted by the Royal Air Force Chief of the Air Staff, drawing together over 450 high-ranking delegates including air chiefs and military commanders from around the world, as well as business, science and technology leaders. The conference stimulates challenging and thought-provoking air and space power debate, and also serves to widen the reach of air and space power understanding in order to promote development and engagement;
  - Air Power Conference: An annual conference hosted by the Royal Australian Air Force Chief of the Air Force, this is typically attended by over 15 Air Chiefs, mostly from Pacific-facing nations. This conference contributes to the global dialogue focusing on the contribution of Air and Space Power to Indo-Pacific security; and
  - Combined Space Operations Principals Board: An annual two-day working engagement typically attended by the highest level of Canadian space allies, including Five Eyes and others. This Board provides governance and oversight for the implementation of the Combined Space Operations initiative.





A CH-146 Griffon helicopter from 427 Special Operations Aviation Squadron with members of the Canadian Special Operations Forces Command during a training exercise in April 2020.

- The [Canadian Special Operations Forces Command](#)<sup>lxxxvii</sup> remains at a very high readiness level to disrupt or respond to emerging crisis situations or threats to Canadians and Canadian interests. Further, the Canadian Special Operations Forces Command will contribute to the CAF's ability to anticipate threats through the generation of forces designed to illuminate and understand nefarious activity, while helping to shield against threats through recognizing and removing or mitigating vulnerability points.

For more information, refer to the following websites:

- Learn about various [military exercises](#)<sup>lxxxviii</sup> that train and prepare the CAF for future operations at home and abroad.
- [Royal Canadian Navy](#)<sup>lxxxix</sup>
- [Canadian Army](#)<sup>xc</sup>
- [Royal Canadian Air Force](#)<sup>xc</sup>
- [Canadian Special Operations Forces Command](#)<sup>xcii</sup>
- [Canadian Rangers](#)<sup>xciii</sup>
- [Canadian Joint Operations Command](#)<sup>xciv</sup>
- [Canadian Forces Intelligence Command](#)<sup>xcv</sup>
- [NORAD](#)<sup>xcvi</sup>

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
2.1 Canadian Armed Forces are ready to conduct concurrent operations	% of operations that are capable of being conducted concurrently	100%	31 March 2025	Not Available New indicator as of 2018-19	100%	100%
	% of force elements that are ready for operations in accordance with established targets	100%	31 March 2025	Not Available New indicator as of 2018-19	79%	80.34%

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](#)<sup>xvii</sup>.

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

- Equipment is made available to support CAF training and operational requirements through the Equipment Support Program. In particular, National Procurement is the term given to DND Corporate accounts aligned to the in-service sustainment and disposal of aerospace, land, maritime, as well as ammunition and common use materiel such as uniforms, test equipment, and special operations forces equipment. In-service sustainment includes maintenance, engineering support, engineering changes and inventory replenishment. The key fleets identified in support of the NATO Readiness Initiative have been prioritized to ensure that preparations continue in FY 2021-22. The department's materiel group is responsible for the execution of the National Procurement funds (see [Core Responsibility 5 – Procurement of Capabilities in this report](#)) which is expected to expend over \$3 billion in FY 2021-22.
- Serviceability of equipment will be ensured by the CAF undertaking repair activities within their formations.
- In order to maintain readiness and relevance, the RCAF must continue to grow and develop capabilities. In FY 2021-22, the RCAF will begin to replace selected SAR aircraft, specifically:
  - Canada's new Fixed-Wing Search and Rescue CC-295 fleet will allow the RCAF to conduct more effective search and rescue missions at long range and in all weather conditions; and
  - A total of two aircraft have arrived in Canada as part of the Fixed-Wing Search and Rescue Aircraft Replacement project. The first one arrived in Canada in February 2020 and was subsequently converted into a maintenance trainer. The second one arrived in September 2020 and is considered the first of an eventual 16 CC-295 aircraft that will be assigned to search and rescue duties. Delivery of the remaining aircraft will continue throughout FY 2021-22 and is expected to be completed by the fall of 2022. In order to be declared operational, these aircraft will require comprehensive tests and trials before they go into service. The CC-295 is anticipated to be ready for initial SAR operations in the early summer of 2022, with full capability to be achieved in 2024.
- To achieve an aspirational goal of an 80% serviceability rate for its 13 key fleets for 2023, the CA will continue implementing the CA Equipment Readiness Plan, established in FY 2017-18, to ensure that the serviceability of CA equipment is maintained to support readiness and operational outputs. The CA continues to improve its processes and resources management (i.e., parts and direct labour) to attain the serviceability goal. Concurrent with increasing serviceability levels, the CA is also engaging in parallel by disposing of obsolete inventory, which will in turn create increased focus for maintenance resources on required CA equipment to meet operational remits and the continued force generation of Land Power. However, physical restrictions put in place

because of COVID-19 at the end of FY 2019-20 have adversely impacted productivity levels, which in turn have affected serviceability levels. In order to mitigate the possibility of increasing risks, the CA Equipment Plan has been reviewed and an updated plan for FY 2021-22 will implement best practices in a pandemic reality as well as increase command involvement at all levels.

### NATO Maritime Group 2 (SNMG2)



HMCS *Halifax*, Flagship of Standing NATO Maritime Group 2 (SNMG2) conducts Officer of the Watch manoeuvres while sailing in the Mediterranean Sea during Operation REASSURANCE.

Photo credit: Corporal Braden Trudeau, Trinity - Formation Imaging Services

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
2.2 Military equipment is ready for training and operations	% of maritime key fleets that are serviceable to meet training and readiness requirements	At least 90%*	31 March 2022	95%	91.4%	98.2%
	% of land fleets that are serviceable to meet training and readiness requirements	At least 70%*	31 March 2022	Not Available New indicator as of 2018-19	72%	65.4%
	% of aerospace fleets that are serviceable to meet training and readiness requirements	At least 85%*	31 March 2022	Not Available New indicator as of 2018-19	79.1%	60.8%

Notes:

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

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

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

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

In the air force context, the indicator refers to the aggregate number of equipment items that comprise the aerospace fleets. This indicator is under review and proposed changes are expected for FY 2022-23.

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](#)<sup>xviii</sup>.

## Planned budgetary financial resources

2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 Planned spending	2022-23 Planned spending	2023-24 Planned spending
9,972,852,765	9,972,852,765	10,096,532,908	10,296,558,574

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](#)<sup>xix</sup>.

## Planned human resources

2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents
46,716	47,177	47,649

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](#)<sup>c</sup>.



## Defence Team

### Description

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

### Planning highlights

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

The COVID-19 pandemic continues to pose challenges to the Defence Team. Nonetheless, we will continue to work towards our goal of building a Defence Team that supports the wide-ranging perspectives, cultural and linguistic diversity, gender balance, age and other distinctive attributes of our Canadian society. By building a Defence Team with these characteristics, we will be better able to respond effectively and continue to attract and retain the people we need to ensure that DND/CAF are successful into the future. Investing in our people remains the single most important commitment we can make and our focus on our people must be unwavering throughout their entire careers within the Defence Team.

The CAF remains committed not only to our members, but also to their families. Our people serve in complex environments that can involve high risks, including COVID-19. The knowledge that we continue to deliver essential programs and services reassures our troops because they know that their families are being looked after. We will listen and adapt to ensure that any new programs reflect the needs and concerns of our members and their families.

The CAF will continue to strengthen the Professional Development Framework by reinforcing institutional Professional Military Education imperatives, addressing long-standing institutional infrastructure issues and modernizing the curriculum in some establishments.

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

Through the [Innovation for Defence Excellence and Security](#)<sup>ci</sup> program, we will continue carrying out the following research projects:

- Understanding and addressing post-traumatic stress disorder: Find new tools and methods to assess, address and treat post-traumatic stress disorder resulting from defence and security operations. This includes the integrated dimensions of diagnosis, prevention, training, education, resilience and moral injury treatment;
- Recruit and retain women and reach a representation of women in the CAF of 25% by 2026: The objective is to draw up recommendations on how the CAF can increase the recruitment and retention of women, including in non-traditional occupations where women are under-represented;
- An integrated human resources (HR) data management solution: Find new tools and methods to seamlessly and securely access, share, integrate and analyze disparate types and sources of HR management data found in various applications and storage systems;
- Beyond the classroom, innovative language learning and retention: Find innovative solutions that will motivate and support individuals who are outside the formal, language training system to acquire, use and retain their second official language; and



- Navigating your next chapter – The transition back to civilian life: Find new integrative and adaptable approaches and tools to help provide support for CAF members, particularly for members who are ill or injured, to enable them to transition to civilian life.

DND/CAF will continue to optimize the Defence Team through the annual Defence Team Establishment Plan process and the recently released Defence Team Human Resources Strategy, which recognizes the need to address HR as a strategic capability, and optimize employment between military, defence civilians, and the private sector.

National Defence will continue to develop specific actions to transform the culture, practices and future workforce of DND/CAF. Systemic barriers will be identified and addressed with a focus on processes related to recruitment, selection, promotion, and the handling of conflict management situations. Building on available proven practices, we will formulate concrete actions to begin addressing systemic racism and hateful conduct in DND/CAF.

## Gender-based analysis plus (GBA+)

All Government of Canada public servants and CAF members are required to ensure that their decisions (whether related to institutional or operational policies, programs, budgets, priorities, orders, etc.) are informed by the findings or conclusions of a GBA+. The findings or conclusions of a GBA+ are commonly referred to as “gender perspectives” which is the language of the United Nations Security Council Resolution (UNSCR) 1325 and reflected in North Atlantic Treaty Organization (NATO) and United Nations policies and plans.

The Defence Team will continue to institutionalize the use of GBA+ and increase capacity and accountability for the development and implementation of policies, directives, programs and operations that are informed by a GBA+. Guided by UNSCR 1325 and related United Nations resolutions on women, peace and security, DND/CAF will implement [Canada’s National Action Plan on Women, Peace and Security 2017-2022](#)<sup>cii</sup>.

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

## Experimentation

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

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

We will continue to examine the end-to-end process of attracting, recruiting, selecting and providing individual training for new members up to the operational functional point, where new CAF members are employed in their chosen military career.

