



National
Defence

Défense
nationale

CANADIAN
ARMED FORCES



FORCES ARMÉES
CANADIENNES

DEPARTMENT OF NATIONAL DEFENCE AND CANADIAN ARMED FORCES

2022-23

DEPARTMENTAL PLAN



The Honourable Anita Anand, PC, MP
Minister of National Defence

Canada

© Her Majesty the Queen in Right of Canada, as represented by the Minister of National Defence Canada, 2022.

Cat. No. D3-37E-PDF

ISSN 2371-7327

Key title: Departmental plan (Canada. Department of National Defence)

Variant title: Departmental plan (Canada. Canadian Armed Forces)

This document is available on the Internet at <https://www.canada.ca/en/department-national-defence.html>.

Cette publication est aussi disponible en français.

Table of Contents

From the Minister.....	1
Plans at a glance.....	2
Core Responsibilities: planned results and resources, and key risks	14
Operations.....	14
Description	14
Planning highlights	14
Key Corporate Risk(s)	17
Ready Forces	33
Description	33
Planning highlights	33
Key Corporate Risk(s)	35
Defence Team.....	47
Description	47
Planning highlights	47
Key Corporate Risk(s)	50
Future Force Design.....	63
Description	63
Planning highlights	63
Procurement of Capabilities	70
Description	70
Planning highlights	70
Key Corporate Risk(s)	71
Sustainable Bases, Information Technology Systems and Infrastructure	78
Description	78
Planning highlights	78
Key Corporate Risk(s)	80
Internal Services: planned results	85
Description	85
Planning highlights	85
Key Corporate Risk(s)	89
Planned spending and human resources	90
Planned spending.....	90
Planned human resources	93
Estimates by vote	94
Future-oriented condensed statement of operations.....	95
Corporate information	96
Organizational profile.....	96
Raison d'être, mandate and role: who we are and what we do	97
Operating context	97
Reporting framework	98
Supporting information on the Program Inventory	103
Supplementary information tables.....	103
Federal tax expenditures	103
Organizational contact information.....	103
Appendix: definitions	104
Endnotes	107

From the Minister



I am pleased to present the 2022-23 Departmental Plan for the Department of National Defence and the Canadian Armed Forces.

Defence is an essential national institution, as Canadians have seen from the onset of the COVID-19 pandemic, with the Canadian Armed Forces' longest-ever domestic military operation as part of the national response, and key to finishing the fight against the pandemic with assistance to First Nations communities, provinces and territories.

Now the Government of Canada is building back—building a better future for all Canadians—and Defence is indispensable in this national effort, as investments under [*Strong, Secure, Engaged: Canada's Defence Policy*](#)ⁱ continue to deliver equipment, infrastructure, innovation, and a modern defence supply chain that sustains Canada's military, as well as jobs and economic growth in communities across Canada.

The institution of Defence too must build a better future for every member of the Canadian Armed Forces and the public service by eliminating sexual misconduct and harassment, hateful conduct and systemic racism, discrimination, and abuse – systemic misconduct, and ensuring that everyone in a Defence workplace feels safe, protected, included, valued and respected. This year will see our people in all Defence organizations collaborating on building a better, diverse and more inclusive culture in which professional conduct surely aligns with the core values and principles of the institution.

Canada's defence policy presents a vision and approach to defence that is part of building a better future for Canada. Being strong at home includes modernizing building up the Forces after the pandemic by focusing on recruiting, training and retaining Canadians from every background, however they identify. It means the Forces remain ready to assist civil authorities in response to floods, forest fires, and other extreme weather events worsened by climate change. It includes increased economic development opportunities for Indigenous communities, improved housing on bases and wings, and reducing emissions from our buildings and commercial vehicle fleets.

Being Secure in North America means modernizing NORAD, our defence partnership with the United States. That involves replacing the North Warning System with modern systems including sensors from the seabed to space and in cyberspace. It includes upgrading our defence capabilities to better protect Canada's North, and control our Arctic sea and air approaches. Our contributions to NORAD modernization will also involve engagement with Indigenous peoples as partners, underlining our ongoing commitment to reconciliation.

Canada cannot be strong at home without being engaged in the world. That includes making Central and Eastern Europe more secure with our NATO Allies and Partners through increasingly challenging times. It also includes Canada's defence scientists contributing their expertise to the new NATO Centre of Excellence for Climate and Security. It means reinforcing international peace, and security, and countering destabilizing forces around the world. That includes the Canadian Armed Forces participating in multinational maritime exercises, and providing military training assistance to like-minded countries. It involves deepening defence partnerships in the Indo-Pacific, and expanding intelligence networks abroad to ensure timely intelligence sharing with our allies and partners. It also involves Canadian Armed Forces support to a whole-of-government initiative to increase women's participation in United Nations peace operations, and Defence working with Canadian innovators in support of United Nations Sustainable Development Goals.

These are only some of our plans and priorities for 2022 to 2023. I am looking forward to working with the entire Defence Team as we continue to advance Canada's security and prosperity, and move forward together towards a better future for everyone.

The Honourable Anita Anand, PC, MP
Minister of National Defence

Plans at a glance

Plans at a glance

In Fiscal Year (FY) 2022-23, 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 members of the CAF, and supported by the Government of Canada, industry, academia, and fellow Canadians.

National Defence will develop and implement the vision for continental defence as outlined in [Strong, Secure, Engaged: Canada's Defence Policy](#).ⁱⁱ By working with the United States, DND/CAF, will continue to work towards modernizing North American Aerospace Defence Command (NORAD). In addition, DND/CAF will work with the United States and partners on the Arctic and Northern Policy Framework to develop better surveillance, defence, and rapid response capabilities in the North and the maritime approaches to Canada.

The department will invest in research and development in support of NORAD modernization. In addition to supporting the above-mentioned capability development for enhanced surveillance of Canada's northern and maritime approaches in all domains, these investments are expected to support improved command and control, and communications, including in the high North, and improved defeat mechanisms for modern and developing threats, as well as other agile capabilities to address emerging challenges in continental defence.

DND/CAF Strategic Context

Across the Core Responsibilities that highlight the different aspects of Defence's mandate, there are a number of noted challenges that interact and affect Defence's ability to deliver its mandate as effectively as possible. Although each challenge is addressed through planned activities and initiatives in the appropriate Core Responsibility section of this report, there are overarching considerations to note with regards to Defence's efforts. Particularly, the combination of reduced effective strength of the CAF and the need for a reconstitution effort, pandemic implications with added stress on people and resources, impacts on integrated supply chains Defence depends upon, declining fleet serviceability, and reduced collective training opportunities – all in conjunction with adversaries having greatly increased capabilities and will to use them – point to a picture that requires additional planning and a measured approach to enduring strategic solutions for DND and the CAF.

In support of our strategic efforts to address these challenges, Defence will launch in FY 2022-23 the CAF Reconstitution Plan to ensure the long-term viability and readiness of the CAF by focusing on:

- People - rebuilding our strength while making much needed changes to aspects of our culture;
- Readiness - ensuring our ability to continue to deliver on operations; and

- Modernization - developing the capabilities and adapt our structure necessary to address the evolving character of conflict and operations.

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 that the CAF will continue to conduct for FY 2022-23 include:

Strong at Home

- **Search and Rescue:**ⁱⁱⁱ Provide aeronautical SAR; coordinate the aeronautical and maritime SAR system; as well as assist with ground SAR efforts when authorized which may include Canadian Rangers and Primary Reserve members;
- **Operation LASER:**^{iv} Respond to the impact of a worldwide pandemic situation, as required;
- **Operation VECTOR:**^v Provide support to civilian authorities to ensure the transportation, delivery and administration of COVID-19 vaccines to Canadians, as required;
- **Operation LENTUS:**^{vi} Provide support to Canadian civil authorities to help them respond to the impact of extreme climate events and disaster relief operations, as required;
- **Operation LIMPID:**^{vii} Detect threats to Canada by enhancing maritime, land and aerospace domain awareness; and
- **Operation NANOOK:**^{viii} 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:**^{ix} Conduct Aerospace Warning, Aerospace Control, and Maritime Warning for North America to protect against threats to Canada and the United States, in accordance with the NORAD Agreement and as orchestrated through the NORAD Homeland Defense Campaign Order; and
- **Operation NOBLE EAGLE:** Following the terrorist attacks on 11 September 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 operation.

Engaged in the World

- **Operation CARIBBE:**^x 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 as part of United States-led enhanced counter-narcotics operations;
- **Operation IMPACT:**^{xi} Building regional security partner capacity, including supporting Iraqi ministerial and institutional reform, and training Iraqi, Jordanian, and Lebanese militaries to enhance their self-sustainability;
- **Operation ARTEMIS:**^{xii} Disrupt terrorist financing by interdicting the flow of drugs, weapons and human smuggling via the waters surrounding the Middle East and East Africa as part of the **Combined Maritime Forces' Combined Task Force 150**,^{xiii}

- **Operation NEON:**^{xiv} Support efforts to enforce United Nations Security Council sanctions imposed against North Korea;
- **Operation REASSURANCE:**^{xv} Conduct assurance and deterrence measures through Canadian Army personnel leadership of NATO's multinational enhanced Forward Presence (eFP) Battle Group in Latvia; deploy naval assets into NATO Maritime Group(s); and support NATO enhanced air policing in Romania on a rotational non-permanent basis;
- **Operation UNIFIER:**^{xvi} Assist with security force training and defence institutional reform in Ukraine. The CAF will support the Security Forces of Ukraine to improve and build their capability and capacity; and, provide support to the Ministry of Defence of Ukraine to foster western alignment and structural reform in the country;
- **Operation PROJECTION:**^{xvii} Enhance relationships with Canada's allies and partners in maritime environments in the Gulf of Guinea and in the Indo-Pacific region by conducting training, exercises and engagements with foreign navies and other international security partners;
- **Operation GLOBE:**^{xviii} Support other Government of Canada departments with various tasks, or participate in Government of Canada activities abroad; and
- **Operation RENAISSANCE:**^{xix} Plan for the rapid deployment of resources to provide support in response to disasters overseas, as directed by the Government of Canada.

More information on the full range of current operations can be found here: [Current military operations](#),^{xx} and in [Core Responsibility 1 – Operations](#) section of this report.

Well-supported, diverse, resilient people and families

Military and public service personnel are our most important resource. A well-organized, well-trained, healthy and motivated workforce enables us to deliver on *Strong, Secure, Engaged* initiatives and ensures that we are an employer of choice. During FY 2022-23, the Defence Team will:

Protect the health, wellness and safety of employees by:

- Continuing to support the conditions-based return to the workplace by assisting leaders in balancing operational requirements with the need for compassion and flexibility;
- Implementing a modern and flexible approach to work to ensure we have the workplace, skills and resilience needed to adapt to future challenges and requirements;
- Continuing to build a representative workforce by fostering diversity and inclusion and combating racism and hateful conduct; and
- Creating and maintaining a workplace free of harassment, violence and discrimination, including through the full implementation of Part II of the Canada Labour Code on Workplace Harassment and Violence Prevention that came into effect 1 January 2021 under [Bill C-65](#).^{xxi}

In FY 2022-23 the CAF will:

- Maintain or improve overall health and wellness of CAF members, providing in-garrison health care and health advice, as well as health services support for both domestic and expeditionary operations;
- Revise the Qualification Standards across all Officer and Non-Commissioned Member CAF common leadership programs in order to reflect the socialization of a renewed CAF professional ethos; accept the necessary adaptations driven by CAF cultural change, emergent capabilities, and evolving Canadian societal demands; all while incorporating a new vision of competency-based and character leadership;
- Develop a new Primary Leadership Qualification Standard that respects the differing employment domains for each CAF Service Environment, while continuing to reinforce excellence in attaining a high standard of practical, task-based leadership, and adopting new strategies and tools needed to develop social and interpersonal competencies (i.e. emotional intelligence);

- Develop an innovative and comprehensive CAF Total Rewards System that will generate a proprietary value proposition, known as the CAF Offer, that will support the CAF Human Resources, Total Health and Wellness, Retention and other Strategies. Depending on the type of service, the CAF Offer will provide CAF members access to an extensive suite of compensation and benefits, career, and work-life balance offerings; and
- Develop a modernized CAF employment model (including Flexible Work arrangements) titled *Adaptive Career Path* that will then enable DND/CAF to amend and align all policy, regulatory, and legislative instruments that govern our current employment framework to better enable management of work-life balance, while ensuring operational effectiveness.

Conduct and Culture Change

Every member of the Defence Team is entitled to work in an environment of mutual respect, dignity and inclusion, where they have the opportunity to contribute and achieve their full potential.

The Chief, Professional Conduct and Culture (CPCC) was created in spring of 2021 to establish an enduring capability to continuously align Defence culture to ensure that professional conduct in DND and the CAF meets the standards expected of the profession of arms and the Defence Team.

On 29 April 2021, the Minister of National Defence (MND) announced the launch of an Independent External Comprehensive Review of current policies, procedures, programs, practices, and culture within the DND/CAF, with the aim of examining harassment and sexual misconduct, identifying barriers to reporting, and assessing the adequacy of the response when reports are made. The review is being conducted by former Supreme Court Justice Louise Arbour, whose mandate includes the provision of recommendations in Spring 2022 aimed at preventing and eradicating harassment and sexual misconduct, through interim assessments and recommendations.

CPCC will provide oversight and monitor the implementation of the recommendations put forward while also working on addressing and preventing all forms of systemic misconduct across the Defence Team. This includes sexual misconduct and other forms of unethical or unprofessional conduct, such as harassment, workplace violence, bullying, discrimination, hateful conduct, employment inequity and abuse of authority – the full spectrum of harms. CPCC serves as the functional authority and principal advisor to the Deputy Minister and Chief of the Defence Staff on all matters related to conduct and culture within the Defence Team.