- Plans to meet recruiting objectives include:
  - Working with defence partners to reduce the time to enrol in the CAF by increasing capacity to process personnel files through key process chokepoints, such as security clearances and medical exams;
  - Continue to enhance virtual and online recruitment campaigns to promote career opportunities and key recruitment priorities offered by the CAF, particularly to ensure the safety of prospective CAF members during the COVID-19 pandemic;
  - Continue to track and enhance the collection of performance metrics to better understand the return on investment of recruiting campaigns;
  - Prioritize efforts to recruit members who more closely reflect the diverse nature of our Canadian society, including the development of training programs that cater to the needs of

Indigenous Canadians;

- Maximize the output of training at the Canadian Forces Leadership and Recruit School in addition to continued planning for Distributed-Basic Military Qualification serials in order to sustain and grow the CAF;
- Return the Royal Military College St-Jean as a full degree-granting institution and implement measures to ensure the support and well-being of CAF students at military colleges; and
- Develop the CAF Retention Strategy to be launched in late 2021.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
3.1 Canadian Armed Forces is growing towards its end state of 101,500 personnel*	% of Regular force positions that are filled	95 – 100 %	31 March 2026	98.7%	99.23%	96.5%
	% of Reserve force positions that are filled**	At least 95%	31 March 2026	Not Available New indicator as of 2018-19	77.09%	81.47%
	% of occupations with critical shortfalls	5% or less	31 March 2022	Not Available New indicator as of 2018-19	16.5%	17.9%

Notes:

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

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

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

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

- Continue to focus on the ability to provide high-quality health care to the CAF population, help maintain overall health and wellness, and provide support for routine in-garrison duties as well as domestic and expeditionary operations.
- Establish a modernized Canadian Forces Health Services Group structure that will remodel the current health system to ensure that it is appropriately structured by function. The Group will identify the human resources required to deliver the required programs and services, seeking the right balance of qualified military, public servant and contracted personnel. A modernized Canadian Forces Health Services Group includes improvement of health system performance and efficiency.
- In FY 2021-22, the Canadian Forces Health Services Group will work with Health Canada to engage provincial and territorial authorities to ensure that external healthcare services are charged at a fair and predictable rate that enables an effective delivery of health care to the CAF. The Canadian Forces Health Services Group will also continue to develop a Forward Aeromedical Evacuation Capability.
- The Canadian Armed Forces Transition Group, in coordination with our valued partners, will continue to provide personalized, professional, and standardized casualty support and transition services to CAF members and their families to enable seamless transition and enhanced well-being with special attention provided to ill and injured personnel, their families and the families of the deceased. In FY 2021-22, the Canadian Armed Forces Transition Group will:
  - Continuously improve the timely provision of support for the CAF's ill, injured and transitioning members, Veterans, their families and families of the fallen through excellence in service delivery and standardization in operations;

- Build the CAF Transition Group to Initial Operational Capability (+) and functionality, including the necessary hiring, robust staff training and an evolving information management and information technology program to improve service delivery for supported members and to provide expanded programs and services in the future;
- Continue the Transition Trial in Borden and Petawawa, including Release Renewal, and continue to develop and refine transition processes, training, tools and policies that will enable the CAF Transition Group to provide, when at Final Operational Capability, professional, standardized and personalized support to all CAF members as they transition to post-military life;
- Continue ongoing efforts to align CAF Transition Group authorities, responsibilities, accountabilities and organizational structure;
- Leverage research, performance measurement and analytics capabilities to better understand the challenges faced by transitioning members and their families and to foster evidence-based decision-making and reporting; and
- Continue to deliver transition initiatives and close the policy and process seams with Veterans Affairs Canada as outlined by the Joint Steering Committee through the Seamless Transition Roadmap.
- Launch the Total Health and Wellness Strategy, which presents a renewed approach to the way we care for our people and focuses on improving the overall health and wellness of the Defence Team for a strengthened workforce, best able to meet the varied challenges of both work and life.
- Continue implementing Optimizing Performance, Force and Family – a Special Operations Forces wellness and performance strategy – to ensure that Canadian Special Operations Forces Command (CANSOFCOM) personnel are able to maintain the required state of high readiness and ability to respond to operational demands.
- DND will implement policies and procedures to meet the requirements and responsibilities set out in [Bill C-65<sup>civ</sup>](#) in order to build healthy, safe and harassment-free workplaces.
- Build awareness of Corporate Mental Health Services and activities through virtual activities to enhance the Defence Team's knowledge of accessibility to wellness materials.
- The Office of Disability Management will continue to be expanded nationally to improve the management and reporting of illness, injury and impairment of civilian employees in DND/CAF.
- Development and deployment of well-being training which will increase Defence Team personnel knowledge on how to build and maintain a psychologically healthy workplace and increase health and wellness literacy.
- Maintain good communications with Defence Team members about the changing situation and work expectations; thus encouraging healthy lifestyles through fitness and social connections (online); promote programs and services to help Defence Team members cope with stress, and remain flexible and patient during this novel situation, while taking into consideration everyone's unique situation and challenges.
- Work across the organization to address workplace stressors identified in the Defence Workplace Well-being Survey to increase workplace well-being for Defence Team members.

### LifeSpeak and COVID-19



Have you heard of #LifeSpeak? Our expert blog series can help you better navigate the COVID-19 pandemic.

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 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	At least 90%*	31 March 2022	Not Available New indicator as of 2018-19	90.51%	89.84%
	% of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for service members and their families	At least 85%*	31 March 2022	Not Available New indicator as of 2018-19	53.2%	56.7%
	% of Canadian Armed Forces members who report a positive level of workplace well-being	At least 71.5%*	31 March 2022	Not Available New indicator as of 2018-19	64.3%	71.5%
	% of civilian employees who describe the workplace as psychologically healthy	To be determined by 31 March 2022**	To be determined by 31 March 2022**	Not Available New indicator as of 2018-19	59%	79%

**Notes:**

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

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

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

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

- Create a business plan to expand the recently created Response and Support Coordination Program to regional centres on CAF bases or facilities. These regional centres will allow CAF members who have been affected by sexual misconduct to have direct support from a Sexual Misconduct Response Centre (SMRC) counsellor.
- As a result of the CAF-DND Sexual Misconduct Class Action settlement, the SMRC is leading two aspects of the settlement: the Survivor Support Consultation Group; and the Restorative Engagement program. The Survivor Support Consultation Group will implement a plan to ensure that all CAF members affected by sexual misconduct have access to the supports and services they need. The Restorative Engagement program will give the plaintiffs of the CAF-DND Sexual Misconduct Class Action (class members) an opportunity to share their experience of sexual misconduct in the military with a senior defence representative. This process will be facilitated by civilian restorative practitioners. Enabling class members' experiences to be acknowledged by DND/CAF will contribute to meaningful culture change within the CAF and restore the relationship between class members and the CAF.
- Begin work on a Responsive Legal Options program that will (1) establish, on a trial basis, a program that provides free, independent legal advice for victims/survivors of sexual misconduct where the perpetrator/accused/offender is a member of the CAF in order to empower them to make informed choices; and (2) create an alternative reporting option that allows survivors to report the incident, anonymously if they wish, through a service provider.
- With the assistance of Statistics Canada, conduct the 3<sup>rd</sup> iteration of the Survey on Sexual Misconduct in the CAF.
- Continue implementing the "Building Our Future" course at Royal Military College (RMC) Kingston. Building upon the previous year's briefing(s), the course addresses the unique needs and requirements of the combined university (emerging adult) and early military (career) population. The SMRC intends to develop a similar program for RMC Saint-Jean.
- In 2020, the CAF published [The Path to Dignity and Respect: the CAF Sexual Misconduct Response Strategy](#)<sup>cv</sup> a culture change strategy designed to prevent and address sexual misconduct in the CAF and improve support for persons affected by sexual misconduct. The strategy serves as an overarching guide for [Operation HONOUR](#)<sup>cvii</sup> and it includes a prevention-based implementation plan and a performance measurement framework. In FY 2021-22, the CAF will continue to implement initiatives and programs set out in The Path and measure the established indicators to ensure continuous evaluation and improvement.
- Increase harassment and discrimination prevention activities related to appropriate conflict and complaint management practices (awareness, outreach and training), while continuing to address harassment and discrimination complaints in a clear and timely manner through simplified formal harassment complaint procedures that are consistent with the requirements of [Bill C-65](#)<sup>cviii</sup>.
- Reflect the diversity and inclusion values of Canadian society through commitment to the *Employment Equity Act* and CAF annual report, the *Multiculturalism Act* and annual report and the release and implementation of an updated and aligned CAF Employment Equity Plan. During FY 2021-22 the department will:
  - Continue to identify and address actions to advance initiatives to reduce and ultimately eliminate barriers to designated group members by setting clear objectives;
  - Ensure accuracy and relevancy with superior strategic guidance, while demonstrating the CAF's commitment to increasing the representational goals for the designated group members;
  - Identify opportunities to support diversity and inclusion throughout the recruitment process;
  - Endorse updated equity, diversity and inclusion principals in a concise, CAF-centric Human Resources Strategy. By reflecting the equity, diversity and inclusion values of Canadian

society within a military context, the CAF will collaboratively present consistent and persistent language pertaining to the expectations of all its members; and

- Continue to improve and provide educational, training and promotional opportunities that each organization within the CAF can undertake to demonstrate progress on diversity and inclusion initiatives through their human resources management practices.

### Operation HONOUR and Sexual Misconduct



- DND/CAF is committed to providing an inclusive, equitable and respectful work environment for its employees in support of the provisions outlined in *Strong, Secure, Engaged: Canada's Defence Policy* (SSE). To ensure that all Defence Team members are treated with respect and dignity and to rebuild the confidence of Canadians in the institution of National Defence, it is well recognized that radical and bold cultural changes are required to confront racism, hateful conduct and other acts of discrimination. As a foundational measure, DND has issued a Civilian Action Plan for Diversity and Inclusion and an accompanying directive to ensure accountabilities and expectations are well understood throughout the organization.
- Concurrently, the CAF has amended its policy: Defence Administrative Order and Directive 5019-0 to include the definition of hateful conduct and has published a CF Military Personnel Instruction to outline how it will be addressed within the CAF. These policy instruments are part of the CAF's intent to put words into action on misconduct and inappropriate behaviour, and to eliminate hateful conduct from our institution.
- The department will take concrete steps to address the Clerk of the Privy Council's Deputy Minister Corporate Commitments on Diversity, Inclusion and Anti-Racism. To lead the effort in identifying and addressing systemic barriers within the Defence Team, an Anti-Racism Secretariat has been established. The department is also committed to ensuring greater reflection of diversity and promotion of inclusion, updating workplace programs and policies, and effecting culture change by leading and implementing the following:
  - Foster inclusive leadership by:
    - Increasing representation in its Executive cadre;
    - Ensuring immediately that all executives have basic awareness and understanding by requiring completion of anti-racism and unconscious bias training as a minimum starting point; and
    - Starting the de-stigmatization of discussions on racism and particularly anti-Black racism by facilitating group discussions with senior leaders on unconscious bias and systemic racism.
  - Increase recruitment and retention of Indigenous people, Black people and other racialized groups, persons with disabilities and members of the lesbian, gay, bisexual, trans, queer and two-spirit people (LGBTQ2+) community by:



- Using targeted recruitment and mandatory organizational need considerations to establish clear objectives and outcomes in terms of increased representation of equity-seeking communities;
- Implementing mandatory diversity in the selection boards for Executive recruitment and greater selection board member diversity for non-Executive recruitment;
- Partnering with equity-seeking communities to attract and retain new talent that reflects Canada's diversity and to review hiring processes to ensure they are culturally sensitive and driven to remove barriers;
- Developing diverse talent through the implementation of an Executive Development program specifically for those from underrepresented communities; and
- Ensuring that all employees and specifically those from underrepresented communities are well supported during their DND experience by assigning them to mentors during the onboarding process.
- Establish and review internal systems, policies, programs and initiatives, including:
  - Setting up panels to hear how existing programs and policies are being experienced by equity-seeking groups in order to identify what must be addressed;
  - Reviewing HR, procurement, communications policies, programs and initiatives using GBA+ and considering various identity factors, including race, ethnicity, religion, age, sexual orientation, gender identification and expression, as well as mental or physical disability, to identify systemic racism and barriers to accessibility and disability inclusion;
  - The CAF Employment Systems Review will provide an opportunity to identify potential systemic barriers that may be impacting the recruitment and retention of CAF members who identify as Indigenous. Qualitative interviews with representatives from the Advisory Groups and members of the designated group will be conducted over the next year to better understand their perspectives;
  - Fostering various perspectives on internal policies, programs and operations by ensuring that employees from equity-seeking communities have membership in and their views are represented at meetings of executive committees, advisory boards, occupational safety and health committees and other horizontal committees; and
  - Conducting a survey of the CAF and DND to provide a baseline of any issues related to racism and discrimination that currently exist to measure our progress.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
3.3 The Defence team reflects the values and diversity of Canadian society	% of the Canadian Armed Forces (CAF) that self-identify as a woman	At least 25.1%	31 March 2026	15.6%	15.7%	16%
	% of civilians in the Defence team who self-identify as a woman	At least 39.1%	31 March 2026	40%	40.4%	40.8%
	% of the Canadian Armed Forces (CAF) who self-identify as a visible minority	At least 11.8%	31 March 2026	8.4%	8.7%	9.4%

	% of civilians in the Defence Team who self-identify as a visible minority	At least 8.4%	31 March 2026	7.8%	8.9%	9.6%
	% of the Canadian Armed Forces (CAF) who self-identify as an indigenous person	At least 3.5%	31 March 2026	2.8%	2.8%	2.8%
	% of civilians who self-identify as an indigenous person	At least 2.7%	31 March 2026	3.1%	3.4%	3.4%
	% of the Canadian Armed Forces (CAF) who self-identify as victims of harassment	11.9% or less	31 March 2022	Not Available New indicator as of 2018-19	17.7%	16.7%
	% of civilians who self-identify as victims of harassment	10% or less	31 March 2026	Not Available New indicator as of 2018-19	16%	14%
	% of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination	9.2% or less	31 March 2022	Not Available New indicator as of 2018-19	14.9%	11.8%
	% of civilians who self-identify as victims of discrimination	5% or less	31 March 2026	Not Available New indicator as of 2018-19	7%	7%
	Annual number of reported incidents of sexual misconduct in the Canadian Armed Forces*	To be determined by 31 March 2022**	To be determined by 31 March 2022	Not Available New indicator as of 2018-19	256	356
	Number and type of actions taken in response to reported sexual misconduct incidents by the Defence Team	To be determined by 31 March 2022**	To be determined by 31 March 2022	Not Available New indicator as of 2018-19	256	Results Not Available
	Number of Canadian Armed Forces members who have attended a training session related to sexual misconduct (Operation HONOUR)	To be determined by 31 March 2022**	To be determined by 31 March 2022	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21
	% of civilians in the Defence Team who have completed mandatory harassment training	At least 85%	31 March 2026	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21

	Annual number of reported incidents of sexual misconduct in the Defence Team civilian personnel*	To be determined by 31 March 2022**	To be determined by 31 March 2022	Not Available New indicator as of 2021-22	Not Available New indicator as of 2021-22	Not Available New indicator as of 2021-22
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Notes:

\* This indicator used to be formulated as "Annual number of reported incidents of sexual misconduct in the Defence Team" and was revised during the 2021-22 Amendment Process to be more consistent with its rationale.

\*\* A target will be established in FY 2022-23 when a sufficient amount of baseline data is available. Additional information is available on the [Operation HONOUR](#)<sup>cx</sup> website.

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

### Departmental Result 3.4 – Military families are supported and resilient

Through the Military Family Services Program, we will continue to enhance the well-being and resilience of military families at home and abroad by providing a wide variety of locally and nationally delivered programs and activities. In FY 2021-22, we will continue to operate and manage:

- The [Family Information Line](#)<sup>cx</sup> which is a confidential, personal, bilingual and free service offering information, support, referrals, reassurance, appointment-based virtual counselling, and crisis management to the military community that serves CAF members, Veterans and their families - immediate and extended;
- A broad variety of virtual services and programs through [CAFconnection.ca](#)<sup>cxii</sup> and referrals to partner websites ranging from webinars on fitness and recreation, health and wellness, to employment preparation, mental health, personal development, family violence prevention and access to health care. Local programs will provide parental support, support to deployed members' families, financial services and employment services in addition to a wide range of other activities;
- The Spousal Employment Program, which consists of the Military Spousal Employment Network, supported by the DND Military Spouse Employment Initiative and other activities for online career development as well as Military Family Resource Centre employment services; and
- The Canadian Forces Morale and Welfare Services, which in accordance with SSE, will provide support to the Comprehensive Military Family Strategy, a plan to build military family resilience by enhancing military family quality of life and increasing CAF operational output. Development of this strategy will commence in FY 2021-22.

### COVID-19



The latest information and resources for the Defence Team related to [COVID-19](#)<sup>cxiii</sup>.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
3.4 Military families are supported and resilient	% of Canadian Armed Forces families who feel they meet the challenges of military life	At least 85%	31 March 2022	Not Available New indicator as of 2018-19	87.6%	87.6%
	% of Canadian Armed Forces members who are satisfied with the overall support their family receives from the Canadian Armed Forces	At least 85%	31 March 2023	Not Available New indicator as of 2018-19	71%	67.4%

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](#)<sup>cxiv</sup>.

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

In FY 2021-22, the department will continue implementing the Management Action Plan in response to the Evaluation of the Cadets and Junior Canadian Rangers (Youth Program) conducted in 2020. The strategic intent is to:

- Improve program support and ensure that sufficient resources, capacity and expertise are in place to achieve objectives;
- Improve program management and oversight by reviewing and finalizing policies, guidance and directives;
- Review program scope to ensure consistency between resources, expected outcomes, and business planning;
- Improve communication strategies by promoting and increasing knowledge and awareness of DND's youth Programs; and
- Implement a performance measurement strategy to define and measure outcomes to inform decision-making.



Outstanding Cadets and Junior Canadian Rangers meet in Ottawa for Remembrance Day, 2019.

Photo credit: Captain Marco Da Silva-Martins, Cadets and Junior Canadian Rangers

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
3.5 Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood	% of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers	At least 2%	31 March 2022	Not Available New indicator as of 2018-19	2.05%	2.06%

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<sup>cxv</sup>](#).

## Planned budgetary financial resources

2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 Planned spending	2022-23 Planned spending	2023-24 Planned spending
3,554,626,936	3,554,626,936	3,591,485,901	3,681,978,625

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<sup>cxvi</sup>](#).

## Planned human resources

2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents
18,059	18,223	18,388

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<sup>cxvii</sup>](#).

## Future Force Design

### Description

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

### Planning highlights

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

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

In response to an increasingly complex security environment, effective innovation is critical to ensure DND is successful in achieving a modern and prepared armed forces. Defence and Security Science and Technology will develop an experimentation approach that will accelerate the adoption of technological advances within DND/CAF, such as exploiting opportunities for demonstrating mature technologies in field settings, through events such as [Operation NANOOK](#)<sup>cxviii</sup> and the United States [Arctic Edge 2022](#)<sup>cxix</sup> major military exercises and trials.

DND will sustain Defence and Security Science and Technology activities to understand the opportunities, costs, and risks of Artificial Intelligence (AI), AI-enabled and autonomous systems that emulate thinking processes to perform force development, generation, employment and business analytics.

- First, research and development efforts will be aimed at reducing workloads on CAF members by experimenting with algorithms to detect and track objects of interest in still images and videos;
- Second, AI research and development will continue to explore the limits of integrating AI and automated data analysis to support operators and analysts in determining activities of interest such as smuggling and illegal fishing. With partners from other government departments, the Centre for Security Science has conducted development of techniques for space surveillance of dark vessels, including image processing and feature recognition for ship detection. This work is intended to enhance maritime domain awareness, in particular detection of non-emitting vessels in support of Canadian commitments to combat illegal, unreported, and unregulated activities; and
- Third, AI techniques will be explored to reduce the human workload associated with the operation of autonomous vehicles in or on the land, sea, air and space. All AI-enabled systems require new levels of trust in military operations, planning and decision processes. The Defence and Security Science and Technology program will also generate advice regarding the integration of AI-enabled systems and processes into CAF operations, planning and decision-making.

To modernize NORAD Command and Control (C2), DND/CAF is partnering with United States organizations and defence labs in a Joint All Domain Command and Control Pathfinder initiative to leverage AI and machine learning innovations utilizing all source data for improved situational awareness and operator decision superiority.



With new capabilities comes the need for employees with special skill sets. The Cyber Operator military occupation has been created (in both the Regular and Reserve Forces) and has successfully piloted initial occupation training. Focus will continue to be placed on the development of specialty courses and career progression to mature the operator trade, while also launching a study to review feasibility of a new Cyber Officer occupation.

DND/CAF will also continue to utilize its HR processes to provide a flexible and integrated cyber force of both military and civilian personnel. In addition to the Cyber Operator occupation development, specific positional investments are planned for FY 2021-22 as part of the ongoing personnel build strategy that will be allocated to positional pressures in SSE initiative 88 (Active Cyber Operations) and intelligence in support of cyber operations. Taken together, the continued refinement and maturation of the cyber force in the aspects of attraction, recruitment, training, and career growth will assure a pan-DND/CAF sustainable capability to meet the SSE requirements.

### **Gender-based analysis plus (GBA+)**

The Defence Team is developing a line of examination into integrating GBA+ and the resulting intersectional gender perspectives into the development of military capability. Intersectional gender perspectives will be an important component of developing and designing the future force, given that a deep understanding of the future operating environment and security risks to Canada and Canadian interests would naturally include this type of gradation. In addition, as capabilities development is modernized in traditional domains and as new domains are added, intersectional gender perspectives will be critical to the development of effective in-spectrum and cross spectrum success. Early efforts have been in Defence policy such as the [Mobilizing Insights in Defence and Security<sup>cxix</sup>](#) program, Defence innovation such as the [Innovation for Defence Excellence and Security<sup>cxix</sup>](#) program and in capability-based planning and development cycles.

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

As detailed in the Defence Energy and Environment Strategy which outlines the Department of National Defence's commitment to supporting the Government of Canada's priorities under the Federal Sustainable Development Strategy, the Greening Government Strategy and the Pan-Canadian Framework on Clean Growth and Climate Change, the DND is developing a sustainable aviation fuel strategy in support of federal policy to achieve net-zero greenhouse gas emissions by 2050. This strategy is a comprehensive multi-step effort that will address all air fleets and institutional processes as necessary to support policy objectives. This will ensure DND makes progress towards ensuring sustainable consumption and production patterns and takes action to combat climate change and its impacts.

### **Experimentation**

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

In 2021, a call for proposals will be launched for the Test Drive element which plans to acquire, install, and operate a large-scale low-carbon energy generation and storage system for heating an existing building. The Test Drive will assess the effectiveness and costs of such a technology for the modernization of and greenhouse gas emissions reductions efforts for the entire DND infrastructure portfolio. It will also support the Government of Canada's mandate in making its building and facilities operations carbon neutral by 2050.

The IDEaS Test Drive presents innovators with the opportunity to sell their non-commercial science and technology (S&T) solution to DND/CAF in order for the department to evaluate it in a real world/operational environment. This is considered experimentation as it fulfills the obligation under the IDEaS program of allowing an innovator to propose a nascent S&T solution, work to develop it, demonstrate it and achieve a sale with the Government of Canada that lends not only credibility to its solution, but also a chance at commercial success. Without the Test Drive, DND/CAF could not experiment with new S&T solutions to see what works and what does not. It allows the department to learn and compare what it is doing now, versus what it could do better with clear results at the end.

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

- The Force Capability Plan will be published in FY 2021-22, and a new capability-based planning cycle will begin. This will be informed by continued collaborative national and allied foresight analysis with our Five Eyes allies (Australia, Canada, New Zealand, the United Kingdom and the United States) and North Atlantic Treaty Organization (NATO) partners, as well as NATO/NORAD alliance capability development requirements.
- DND/CAF will continue to work with other government departments to address policy and capability requirements under the National Cyber Security Strategy. Specifically, DND/CAF will continue to contribute to whole-of-government cyber operations policy, capability, and workforce/skills development.
- Under the auspices of the Cyber Mission Assurance Program, DND/CAF will continue building cyberspace resilience into all our activities through mission-focused continuous risk management processes with a view to preserving CAF freedom of action to successfully accomplish assigned missions in any cyber contested domain. For FY 2021-22, the Cyber Mission Assurance Program will focus on the development and implementation of common cyber mission assurance processes, and the enhancement of education, training and knowledge across the DND/CAF.
- Cyber-related IDEaS challenges will continue into FY 2021-22. Key challenges include:
  - Understanding Cyber Intent;
  - How to-detect and respond to hostile information activities;
  - Staying Four Steps Ahead: Understanding and Predicting the Behaviour of Adversaries; and
  - Remaining Vigilant: Identifying Cyber Dependencies, Vulnerabilities and Threats.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
4.1 Defence capabilities are designed to meet future threats	Extent to which the Future Security Environment assessment remains valid	2 on a 3 point rating scale*	31 March 2022	Not Available New indicator as of 2018-19	2	2
	Degree to which future security assessments and capability deductions remain coherent with those of our allies and partners	2 on a 3 point rating scale**	31 March 2022	Not Available New indicator as of 2018-19	2	2
	Degree to which future capabilities required to ensure an operational advantage over defence and security threats have been accounted for in defence plans	2 on a 3 point rating scale***	31 March 2022	Not Available New indicator as of 2018-19	2	2

### Notes:

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

\*\* During the foresight analysis assessment validity period, the Force Capability Plan and Investment Plan are reviewed annually through internal Canadian Armed Forces and allied collaboration analysis activities. Should these analysis activities identify significant issues, the Chief of Force Development will indicate the intent to produce updated documents with anticipated milestones.