CPCC takes a comprehensive, prevention-focused approach to culture change and misconduct. CPCC targets all forms of systemic misconduct with the aim of creating an environment where all in DND/CAF can contribute and reach their full potential. CPCC will support measures that provide timely and appropriate resolution of cases, with an emphasis on support to those who have been harmed, and on fairness and transparency. CPCC will also examine different options related to external reporting mechanisms.

CPCC will establish a framework to achieve the following tasks:

- Realigning responsibilities, policies and programs that address elements of systemic misconduct across DND/CAF through the implementation of Part II of the Canada Labour Code on Workplace Harassment and Violence Prevention, Bill C-65;
- Supporting the implementation of the amendments to the *National Defence Act* introduced in Bill C-77, including the Declaration of Victims' Rights;
- Simplifying and enhancing misconduct reporting mechanisms, including those external to the chain of command;
- Strengthening support mechanisms for those who have experienced misconduct, as well as other affected persons;
- Enhancing tracking mechanisms, from initial reports of misconduct to case closures, and integrating additional data points such as intersectionality, reprisals, member satisfaction, and retention;

- Gathering and studying a wide range of data on the spectrum of harm in order to identify potential risks and sources of harm, and to conduct knowledge translation in support of strategies and partnerships aimed at avoiding or reducing harm while advancing better models of professional and ethical conduct; and
- Leading institutional efforts to develop a professional conduct and culture framework that will drive cultural change and will address all types of harmful behaviour, unconscious biases, and systemic barriers. It will serve as the foundation DND/CAF needs to attract, develop, and retain the diverse talent vital to maintaining operational effectiveness and meeting the emerging challenges of the future.

CPCC has been created to lead the cultural transformation of DND/CAF, ensuring that the behaviour of the Defence Team, as well as the culture and governance of DND/CAF, reflect the very best values and traditions of our organization and of Canadian society so that all members of the Defence Team can thrive in a dignified, equitable, respectful, and inclusive institution, while delivering and supporting operational excellence.

It is acknowledged that organizational change will require the participation of all members of DND/CAF: military, public servants, leaders and managers at all levels across the organization. Engagement of Defence Team members in the process will seek thoughtful feedback, encourage commitment and participation, develop increased trust, and invite creativity at all levels. All members of the Defence Team will have an important role in establishing and maintaining an organizational climate that actively seeks to eliminate harmful mindsets, and foster and reward more inclusive forms of behaviour.

Sexual Misconduct Response Centre (SMRC)

In FY 2022-23, the SMRC will expand its capacity to assist the CAF in defining, informing and fostering a culture of respect. They will provide comprehensive, accessible and integrated support, as well as renew focus on the prevention of military sexual misconduct.

In FY 2022-23, the SMRC will lead a range of victim and survivor support services to CAF members – in alignment with Initiative 19 of Strong, Secure, Engaged – while also extending support to DND public service employees and former CAF members, by implementing the following initiatives:

- Conduct research to prevent sexual misconduct perpetration: this will better inform sexual misconduct prevention efforts and develop response frameworks, guidelines, and training curriculum better targeted at subgroups at higher risk for perpetration, and those responsible for managing sexual misconduct incidents;
- Develop responsive legal options for victims of sexual misconduct: this will enhance internal support services, including access to free, independent legal advice and enabling military members to access services without making a formal complaint;
- Update and expand the existing Sexual Assault Centre Contribution Program: this effort will provide funding to community-based service providers to support those impacted by sexual misconduct in the wider CAF community;
- Expand the SMRC's 24/7 Response Line and Response and Support Coordination Program to DND public service employees and former CAF members: this will broaden the client base and geographic reach of the Response and Support Coordination program to regional centres across the country; and
- Pilot a peer support program: this program is being jointly developed with Veterans Affairs Canada and those with lived experience – for current and former CAF members who have experienced sexual misconduct during their service.

The SMRC will also lead the implementation of the [Restorative Engagement program](#)^{xxii} in partnership with [Integrated Conflict and Complaint Management](#),^{xxiii} reaching full operational capability in FY 2022-23. The Restorative Engagement program provides class members of the CAF-DND Sexual Misconduct Class Action with an opportunity to share their experience of sexual misconduct with defence representatives. This will allow the experiences of the class members to be acknowledged by DND/CAF

and contribute to meaningful culture change within the CAF. This process will be facilitated by civilian Restorative Practitioners.

While delayed as a result of the ongoing COVID-19 pandemic, in FY 2022-23, the SMRC, with the assistance of Statistics Canada, will launch the third iteration of the [Survey on Sexual Misconduct in the CAF](#).^{xxiv} Results from this survey will be used to develop initiatives and to monitor the CAF's progress in addressing sexual misconduct.

Military Justice Reforms

The Judge Advocate General provides legal advice and services in all matters related to military law and the administration of military justice in the CAF. In FY 2022-23, the strategic intent is to advance the modernization of the military justice system through a series of initiatives, which include:

- Supporting of the implementation of recommendations pertaining to military justice from the report of the [Third Independent Review Authority](#).^{xxv} The Honourable Morris J. Fish. The report outlined 107 recommendations, which were all accepted in principle. Efforts are underway on 36 of these, while plans are being developed for the remaining recommendations;
- Implementing [Bill C-77](#).^{xxvi} by the end of 2022. This includes developing necessary policy instruments and training in order to further support the significant changes to the military justice system brought about by the full implementation of Bill C-77;
- Supporting the implementation recommendations from the [Independent External Comprehensive Review](#).^{xxvii} by the Former Supreme Court Justice Louise Arbour. DND is committed to implementing the Independent External Comprehensive Review recommendations as received throughout the Review. The Review is expected to shed light on the causes for the continued presence of harassment and sexual misconduct, identify barriers to reporting inappropriate behaviour, and to make recommendations on preventing and eradicating harassment and sexual misconduct; and
- Supporting the transfer of the investigation and prosecution of sexual assault cases from the military justice system to civilian courts.

Defence Procurement

The implementation of *Strong, Secure, Engaged* 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 the COVID-19 pandemic.

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.

Strong, Secure, Engaged outlines and makes provision for the funding of major equipment projects. Key projects for FY 2022-23 include:

- Manned airborne intelligence, surveillance and reconnaissance: The in-service support contract was awarded in April 2021 and will be ready to support the first aircraft when it arrives in summer 2022. Construction of the aircraft hangar at 8 Wing Trenton, Ontario, is ongoing and will be complete in summer 2022. Aircrew training is ongoing and will continue throughout FY 2022-23 and beyond. The modified aircraft will begin deliveries in summer 2022 with the second and third aircraft deliveries scheduled for fall 2022. Final Operational Capability is expected in summer 2023;
- [Canadian Surface Combatant](#).^{xxviii} Design and production engineering of the Canadian Surface Combatant continues through FY 2022-23. Work will also proceed on the design of a Land Based Test Facility to be located at Hartlen Point, Nova Scotia. The 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 ocean and complex coastal environments, including the Arctic when conditions permit. They will allow the CAF to monitor and defend our waters and contribute significantly to international naval operations;

- **Arctic and Offshore Patrol Ship:**^{xxxix} The first two ships have been delivered and accepted. In 2022, the third ship, the future Her Majesty's Canadian Ship (HMCS) *Max Bernays*, is anticipated to be delivered to the RCN during the summer, and the fourth ship, the future HMCS *William Hall*, will launch in the fall. Construction of the fifth ship, the future HMCS *Frédéric Rolette*, will continue throughout the year, while the construction of the sixth ship, the future HMCS *Robert Hampton Gray*, will commence during the summer. These six ships will allow the RCN to conduct sovereignty and surveillance operations in Canada's waters, including in the Arctic, as well as a wide variety of operations abroad;
- **Joint Support Ship:**^{xxx} With the completion of major steelwork on the first Joint Support Ship in 2022, the significant effort of cable pulling and outfitting will progress. Construction of the second ship is also planned to begin in 2022. The separately contracted Sea to Shore connector systems are planned for delivery throughout 2022. These two ships will enable a Naval Task Group to remain at sea for extended periods of time by providing core replenishment capabilities, and will also provide added capacity for limited sealift and support to operations ashore;
- **Fixed-wing Search and Rescue Aircraft Replacement Project:**^{xxxi} Sixteen new CC-295 Kingfisher aircraft equipped with advanced technology systems will be procured to support Canada's search and rescue operations, replacing the current Buffalo and Hercules aircraft performing this function. The project is currently in the Implementation Phase. Project activities in FY 2022-23 will include: continuing with aircraft inspection and acceptance, continuing the maintainer and aircrew training, and commencing the Initial Operational Test and Evaluation;
- **Future Fighter Capability Project:**^{xxxi} The project consists of 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 evaluating eligible supplier proposals. The project is working towards contract award in FY 2022-23;
- **Remotely Piloted Aircraft System:**^{xxxiii} The project will deliver a Remotely Piloted Aircraft System capability that will provide Intelligence, Surveillance, Target Acquisition and Reconnaissance information and deliver precision strike effects. Bid evaluation is expected to be completed in FY 2022-23;
- **Strategic Tanker Transport Capability:**^{xxxiv} The project will deliver a multi-role Strategic Tanker Transport Capability to the CAF, along with associated equipment, sustainment, training and supporting infrastructure. In FY 2022-23, the project anticipates proceeding through necessary governance gates in the lead up to seeking Project Approval and Expenditure Authority to enter Implementation Phase. The expectation is that contract award for the acquisition of the Strategic Tanker Transport Capability Aircraft will be awarded in FY 2022-23;
- **Logistics Vehicle Modernization:**^{xxxv} The project will deliver 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 2022-23, the project will be conducting the evaluation of eligible suppliers' proposals;
- **Armoured Combat Support Vehicle:**^{xxxvi} The project will deliver an armoured vehicle capability in eight different variants to provide a mobile and protected support capability 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 2022-23, the project will involve continuing qualification testing and production acceptance of the Troop Cargo Vehicle, Ambulance, and Command Post variants. The project will begin first delivery of the accepted variants to the Canadian Army (CA) in FY 2022-23;
- **CP-140 Aurora Incremental Modernization Project:**^{xxxvii} The project consists of modernizing the mission systems and sensors on 14 CP-140 Aurora aircraft. The project is currently in the Implementation Phase of the last block of work, Block IV. In FY 2022-23, the project is expected to continue Initial Operational Test and Evaluation of prototypes;

- **Interim Fighter Capability Project:**^{xxxviii} This project consists of acquiring 18 flyable F/A-18 fighter aircraft in addition to spare parts and equipment from the Government of Australia to augment the current CF-18 fleet until 2032. This will 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. For FY 2022-23, the project is expecting to complete the release to service of the remaining aircraft; take custody of F/A-18 spare parts and equipment; and progress hangar renovations in support of the final relocation of the Aerospace Engineering Test Establishment;
- **CF-18 Hornet Extension Project:**^{xxxix} This project consists of upgrading and implementing new capabilities to maintain the operational effectiveness of the CF-18 Hornet 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 to other international security operations. For FY 2022-23, the project will take delivery of some equipment, two aircraft will be prototyped and flight tested, and the installation of selected systems will commence on six aircraft to support Initial Operational Capability;
- **CH-148 Cyclone Project:**^{xl} This project consists of delivering 28 multi-role Maritime Helicopters to the Royal Canadian Air Force (RCAF). The project also includes procuring associated infrastructure, in-service support and modifications to the Halifax-class ships. The project is currently in the final phase of implementation and is seeking to have all remaining contractual deliverables completed in FY 2022-23; and
- **Victoria-class Modernization:**^{xli} This project consists of upgrading and implementing new capabilities on the Victoria-class submarines to maintain their operational effectiveness until the mid-to-late 2030s. These upgrades will focus on: improving the habitability and deployment conditions on board the submarines for RCN submariners; positioning them to contribute to CAF Joint Operations ashore; and ensuring the survivability of the Victoria-class submarines against current and evolving threats in an increasingly complex and changing battle space. In FY 2022-23, the final Victoria-class Modernization projects will enter the Definition Phase and the Victoria-class Modernization projects that previously entered Definition Phase will begin entering the Implementation Phase.

The Defence Supply Chain

National Defence's supply chain involves procuring, managing, delivering, and supporting materiel to successfully sustain CAF operations and training. Further, as a public entity, DND is mandated to comply with Government of Canada regulations and policies concerning materiel stewardship. An active governance structure is in place to ensure effective pan-DND/CAF collaboration and will provide oversight on the implementation of a Defence Supply Chain Performance Measurement Framework in FY 2022-23.

Defence Innovation and Business Transformation

DND/CAF will move towards becoming a data-enabled organization that engages its workforce in grassroots ideas and fosters collaboration with academia, the 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 2022-23, we will drive business transformation, data, and innovation by:

- Identifying business processes that require modernization and delivering on use cases where experimentation with data and data outcomes will improve our ability to make decisions and meet DND/CAF objectives;
- Continuing to progress, through the Defence Resource Business Modernization Programme, an integrated, secure, and trusted foundation for the future of defence resource management in support of DND/CAF operations;
- Advancing and supporting the Defence Team's agility and Information Management/Information Technology capabilities by leveraging Cloud solutions, including Software as a Service (SaaS);

- Offering the Defence Team Secure cloud computing environments, capabilities, and processes that provide evolution and modernization as new technologies become available; and
- Advancing the exploration of new Information Management/Information Technology capabilities in industry to support DND/CAF business needs, including Cloud and on premise solutions such as advanced automation and application and data interoperability.