\*\*\* During the foresight analysis assessment validity period, the Force Capability Plan, Investment Plan and Force Development scenario sets are assessed annually through internal Canadian Armed Forces analysis activities. If significant issues are identified, the Chief of Force Development will signal the intent to produce updated documents with anticipated milestones.

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

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

- In FY 2021-22, IDEaS will continue with its program of work under its various funding elements. This includes competitive projects (at least three calls per year); contest(s) (at least one contest per year); innovation networks (at least two calls per year); Sandbox(s) (at least one call per year) and Test Drive(s) (at least one call per year). The program will also continue to support important investments in the fight against COVID-19, specifically related to new solutions for personal protective equipment, sanitization, disease-tracking technology, and diagnostics and testing.
- DND/CAF will exploit the results of the All Domain Situational Awareness S&T program and the bi-national Northern Approaches Surveillance Analysis of Alternatives to inform force development decisions and investments in the development of new long-range radar, maritime and space-based sensors that will be required to strengthen surveillance of the North.
- Defence S&T will be applied to develop and provide sustainable energy solutions for Arctic infrastructure assets and operations, thereby reducing fossil fuel dependence while maintaining or improving operational capability. Work on modular systems and advanced micro grids towards significantly reducing Arctic emissions will be enablers for northern facilities, more agile basing, and

remote deployed sensor networks.

The IDEaS program will continue to work with Canadian innovators on the following challenges in support of alternative energy options:

- **A Cold Wind Blows: Seeking Smaller, Ruggedized Wind Turbines for the Arctic:** Launched under the Competitive Projects element seeks to address a DND need for ruggedized wind turbines for the Arctic, to reduce the reliance on diesel fuel-generated power. This challenge received a total of 24 proposals for which contract awards will be made and work started;
- **The Energy Storage Test Drive:** Launched under the Test Drive element, the objective of this challenge is to acquire, install, and operate a large-scale low-carbon energy generation and storage system for heating an existing building. This will assess the effectiveness and costs of such a technology for the modernization of and greenhouse gas emissions reductions efforts for the entire DND infrastructure portfolio, thus contributing to the Government of Canada's mandate that its building and facilities operations be carbon neutral by 2050; and
- **Prototype development for the Pop-up City Contest:** Launched under the IDEaS Contest element, aims to develop solutions to integrate energy, water and waste management systems to support the CAF's relocatable temporary camps which are deployed in national and international operations.
- **The Canadian Special Operations Forces Command (CANSOFCOM)** will continue to prioritize and utilize an internal, robust Innovation S&T program with embedded expertise provided by Defence Research and Development Canada, to deliver novel solutions to current operational challenges while simultaneously leveraging a broad innovation ecosystem to identify longer-term emerging threats and opportunities. CANSOFCOM's Innovation, S&T foresight and solution development will be enabled through strong relationships with allies, industry, academia, and government programs and will be designed to accelerate the transition from research, to experimentation, to delivery to operators in the shortest possible timeframe.



## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
4.2 Defence and security challenges are addressed through innovative solutions	% of initiatives and projects that are supported by Defence Science and Technology	At least 90%	31 March 2022	Not Available New indicator as of 2018-19	30%	30%
	% of Innovation for Defence Excellence and Security (IDEaS) projects that resulted in useful advice, adoption, integration or eventual procurement of a new defence and security capability	At least 20%	31 March 2022	Not Available New indicator as of 2018-19	Not Available	5.5%

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](#)<sup>xxxiv</sup>.

## Planned budgetary financial resources

2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 Planned spending	2022-23 Planned spending	2023-24 Planned spending
768,019,319	768,019,319	779,337,759	795,850,417

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](#)<sup>xxxv</sup>.

## Planned human resources

2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents
2,086	2,072	2,070

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](#)<sup>xxxvi</sup>.

## Procurement of Capabilities

### Description

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

### Planning highlights

Effective defence procurement is vital to ensuring the Canadian Armed Forces (CAF) is equipped and ready to fulfill the important missions required to protect and defend Canada and Canadians. It begins with integrated, comprehensive and focused analyses that shape the development or refinement of CAF capabilities. The department will ensure subsequent procurement is set up for success through rigorous and timely consideration in the project approval process.

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

Reforms were previously introduced and implemented to both streamline and accelerate defence procurement and build on recent measures to improve procurement across the government, reducing complexity and redundancy, in order to ensure that timely delivery of projects and capabilities will continue in FY 2021-22. Examples of these reforms include the Risk Based Defence Procurement Pilot and working with internal organizations to determine their need and capacity to implement enhanced contracting authority.

### Gender-based analysis plus (GBA+)

In order to ensure effective defence procurement, the department will also continue to build Defence Team capacity to conduct a GBA+, to apply GBA+ findings and conclusions to decision-making for equipment acquisition and materiel support activities, and to integrate them into the requirements and/or evaluation criteria of Request for Proposals.

An example is the Canadian Army (CA)'s Soldier Operational Clothing & Equipment Modernization initiative, which is aimed at ensuring that any new clothing meets the needs of all wearers. GBA+ considerations will help inform the fit, form, and function of operational uniforms through a concerted effort to increase body measurement data on smaller stature soldiers, who are often, but not exclusively, female.

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

As directed by SSE initiative 100 and the Defence Energy and Environment Strategy, Defence procurement will continue to adhere to Canadian environmental standards and integrate energy and environmental considerations into procurement decision-making. In support of Government of Canada's net-zero emissions by 2050 objective, procurement of new defence capabilities will conform to the Greening Government Strategy by pursuing energy and operational efficiency. The environmental and energy considerations in defence procurement support the United Nations' 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goal #13 Climate Action; and the GBA+ in decision-making for equipment acquisition and materiel support activities supports the United Nations Sustainable Development Goal #5 Gender Equality.



## Experimentation

Public Service and Procurement Canada (PSPC), Treasury Board Secretariat and the Department of National Defence (DND) established a working group and developed options for a risk-based contract approval process for defence procurement where the financial value exceeds PSPC's existing limits. The Risk Based Defence Procurement Pilot which was launched on 1 November 2018 for 18 months has been extended until March 2025 to provide PSPC and DND with additional opportunities in support of streamlining defence procurement.

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

## Key Corporate Risk(s)

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

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

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

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

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

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

## Departmental Result 5.1 – Defence procurement is streamlined

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

- Extend the Risk Based Defence Procurement Pilot to the end of March 2025, as announced by Treasury Board in June 2020. This pilot establishes a risk-based contract approval process for low-risk defence procurement, where the financial value exceeds PSPC's existing limits. This extension will provide PSPC and DND with additional opportunities in support of streamlining defence procurement;
- Increase the transparency and timeliness of communication with defence industry associations, including meetings with Canadian industry through a Defence Industry Advisory Group and other forums to enhance public access to information on Defence procurement activities. While the Chair for the Defence Industry Advisory Group will be transferring from National Defence to Innovation, Science and Economic Development Canada for 2021, the Assistant Deputy Minister of the materiel group will continue to actively participate in the Group and bring forward important issues for discussion and dialogue with industry. In addition, DND officials will participate in several major industry events throughout FY 2021-22, such as CANSEC and the CAF Outlooks, to keep the industry informed of defence investment plans and the progress of defence projects, as well as to engage industry representatives on their concerns and challenges. Industry engagement activities will include in-person activities, where public health conditions permit, including leveraging virtual engagement platforms to ensure we are maintaining communications with Canadian defence industry as much as possible given the circumstances; and

- Continue to reduce project development and approval time in the department for low-risk and low-complexity projects through improved internal coordination, increased delegation and strengthened approval processes in support of SSE initiative 94. It is anticipated that this initiative will be completed in FY 2021-22.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
5.1 Defence procurement is streamlined	% of projects that meet the approved project development and approval timelines (low risk and low complexity projects)	100%	31 March 2022	Not Available New indicator as of 2018-19	Not Available New indicator as of 2018-19	Results Not Available*
	% of goods and services contracts that are awarded within established performance targets	100%	31 March 2022	Not Available New indicator as of 2018-19	100%	92%

Notes:

\* Statistics cannot be provided until the closure of the initiative so that there is a larger data set. The Full Operating Capability date was delayed to July 2021.

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](#)<sup>cxxvii</sup>.

## Departmental Result 5.2 – Defence equipment acquisition is well-managed

To manage the lengthy acquisition process required to develop and implement complex projects, the department will grow and professionalize the procurement workforce. Key focus for FY 2021-22 will include:

- Maintain the efforts of the Professionalization Working Group, promoting access to specialized training;
- Continue the development of a competency-based approach to project management organization seeking to align and right-fit competencies with the roles within a project management organization;
- Continue to qualify project managers for major crown projects and align the program with Treasury Board of Canada Secretariat (TBS) direction on project management through the Project Management Competency Development Program; and
- Enhance project performance by means of professionalizing project management teams through the roll-out of three-point estimating techniques, earned value management and negotiations training.

Key equipment acquisition projects in FY 2021-22 include:

- Manned airborne intelligence, surveillance and reconnaissance;
- [Canadian Surface Combatant](#)<sup>cxxviii</sup>;
- [Arctic and Offshore Patrol Ship](#)<sup>cxxix</sup>;
- [Joint Support Ship](#)<sup>cxix</sup>;
- [Fixed-wing Search and Rescue Aircraft Replacement Project](#)<sup>cxix</sup>;
- [Future Fighter Capability Project](#)<sup>cxix</sup>;
- [Remotely Piloted Aircraft System](#)<sup>cxix</sup>;

- [Strategic Tanker Transport Capability](#)<sup>cxxxiv</sup>;
- [Logistics Vehicle Modernization](#)<sup>cxxxv</sup>;
- Armoured Combat Support Vehicle;
- [CP-140 Aurora Incremental Modernization Project](#)<sup>cxxxvi</sup>;
- [Interim Fighter Capability Project](#)<sup>cxxxvii</sup>;
- [Hornet Extension Project](#)<sup>cxxxviii</sup>;
- [CH-148 Cyclone Project](#)<sup>cxxxix</sup>; and
- [Victoria-class Modernization](#)<sup>cxl</sup>.

For more information on these and other projects, consult the [Investing in Equipment and Current Projects](#)<sup>cxli</sup> webpage.

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### Arctic and Offshore Patrol Ship



The first Arctic and Offshore Patrol Vessel, Her Majesty's Canadian Ship (HMCS) *Harry DeWolf* was formally accepted and delivered to Canada on 31 July 2020.

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## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
5.2 Defence equipment acquisition is well-managed	% of capital equipment projects that remain in most recent approved scope	100%	31 March 2022	100%	100%	100%
	% of capital equipment projects that remain on most recent approved schedule	100%	31 March 2022	56%	81.25%	100%
	% of capital equipment projects that remain within most recent approved expenditure authority	100%	31 March 2022	100%	100%	100%

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

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

- DND will continue to deliver on key information management and information technology as outlined in SSE. Key focus for FY 2021-22 will include:
  - Stabilize and optimize third line and support for critical Command and Control (C2) applications and systems;
  - Act as the departmental representatives for a wide range of in-service strategic/non-tactical computer information systems and strategic communication services;
  - Provide assured and timely in-service support to assigned critical/high-priority strategic and operational joint capabilities and services;
  - Implement and integrate capability management approach with relevant capital projects and project-delivery activities in the domains of space, cyber and joint capabilities; and
  - Collaborate with other capability delivery organizations, within and outside of DND to ensure maximized business and operational benefits.
- DND will deliver full operational capability or commence the following projects and initiatives in FY 2021-22:
  - Defence Lessons Learned System;
  - Secure Iridium Replacement Initiative;
  - Search and Rescue Mission Management System Replacement;
  - Design and produce a common Command and Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) backbone;
  - Polar Epsilon 2 Project; and
  - Delivery of the Ground Segment - Phase 2 of the Medium Earth Orbit Search and Rescue Project.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
5.3 Defence information technology acquisition is well-managed	% of information technology projects that remain in approved scope	100%	31 March 2022	100%	94%	100%
	% of information technology projects that remain on approved schedule	100%	31 March 2022	95%	88%	94%
	% of information technology projects that remain within approved expenditure authority	100%	31 March 2022	100%	100%	100%

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

### Departmental Result 5.4 – Supplies are available and well-managed

In FY 2021-22 the department will enhance materiel accountability by implementing modern, effective inventory controls, supply chain management and inventory valuation, such as:

- Develop and implement a Defence supply chain performance management framework to inform decision-making around the areas of materiel readiness, compliance and optimized cost;
- Continue to modernize the business processes for substantive and enduring materiel management improvements, including modernizing the disposal process. The development of an information technology solution to conducting disposal business processes is being explored to increase Defence's analytic ability to manage and monitor disposal activities and decrease the level of effort required by materiel managers and materiel custodians when identifying materiel disposal; and
- Work to further streamline governance, control and execution of all supply chain functions to support training and operations.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017-18 Actual results	2018-19 Actual results	2019-20 Actual results
5.4 Supplies are available and well-managed	% of stock that is unavailable to meet forecasted demand	7.93% or less	31 March 2022	5.85%	5.72%	7.61%
	% of stock disposed that was identified as surplus*	At least 23%	31 March 2022	Not Available New indicator as of 2018-19	Not Available*	1.67%

Notes:

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

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

## Planned budgetary financial resources

2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 Planned spending	2022-23 Planned spending	2023-24 Planned spending
4,741,325,826	4,741,325,826	4,310,164,815	3,538,411,344

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](#)<sup>cxlv</sup>.

## Planned human resources

2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents
2,843	2,832	2,836

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](#)<sup>cxlvi</sup>.





## Sustainable Bases, Information Technology Systems and Infrastructure

### Description

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

### Planning highlights

Canadian Armed Forces (CAF) bases and wings are at the centre of military life across Canada and abroad. They are essential to supporting our sailors, soldiers, and aviators to ensure the CAF is ready to successfully conduct and support operations when called upon by the Canadian government. Bases and wings are home to operational and support units and many serve as training facilities. They provide essential support services that enable personnel to meet their occupational and training needs, to support defence activities and to sustain military operations. Support services vary across bases, but may include operational, emergency, logistical, technical support, information technology, safety, environmental, and administration and personnel services, such as food and accommodation services.

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

The Defence Team will continue to modernize the defence real property portfolio to support military readiness, ensure efficient and effective use of military resources, and reduce our environmental footprint. Reducing environmental impacts leads to a leaner, more affordable real property portfolio, and decreases long-term costs. The Defence Real Property Portfolio Strategy will provide a new vision, guiding principles, and key initiatives to align the portfolio with operational requirements in an affordable, efficient and sustainable way.

Department of National Defence (DND)/CAF information technology systems are essential in delivering timely, trusted and secure information to decision makers. Through its Cyber Security Engineering Program, DND will provide secure and resilient enterprise-level system solutions to respond to the evolving cyber threat environment. Through its Command, Control, Communications, Computer and Intelligence, Surveillance and Reconnaissance (C4ISR) engineering and integration program, DND will provide enterprise-level information technology system solutions to advance Allied communication capabilities, support the integration of Joint Targeting systems, improve the resilience of the DND/CAF Command and Control (C2) infrastructure and help propel DND/CAF forward with modern technologies.

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

The department will implement a Future Information Capabilities Framework. Specifically, DND/CAF will:

- Establish an effective approach in the identification of information capability and cyber-related research and development priorities;
- Engage broadly with Pan-DND/CAF stakeholder community in an effort to mitigate risks; and
- Maximize impact and ensure the relevance of research and development activities, which will support the development of future cyber capabilities.

The Future Information Capabilities Framework will include the establishment of a new departmental Future Information Capability Science and Technology Steering Committee. It will identify and prioritize Science and Technology (S&T) gaps in information capabilities, which include information management and information technology, cyber, communication information systems, Command and Control information system and future information management and information technology issues. This Steering Committee will also:

- Review and advise on the quality and fit-for-purpose of science, technology and innovation products delivered to Defence;
- Champion the exploitation of S&T deliverables; and
- Promote alignment and cooperation with other government departments in this realm with the intention to add Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) to the scope as resources become available.

The department will heighten its focus on information security in order to protect departmental information, including information residing in cloud-based and classified infrastructure, as well as to protect information exchanged with industry. Additionally, we will continue to deliver on our vision to transition DND/CAF to a more seamless, automated and digital workplace that leverages modern, cloud-based technologies to effectively enable adaptive and sustained dispersed operations.

### Gender-based analysis plus (GBA+)

The Defence Team will continue to apply a GBA+ to inform the development and management of modern, operational, and sustainable bases and infrastructure in order to respond to the needs of a diverse Defence Team. The modernization of bases and infrastructure includes ensuring that physical spaces are effectively designed to be accessible, safe and inclusive for all Defence Team members. To do this, GBA+ requirements will continue to be integrated into planning processes and technical guidance.

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

In support of the Government of Canada's commitment to green its operations, DND/CAF have launched the new [Defence Energy and Environment Strategy \(DEES\)](#)<sup>cxlvii</sup> for 2020-23. This renewed DEES outlines how we will implement Government of Canada commitments under the Federal Sustainable Development Strategy, and the Greening Government Strategy. The strategy also acknowledges international agreements such as the 2030 United Nations Agenda for Sustainable Development. Building on our environmental commitments in *Strong, Secure, Engaged: Canada's Defence Policy (SSE)*, the DEES outlines our plan to improve our energy efficiency and improve environmental performance across Defence activities.

The implementation of the DEES 2020-23 focuses on four key goals:

- **Improving Energy Efficiency:** As the largest user of energy and the single largest emitter of greenhouse gas emissions in the federal government, the DND/CAF has a key role in helping the Government of Canada reach its net-zero emission targets. Defence will play a leadership role in reducing greenhouse gas emissions from its infrastructure and commercial light-duty vehicle fleets, where feasible, with a commitment to reduce these emissions by 40% (below 2005 levels) by 2025 – that's five years ahead of schedule. Defence is also in the planning phase to achieve the new federal target of net-zero greenhouse gas emissions by 2050;
- **Green Procurement:** Defence understands the importance of green procurement and will further integrate environmental criteria into value-for-money purchasing decisions when selecting construction materials, equipment, and operations. This includes supporting the green economy by favouring low-carbon materials and green technologies;
- **Sustainable Real Property:** Defence will continue to leverage the Federal Contaminated Sites Action Plan to remediate contaminated sites and reduce our environmental liabilities related to real property. In addition, Defence will carefully manage hazardous substances throughout their lifecycle. Conservation of natural resources will be part of decision-making to support reducing the environmental impact of Defence operations; and
- **Adapting to Climate Change:** Defence will assess the impacts of climate change to better understand potential impacts on DND/CAF by 2023. Results will be used to support decision-making on mitigation plans.

## Experimentation

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

## Key Corporate Risk(s)

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

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

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

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

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

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

- In FY 2021-22, two performance indicators will be used as measures of the effective delivery of food services and the availability of single quarters' accommodation on CAF bases and wings. Both indicators speak to the ability of bases and wings to effectively deliver basic services in a way that enables the bases and wings to optimize support to CAF needs. Additional emphasis will be placed on promoting the National Standardized Cycle Menu and offering healthy and vegetarian choices at CAF dining facilities to maintain personnel's optimal health to meet the physical and mental demands of CAF operations, training and support.
- The Canadian Army (CA), 21 bases and training establishments are centres of military life across Canada. They not only support CA personnel and force generation, but also CAF operations, Royal Canadian Navy (RCN), Royal Canadian Air Force (RCAF) and other DND/CAF personnel and their activities. During FY 2021-22, the CA will continue to report on the performance indicators of the effective delivery of food services and single quarters' accommodation and begin the indicator analysis of Wi-Fi services, welfare/personnel support program services coordination, foreign military training, and reduction of contracting abnormalities. All indicators speak to the ability of bases to effectively deliver basic services in a way to optimize support to CAF needs.

For more information, refer to the following webpages:

- [Naval bases](#)<sup>cxlviii</sup>
- [Army bases](#)<sup>cxlix</sup>
- [Air Force wings](#)<sup>cl</sup>

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
6.1 Naval, Army and Air Force Bases enable military operations and defence activities	% of single quarters accommodations that can be used*	At least 90%	31 March 2022	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21
	% deviation of average daily meal cost from the standard allowance*	15% or less	31 March 2022	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21	Not Available New indicator as of 2020-21

Notes:

\* Previous years' results are not available. These are new indicators first introduced in FY 2020-21.

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

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

In FY 2021-22 DND/CAF will:

- Implement low-complexity housing investment plans to ensure DND's residential housing portfolio is suitable, properly maintained, its overall condition is improved, and it meets the needs of CAF personnel and their families, with the aim of providing safe and accessible accommodation, based on CAF requirements;
- Improve infrastructure on bases and wings, including required off-base/wing office space and housing for CAF personnel and their families;
- Continue to divest underused or obsolete buildings making Defence more efficient, while accelerating the reduction of greenhouse gas emissions;
- Continue to transform defence real property and portfolio management by implementing the Defence Real Property Portfolio Strategy to ensure that the infrastructure portfolio is accessible, resilient, affordable and sustainable; and
- Explore ways to partner with the private sector through performance-based contractual agreements, in consultation with employees, stakeholders, local communities and public sector unions. In addition, we will work with other levels of government and our allies to explore best practices to achieve better infrastructure management for Defence.

For more information, consult the [Investing in Infrastructure and Infrastructure Projects](#)<sup>clii</sup> webpage.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
6.2 Defence infrastructure is well-managed throughout its lifecycle	% of infrastructure in suitable condition	At least 80%	31 March 2022	86.22%	66%	64%
	% of maintenance and repair investment in relation to the infrastructure portfolio value	At least 2%*	31 March 2022	1.1%	1.05%	1.01%
	% of the total real property value that is identified as surplus	2% or less	31 March 2022	0.6%	0.82%	2.59%

Notes:

\* This value reflects Treasury Board's Guide to Management of Real Property rule of thumb for annual level of maintenance and repair investment in infrastructure portfolios.

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

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

DND/CAF will continue to implement the DEES 2020-23, consistent with SSE, which includes:

- Reducing greenhouse gas emissions from real property and commercial fleet by 40% (from 2005 levels) by 2025;
- Investing in Energy Performance Contracts, which see energy services companies finance energy retrofit projects at bases and get paid back with the savings in DND's energy costs;
- Continuing to transition the commercial vehicle fleet to hybrid, plug-in hybrid or electric;
- Ensuring all new construction meets the Silver Leadership in Energy and Environment Design standard or equivalent in energy and environmental design; and
- Seeking out opportunities to purchase clean power from regional grids and renewable sources as it becomes available, and supporting investments in clean technology and green infrastructure projects to reduce carbon emissions.

For more information, refer to the [Greening Defence](#)<sup>cliv</sup> webpage.