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

- Pursuing eight core capabilities in order to leverage data for three key objectives: providing Decisive Decision Advantage to CAF operations; improving the management of the business of Defence; and supporting DND/CAF senior leader decision-making, as per the direction on Core DND/CAF data capabilities;
- Develop a change management approach as we transition to a data-driven and data-literate organization; and
- Continue to progress research, development and/or experimentation in the areas of Artificial Intelligence and Quantum technologies.

The Innovation for Defence Excellence and Security (IDEaS) program is designed to complement DND internal research programs in order to resolve defence and security challenges. The program will continue fulfilling its mandate by fostering 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, public safety and security communities. The IDEaS program is open to all Canadian innovators, from large corporations to subject matter experts, including Indigenous organizations. Innovators with Indigenous backgrounds are encouraged to apply their specific technical/environmental/domain knowledge to help solve defence and security challenges, particularly those in the Arctic, posted through IDEaS. In FY 2022-23, DND/CAF will:

- Fund projects resulting from the Call for Proposals on cyber-related challenges, including the new 5G and Beyond Innovation Network challenge which will seek proposals from micro-nets that aim to exploit the advances within 5G and beyond to develop, integrate and demonstrate technologies to improve current capabilities and to introduce new concepts. Projects are expected to start in April 2022.
- Collaborate with Canadian innovators on challenges that support greening Defence initiatives, including:
 - Green Heat: Low carbon energy generation for heating existing buildings (Test Drive);
 - A Cold Wind Blows: Seeking Smaller, Ruggedized Wind Turbines for the Arctic (Competitive Projects);
 - Pop Up City: Integrating energy, water and waste management systems for deployed camps (Contests); and
 - Less greenhouse gas (GHG) emissions on the seas: Practical solutions to measure and record energy consumption (Competitive Projects).

Cyber

The Defence Team continues to develop and integrate cyber capabilities to counter the evolving threat posed by cyber actors, including state-sponsored actors. We will continue to grow the CAF cyber forces by recruiting, enabling new Cyber Operators and supporting the employment of reservists with specialized skill sets. We continue to work with the [Communications Security Establishment \(CSE\)](#)^{xlii} to develop capabilities and capacity for conducting active cyber operations to detect, deter and defend against threats to Canada and in support of CAF operations.

Under the auspices of the Cyber Mission Assurance Program, the department is working to integrate cyber resiliency in all aspects of Defence, including people, processes and technology. For FY 2022-23, we will focus on developing and implementing Cyber Mission Assurance policies, governance and risk

management processes, and enhancing cyber resiliency education, training and knowledge across DND/CAF. During FY 2022-23, the Defence Team will ensure that cyber operations are grounded in policy and supporting doctrine. The department will actively contribute to whole-of-government efforts related to cyber. Key activities in FY 2022-23 include:

- Enhancing the ability of the CAF to defend DND/CAF systems and networks through the strengthening of relationships with key Government of Canada stakeholders such as the Canadian Centre for Cyber Security;
- Conducting and supporting, with CSE, joint cyber operations in support of CAF military objectives;
- Participating in several CAF and other Government of Canada departments' cyber training activities, such as NORAD's Exercise VIGILANT SHIELD, United Kingdom Ministry of Defence-led Exercise CYBER WARRIOR, and NATO's Exercise CYBER COALITION and interoperability Exercise COALITION WARRIOR; and
- Contributing to whole-of-government efforts related to developing or enhancing cyber-related policies and workforce/skills development.

Defence Infrastructure and Environment

The DND/CAF manages the largest infrastructure portfolio in the federal government. Given the size and scope of our portfolio, we are actively updating our infrastructure to ensure that it supports the evolving needs of a modern military. We are also committed to ensuring that our infrastructure portfolio is efficient, operationally effective, affordable, and environmentally sustainable, in line with requirements under the Treasury Board policy on Planning and Management of Investments.

DND/CAF's efforts include increasing our energy efficiency and reducing our environmental footprint. We are taking measures to reach a 40 percent reduction target in GHG emissions (below 2005 levels) from defence infrastructure by 2025, and achieve net-zero GHG emissions by 2050. In FY 2022-23, DND will divest itself of eight underused properties and demolish 55 obsolete buildings. The DND/CAF will also continue to implement the [Greening Government Strategy](#)^{xliii} to support the Government of Canada's environment and sustainability goals.

During FY 2022-23, we will continue to improve Defence's infrastructure by investing in construction, maintenance, and repair programs at bases and wings across Canada. The department will also continue improving housing on bases and wings by investing \$40 million for renovation and construction projects in accordance with long-term housing portfolio investment plans. These investments will improve the condition of the CAF's housing portfolio, and contribute to Canada's greening government priorities through increased energy efficiency, reduced energy costs, and overall improvements in the comfort of Residential Housing Units for occupants.

Key projects for FY 2022-23 include:

- [Future Fighter infrastructure in Bagotville and Cold Lake](#):^{xliv} Design work will continue in FY 2022-23 for the 3 Wing Bagotville, Quebec, facility which will host two tactical fighter squadrons. Design work will also continue for the 4 Wing Cold Lake, Alberta, facilities which will host two tactical fighter squadrons and a training squadron. These facilities will provide space for daily operations, maintenance, administration, mission planning, and simulator training. Early site preparation is ongoing;
- [CFB Borden Accommodations Facility](#):^{xlv} Construction of a new modern, multi-functional, and green accommodations facility will continue in FY 2022-23 with expected completion in 2024. This facility will provide sleeping quarters and modern spaces in which members can study, learn, and live while they develop the skills they need to support military operations at home and abroad;
- [Defence Research and Development Canada Valcartier](#):^{xlvi} Construction of a new, modern 31 000 square-metre research complex will continue in FY 2022-23 with expected completion in 2024. The new complex will feature approximately 80 new multidisciplinary laboratories, as well as office and storage spaces. Once completed, this new research facility will consolidate nearly 500 defence

scientists from different locations on-site into one centrally located building with collaborative research spaces; and

- [Royal Canadian Dragoons Facilities – Garrison Petawawa](#):^{xlvii} This will be the first project to be delivered by the department using the Integrated Project Delivery methodology. The project will achieve Full Operational Capability in FY 2022-23, almost a full year ahead of schedule, with a predicted cost savings of approximately seven percent.

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

Defence Relationships with Indigenous Peoples

The Government of Canada, and in turn the DND/CAF, place a high priority on advancing Indigenous reconciliation and rebuilding the relationship with First Nations, Inuit, and Métis peoples.

CAF military members and DND public service employees all have a shared responsibility to ensure that legal commitments to Indigenous groups are met in a timely manner, as well as to fulfill Indigenous consultation requirements and treaty obligations when carrying out DND/CAF activities.

The United Nations Declaration on the Rights of Indigenous Peoples (the Declaration) affirms the human rights of Indigenous Peoples and provides the Government of Canada a roadmap to advance reconciliation. The [United Nations Declaration on the Rights of Indigenous Peoples Act](#),^{xlix} passed in June 2021, creates a legislative framework to implement the Declaration in Canada, requiring that the Government of Canada, in consultation and collaboration with Indigenous Peoples, develop an action plan to achieve the Declaration's objectives and take all measures necessary to align federal laws with the Declaration. In FY 2022-23, DND/CAF will:

- Ensure that strategic advice and policy instruments are available to the DND/CAF community for the implementation of the Declaration;
- Support economic development opportunities for Indigenous communities and Indigenous procurement modernization within the scope of the DND/CAF mandate;
- Increase the percentage of Indigenous participation in procurement to contribute to the Government of Canada target of five percent of the total dollar value of federal procurement;
- Work with stakeholders, including base and wing Commanders, to leverage the cultural understanding, perspectives and experiences of our Defence Aboriginal Advisory Group members in order to build awareness and understanding of new and existing federal policies, commitments and guidelines, as they pertain to Indigenous relationships and links with local communities across the country;
- The Commander of the CA will continue to serve as the Defence Team Champion for Indigenous Peoples and work with Commanders at all levels to help the Defence Team incorporate Indigenous cultures and heritage;
- The Commander of the CA will also represent the department at the Champions and Chairs Circle for Indigenous Peoples, where Champions from Government of Canada departments and agencies work towards the goal of having Indigenous Peoples identify the Federal Public Service as an "employer of choice";
- 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: the CA's Bold Eagle, Black Bear, Carcajou, and Grey Wolf programs, as well as the Royal Canadian Navy's Raven program. Indigenous youth leadership programs, the CA's Eagle's Nest, and Junior Canadian Ranger Enhanced Training Sessions supported by the CA, including Camp Loon, foster and enhance existing bonds between communities and the CAF;
- Support other government departments during modern treaty negotiations and in resolving issues brought forward by Indigenous Peoples that involve the DND/CAF;

- Establish and support internal governance structures and provide training tools to build departmental capacity to enable effective and cohesive decision-making on Indigenous concerns within the DND/CAF;
- Represent DND/CAF interests in Canada's discussions with Indigenous Peoples, including Recognition of Indigenous Rights and Self-Determination tables, treaty and self-government agreement negotiations, and settlement discussions;
- Enhance relationships with Indigenous CAF members by implementing the Civilian Indigenous Recruitment and Retention Strategy and continue to build relationships with the Indigenous student communities across Canada through the Student Ambassador program;
- Actively reach out through the CAF Indigenous programs, namely the [Canadian Forces Aboriginal Entry Program](#)ⁱ and the [Aboriginal Leadership Opportunity Year](#)ⁱⁱ, where the latter provides a year of education and leadership experience at the Royal Military College of Canada;
- Implement the Civilian Indigenous Recruitment and Retention Strategy with the intent to strengthen DND's reconciliation efforts and create a workplace culture and structure that embraces and values Indigenous Peoples' perspectives; continue to build relationships with the Indigenous student communities across Canada through the Student Ambassador program; host virtual Indigenous recruitment events; and support Indigenous employees through career development programs; and
- Develop [DND Careers](#)ⁱⁱⁱ to support agile and diverse recruitment to the Defence Team.

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 while adhering to Canadian standards on Human Rights and the Law of Armed Conflict. 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](#),^{liii} to ensure that Canada remains Strong at home, Secure in North America and Engaged in the world.

The CAF must not only act on domestic, continental and international threats, but also anticipate, adapt and posture for concurrent operations, in order to deliver operational excellence in support of Government of Canada objectives. While Defence makes every effort to deliver across the full bandwidth of operations, increased reliance on CAF resources for domestic operations can have a very real impact on Defence Readiness and the ability to contribute to other operations.

The CAF will leverage operational experience to learn from every action and mission to improve and to inform force generation and force development, while maintaining oversight on the day-to-day management of operations. The Defence Team will identify clear desired effects, objectives, and performance metrics in order to inform operational assessments that will allow the CAF to measure success, and identify and make the necessary adjustments as required in a timely manner. We will collaborate with the 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.

DND/CAF will improve abilities to detect, recognize, and understand all-domain threats, and position ourselves to address a constantly evolving threat environment. The team will develop and expand our intelligence networks abroad to ensure rapid and timely exchanges of information.

Further, the Defence Team will continue to develop Joint Intelligence Surveillance and Reconnaissance (JISR) through the newly established CAF Joint Operations Fusion Lab. The Lab, located at the Canadian Joint Warfare Centre in Ottawa, Ontario, 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.

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. To address these challenges, the Department of National Defence

(DND)/CAF launched planning guidance to enhance operations across all domains which will further define the CAF's functional approach to compete with, contest, confront, and, when necessary, combat our nation's adversaries.

Following the conclusion of the Evolution of North American Defence (EvoNAD) Study that analyzed current and emerging threats, plans and initiatives, the CAF will continue to identify, develop and recommend modifications and investments to close the capability gaps across the air, maritime, cyber, space, information and land domains. DND/CAF will expand pan-domain awareness in the Arctic and the maritime approaches. This will be expanded in support of continental defence and NORAD missions through innovative options and a system of systems approach for Northern Approaches Surveillance. This includes, but is not limited to, the replacement of the North Warning System with a layered system of sensors that will enable further detection and identification of potential threats 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, DND/CAF must evolve to ensure that it can conduct capacity building in a meaningful, flexible and timely manner while adhering to Canadian standards on Human Rights and the Law of Armed Conflict so as to meet the evolving needs of partner forces.

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 develop regional placements with input from our partners to better understand emerging threats and crises, as well as to foster regional coherence and effectiveness.

The CAF is modernizing and strengthening its capability to connect and communicate with allies via classified networks. This is being done through a combination of investments in the interoperability of CAF networks directly with allied classified networks, enhancements and expansion of the NATO SECRET Wide Area Network and the Battlefield Information, Collection, and Exploitation System (BICES) within the CAF, as well as Canada's investment in the NATO Federated Mission Network.

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. DND/CAF will:

- Continue, with Communications Security Establishment, 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;
- Develop 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;
- Advance capabilities, capacity and expertise to support deployed operations in a contested cyber environment;
- Maintain the stability, integrity, and availability of Information Management/Information Technology capabilities that support critical services and operations within the department; and
- Work with Government of Canada partners to ensure Information Management/Information Technology solutions are secure, resilient, and recoverable from incidents in a timely manner so as not to impact the operations of the department.

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

Gender-based analysis plus (GBA Plus)

The Defence Team uses GBA Plus in the planning and conduct of all our operations. The Defence Team maintains full-time Gender Advisors and part-time Gender Focal Points in every named operation to advise commanders and staff on the conduct of GBA Plus and in the use of findings in the planning and execution of all our operations with expert support from Director Gender Equality and Intersection Analysis. Further, all deployed personnel complete training to continue to integrate GBA Plus and the Women Peace and Security agenda into current and planned operations and exercises. Integrating gender perspectives into the planning and conduct of operations increases our understanding of the effects of operations on vulnerable groups, improves our situational and cultural awareness, and ensures we are cognizant of the gender considerations that support mission success.

The Defence Team will continue to expand the network of full-time Gender Advisors and part-time Gender Focal Points to support the conduct of GBA Plus in the planning and conduct of our operations and further incorporate gender analysis and gender perspectives into pre-deployment training for CAF personnel and DND employees, as well as into training offered to partners and allies. In addition, job-specific training will continue to be developed and updated to enhance the ability and capacity of planners and operators.

As part of efforts to modernize NORAD and strengthen continental defence, Defence will continue to work throughout the policy development process in order to ensure that GBA Plus considerations are captured and that gender and intersectional perspectives are integrated into the proposals and advice being developed for Government consideration. With Northern initiatives and investments expected to be critical to fulfilling this commitment, DND/CAF will continue this work to ensure that continental defence efforts are underpinned by meaningful dialogue with key stakeholders, including Northern and Indigenous partners, to ensure that various viewpoints and priorities are incorporated into this work. DND/CAF will take a distinctions-based, nation-to-nation approach to engagement and consultation throughout this process.

In relation to policy support to operations, Defence recognizes that diversity of representation in peacekeeping improves overall performance, provides for greater access to communities, helps in promoting human rights and the protection of civilians, and encourages equality-seeking groups to become a meaningful part of peace and political processes. Canada supports the United Nations in its efforts to increase women's meaningful participation in uniformed roles in peace support operations, both through the Elsie Initiative, and through our own deployments.

More information on GBA Plus can be found in the "GBA Plus Supplementary Information Table" in the [Supplementary Information Tables](#) section of this report.

Experimentation

In FY 2022-23, NORAD will continue its rapid development effort in support of its information domain and decision superiority strategic priorities. Continued effort will be pursued to advance the Pathfinder capability beyond the Minimum Viable Package that was delivered in fall of 2021. Moreover, NORAD will, in coordination with the United States Northern Command (USNORTHCOM), continue to support the Global Information Domain Experiment in order to advance the integration of Artificial Intelligence (AI) and Machine Learning in support of decision making.

In FY 2022-23, DND/CAF will continue its experimentation efforts 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

The CAF, in cooperation with NORAD and USNORTHCOM, will continue to detect, deter and defend against threats to Canada and North America and will be prepared to support provincial and territorial authorities in response to natural disasters.

Information from several domains is used to maintain continuous watch over land, sea, air, space, and cyber domains. The CAF will build on 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 CONPLANS, [Operation LIMPID](#),^{lvi} [Operation LASER](#),^{lvii} [Operation LENTUS](#),^{lviii} 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 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 must remain the force of last resort to respond to these emergencies by:
 - Responding to the impact of a worldwide pandemic situation ([Operation LASER](#)^{lix}) and providing support for civilian authorities to ensure the transportation, delivery and administration of COVID-19 vaccines to Canadians ([Operation VECTOR](#)^{lx}); and
 - Responding to provincial requests for disaster response assistance ([Operation LENTUS](#)^{lxi}).
- Conducting [Operation LIMPID](#)^{lxii} to detect threats to Canada by enhancing awareness of maritime, land and aerospace 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 Operations Centre and the Royal Canadian Mounted Police (RCMP);

- Working with other authorities and agencies in support of Law Enforcement and National Security. Ongoing operations include support for Parks Canada for avalanche control ([Operation PALACE](#)^{lxiii}); and
- Continuing to develop capabilities, capacity and expertise to conduct active cyber operations in response to threats and attacks.

Operation VECTOR



Members of the Land Task Force support a COVID-19 vaccination clinic for the second dose in Nisichawayasihk Cree Nation, Manitoba during Operation VECTOR on 7 May, 2021.

(Photo Credit: Corporal Genevieve Lapointe, Canadian Forces Combat Camera)

As noted above, the department continues to develop capabilities and capacity for conducting active cyber operations to detect, deter and defend against threats to Canada and in support of CAF operations. We continue to work with Government of Canada colleagues mandated to provide cyber security across the government, ensuring our combined cyber capabilities are aligned. The department is enhancing its ability to defend DND systems and networks through the strengthening of relationships with key Government of Canada stakeholders such as the Canadian Centre for Cyber Security.

DND/CAF and Communications Security Establishment are working together to conduct and support joint cyber operations against adversaries who wish to threaten Canada's national interests. For its part, DND/CAF derives authority from exercises of the Crown Prerogative, and through the [National Defence Act](#),^{lxiv} to conduct active cyber operations in the context of government-authorized military missions. Active cyber operations are subject to all applicable domestic law, international law, rules of engagement, formal targeting processes, and collateral damage assessments.

The Canadian Special Operations Forces Command (CANSOFCOM) will remain postured to identify, confront and defeat threats to Canadians and Canadian interests at home and abroad through its ability to integrate special operations forces effects, both within the inter-agency domain and through strengthened collaboration with whole-of government partners.



A member of CANSOFCOM conducts training in British Columbia, September 2021.

(Photo Credit: CANSOFCOM Imaging)

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
1.1 Canadians are protected against threats to and attacks on Canada	% of requests for assistance that are fulfilled	100%	31 March 2023	100%	100%	100%*
	% of force elements that are deployed within established timelines	100%	31 March 2023	100%	100%	100%
	% of stated objectives met by domestic operations	100%	31 March 2023	92%	98%	95%**
	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 2023	Not available qualitative indicator as of 2019-20	This is a qualitative indicator***	This is a qualitative indicator****

Notes:

* CAF support was provided in a timely manner to respond to all tasked Requests for Assistance (RFAs). Furthermore, the CAF terminated the support only when all transition criteria were met.

** Canadian Armed Forces (CAF) domestic operations demonstrated success in the overall process to act on the influx of RFA from our civilian counterparts. Our centre of gravity, domestically, is unity of purpose with Other Governmental Departments and Agencies, and bilateral operational partners which we develop, define and foster through a shared understanding of the defence, safety and security environment. Moving forward, it

should be noted that capability requirements, resources and interoperability continue to require refinement from all parties involved, in order to meet stated objectives. COVID-19, along with a number of exacerbating operational factors, has hampered to some degree the ability to project operational impacts and achieve desired stated objectives. The remaining 5% corresponds to known capability deficiencies that are being addressed through the Defence Investment Plan.

*** The CAF benefitted this year from streamlined response times and improved whole-of-government efforts, especially for responses to Requests for Assistance (RFA) from provincial emergency management response centres. Although capability deficiencies, resource limitations and interoperability challenges persist for domestic operations, the CAF are still able to mitigate challenges to meet operational requirements. Moving forward, by working together with industry, academics and other partners, the CAF will continue to improve its capabilities, including: Surveillance assets used during Fishery Patrols, Search & Rescue and CAF response to fires, floods and natural disasters; Cyber tools for defence; Space assets in support of Operation LIMPID and NANOOK; alternative fuels; Remotely Piloted Systems; Data Analytics; and, Mental Health and Operational Stress Injury support. Further described successes and challenges can be found throughout Departmental Results 1.1 of the [2019-20 Departmental Results Report](#).^{lxv}

**** The CAF provided support to civilian organizations in response to a range of crises, including: humanitarian crises and COVID-19 response. In the FY 2020-21, Operations LASER and VECTOR were activated in order to aid the Canadian public and regional authorities. All operations were handled effectively, deploying members within 24 hours upon operation approval, and delivered through to conclusion or handover to an appropriate agency. The CAF deployed 100% of the identified personnel. Capability enhancement initiatives, such as the All Domain Situational Awareness Science and Technology Program, seek to resolve challenges in the Arctic due to existing communication and Joint Intelligence, Surveillance and Reconnaissance (ISR) deficiencies impacting interoperability with partners and other governmental departments. Further described successes and challenges can be found throughout Departmental Results 1.1 of the [2020-21 Departmental Results Report](#).^{lxvi}

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](#).^{lxvii}

Operation LENTUS: Mudslide, Merritt, British Columbia



A CH-149 Cormorant and its crew from 442 Search and Rescue Squadron provide support for Operation LENTUS, evacuating people out of Merritt, British Columbia, after heavy rain triggered mudslides along a British Columbia highway on 15 November 2021.

(Photo Credit: Corporal Parker Salustro, CAF Photo)

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

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](#).^{lxviii}

The CAF remains 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 Ground Search and Rescue, 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 Search and Rescue efforts when authorized.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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 2023	100%	100%	100%*
	% of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled	100%	31 March 2023	100%	100%	100%**
	% of Canadian Armed Forces aeronautical search and rescue operations that meet established standards	100%	31 March 2023	95.2%	85%	91%***

Notes:

* There were 8809 SAR incidents (cases), with 1 821 cases having a final classification of 1 (Distress) or 2 (Imminent Distress). All Joint Rescue Coordination Centre SAR cases were handled effectively and delivered through to conclusion or handed over to an appropriate agency.

** The 8809 cases generated 648 SAR taskings for the Royal Canadian Air Force air assets. In the other cases, Joint Rescue Coordination Centres utilized assets of opportunity, including civilian aircraft and vessels that were available to resolve cases quickly and efficiently when safe and appropriate to do so.

*** Of the 648 times tasked, the CAF met their response timeline in 592 cases; therefore, 91% of the time. There are many circumstances which determine how a tasked SAR unit responds and therefore whether the response timeline can be met. Inclement weather and time to load additional fuel for long, extended missions are the main causes for delays. SAR mission coordinators used every tool at their disposal to ensure all responses to SAR incidents in Canada are effectively conducted and/or coordinated to conclusion, or to handover to an appropriate agency.

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](#).^[ix]

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

The CAF maintains a year-round presence in Canada's North and routinely conducts training and operations in the region. In support of this, the activities conducted as part of the Arctic Campaign Plan will enhance Canadian presence and ensure the defence, security, and safety of Canada's Arctic and Northern regions.

The Canadian Rangers, an integral component of the CAF, are a diverse and agile capability able to provide assistance to the government of Canada in sparsely settled remote, northern, coastal and isolated areas.

NORAD regularly conducts exercises and operations in the Arctic that cover a range of scenarios to ensure the CAF is ready to respond to a full spectrum of threats. Operation NOBLE DEFENDER and Exercise AMALGAM DART events demonstrate agile and dynamic force employment along the northern approaches to North America. In addition, Exercise VIGILANT SHIELD, an annual homeland defence exercise demonstrates readiness and ability to defend Canada and the United States.

The Arctic, which has long been a priority for Canada, has become increasingly accessible as a result of climate change and technological advances. This has made the region strategically important, attractive and profitable for a greater number of non-traditional Arctic countries, including competitors. Thus, the importance for the CAF to be able to exert presence and operate effectively in the Arctic is increasing, in order to contribute to Canadian sovereignty in the North.

Exercise AMALGAM DART 21-2



Air Combat Systems Officer, Captain Katie Fung from 437 Transport Squadron in Trenton, Ontario, coordinates the air-to-air refueling operations over the Canadian Arctic between a CC-150 Polaris Airbus and two CF-18 Hornets from 401 Tactical Fighter Squadron in Cold Lake, Alberta, during the NORAD Exercise AMALGAM DART 21-2, on 23 March 2021.

(Photo Credit: Master Corporal PJ Letourneau, Canadian Forces Combat Camera)

The CAF will enhance and expand the Defence northern footprint, while increasing capabilities in surveillance, mobility and training in Canada's North, in order to enhance the CAF's ability to operate in the Arctic and adapt to a changed security environment. Arctic communities are the most present and enduring expression of Canada's sovereignty; therefore, consultation with Northern communities on military activities in the Arctic is important.

In FY 2022-23, plans include:

- Improving mobility and enhancing surveillance capabilities in Canada's North. Joint Arctic Experiments are planned for JISR, Satellites, Underwater Sensors, Underwater Autonomous Vehicles, Shelter Systems, Autonomous Surface Vehicles and Human Factors and Cold Weather Injuries;
- **Operation NANOOK:**^{1xx} Operation NANOOK is a strategic demonstration of ability and resolve, while tactically, it is a training opportunity for all involved. Operation NANOOK activities for FY 2022-23 will include:
 - Conducting an inter-agency exercise collaboratively planned and executed by Joint Task Force North and its northern partners;
 - Conducting a multinational maritime exercise led by the Royal Canadian Navy (RCN);
 - 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 continuing collaboration with NORAD; and, advancing interoperability and information sharing with allies and partners in 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. Defence 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;

- The Defence Team 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](#)^{-box} and
- Efforts will continue to be made to consult and work with Northern Indigenous communities when opportunities for contracting, procurement or socio-economic support exist.

Operation NANOOK-NUNALIVUT



Canadian Armed Forces members deployed on Operation NANOOK-NUNALIVUT do reconnaissance of Crystal City, Nunavut on 7 March 2020.

(Photo Credit: CAF photo)

The CAF anticipates that climate change will increasingly impact the safety, security, and livelihoods of Northerners, threaten critical defence infrastructure, and bring added demands to support domestic emergency response and search and rescue operations.

The Arctic region is of great strategic importance for continental defence. Increasing the CAF's presence in the Arctic, improving Arctic surveillance, and strengthening rapid response capabilities will be critical to providing credible deterrence to new and emerging threats. To bolster the CAF's capabilities in the Arctic, new investments will focus on infrastructure improvements, surveillance and C2 systems (to include associated Space segments) and the CH-147F Chinook Helicopter Extended Range and Forward Area Refuelling Minor Capital Project.