## Greening Defence



Leveraging renewable energy sources – DND/CAF is improving the energy efficiency of facilities through the purchase of electricity from renewable energy sources. We will use 100% clean electricity where it's available by 2022, and by 2025 at the latest by producing or buying renewable electricity.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
6.3 Defence activities are carried out in a safe and environmentally responsible manner	% of greenhouse gas emissions reduction relative to a 2005 baseline	At least 40%	31 March 2030	31%	32%	31.3%
	% of light-duty vehicle fleet that is hybrid, plug-in hybrid and/or electric	At least 30%	31 March 2022	19%	27%	33%
	% of reduction in contaminated sites liability based on the closing liability of the previous year	At least 7%	31 March 2022	19.4%	19.8%	16.5%

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](#)<sup>clv</sup>.

## Planned budgetary financial resources

2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 Planned spending	2022-23 Planned spending	2023-24 Planned spending
3,829,653,614	3,829,653,614	3,899,491,700	3,952,624,573

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](#)<sup>clvi</sup>.

## Planned human resources

2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents
16,493	16,519	16,578

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](#)<sup>clvii</sup>.



## Internal Services: planned results

### Description

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

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

### Planning highlights

#### Management and Oversight Services

##### Departmental Litigation Oversight

The recently implemented Departmental Litigation Oversight (DLO) capability provides a structured, persistent and deliberate approach to the management of the entire lifecycle of litigation for complex, multi-organizational litigation cases. In FY 2021-22, the DLO will focus on ensuring compliance in all aspects of the July 2019 final settlement agreement for the CAF-DND Sexual Misconduct Class Action lawsuit, enabling holistic coordination and reporting of the many lines of effort across the department. This includes the ongoing support to the administration of the claims period, which closes in November 2021, required for the department to meet legal and moral obligations related to these and other settlement agreement orders and to appropriately manage associated risks.

##### National Defence Act

The report of the third independent review of the *National Defence Act* is to be tabled in Parliament by the statutory deadline of June 2021. Mandated by Section 273.601 of the *National Defence Act*, these reviews pertain to military justice, military grievances, the Canadian Forces Provost Marshal, and the Military Police Complaints Commission and facilitate the continuing evolution of the military justice system, ensuring it is rigorously scrutinized and refined at regular intervals. Initiated in late 2020, the third independent review may, as with the past two reviews, result in significant legislative, regulatory, and/or policy changes.

##### Review Services

In order to advance corporate priorities and fulfill Core Responsibilities, independent evaluations, audits and investigations will continue to be conducted within the department to provide assurance on efficiency, effectiveness and economy of operations.

The Defence Ethics Programme will focus its efforts on working with internal stakeholders to further realize better coordinated approaches to education, culture renewal and increased coherence on strategic reform initiatives.

### Defence Security Program

The department will continue to champion efforts to identify security risks through the execution of the DND Security Program, enabling DND/CAF to make evidence-based security risk decisions that support the execution of the Defence Services Program. Key focus areas for FY 2021-22 include:

- The implementation of innovative and modern business practices to improve the Defence Security Program, including but not limited to the business continuity management lessons learned from the COVID-19 pandemic; and
- The delivery of timely and efficient security-clearance processing in support of operations.

### **Communicating with Canadians**

- DND/CAF use multiple formats and channels — digital and traditional — to communicate and engage with Canadians about the work the Defence Team is doing on their behalf. Openness and transparency are essential to increasing public understanding of Canada's defence priorities, issues, and challenges. Clear and accurate information helps to show how investments in Canada's defence not only keep the country secure, but also create jobs and generate economic growth in our communities.
- In FY 2021-22, communications efforts will continue to focus on the Defence Team's role in protecting Canada, defending North America in partnership with the United States, and supporting global peace and stability. The Defence Team's commitment to investing in the health and wellness of our people, and the equipment they need to serve Canada, will be reinforced in both internal and external communications activities.
- Engagement with media and stakeholders is a critical part of helping Canadians to better understand the role of DND/CAF. We will also continue to apply Gender-based analysis plus (GBA+) perspectives to meet the information needs of audiences that have not routinely been engaged in the past, inspire qualified applicants to join the CAF, and strengthen diversity and inclusion across the Defence Team.

### **Legal Services**

In FY 2021-22, the Judge Advocate General will continue to provide legal advice and services. The strategic intent is to advance the modernization of the military justice system through a series of initiatives, work which will continue throughout FY 2021-22, and will include:

- Support the independent review of aspects of the *National Defence Act*, and the Government of Canada response, to be tabled before Parliament in June 2021; and
- Continue to progress the Government of Canada response to the Auditor General's 2018 report on the administration of justice in the CAF through the ongoing development of the Justice Administration and Information Management System, a real-time centralized military justice workflow-management and data-collection system which will facilitate the administration of military justice.

Develop the regulations required to implement *An Act to amend the National Defence Act and to make related and consequential amendments to other Acts* (the *Act*), formerly [Bill C-77](#)<sup>clviii</sup>. The *Act*, which received Royal Assent on June 21, 2019, strengthens the military justice system by aligning it more closely with the civilian criminal justice system, while respecting the unique requirements of the military. Certain provisions of the *Act* came into force upon royal assent. The remaining provisions of the *Act*, including a Declaration of Victims' Rights and changes to the summary hearing system, will come into force once necessary amendments to the Queen's Regulations and Orders for the Canadian Forces are completed.

### **Civilian Human Resources Management**

The focus for FY 2021-22 will be ensuring that employee experience is front of mind and supported through sound people management and the civilian Human Resources (HR) business model. In the COVID-19 context, ensuring the safety, health, and wellness of our people is at the core of our agenda.

COVID-19 has emphasized the importance of a sufficiently agile, responsive, and resilient civilian workforce to respond to future uncertainties and ensure the Defence Team including the CAF is supported. Providing services to support our workforce in these unprecedented times is crucial to ensure continuity in the services that the civilian workforce provides. Identifying the future civilian workforce requirements of the Defence Team and developing strategies to achieve the workforce needed to deliver on SSE will be critical to the department's success.

Civilian HR will continue to modernize its tools and processes through digital HR initiatives and through the increased use of data and analytics, which will enable better, smarter, faster HR and alleviate HR administrative burdens to create the space for good people management. Our civilian employees and military managers of civilians will have increased access to direct HR support that provides excellent user experience and solutions that are tailored to their specific needs.

Employee experience will be monitored through the Public Service Employee Survey as will the performance of employee-centric programs including the Diversity and Inclusion Strategy, the expansion of the Office of Disability Management and a new outcomes-based approach to labour relations. Looking forward, we will increase the understanding of DND's future of work through interactive workforce analytics, HR business intelligence and future thinking for informed workforce insights and decision-making.

In FY 2021-22 the department will build off progress already made, and will continue to reduce the backlog of pay cases, with the ultimate objective of ensuring timely and accurate pay. To achieve this, DND's compensation team will design, develop and implement personalized client centric services to support employees and managers. The service design philosophy will be to put the client first, build trust, and provide excellent services that lead to positive pay outcomes.

Events have brought systemic racism and discrimination to the fore across the world and the Defence Team recognizes the urgent need to examine and identify actions to address and eliminate racism, hateful conduct and discrimination. Diversity and inclusion is a long-standing priority at DND and Civilian HR will continue to partner with supporting stakeholders to review and adjust current HR policies and processes to identify barriers and systemic discrimination, apply GBA+ to all new HR policies, develop resources and tools for employees and managers, and promote cultural awareness, racism, discrimination, and harassment-related learning opportunities for civilian employees.

The coming into force of [Bill C-65<sup>clix</sup>](#) and the changes to the definition of violence and harassment necessitate a consistent and comprehensive workplace harassment and violence program. Civilian HR is the focal point to provide these services for the civilian members of the Defence Team, including prevention (policy, training), response (formal recourse), support (i.e. employee assistance programs), and improved reporting and monitoring. Civilian HR will partner with other CAF initiatives, such as Operation HONOUR and Hateful Conduct, to continue to support the Defence Team in creating and maintaining a workplace free of harassment and violence.

### **Financial Management and Planning**

DND/CAF approach to financial stewardship is underpinned by *Strong, Secure, Engaged: Canada's Defence Policy* (SSE), which made significant strides in improving the financial transparency, oversight, and accountability of the defence budget and Defence's commitment to deliver results that meet the expectations of Canadians. The approach to financial management and planning in DND/CAF is to be a transformative leader in financial practices and to modernize the business of Defence. In FY 2021-22, the DND/CAF financial community will continue to provide oversight for the implementation of SSE through the ongoing sound stewardship of resources.

To achieve Canada's defence needs at home and abroad, and to succeed in a complex and unpredictable security environment, defence funding must be affordable, achievable, and informed by rigorous evidence-based costing analysis that accurately and effectively measures the resources required to make critical investments that can deliver on our longer-term defence and security priorities. The Financial Planning and Forecasting tool continues to provide valuable insight and analysis to Defence Team. The accuracy of our data is critical to high-performance costing and forecasting that delivers results and supports the DND/CAF with capabilities and capacities that are able to meet our real-time challenges, threats, and opportunities. Well-supported planning and guidance will continue to be



developed to meet the changing nature of conflict, new emerging threats, and keep pace with evolving technology.

### **Information Management**

The department will continue to support the Government of Canada's information and data management priorities that are included in the Treasury Board's Policy on Service and Digital, as well as continue to support the Treasury Board's Directive on Open Government. Pursuant to evolving policy direction, emergent technologies and recent implementation of Defence 365 to support a remote workforce during the COVID-19 pandemic, the department will be conducting Defence 365 Proof of Concept to explore how the solution could be leveraged to mature information management throughout DND/CAF.

In parallel, the department will be initiating a multi-year renewal of DND's Enterprise Information Architecture, in collaboration with Library and Archives Canada, to better support and facilitate electronic recordkeeping.

### **Information Technology**

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

DND will continue to evolve an Enterprise Architecture assessment capacity for new digital investments. These assessments will be performed on select projects to help establish alignment with important design principles. As part of this effort, DND will also incorporate Government of Canada principles to ensure adherence to Government of Canada policy. DND will leverage the Enterprise Architecture to make more efficient and effective solution design decisions to respond to departmental requirements.



## Service Management

In order to advance and meet the requirements of the Policy on Service and Digital, the Department will continue to evolve our client-centric service design and delivery for external facing services to Canadians. We will look for ways to continue to incorporate client feedback mechanisms, mature our end-to-end online services, evolve our service standards, and provide snapshots of departmental services and related data through our service inventory.

## Data Management

DND/CAF will continue to prioritize electronic data management and analytics throughout the department in order to implement Defence Policy initiatives. In FY 2021-22, we will:

- Build our capacity for enterprise-wide data management, following the direction of the new Treasury Board Secretariat (TBS) [Policy on Service and Digital](#)<sup>clx</sup>, and in accordance with the [DND/CAF Data Strategy](#)<sup>clxi</sup>;
- Implement our data governance framework, which sets out authorities and processes for making decisions about how data are captured, stored, used and disposed of;
- Develop processes and infrastructure to enable us to connect data across the Defence enterprise, with other national agencies, and with our allies and partners;
- Foster a culture that recognizes the value of data as an asset, build data literacy and develop skills at appropriate levels throughout the Defence Team; and
- Leverage data management and data-driven innovation to mature reporting of real-time performance information for service standards, in accordance with TBS direction and guidance.



## Defence Enterprise Modernization

The department will work to update core policies and processes and to take advantage of the rapid evolution of information management that is providing the modern tools needed for success, specifically with respect to modernizing the business of Defence. In FY 2021-22, we will build the capacity for Defence Enterprise Modernization, which will:

- Tackle large-scale transformation projects that update and improve business processes and policies across the Defence enterprise, taking advantage of comprehensive software upgrades to improve business processes and information flows;
- Improve the results of (and reporting on) the Defence Policy initiatives that require improved data

sharing and increased integration;

- Increase business resource management efficiency and consistency;
- Contribute to future force development;
- Increase trust and reliability of data and information; and
- Enable a modern workforce and workplace.