Operation NANOOK-NUNALIVUT



Soldiers from the 2nd Battalion, The Royal Newfoundland Regiment board a CH-147F Chinook helicopter in Yellowknife, Northwest Territories during the field portion of Operation NANOOK-NUNALIVUT on 3 March 2021.

(Photo Credit: Corporal Tori Lake, CAF photo)

In FY 2022-23, the CAF will review the Canadian Arctic Land Operating Concept – Northern Reaches to ensure it aligns with evolving policy guidance on the Arctic and Continental Defence. Northern Reaches is a supporting concept intended to provide specific contemporary guidance regarding operations in the region. It identifies some of the unique capabilities that Land Forces require in order to conduct tasks within the Canadian Arctic region and is intended to guide the Canadian Army (CA)'s capability development process with the aim of providing guidance on where preparations for such expeditionary Arctic operations might best be undertaken.

Support to CAF training at the CAF Arctic Training Centre (CAFATC) will continue. This infrastructure facilitates the delivery of individual training courses such as the Arctic Operations Course which is supported by Canadian Rangers and often has candidates from international partners such as the United States, the United Kingdom, and France. The Canadian Forces School of Search and Rescue and the Canadian Forces School of Survival and Aeromedical Training also train at the CAFATC. As required, the facility is also available to support yearly Arctic deployments ([Operation NANOOK^{\(xxii\)}](#)) that prepare CAF capabilities to operate in all environments.

Operation NANOOK-NUNAKPUT



Members of 3rd Battalion, Princess Patricia's Canadian Light Infantry (PPCLI) and Canadian Rangers practise radio set-up and procedure in Arctic Bay, Nunavut, as part of their training during Operation NANOOK-NUNAKPUT 21 on 23 August 2021.

(Photo Credit: Corporal Doug Burke, Visual Communications Support/JTFN, CAF photo)

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
1.3 Canada's Arctic sovereignty is preserved and safeguarded	% of stated objectives met by Arctic operations and exercises	100%	31 March 2023	100%	100%	95%*

Notes:

* The Canadian Armed Forces (CAF) continued a year-round presence in Canada's North. This presence continued to take the form of Joint Task Force (North), the CAF's northern headquarters, and several exercises and sovereignty operations that were held in the Arctic. These activities shared the same purposes: to assert Canada's sovereignty in the region, to strengthen CAF capabilities to conduct Arctic operations, and to improve the CAF's ability to work with government partners in response to northern safety and security issues. Climate change will impact the nation's ability to detect, deter, and degrade threats to Canadians and Canadian interests in the future, likely stressing the need for increased/improved resources specific to the Arctic. Interoperability deficiencies in existing communication systems between the CAF and other governmental departments caused a 5% decline in efficacy.

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](#).^{xxiii}

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.

DND/CAF will execute maritime warning, aerospace warning, and aerospace control missions in accordance with the NORAD Agreement and NORAD Terms of Reference. Maritime and aerospace warning and aerospace control 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 to ensure that Canada is prepared to respond to threats.

NORAD seeks to adjust to the rapidly shifting global security environment and deter aggression by pursuing and employing a capable defence based on global integration, all-domain awareness, information dominance, and decision superiority. NORAD will leverage a wide array of capabilities, authorities, and activities to defend North America using means that currently exist in the command, and where necessary, pursue additional means through prioritized budget and planning cycles.

The CAF continues to implement Strong, Secure, Engaged initiative 108, to “enhance and expand the training and effectiveness of the Canadian Rangers to improve their functional capabilities within the CAF”. The Canadian Ranger Enhancement initiative is underway to improve the effectiveness of Canadian Rangers.

National Defence will strengthen continental defence and modernize NORAD, as committed to in *Strong, Secure, Engaged*. Significant investments will be made over five years to support these efforts and to position Canada to work closely with the United States to maintain continental defence and deterrence capabilities. Defence is committed to developing better all domain surveillance, modernizing command and control systems, and upgrading and enhancing the CAF’s domestic and continental defence capabilities, with a particular focus on Canada’s Northern and Arctic approaches.

Efforts to modernize NORAD will seek to ensure that the binational command is able to continue conducting aerospace warning and control and maritime warning as threats to North America continue to evolve in complexity. As part of this work, Defence will work with the United States Department of Defense to support Canada-United States collaboration on potential solutions, and coordination and alignment of future investments.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
1.4 North America is defended against threats and attacks	% of stated objectives met by continental operations	100%	31 March 2023	100%	100%	95%*
	% of Canada’s commitments and obligations to the North American Aerospace Defence Command agreement that are met	100%	31 March 2023	100%	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 2023	Not available qualitative indicator as of 2019-20	This is a qualitative indicator***	This is a qualitative indicator****

Notes:

* The Canadian Joint Operations Command (CJOC) executed continental and inter-agency contingency planning, operational engagements, contingency plan rehearsals and exercises ensuring the Canadian Armed Forces (CAF) was prepared and contingency forces ready to respond quickly to domestic safety and security requirements. CJOC, through its subordinate formations, units and components built and maintained strong joint, inter-agency and bilateral relationships and promoted shared situational awareness to facilitate early warning, cooperation and interoperability. Interoperability deficiencies in existing communication systems between the CAF and other governmental departments caused a 5% decline in efficacy.

** The CAF’s ability to meet its North American Aerospace Defense Command (NORAD) commitments is determined by examining a number of factors, including: personnel assigned to the NORAD mission, and Canadian NORAD Regions ability to maintain an appropriate readiness level. NORAD continued to work on developing data-centric performance metrics.

*** The CAF effectiveness was reflected in its ability to enhance the mobility, reach and footprint of Canadian interests in Canada's North. Through increased support to operations, exercises and demonstrating ability to project and sustain forces in the region, the CAF continued to advance "Evolution of North American Defence" efforts. This focused on key threats and challenges facing the Continent with NORAD and USNORTHCOM. Furthermore, the CAF advanced interoperability, situational awareness and information sharing initiatives through collaboration with our Allies at the Arctic Security Forces Round Table and whole of government partners in the Arctic Security Working Group. Further described successes and challenges can be found throughout Departmental Results 1.4 of the [2019-20 Departmental Results Report](#).^{lxv}

**** The CAF's effectiveness was reflected in its ability to enhance the mobility, reach and footprint of Canadian interests in Canada's north through increased support to operations, exercises, and demonstrating the ability to project and sustain forces in the region. Furthermore, it advanced interoperability, situational awareness and information sharing initiatives through collaboration with NORAD and USNORTHCOM, NATO engagements, the Arctic Security Working Group, and support to NORAD and USNORTHCOM Exercise VIGILANT SHIELD. Further described successes and challenges can be found throughout Departmental Results 1.4 of the [2020-21 Departmental Results Report](#).^{lxv}

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](#).^{lxvi}

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

A capable and persistent defence at home is a prerequisite to projecting power to a globally integrated forward fight ensuring a more stable and peaceful world. NORAD's role in the global framework includes its ability to deter in competition, de-escalate in crisis, and deny and defeat in conflict. This requires global integration (through operations, exercises and messaging), all-domain awareness, information dominance and decision superiority. These strategic principals will guide future investments in the NORAD Modernization effort.

DND/CAF fosters 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.

Overseas, DND/CAF will continue to contribute with like-minded allies to regional stability through peace support operations, forward presence, security operations and regional engagements. The Defence Team will continue to work with allies in supporting regional partners' capacity to confront terrorist threats. DND/CAF with NATO Allies will deter aggression; we will continue to build and reinforce the capability of partner forces to respond to defence challenges or to respond to natural disasters and humanitarian crises. In FY 2022-23, DND/CAF will:

- Improve abilities to detect, recognize, and understand operational threats: DND/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 (AI), 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, use, and dissemination of intelligence at home and abroad;
- Develop defence and security capabilities of partner forces: This has become a focal point for DND/CAF. Today, more than 70 percent of troops deployed in named operations conduct or support capacity-building activities, either in a primary role (Operations [UNIFIER](#),^{lxvii} [IMPACT](#)^{lxviii} and [PROTEUS](#)^{lxix}) or a secondary role (Operations [REASSURANCE](#)^{lxxx} and [PROJECTION](#)^{lxxxi}). 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 while adhering to Canadian standards on Human Rights and the Law of Armed Conflict. 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; and
- Incorporate gender perspectives into defence planning: All mission activities will continue to incorporate the principles of the Women, Peace and Security agenda and GBA Plus by considering and applying gender perspectives throughout all phases of the operation.

In support of NATO:

- **Operation REASSURANCE**:^{lxxxii} Conduct assurance and deterrence measures of NATO's multinational enhanced Forward Presence (eFP) Battle Group in Latvia; deploy naval assets, command and staff in strategic NATO Maritime Groups; 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. DND/CAF support to this NATO mission has increased in scope, numbers of personnel and infrastructure. DND/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**:^{lxxxiii} Provide logistical and headquarters support. The Task Force Commander is also the chief of the NATO Joint Logistics Operation Center;
- **Operation IMPACT**:^{lxxxiv} Canada contributes to NATO Mission Iraq's efforts to support Iraqi ministerial and institutional reform through Operation IMPACT;
- Support the coalition by training Iraqi Security Forces, enabling them to act independently of partner support, and increase security within the region;
- Coordinate with whole-of-government stakeholders and begin the process to stand up a NATO Center of Excellence for Climate and Security. Being a host and framework nation further demonstrates Canada's commitment to multilateral solutions to the global security challenges that result from climate change;
- Develop strategies in order to defend Canada and North America, support specific Government of Canada foreign policy objectives, and defend the international rules-based order. These strategies will provide the required strategic guidance to Force Employers for coherent and synchronized operations, activities and investments at home and abroad; and
- The Policy Group continues to provide policy guidance to shape the CAF's efforts to foster gender integration within the Jordanian military. A small team of female military members will be deployed to provide training to the Jordanian Armed Forces Quick Reaction Force Female Engagement Team. The Female Engagement Team is the first of its kind in Jordan and is designed to carry out humanitarian missions and respond to domestic emergencies with a focus on assistance to women and children.

In support of capacity building:

- 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, Guyana and Suriname;
- Operation NABERIUS: 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; and
- **Operation UNIFIER**:^{lxxxv} Assist with security force training and defence institutional reform. The CAF will contribute to a multi-organizational effort to support and develop 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 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. Additional training to Key Leadership will focus on Canadian and International conventions, treaties and laws.

The CAF will continue to play an important role in United Nations peacekeeping:

- **Operation SOPRANO**:^{lxxxvi} Assist with military planning and logistics in the Republic of South Sudan;

- **Operation CROCODILE**:^{lxxxvii} 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”;
- **Operation JADE**:^{lxxxviii} Support to the United Nations Truce Supervision Organization (UNTSO), which is responsible for monitoring compliance with the cease-fire between Israel and the neighbouring states of Egypt, Lebanon, Jordan and Syria; and
- **Operation SNOWGOOSE**:^{lxxxix} Support to United Nations Force in Cyprus (UNFICYP) mission to supervise ceasefire lines, maintain a buffer zone, undertake humanitarian activities and support the good offices mission of the Secretary-General.

The CAF will continue to participate in a separate peacekeeping mission:

- **Operation CALUMET**:^{xc} Continue to participate in the Multinational Force and Observers, an independent peacekeeping operation in the Sinai and headquartered in Rome. Their mandate is to observe, report, and verify violations of the Treaty of Peace and Agreed Arrangements and facilitate the continuing peace between Israel and Egypt.

The DND/CAF will continue to engage in innovative training for peace operations and United Nations operations, including through its support for the **Elsie Initiative**^{xcii} 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 troop- and police-contributing countries. Ghana is the bilateral partner for military training assistance, and Zambia is the bilateral partner for police training assistance.

To that end, the Defence Team supported the establishment of a Lieutenant Colonel position to coordinate the delivery of training by the CAF to the Ghana Armed Forces under the Elsie Initiative for Women in Peace and Security. This training will address barriers to the participation and progress of women in defence and security in Ghana. The topics of gender diversity and Women in Peace and Security regularly arise in bilateral and multilateral defence forums, particularly during interactions with Ghana and our other African partners.

DND/CAF will continue encouraging discussion on gender diversity and Women in Peace and Security in bilateral and multilateral defence forums, particularly with Latin American and Caribbean partners. Most recently, Canada, along with regional partners, strongly advocated for the continuation of a working committee on Women in Peace and Security through the Conference of Defence Ministers of the Americas.

The CAF will operate in maritime environments globally:

- **Operation ARTEMIS**:^{xciii} 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 contribute to Combined Task Force 150 under Operation ARTEMIS until end of mandate 1 August 2024;
- **Operation CARIBBE**:^{xciii} Continue to 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 as part of United States-led enhanced counter-narcotics operations;
- **Operation PROJECTION**:^{xciv} 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**^{-xcv} 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**^{-xcvi} Conduct 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**^{-xcvii} Conduct Clearance Diving and Explosive Ordnance Disposal to clear remnants of war along the shoreline and under water along the coastline in the Baltic Sea, off of Estonia, Lithuania, and Latvia; and
- Engagement with the member states of the **Association of Southeast Asian Nations**^{-xcviii} to foster cooperation and mutual respect between nations, as well as strengthen regional security.

Operation REASSURANCE



A Royal Canadian Air Force CF-18 Hornet takes off from Mihail Kogălniceanu Air Base during Operation REASSURANCE Air Task Force – Romania on 19 November 2021.