## Experimentation

In FY 2021-22, the department will continue to evolve data maturity and deliver on proofs of concept related to internal business process challenges through the launch of a new data lab capability and digital modernization initiatives which will provide an experimentation environment for predictive analysis, cloud computing and other data science and data engineering solutions.

As part of our commitment to [Beyond2020<sup>clxii</sup>](#), we will work with the private sector to experiment with digital platforms designed to solicit ideas from amongst our workforce, and provide a means for tracking and managing ideas to see continued innovation and modernization.

Additionally, we will continue investigating and testing further analytic enhancements, automation and mobile technology to better support the Defence Team through optimized HR service delivery.

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

## Key Corporate Risk(s)

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

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

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

## Planned budgetary financial resources

2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 planned spending	2022-23 planned spending	2023-24 planned spending
744,630,785	744,630,785	761,153,272	781,495,899

## Planned human resources

2021-22 planned full-time equivalents	2022-23 planned full-time equivalents	2023-24 planned full-time equivalents
4,470	4,456	4,436

## Spending and human resources

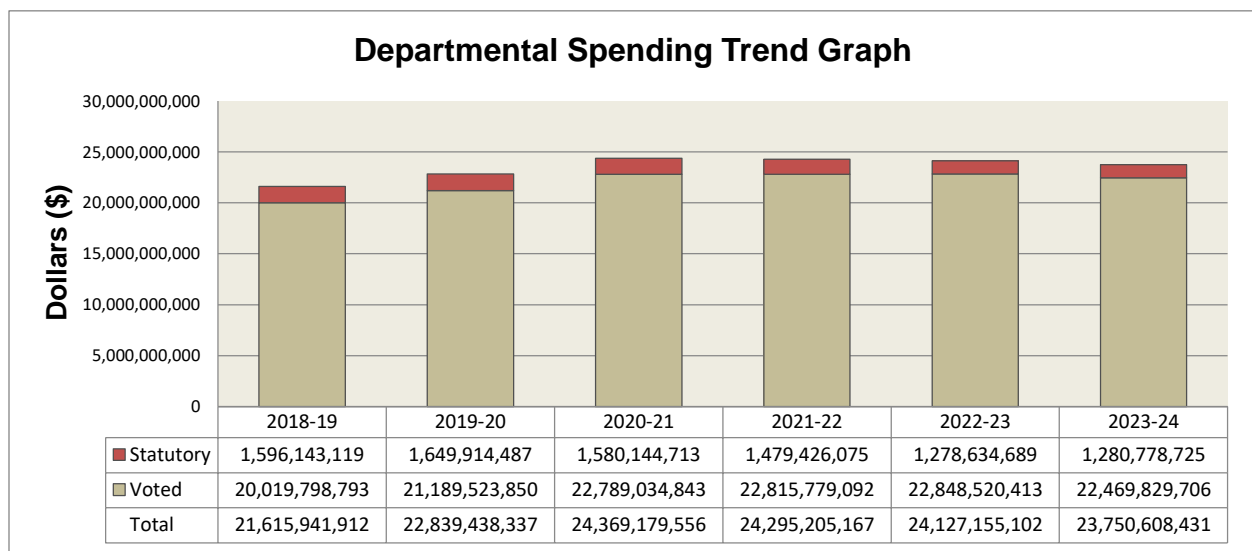
This section provides an overview of the department's planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years' actual spending.

### Planned spending

#### Departmental spending 2018-19 to 2023-24

#### Departmental spending trend graph

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



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

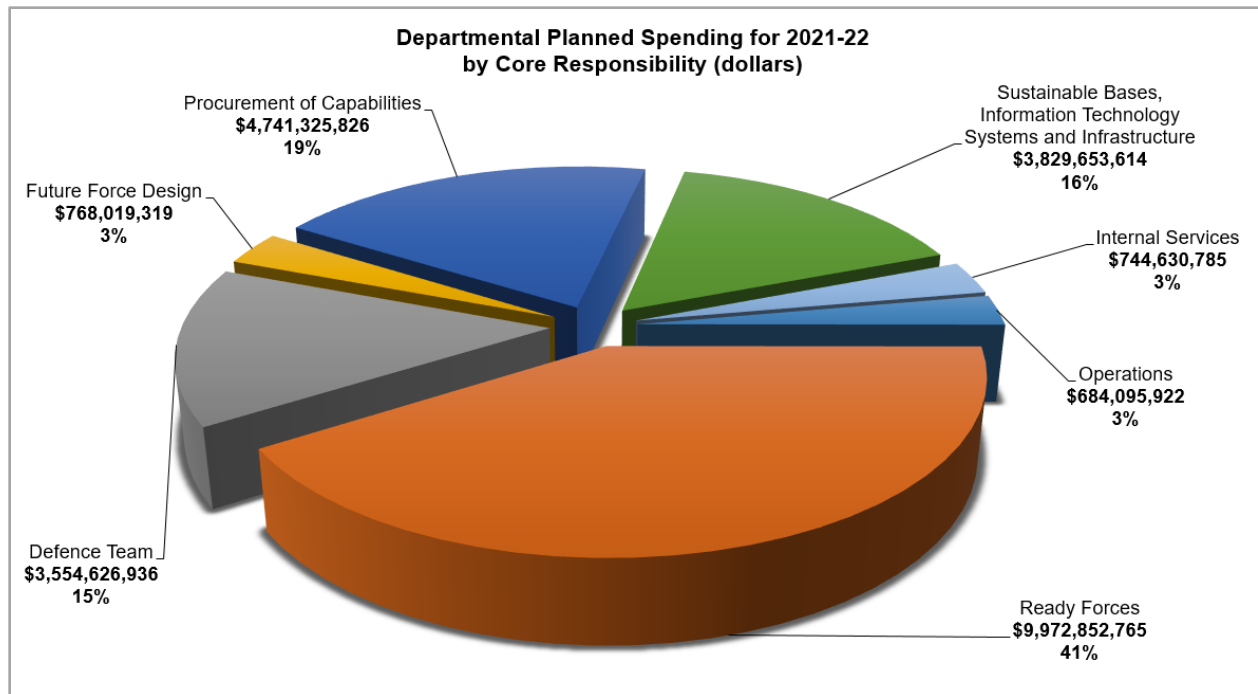
The following table shows actual, forecast and planned spending for each of the Department of National Defence and the Canadian Armed Forces' Core Responsibilities and to Internal Services for the years relevant to the current planning year.

Core Responsibilities and Internal Services	2018-19 Expenditures	2019-20 Expenditures	2020-21 Forecast spending	2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 Planned spending	2022-23 Planned spending	2023-24 Planned spending
Operations	1,424,919,741	1,044,514,772	1,234,062,592	684,095,922	684,095,922	688,988,747	703,688,999
Ready Forces	9,506,982,585	9,875,229,209	9,691,638,940	9,972,852,765	9,972,852,765	10,096,532,908	10,296,558,574
Defence Team	2,779,583,406	3,365,827,143	3,464,887,060	3,554,626,936	3,554,626,936	3,591,485,901	3,681,978,625
Future Force Design	845,573,026	758,767,328	831,230,791	768,019,319	768,019,319	779,337,759	795,850,417
Procurement of Capabilities	3,069,157,738	3,298,055,560	4,435,750,335	4,741,325,826	4,741,325,826	4,310,164,815	3,538,411,344
Sustainable Bases, Information Technology Systems and Infrastructure	3,219,172,782	3,651,639,001	3,713,762,579	3,829,653,614	3,829,653,614	3,899,491,700	3,952,624,573
<b>Subtotal</b>	<b>20,845,389,278</b>	<b>21,994,033,013</b>	<b>23,371,332,297</b>	<b>23,550,574,382</b>	<b>23,550,574,382</b>	<b>23,366,001,830</b>	<b>22,969,112,532</b>
Internal Services	770,552,634	845,405,324	997,847,259	744,630,785	744,630,785	761,153,272	781,495,899
<b>Total</b>	<b>21,615,941,912</b>	<b>22,839,438,337</b>	<b>24,369,179,556</b>	<b>24,295,205,167</b>	<b>24,295,205,167</b>	<b>24,127,155,102</b>	<b>23,750,608,431</b>

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

Notes:

Due to rounding, figures may not add up to totals shown. These figures may be subject to changes as the Supplementary Estimates and Annual Reference Level Update (ARLU) figures have not yet been finalized.





## Planned human resources

The Regular Force strength is currently at 93% of its authorized 71 500 personnel. Through recruiting efforts and a retention strategy, the CAF will continue to grow to its authorized strength. The 3 500 Regular Forces personnel increase announced in SSE have been attributed to specific Core Responsibilities and will be allocated annually through the Defence Team Establishment Plan until Regular Force SSE growth is completed in FY 2024-25.

In order to meet the high ambition set out in SSE, we will hire an additional 1 150 defence civilians, with a specific target in FY 2021-22 of 115 to strengthen our capabilities in the areas of intelligence, logistics, procurement and maintenance. These full-time equivalents (FTEs) will be attributed to specific Core Responsibilities at a later date.

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

### Human resources planning summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2018-19 Actual full-time equivalents	2019-20 Actual full-time equivalents	2020-21 Forecast full-time equivalents	2021-22 Planned full-time equivalents	2022-23 Planned full-time equivalents	2023-24 Planned full-time equivalents
Operations	4,884	2,647	2,860	3,078	3,113	3,147
Ready Forces	45,566	45,797	46,489	46,716	47,177	47,649
Defence Team	20,123	20,407	20,838	18,059	18,223	18,388
Future Force Design	2,421	1,930	2,223	2,086	2,072	2,070
Procurement of Capabilities	2,420	2,427	2,176	2,843	2,832	2,836
Sustainable Bases, Information Technology Systems and Infrastructure	13,209	15,974	14,843	16,493	16,519	16,578
<b>Subtotal</b>	<b>88,623</b>	<b>89,182</b>	<b>89,429</b>	<b>89,275</b>	<b>89,936</b>	<b>90,668</b>
Internal Services	3,347	4,070	5,293	4,470	4,456	4,436
<b>Total</b>	<b>91,970</b>	<b>93,252</b>	<b>94,722</b>	<b>93,745</b>	<b>94,392</b>	<b>95,104</b>

Note: The 2020-21 Forecast full-time equivalents has been taken from the Departmental Plan 2020-21.

## Total planned human resources – Reserve Force personnel

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

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

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

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

The Canadian Rangers are integral to CAF northern surveillance and regularly provide support to ground search and rescue. They are Canada's eyes, ears and guides across the country, particularly in the sparsely settled northern, coastal and isolated areas of Canada. In FY 2021-22, the CAF will continue to enhance the effectiveness of the Canadian Rangers and conclude the growth instructed in the 2019 Master Implementation Directive — Canadian Ranger Patrol Group Growth. The Canadian Rangers, as a sub-component of the Reserve Force separate from the Primary Reserve, are unique not only in the skills and expertise they bring to the CAF, but in the locations in which they operate. The final stages of the Master Implementation Directive — Canadian Ranger Patrol Group Growth will retain community consultation and collaboration as core principles for expansion. In addition, the CAF will review whether Canadian Ranger patrols are effectively distributed in appropriate locations to support continental defence and national resiliency, and review and update the processes and mechanisms that govern the provision and employment of the equipment necessary for the Canadian Rangers to execute their mission.

The following table provides our total planned human resources for Reserve Force personnel for the next three FY's 2021-24.

	2021-22	2022-23	2023-24
Primary Reserve	29,250	29,550	29,850
Cadet Organization Administration and Training Service	8,000	8,000	8,000
Canadian Rangers	5,680	5,680	5,680

## Estimates by vote

Information on the Department of National Defence and the Canadian Armed Forces' organizational appropriations is available in the [2021-22 Main Estimates](#)<sup>clxiii</sup>.

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Department of National Defence and the Canadian Armed Forces' operations for FY 2020-21 to FY 2021-22.