(Photo Credit: Aviator Avery Philpott, CAF photo)

National Defence will contribute to the prevention of the recruitment and use of child soldiers through implementation of the **Vancouver Principles**^{-xcix} through the development of doctrine, education and training with the application of GBA Plus across all of these activities. DND/CAF will:

- Continue to work with Global Affairs Canada and the Dallaire Centre of Excellence to fully implement the Vancouver Principles on Peacekeeping and Prevention of Recruitment and use of Child Soldiers, which recognizes the importance of integrating gender perspectives when planning missions to be able to effectively prevent the recruitment and use of child soldiers. The Vancouver Principles also recognize the essential contribution of women to peacekeeping operational effectiveness, and the critical roles of men and women in the protection of children;
- Contribute academic and military educational and training expertise to emerging and partner militaries to develop professional military educational curricula and to professionalize faculty to align with NATO standards through active engagement in the NATO Defence Education Enhancement Programme; and
- Participate in international academic exchanges, including those as part of the Partnership for Peace Consortium of Defence Academies and the International Society for Military Sciences, to

enhance the DND/CAF knowledge and understanding of war, conflict management, deterrence, and efforts to support peace.

The CAF remains committed to maintaining high-readiness/rapidly deployable forces in FY 2022-23, to support the enhanced NATO Response Force and/or the NATO Response Initiative. These forces include a diverse mixture of CAF capabilities, with the intent to layer them overtop of those of our NATO partners. This allows the CAF to contribute to a more stable and peaceful world by reaffirming our commitment to promote global peace and security efforts across Europe. The CAF will continue to monitor and contribute to NATO readiness.

DND/CAF will improve the efficiency and effectiveness of Defence Intelligence through the continued implementation of the Defence Intelligence Enterprise Renewal. In particular, this strategic change management program will integrate the Defence Intelligence Enterprise across DND/CAF with ongoing pan-organization improvements and modernization of Intelligence processes, a maturing strategic-operational intelligence fusion centre, and improved linkages to our allies, other Government Departments, industry and academia. DND/CAF will evolve and expand capability development, innovation, and research and development to achieve Intelligence capability overmatch against agile adversaries.

Operation PRESENCE



A Load Master deployed on Operation PRESENCE Uganda, Tactical Air Detachment Goma guides a United Nations vehicle toward a CC-130J Hercules aircraft at Kinshasa International Airport, Democratic Republic of the Congo on 30 November 2021.

(Photo Credit: Sergeant Vincent Carbonneau, CAF photo)

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
1.5 Canadian Armed Forces contribute to a more stable and peaceful world	% of stated objectives met by international operations	100%	31 March 2023	93%	98%	95%*
	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 2023	Not available qualitative indicator as of 2019-20	This is a qualitative indicator**	This is a qualitative indicator***

Notes:

* Canada, in collaboration with our allies, regional partners and other Canadian government departments, continued to detect, confront and defeat trans-regional threats, including those from violent extremist organizations, before they reached our borders. This included multiple regional capacity-building initiatives with partners around the globe. The remaining 5% accounts for known capability deficiencies that prevent the CAF from fully achieving objectives. Further, due to the COVID-19 global pandemic and the high priority placed on the safety of Canadian soldiers working abroad, measures were taken to ensure their personal safety, including in some cases, repatriation. These safety measures contributed to the less than 100% target completion for the FY.

** CAF continued to provide targeted effects around the globe, enabling coalition and partner capacity building at the tactical, operational and strategic levels. Leveraging the success of both Operation UNIFIER and IMPACT, the CAF improved, and will continue to improve, capacity building and professional development training with key partners. Identified projects will address issues such as Strategic lift; contracts will fill gaps; and, exercises with partners and liaison officers will help mitigate interoperability challenges. Further described successes and challenges can be found throughout Departmental Results 1.5 of the [2019-20 Departmental Results Report](#).^c

*** The Canadian Armed Forces continued to provide effects across the globe, enabling coalition and partner capacity building at the tactical, operational and strategic levels. Work to synchronize assets and effects includes the capability to generate targeted effects within the information domain and integrating cyber enabled effects in CAF-led operations. Further described successes and challenges can be found throughout Departmental Results 1.5 of the [2020-21 Departmental Results Report](#).^{ci}

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](#).^{cii}

Planned budgetary spending for Operations

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
794,902,544	794,902,544	806,647,190	814,971,524

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](#).^{ciii}

Planned human resources for Operations

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
2,144	2,145	2,151

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](#).^{civ}

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

The Joint Managed Readiness Program ensures different elements of the Canadian Armed Forces (CAF) are ready to conduct complex operations in contested, degraded and operationally limited environments through participation in, and execution of, Canadian and international exercises and training events.

FY 2022-23 will see the start of a significant change to how force generation and training are conducted in the CAF. Individual training and leadership production will get more focus as capacity is increased.

To test responses, systems and equipment, North American Aerospace Defence Command (NORAD) regularly conducts exercises and readiness inspections that cover a range of scenarios to ensure the CAF is ready to respond to a full spectrum of threats. In FY 2022-23, the CAF will participate in a series of Operation NOBLE DEFENDER and AMALGAM DART events that demonstrate agile and dynamic force employment along the northern approaches to North America in addition to Exercise VIGILANT SHIELD, an annual homeland defence exercise demonstrating readiness and ability to defend Canada and the United States.

NORAD Conducts Air Defence Operations Over Arctic Region



A B-52 Stratofortress, from the 5th Bomb Wing, Minot, North Dakota, United States, an F-16 Fighting Falcon from the 140th Wing, Colorado Air National Guard, Buckley Air Force Base, Colorado, United States, and two Royal Canadian Air Force CF-18 fighter aircraft, join together on an air intercept mission during Operation NOBLE DEFENDER, a NORAD Arctic Air Defense operation, at 5 Wing, Goose Bay, Newfoundland and Labrador on 20 September 2020.

(Photo Credit: Senior Master Sergeant John Rohrer, United States Air National Guard)

As we continue to improve Command, Control, Communications, Computers Intelligence, Surveillance and Reconnaissance (C4ISR) readiness, areas of focus for the CAF will include:

- Command and Control (C2) and cooperation with Arctic nations, including the United States through United States Northern Command, 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; and

- 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.

Supporting command and control intelligence, surveillance and reconnaissance 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 Management Panel and the Combined Communications Electronics Board.

Gender-based analysis plus (GBA Plus)

The department will continue to work with partners to ensure that Gender Advisors and Gender Focal Points receive the training they need in order to perform their roles while deployed. The department is developing doctrine for gender in military operation which will lead to the development of Gender Advisors and Gender Focal Points training and the integration of GBA Plus into all CAF training. Additionally, GBA Plus lessons learned from CAF operations will be integrated into the current courseware to continue the integration of gender perspectives on operations. Providing enhanced training in addition to the Women and Gender Equality online GBA Plus course will enhance the department's collective understanding of GBA Plus and the Women Peace and Security objectives, encourage all members to apply GBA Plus findings in their daily work and are better prepared to meet the demand of today's security challenges. DND/CAF will also review employment and training requirements and strive to adopt a more targeted approach during the nomination process for all deployed positions to enable the deployment and employment of a more diverse force, with a view to meet the Government of Canada National Action Plan for Women Peace and Security objectives.

More information on GBA Plus can be found in the "GBA Plus Supplementary Information Table" in the [Supplementary Information Tables](#) section of this report.

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

The Royal Canadian Air Force (RCAF) will continue to respond to [The Defence Energy and Environment Strategy](#),^{cv} specifically Targets 7 and 11 by:

- [Target 7](#)^{cv} – Developing a strategy for aviation fuels that supports the Government of Canada's goal of achieving net-zero greenhouse gas emissions by 2050; and
- [Target 11](#)^{cvi} – Assessing the impacts of climate change on RCAF activities by 2023. Additionally, the RCAF will align with the Federal Sustainable Development Strategy and the [Greening Government Strategy](#)^{cvi} targets/goals, as well as the United Nations Sustainable Development Goals 7, 12 and 13.

Experimentation

In FY 2022-23, DND/CAF will continue experimentation in the development of Joint Ready Forces through four key initiatives: Joint Arctic Experiment 22, BOLD QUEST 22, Responsive Limited eXperiment and Joint Intelligence, Surveillance and Reconnaissance Data Fusion Experimentation. The Joint Arctic Experiment 22 will continue equipment trials and capability development initiatives, leveraging joint experience in support of overcoming operational challenges in the Arctic environment. BOLD QUEST 22 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 articulated 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 risk above can affect the department's ability to achieve the Departmental Results of the Ready Forces Core Responsibility.

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

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

The CAF must balance the requirement to generate ready soldiers with the need to apply public health measures. During FY 2022-23, the CAF will continue to implement best practices at training events to ensure that CAF members follow all public health measures in the vicinity of our training areas. CAF medical specialists will continue to advise exercise planners on how to best conduct training in a pandemic environment. In all cases the measures are based on local health conditions and adjusted in consultation with local authorities. This will continue as long as the COVID-19 pandemic conditions persist.

The CAF will conduct and participate in training scenarios in domestic, continental and international contexts with other government departments and agencies, allies and partner nations to enhance integration, interoperability and joint readiness. Plans include the following exercises in FY 2022-23:

- Exercise ARCTIC EDGE: A biennial Arctic warfare exercise led and executed by the CAF, NORAD and by United States Alaska Command, to practise and refine Arctic Warfare tactics and facilitate joint force and combined readiness, increase familiarization with extreme cold weather operations, exercise integrated air and missile defence, conduct arctic experimentation, foster interoperability and C4ISR among Arctic allies;
- 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: Capability development and professional military education activities to learn how the CAF, and the broader Canadian National Security Team, can adapt to more effectively meet the Government of Canada's security demands and defend Canadian national interests in the pan-domain environment. A key component will be the Joint Operations Symposium;
- Exercise VIGILANT SHIELD: An annual exercise between NORAD, United States Northern Command and the CAF, focused on the defence and security of North America;

- Exercise Rim of the Pacific (RIMPAC): A biennial combined and joint field training exercise which has significant CAF maritime, land and air participation. It is a major CAF engagement activity in the Indo-Asia-Pacific region and provides an opportunity to work directly with the United States and regional defence partners in coalition operations;
- Exercise AUSTERE CHALLENGE: A United States European Command exercise focused on coalition planning with NATO Allies and partners, particularly on global competition and conflict with Russia. Crisis planning and a command post exercise will provide an opportunity to test the Joint Operations Centre capability;
- ENTERPRISE STORM: ENTERPRISE STORM is the premier Defense Intelligence Enterprise demonstration series to promote joint interoperability and integration between the Military Services, Defence Intelligence Agencies, Five Eyes allies and select coalition partners. ENTERPRISE STORM is sponsored by the Office of the Under Secretary of Defence for Intelligence and Security and it is managed by the United States National Geospatial Agency and the National Security Agency. ENTERPRISE STORM consists of an iterative approach to demonstrating and assessing intelligence capabilities that have the best potential to transition to real world operations in the near term. ENTERPRISE STORM is a series of demonstration and assessment events specifically tailored to help achieve the following two objectives:
 - Build a modern and resilient intelligence infrastructure and architecture; and
 - Leverage international partnerships as a combined and interdependent community.
- BICES BLACKJACK: Battlefield Information, Collection, and Exploitation System (BICES) BLACKJACK is an operational test initiative aimed at facilitating the execution of the JISR task, collect, process, exploit and disseminate cycle among the BICES ISR nations. It is organized and executed by the BICES ISR CELL to test BICES and nations' ISR infrastructure and interconnections as well as the various Coalition Shared Database and tools' functionality and compliance with NATO Standardization Agreement 4559; and
- Ensure that the Information Technology infrastructure enables efficient and effective JISR integration, testing and evaluation of capabilities as well as training of JISR professionals with Five Eyes and NATO partners through already established mechanisms.

Exercise RIMPAC



Multinational navy ships steam in formation during a group sail off the coast of Hawaii, United States during Exercise Rim of the Pacific (RIMPAC) on 21 August 2020.

(Photo Credit: Master Sailor Dan Bard, Canadian Forces Combat Camera)

Operation NANOOK - is a strategic demonstration of ability and resolve, while tactically, it is a training opportunity for all involved. The focus will be deployment of forces 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 will foster participation through focused international and partner cooperation and explore avenues to exercise all-domain awareness.

- Operation NANOOK-NUNAKPUT 22: Integration of regional, other government departments and agencies in a series of presence activities in Joint Task Force North's Area of Operations, supported by the Canadian Army (CA), RCAF and, where applicable, the Royal Canadian Navy (RCN), designed to develop domain awareness, foster greater interoperability and increase overall readiness;
- Operation NANOOK-NUNALIVUT 22: 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. This operation shall foster participation through international and partner cooperation and explore avenues to exercise all domain awareness;
- Operation NANOOK-TATIGIIT 22: An exercise planned in collaboration with other government partners that is part of an inter-agency response to a major event/incident 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; and
- Operation NANOOK-TUUGAALIK 22: Multinational maritime cooperative LIVEX safety and security activities. Participants may include other governments' vessels and allied nations.

Exercise MAPLE RESOLVE 22: this exercise will validate named and contingency readiness elements using live simulation in a force-on-force exercise. During the exercise, approximately 2 500 CA soldiers will test their abilities to integrate with joint capabilities from other CAF commands as well as multi-national forces. The exercise will provide CA leaders, soldiers, other CAF personnel and allies with a unique opportunity to validate their combat readiness within a NATO construct. The requirement for flexible responses across a spectrum of situations will challenge commanders at all levels.