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

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

### Future-oriented Condensed statement of operations for the year ending 31 March 2022 (dollars)

Financial information	2020-21 Forecast results	2021-22 Planned results	Difference (2021-22 Planned results minus 2020-21 Forecast results)
Total expenses	24,195,000,000	24,111,744,000	(83,256,000)
Total revenues	424,076,000	420,864,000	(3,212,000)
Net cost of operations before government funding and transfers	23,770,924,000	23,690,880,000	(80,044,000)

The variance between the FY 2021-22 planned results and FY 2020-21 forecast results is mainly due to the additional in-year supplementary funding for military operations and the operating budget carry forward in FY 2020-21 which are not included in FY 2021-22 authorities available for spending.

## 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:** Admiral Art McDonald, CMM, MSM, CD

**Ministerial portfolio:**

- Department of National Defence
- Canadian Armed Forces
- [National Defence and Canadian Forces Ombudsman](#)<sup>clxv</sup>
- [Independent Review Panel for Defence Acquisition](#)<sup>clxvi</sup>
- [Office of the Chief Military Judge](#)<sup>clxvii</sup>
- [Defence Research and Development Canada](#)<sup>clxviii</sup>
- [Communications Security Establishment](#)<sup>clxix</sup>
- [Military Police Complaints Commission of Canada](#)<sup>clxx</sup>
- [Military Grievances External Review Committee](#)<sup>clxxi</sup>

**Enabling instruments:**

- [National Defence Act](#)<sup>clxxii</sup>
- [Communications Security Establishment Act](#)<sup>clxxiii</sup>
- [Emergencies Act](#)<sup>clxxiv</sup>
- [Aeronautics Act](#)<sup>clxxv</sup>
- [Fisheries Act](#)<sup>clxxvi</sup>

For further information, see [Legislation and National Defence](#)<sup>clxxvii</sup>.

**Year of incorporation / commencement:** 1923

For additional corporate information visit [the Department of National Defence and the Canadian Armed Forces' website](#)<sup>clxxviii</sup>.

## **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](#)<sup>clxxxix</sup>.

## **Operating context**

Information on the operating context is available on [the Department of National Defence and the Canadian Armed Forces' website](#)<sup>clxxx</sup>.

## Reporting framework

The Department of National Defence and the Canadian Armed Forces' Departmental Results Framework and Program Inventory for 2021-22 are as follows.

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



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"> <li>• % of operations that are capable of being conducted concurrently</li> <li>• % of force elements that are ready for operations in accordance with established targets</li> </ul>	Military equipment is ready for training and operations <ul style="list-style-type: none"> <li>• % of maritime key fleets that are serviceable to meet training and readiness requirements</li> <li>• % of land fleets that are serviceable to meet training and readiness requirements</li> <li>• % of aerospace fleets that are serviceable to meet training and readiness requirements</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Strategic Command and Control</li> <li>• Ready Naval Forces</li> <li>• Ready Land Forces</li> <li>• Ready Air and Space Forces</li> <li>• Ready Special Operations Forces</li> <li>• Ready Cyber and Joint Communication Information Systems (CIS) Forces</li> <li>• Ready Intelligence Forces</li> <li>• Ready Joint and Combined Forces</li> <li>• Ready Health, Military Police and Support Forces</li> <li>• Equipment Support</li> <li>• Canadian Forces Liaison Council and Employer Support</li> </ul>	

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"> <li>• % of Regular force positions that are filled</li> <li>• % of Reserve force positions that are filled</li> <li>• % of occupations with critical shortfalls</li> </ul>	The health and well-being of the Defence team is well supported <ul style="list-style-type: none"> <li>• % of military personnel who are medically fit for their occupation</li> <li>• % of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for service members and their families</li> <li>• % of Canadian Armed Forces members who report a positive level of workplace well-being</li> <li>• % of civilian employees who describe the workplace as psychologically healthy</li> </ul>	The Defence team reflects the values and diversity of Canadian society <ul style="list-style-type: none"> <li>• % of the Canadian Armed Forces (CAF) that self-identify as a woman</li> <li>• % of civilians in the Defence team who self-identify as a woman</li> <li>• % of the Canadian Armed Forces (CAF) who self-identify as a visible minority</li> <li>• % of civilians in the Defence Team who self-identify as a visible minority</li> <li>• % of the Canadian Armed Forces (CAF) who self-identify as an indigenous person</li> <li>• % of civilians who self-identify as an indigenous person</li> <li>• % of the Canadian Armed Forces (CAF) who self-identify as victims of harassment</li> <li>• % of civilians who self-identify as victims of harassment</li> <li>• % of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination</li> </ul>	Military families are supported and resilient <ul style="list-style-type: none"> <li>• % of Canadian Armed Forces families who feel they meet the challenges of military life</li> <li>• % of Canadian Armed Forces members who are satisfied with the overall support their family receives from the Canadian Armed Forces</li> </ul>	Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood <ul style="list-style-type: none"> <li>• % of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers</li> </ul>

			<ul style="list-style-type: none"> <li>• % of civilians who self-identify as victims of discrimination</li> <li>• Annual number of reported incidents of sexual misconduct in the Canadian Armed Forces</li> <li>• Number and type of actions taken in response to reported sexual misconduct incidents by the Defence Team</li> <li>• Number of Canadian Armed Forces members who have attended a training session related to sexual misconduct (Operation HONOUR)</li> <li>• % of civilians in the Defence Team who have completed mandatory harassment training</li> <li>• Annual number of reported incidents of sexual misconduct in the Defence Team civilian personnel</li> </ul>		
<b>Program Inventory</b>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Individual Training and Professional Military Education</li> <li>• Total Health Care</li> <li>• Defence Team Management</li> <li>• Military Transition</li> <li>• Military Member and Family Support</li> <li>• Military History and Heritage</li> <li>• Military Law Services/Military Justice Superintendence</li> <li>• Ombudsman</li> <li>• Cadets and Junior Canadian Rangers (Youth Program)</li> </ul>				

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"> <li>• Extent to which the Future Security Environment assessment remains valid</li> <li>• Degree to which future security assessments and capability deductions remain coherent with those of our allies and partners</li> <li>• Degree to which future capabilities required to ensure an operational advantage over defence and security threats have been accounted for in defence plans</li> </ul>	<p>Defence and security challenges are addressed through innovative solutions</p> <ul style="list-style-type: none"> <li>• % of initiatives and projects that are supported by Defence Science and Technology</li> <li>• % 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</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Joint Force Development</li> <li>• Naval Force Development</li> <li>• Land Force Development</li> <li>• Air and Space Force Development</li> <li>• Special Operations Force Development</li> <li>• Cyber and Joint Communication Information Systems (CIS) Force Development</li> <li>• Intelligence Force Development</li> <li>• Science, Technology and Innovation</li> </ul>	

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"> <li>• % of projects that meet the approved project development and approval timelines (low risk and low complexity projects)</li> <li>• % of goods and services contracts that are awarded within established performance targets</li> </ul>	<p>Defence equipment acquisition is well-managed</p> <ul style="list-style-type: none"> <li>• % of capital equipment projects that remain in most recent approved scope</li> <li>• % of capital equipment projects that remain on most recent approved schedule</li> <li>• % of capital equipment projects that remain within most recent approved expenditure authority</li> </ul>	<p>Defence information technology acquisition is well-managed</p> <ul style="list-style-type: none"> <li>• % of information technology projects that remain in approved scope</li> <li>• % of information technology projects that remain on approved schedule</li> <li>• % of information technology projects that remain within approved expenditure authority</li> </ul>	<p>Supplies are available and well-managed</p> <ul style="list-style-type: none"> <li>• % of stock that is unavailable to meet forecasted demand</li> <li>• % of stock disposed that was identified as surplus</li> </ul>
Program Inventory	<ul style="list-style-type: none"> <li>• Maritime Equipment Acquisition</li> <li>• Land Equipment Acquisition</li> <li>• Aerospace Equipment Acquisition</li> <li>• Defence Information Technology Systems Acquisition, Design and Delivery</li> <li>• Defence Materiel Management</li> </ul>			

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

## Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources and results related to the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the [GC InfoBase](#)<sup>clxxxj</sup>.

## Supplementary information tables

The following supplementary information tables are available on the [Department of National Defence and the Canadian Armed Forces' website](#)<sup>clxxxij</sup>:

- [Departmental Sustainable Development Strategy](#)<sup>clxxxiii</sup>
- [Details on transfer payment programs](#)<sup>clxxxiv</sup>
- [Gender-based analysis plus](#)<sup>clxxxv</sup>

## Federal tax expenditures

The Department of National Defence and the Canadian Armed Forces' Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021-22.

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

## Organizational contact information

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

## Appendix: definitions

### **appropriation (crédit)**

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

### **budgetary expenditures (dépenses budgétaires)**

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

### **capability (capacité)**

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

### **Core Responsibility (responsabilité essentielle)**

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

### **Departmental Plan (plan ministériel)**

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

### **departmental priority (priorité ministérielle)**

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

### **departmental result (résultat ministériel)**

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

### **departmental result indicator (indicateur de résultat ministériel)**

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

### **departmental results framework (cadre ministériel des résultats)**

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

### **Departmental Results Report (rapport sur les résultats ministériels)**

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

### **experimentation (expérimentation)**

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



**full-time equivalent (équivalent temps plein)**

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

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

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

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**horizontal initiative (initiative horizontale)**

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

**non-budgetary expenditures (dépenses non budgétaires)**

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

**performance (rendement)**

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

**performance indicator (indicateur de rendement)**

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

**performance reporting (production de rapports sur le rendement)**

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

**plan (plan)**

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

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

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

**program (programme)**

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

**Program Inventory (répertoire des programmes)**

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

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**strategic outcome (résultat stratégique)**

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

**target (cible)**

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

**voted expenditures (dépenses votées)**

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



## Endnotes

- <sup>i</sup> *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- <sup>ii</sup> *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- <sup>iii</sup> Industrial and Technological Benefits, [https://www.canada.ca/en/innovation-science-economic-development/news/2017/04/the\\_industrial\\_andtechnologicalbenefitspolicy.html](https://www.canada.ca/en/innovation-science-economic-development/news/2017/04/the_industrial_andtechnologicalbenefitspolicy.html)
- <sup>iv</sup> Minister of National Defence Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2019/12/13/minister-national-defence-mandate-letter>
- <sup>v</sup> Arctic and Northern Policy Framework, <https://www.rcaanc-cirnac.gc.ca/eng/1560523306861/156052330587>
- <sup>vi</sup> Search and Rescue, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/types/search-rescue.html>
- <sup>vii</sup> Operation LASER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/laser.html>
- <sup>viii</sup> Operation VECTOR, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-vector.html>
- <sup>ix</sup> Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- <sup>x</sup> Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- <sup>xi</sup> Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- <sup>xii</sup> NORAD, <https://www.canada.ca/en/department-national-defence/services/operations/allies-partners/norad.html>
- <sup>xiii</sup> Operation CARIBBE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-caribbe.html>
- <sup>xiv</sup> Operation IMPACT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-impact.html>
- <sup>xv</sup> Operation ARTEMIS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-artemis.html>
- <sup>xvi</sup> Operation NEON, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-neon.html>
- <sup>xvii</sup> Operation PRESENCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/op-presence.html>
- <sup>xviii</sup> Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- <sup>xix</sup> Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>
- <sup>xx</sup> Operation PROJECTION, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-projection.html>
- <sup>xxi</sup> Current military operations, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/list.html>
- <sup>xxii</sup> Bill C-65, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-65/royal-assent>
- <sup>xxiii</sup> Path to Dignity and Respect: the CAF Sexual Misconduct Response Strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/the-path-to-dignity-and-respect.html>
- <sup>xxiv</sup> Operation HONOUR, <https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct/operation-honour.html>

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- xxv CAF-DND Sexual Misconduct Class Action, <https://www.caf-dndsexualmisconductclassaction.ca/>
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