- Exercise UNIFIED RESOLVE 23: The largest computer-assisted simulation exercise, will validate numerous levels of headquarters within a Canadian Mechanized Brigade Group in all aspects of command and control, and planning in a joint and combined environment scenario. Through the use of simulation, a challenging computer-assisted exercise will test planning and decision-making at multiple levels of the CA and other CAF elements to work in a whole-of-government context. An enduring exercise, Exercise UNIFIED RESOLVE is a precursor to the CA's Exercise MAPLE RESOLVE. Exercise UNIFIED RESOLVE is internationally recognized and seen by allies and partners as an opportunity to practise interoperability. The exercise will provide participants an opportunity to enhance collective competence across a spectrum of scenarios. For this reason, the exercise also serves as a key training event for the Canadian Joint Operation Command's high-readiness deployable 1 Canadian Division Headquarters;
- Joint Readiness Training Centre: This venue is a collective training field exercise for Battle Group and Brigade Groups. It is a force-on-force training event that includes full-time Opposing Forces, Observer Controller Trainers, and Exercise Control Groups to ensure a realistic training environment. It is the culminating validation exercise in support of the CA's requirement to provide a Light Infantry Battalion Group as part of Ready Land Forces necessary to meet Government of Canada requirements to be ready to conduct Domestic Support Operations and Non-Combatant Evacuation Operations. Further, it enhances interoperability by allowing a Canadian Battalion Group to operate under a United States hosted Brigade;
- Exercise TRADEWINDS: an annual United States Southern Command exercise aimed at promoting regional security cooperation in the Caribbean region by involving security forces and disaster response agencies to focus on countering threats and Humanitarian Assistance and Disaster Relief;

- Exercise ARDENT DEFENDER: an international and inter-agency exercise planned and executed by the CA's Joint Counter Explosive Threat Task Force that enables capability development, science and technology engagement, and exchange of best practices;
- Exercise PRECISE RESPONSE: a live agent and interoperability training exercise conducted by the CA's Joint Chemical, Biological, Radiological, and Nuclear Defence capability on behalf of NATO with the Defence Research and Development Centre at Canadian Forces Base Suffield, Alberta;
- BULLSEYE 22: The RCAF has rejuvenated Exercise BULLSEYE as a means of renewing capacity and strategic engagement. This exercise will provide the RCAF and Commonwealth Air Forces with opportunities for relevant multinational Tactical Air Mobility training, improve interoperability, and renew strategic engagement with the United States, Australia, New Zealand and United Kingdom;
- **COALITION SPACE FLAG^{cix} 23-1**: An annual Five Eyes exercise led by the United States Air Force (USAF). It is designed to provide training in synthetic, theatre-level, joint combat operations in contested and degraded combat environments. This exercise also provides an opportunity to interact with land, maritime, air, special operations, cyber and space elements from multiple nations;
- **COALITION SPACE FLAG^{cx} 22/23**: A United States Space Force exercise designed to provide space crews with advanced training in a simulated contested, degraded, operationally limited environment. The exercise provides tactical space operators and operational C2 units the opportunity to plan, brief, execute, and debrief together through a challenging, realistic, and space-focused scenario;
- "DYNAMIC" SERIES (DYNAMIC MANTA, DYNAMIC MONGOOSE): DYNAMIC MANTA facilitates joint and combined training with NATO partners to further CAF capabilities. It is the second-largest joint/combined Anti-Submarine Warfare exercise (with RIMPAC as the largest) reflecting real world Anti-Submarine Warfare operations. DYNAMIC MONGOOSE is similar, with a focus on key NATO partners involved in real world Anti-Submarine Warfare operations;
- GLOBAL ENGAGEMENT 22: The USAF biennial, joint/combined wargame series that focuses on improving competitive advantage and warfighting concepts in specific theatres of operations. This iteration will focus on Homeland Defence and Arctic operations. It also aims to shape conceptual thinking on complex warfighting issues spanning the next 30 years;
- GLOBAL LIGHTNING 23: An annual United States Strategic Command-led command post and battle staff exercise incorporating elements of strategic deterrence, space operations, cyberspace operations, joint electronic warfare, global strike, missile defence, intelligence, surveillance and reconnaissance, and analysis and targeting. GLOBAL LIGHTNING incorporates a variety of strategic threats to the United States and its allies as well as incorporating strategic deterrence, space operations, cyberspace operations, joint electronic warfare, global strike, missile defence, intelligence, surveillance and reconnaissance, and analysis and targeting;
- GLOBAL SENTINEL 22: A future-based Space Situational Awareness exercise in a simulated operational space environment using online shared operational and analytical tools. It is a multi-nation exercise run by the United States Space Command to determine tactics, techniques and procedures, to share analytics and data products, and to refine contingencies for future operations;
- GREEN FLAG 23: GREEN FLAG LITTLE ROCK trains 5000 Soldiers deployed to an austere environment in the United States of America. USAF and coalition air forces provide airlift and airdrop capabilities, aeromedical evacuation and bare-base set-up and operations. GREEN FLAG is an advanced, realistic, and relevant Air-to-Surface training exercise, preparing joint and coalition warfighters to meet combatant commander requirements across Air, Space, and Cyberspace;
- JOINT WARRIOR 22-2: A biannual, United Kingdom-led tri-service and multination 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;

- NORTHERN VIKING 21: A European Command directed, United States Air Forces Europe led, joint and coalition exercise, focused on the defence of Iceland and sea lines of communication in the Greenland-Iceland-United Kingdom gap;
- **SCHRIEVER WARGAME**^{cx1} 23: A combined exercise set 5 to 30 years in the future that is designed to support concept development and inform decisions about future space mission responsibilities and operational architectures. The RCAF has participated in this exercise for over a decade and it has led to fundamental changes in the way Five Eyes and other partners conduct space operations; and
- THOR'S HAMMER WARGAME: A biannual, space-centric, strategic-level exercise focused on the use of cyber and space activities. It explores the range of military operations, which will extend into space.

Exercise MAPLE RESOLVE



Canadian Armed Forces Light Armoured Vehicles drive through the training area at the start of Exercise MAPLE RESOLVE 21, at 3rd Canadian Division Support Base Detachment Wainwright, Alberta on 1 May 2021.

(Photo Credit: Corporal Djalma Vuong-De Ramos)

In addition to the noted readiness exercises, Defence will deliver on a number of efforts that will best ensure readiness of the CAF, including the following items:

- The CA is a soldier-centric, professional and inclusive force made up of our Regular Force personnel, Primary Reserves, Canadian Rangers and public servants. Ready Land Forces will continue to posture to be able to defend Canada and meet the requirements of the Government of Canada to be the force of last resort to respond to crises, through integrated command and control, deployable sustainment, and the provision of ready forces in the form of Immediate Reaction Units, Territorial Battle Groups, Domestic Response Companies or Arctic Response Company Groups, as well as Canadian Rangers. Several modernization efforts are currently underway to ensure that future requirements will be met while still meeting personnel generation needs of the near-term:
- Through the CA Modernization Strategy, the CA continues to evolve in preparation for present and future threats and challenges, in alignment with Canada's defence policy. A year after the publication of the strategy in early 2021, efforts are underway to ensure that the modernization initiative continues to be aligned with current CAF and CA priorities, as well as identify efforts that are underway, those that are moving but require more attention, and

those that are currently on hold either awaiting resources or for matters of sequencing. Looking towards FY 2022-23, the various lines of effort and initiatives will continue to be measured, tracked, and reviewed by senior leadership on a biannual basis to reprioritize as necessary and ensure the full potential of the CA Modernization Strategy is realized.

- Force 2025 is the CA's initiative to review all components of the Command and seek to optimize and modernize its structures to meet current and projected operational requirements as well as support to the Government of Canada Defence Policy initiatives. One of the objectives of Force 2025 is to continue the integration of the Army Reserve, Canadian Rangers, public servants and the Regular Force into a single, inclusive team. Increased inclusivity enhances command and control relationships and training opportunities, and clarifies 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 in accordance with the CAF Reconstitution Plan, 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 2022-23, Force 2025 will conduct detailed analysis to: better define the required readiness levels of each unit; assess the required staffing realignment necessary to bolster its institutional and field support, and; modernize the CA structure to better manage its resources and to integrate new capabilities.
- In order to meet the requirements of *Strong, Secure, Engaged: Canada's Defence Policy*,^{cxii} the Canadian Ranger Enhancement is an initiative with the goal to improve the effectiveness of Canadian Rangers. Efforts in FY 2022-23, which follow on from a foundation laid during the FY 2021-22, will include a focus on the update of policies, processes and mechanisms which govern the personnel, and provision of equipment necessary for the Canadian Rangers to execute their mission now and into the future. The end state of this initiative will be achieved when the Canadian Rangers are trained, equipped, structured, staffed and supported by policies, directives, regulations and orders that better enable the fulfillment of their Role, Mission and Tasks.
- To further support readiness and defence policy objectives, in FY 2022-23, the CA will continue to refine its ability to force generate land power by engaging international partners and allies to promote cooperation, share best practices, and improve interoperability. The CA will also continue to promote the CAF as a credible and reliable military partner, and promote broader Canadian values and outreach by engaging in a variety of international forums.

Exercise MAPLE RESOLVE



A Canadian Army Infantry Officer walks back to a defensive position after a simulated fire fight during Exercise MAPLE RESOLVE 21 in Wainwright, Alberta on 7 May 2021.

(Photo Credit: Master Sailor Dan Bard, Canadian Forces Combat Camera)

- The RCAF Future Aircrew Training (FAcT) is a generational opportunity for the RCAF to modernize and renew its Aircrew Training system. It will revamp training for all RCAF Pilots, Air Combat Systems Officers and Airborne Electronic Sensor Operators through the delivery of a single performance based contracted training program. It is anticipated that the contract will be awarded in FY 2022-23.
- The Canadian Special Operations Forces Command (CANSOFCOM) remains at a very high readiness level to respond and disrupt to emerging crisis situations or threats to Canadians and Canadian interests. Further, CANSOFCOM 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.
- Optimize Operational Support Hub Network: The CAF will continually assess and optimize the Operational Support Hub Network to support international operations and major exercises as required. Inherent flexibility in location, size and degrees of responsiveness will enhance operational support while minimizing resource expenditures. Operational support may be provided through agreements with allies, partners and contractors, as opposed to, or in conjunction with, the physical presence of CAF assets and personnel where feasible and efficient.
- As a joint capability, space integrates CAF members 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 again 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 *Strong, Secure, Engaged*.
- As we continue to improve C4ISR readiness, areas of focus for the CAF will include:
 - Integrating CAF C4ISR within the NATO and Five Eyes environment to enhance communication and information exchange capabilities while directly supporting the warfighter and senior decision makers;
 - Sustained C2 and cooperation with Arctic nations, including the United States through United States Northern Command, in the conduct of Arctic missions, operations and exercises; and
 - UNIFIED VISION: UNIFIED VISION is the premier NATO event for JISR activities, to improve JISR interoperability among NATO and its member states. JISR activities conducted

during UNIFIED VISION trials encompass the full spectrum of NATO doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability.

- The relevance and significance of UNIFIED VISION for NATO and its member states derive from today's dynamic security environment and the information demands at all levels of command. This enables the alliance to evaluate and inform NATO bodies and nations of change recommendations to support further improvements towards the achievement of an enduring NATO JISR capability; and
- UNIFIED VISION is held internationally across numerous venues in Europe with national JISR support enabled through the BICES ISR Network located in the National Capital Region within the CAF Joint Operations Fusion Laboratory.

Advancing



Members of 3rd Battalion, The Royal Canadian Regiment conduct an airmobile, force-on-force exercise with support from 450 Tactical Helicopter Squadron at Killaloe/Bonnechere Airport, Killaloe, Hagarty and Richards, Ontario, Canada, during Exercise ROYAL CAULDRON on 7 June 2021.

(Photo Credit: Corporal Dean Lynam, CAF Photo)

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
2.1 Canadian Armed Forces are ready to conduct concurrent operations	% of operations that are capable of being conducted concurrently	100%	31 March 2025	100%	100%	100%
	% of force elements that are ready for operations in accordance with established targets	100%	31 March 2025	79%	80.34%	71.7%*

Notes:

* There is a perceived decline of readiness compared to last fiscal year caused by the COVID-19 pandemic. This is due to expiring competencies arising from school closures and cancelled training due to COVID-19 health measures. The target of 100%, which should be reached by 2025, represents the full implementation of *Strong, Secure, Engaged* initiatives that support the readiness of force elements.

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](#).^{cxiii}

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, which is primarily funded through the National Procurement corporate accounts. National Procurement is the term given to DND Corporate accounts aligned to the in-service sustainment (maintenance, engineering support, engineering changes and inventory replenishment) and disposal of aerospace, land, maritime, as well as ammunition and common use materiel such as uniforms, test equipment, and special operations forces equipment. The key fleets identified in support of the NATO Readiness Initiative have been prioritized to ensure that preparations continue in FY 2022-23. The department's materiel group is responsible for the execution of the National Procurement program (see [Core Responsibility 5 – Procurement of Capabilities](#) in this report) which is expected to expend over \$3 billion in FY 2022-23.

In FY 2022-23 the RCAF will leverage the flexibility and agility of the Canadian Armed Forces' Minor Project program to address operational deficiencies identified by the operational and training communities. An example of one such deficiency relates to providing an Extended Range Fuelling System and Forward Area Refuelling Equipment to extend the operational range of the CH-147F Chinook and enable it to perform as a Forward Area Refuelling Point for the CH-146 Griffon and allied aircraft and vehicles. This project will enhance the RCAF's ability to conduct operations in the Arctic and other remote regions where the expansive distances between airfields and lack of suitable alternates limit access to refuelling options.

Exercise PEGASE MOUILLÉ



Military members, primarily from the 3^e Battalion, Royal 22^e Régiment, perform a parachute jump from CH-146 Griffon helicopters from 430 Tactical Helicopter Squadron as part of Exercise PEGASE MOUILLÉ at Lake St. Joseph in Fossambault-sur-le-Lac, Quebec, Canada, on 14 June 2021.

(Photo Credit: Corporal Genevieve Beaulieu, CAF)

The introduction of the Arctic and Offshore Patrol Vessels enhances the RCN's ability to assert Canadian sovereignty in the Arctic, integrate with a range of government and international partners, and support international operations. The *Harry DeWolf-class* can operate year-round in up to one metre of first-year ice, extending the RCN's reach in the Arctic region. When not in the Arctic, the ships can be deployed offshore, supporting coastal surveillance, search and rescue, drug interdiction, humanitarian assistance and disaster relief operations as required.

In FY 2022-23, the RCN will continue operationalizing Her Majesty's Canadian Ship (HMCS) *Harry DeWolf*, the first Arctic and Offshore Patrol Vessel, while completing the at-sea trial program of the second ship of the class – HMCS *Margaret Brooke*. Both ships will conduct operational deployments to the Arctic for Operation NANOOK, operating in consort, as well as deploying independently to warmer waters for Operation CARIBBE, a United States-led counter-narcotics operation. The operationalization of the ships of the class will include activities aimed at further integrating the ships with the CH-148 Cyclone. The commissioning ceremony for HMCS *Margaret Brooke* is planned for fall 2022.

The joint Arctic deployment of HMCS *Harry DeWolf* and HMCS *Margaret Brooke* will contribute to the surveillance activities of the Northern maritime approaches of Canada – a NORAD mission, while providing opportunities to further nurture the growing relationship between the Inuit people of the Arctic regions affiliated with each ship of the class.

The RCN is also expecting to take delivery of the class's third ship, the future HMCS *Max Bernays*. The ship delivery is anticipated for summer 2022. The operationalization of this ship is expected to mirror the introduction to the fleet activities of the first two ships of this 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 coastal transfer of HMCS *Max Bernays* to its assigned home port of Esquimalt, British Columbia, is expected to occur in summer 2023.

The CA updated its Equipment Readiness Plan in July 2021. This update revised the serviceability goals from a blanket 80 percent across all vehicle fleets to reflect the necessary serviceability targets for key individual vehicle fleets to meet all CA Force Posture and Readiness commitments. In FY 2022-23, this change will enable the CA to focus maintenance efforts to meet priority commitments. The CA will continue to use the Serviceability and Sustainment Dashboard to monitor the readiness of this equipment and continue to encourage higher direct labour rates among CAF technicians in order to meet respective serviceability targets.

Exercise AGILE RAM



Canadian Armed Forces members from 1 Canadian Mechanized Brigade Group conduct a level 5 range during Exercise AGILE RAM, at 3rd Canadian Division Support Base Detachment Wainwright, Alberta, training area on 29 May 2021.

(Photo Credit: Corporal Djalma Vuong-De Ramos, CAF Photo)

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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 in support of concurrent operations	At least 90%*	31 March 2023	91.4%	98.2%	94.1%
	% of key land fleets that are serviceable to meet training and readiness requirements in support of concurrent operations	At least 80%*	31 March 2023	72%	65.4%	62.7%**
	% of aerospace key fleets that are serviceable to meet training and readiness requirements in support of concurrent operations	At least 85%*	31 March 2023	79.1%	60.8%	55%***

Notes:

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

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

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

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

** During FY 2020-21 the serviceability level of land operational equipment met the current CA operational remits and force generation activity requirements. The CA Equipment Readiness Plan serviceability rate of the fleet for the FY was 62.7%*. The target was not achieved due to persistent COVID-19 impacts on limited maintenance resources, increased maintenance requirements caused by advancing fleet age and fleet specific issues, which all contributed to lower serviceability levels. *Note - The Light Armoured Vehicle III and Medium Logistics Vehicle Wheeled fleets underwent divestment activities in FY 2020-21, and were excluded from this figure.

*** FY 2020-21 saw an overall drop in serviceability of 5.8%, driven mainly by the lower serviceability of the CT-144 Tutor and CF-18 Hornet fleets. The CT-144 went through an Operational Pause following the crash in May 2020, during which time the serviceability was reported as zero. This resulted in an annual serviceability drop of 17.6% for the CT-114. Additionally, the CF-18 serviceability dropped by 11.8% from the previous year. This can mainly be attributed to the impact of COVID-19 work restrictions, which particularly affected 3 Wing Bagotville.

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

Planned budgetary spending for Ready Forces

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
10,453,990,709	10,453,990,709	10,458,121,831	10,637,852,995

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](#).^{cxv}

Planned human resources for Ready Forces

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
45,920	45,957	46,052

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

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

National Defence will continue to build a Defence Team that supports the wide-ranging perspectives, cultural and linguistic diversity, gender balance, age and other distinctive attributes of our Canadian society. A Defence Team with these characteristics will be more effective and continue to attract and retain the people we need to ensure that DND/CAF are successful into the future. Investing in our people and empowering employees to learn, work and communicate in both official languages remain the most important commitments we can make and our focus on our people must be unwavering throughout their entire careers within the Defence Team. This includes implementing an in-house second language training and testing strategy for public servants to help build linguistic capacity internally within the department.

A strong Defence Team is one where its members feel safe, supported and accepted. Safeguarding these principles is contingent on preventing harmful behaviours in the workplace and ensuring robust conflict and complaint management processes are in place to address these behaviours when they arise. Modernized policies and approaches to resolving workplace issues and harmful behaviours will focus on resolutions that occur early, locally and informally when appropriate and ensuring the availability and efficiency of formal complaint mechanisms when they are required to resolve an issue.

There are over 4 000 Defence Team members, and their families posted outside of Canada (OUTCAN). After receiving several complaints, the Ombudsman launched an investigation. In December 2020, the Ombudsman published the report *Engaged in the World: A systemic investigation into the administration of postings, assignments and employments of Defence Team personnel outside of Canada*^{cxvii} making 13 recommendations. As a result, in FY 2022-23, DND/CAF will continue to progress: digitizing OUTCAN administration and screening, scoping the absence of medical support for DND dependants while OUTCAN, and improving in Foreign Service Benefit policies.

The Defence Team will continue to strengthen the CAF Professional Development System by adapting Professional Military Education to ensure its relevance, addressing long-standing institutional infrastructure issues, and modernizing the curriculum in some establishments.

In FY 2022-23, DND/CAF will:

- Continue to strive to achieve a representation in the CAF of 25 percent women by 2026 by drawing up recommendations on how the CAF can increase the recruitment and retention of women, including in non-traditional occupations where women are underrepresented;
- 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;
- Enable Defence Team members through Total Health and Wellness Strategy. It will require strong leadership and role-modelling to create compassionate work environments and working relationships;
- Prioritize support for ill and injured members and their families as they work to reintegrate into their military duties or transition to civilian life;

- Advance [Operation TRANSITION](#)^{cxviii} through the gradual, phased rollout of Military-to-Civilian Transition services at bases and wings across Canada, which will be available to all members leaving the CAF by 2024;
- Work with our partners at Veterans Affairs Canada in support of advancing the Government of Canada's Veteran's Employment Strategy;
- Support survivors and witnesses of military sexual misconduct, harassment and discrimination, as part of the department's broader effort to change the culture of the CAF and prioritize the safety and well-being of all members;
- Continue development of improved promotion selection processes which are critical to ensuring the best leaders are selected for our members – ones who will truly embody CAF values and are driven and motivated to effect positive change throughout our organization; and
- Transition to the Performance and Competency Evaluation system for all CAF members to bring CAF Human Resource practices into alignment with CAF doctrine. In addition, we will develop an evidence-based framework for character-based leader assessments that complements Performance and Competency Evaluation, to provide a broader lens in support of selection and promotion processes.

The DND/CAF is committed to supporting and expanding the reach of the Cadet and Junior Canadian Rangers programs so that more Canadian youth can benefit from these positive development opportunities. Canada continues to be strengthened by the presence of the Cadet and Junior Canadian Rangers Programs in its communities.

The CAF is working to refresh and optimize the Cadet Program and the cadet experience today's youth across Canada by leveraging the lessons learned and best practices from operating this program during the COVID-19 pandemic. This will also provide the opportunity to reinforce the fundamental program aims of developing in youth the attributes of good citizenship and leadership, promoting physical fitness, and stimulating the interest of youth in the sea, land and air activities of the CAF.

The year 2022 marks the 75th anniversary of the Canadian Rangers and 2023 will mark the 25th anniversary of the Junior Canadian Rangers. Canadians can expect to see special events and commemorations accordingly.

Operation DISTINCTION is the CAF's support to Government of Canada-led military commemorative events. Events are held throughout Canada and in key international locations to meet Government of Canada and Veterans Affairs Canada national commemoration objectives. Activities are planned to mark the 77th Anniversary of the Liberation of the Netherlands (May 2022) and the 80th Anniversary of the Dieppe Raid (August 2022). The National Sentry Program (April – November 2022), meanwhile, will resume.

In FY 2022-23, the Judge Advocate General will continue to provide legal advice and services in all matters related to military law and to superintend the administration of military justice in the CAF. The strategic intent is to advance the modernization of the military justice system through a series of initiatives, work on which will continue throughout FY 2022-23, and will include:

- Providing legal services in support of the implementation of recommendations pertaining to military justice from the report of the Third Independent Review Authority, the Honourable Morris J. Fish, former Chief Justice of the Supreme Court of Canada C.C., Q.C. The review was made pursuant to subsection 273.601(1) of the [National Defence Act](#).^{cxix} Upon tabling of the report, the Minister of National Defence (MND) accepted, in principle, all 107 of its recommendations and directed that implementation begin on 36 of these. The Office of the Judge Advocate General (OJAG) will have a significant role to play in supporting implementation, including: responding to requests for information, supporting the Government of Canada's commitment to providing updates to Parliament relating to the progress on implementing the recommendations; working with partners across the whole of government; and providing legal advice on specific recommendations. The OJAG will also provide advice to and support the Judge Advocate General as she works towards implementation of those 12 recommendations for which she is primarily or jointly responsible;

- Providing legal services in support of the [Independent External Comprehensive Review](#)^{cxix} by the Former Supreme Court Justice Louise Arbour, C.C., G.O.Q., of current policies, procedures, programs, practices, and culture within the CAF and DND. The Review is expected to shed light on the causes for the continued presence of harassment and sexual misconduct despite efforts to eradicate it, identify barriers to reporting inappropriate behaviour and to assess the adequacy of the response when reports are made, and to make recommendations on preventing and eradicating harassment and sexual misconduct. To that end, a review of the military justice system's policies, procedures and practice to respond to such allegations will also be conducted. The MND is committed to implementing the Independent External Comprehensive Review recommendations as received throughout the review, requiring DND, the CAF and the OJAG to be organized to support and be responsive to its work;
- It is expected that *An Act to amend the National Defence Act and to make related and consequential amendments to other Acts* (the Act), formerly [Bill C-77](#)^{cxix} will be brought fully into force in 2022 along with the required Phase 1 regulations. During FY 2022-23, and as part of broader Defence efforts to implement the Bill, the JAG will contribute to the development of additional regulations to supplement the set of regulations made in Phase 1 and address any regulatory gaps. This also includes continuing consultations and developing necessary policy instruments and training in order to further support the significant changes to the military justice system brought about by the full implementation of [Bill C-77](#).^{cxix} This enduring effort to enhance the performance of the new military justice system is aimed at constantly remaining responsive to the needs of the CAF and expectations of the Canadian public;
- Continuing to progress the Government of Canada response to the Auditor General's 2018 [Report 3—Administration of Justice in the Canadian Armed Forces](#)^{cxix} through the ongoing development, along with the department's Information Management group, of the Justice Administration and Information Management System (JAIMS), a real-time centralized military justice management and data-collection system which will facilitate the administration of military justice. A new version of JAIMS (version 2.0) that reflects changes required by the full implementation of [Bill C-77](#)^{cxix} must be developed to ensure that JAIMS reflects the military justice system; and
- While Defence makes every effort to deliver across the full bandwidth of operations, increased reliance on CAF resources for domestic operations can have a very real impact on Defence Readiness and the ability to contribute to other operations.

Gender-based analysis plus (GBA Plus)

The Defence Team will continue to expand the network of full-time Gender Advisors and part-time Gender Focal Points to pursue the institutionalization of GBA Plus and increase capacity and accountability for the development and implementation of policies, directives, and programs to better support members and employees on promoting a healthy work environment free of harmful behaviour. During FY 2022-23, some areas of focus will include:

- Removing barriers to career progression for groups seeking employment equity;
- Developing new and reviewing existing appointment framework, staffing tools and processes with GBA Plus to facilitate a representative, inclusive staffing regime and workforce;
- Conducting GBA Plus data collection in order to identify recommendations and solutions for addressing health disparities; and
- Ensuring program design, initiatives, and delivery are informed by GBA Plus, using disaggregated data, where possible, by user demographics.

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

Key Corporate Risk(s)

There is a risk that failure to address misconduct, adopt an inclusive culture and provide a psychologically safe environment for current and future team members, will negatively impact operational readiness and effectiveness as well as public trust in the institution.

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

The CAF 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 choke points, such as security clearances and medical exams;
- Enhancing 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;
- Tracking and enhancing the collection of performance metrics to better understand the return on investment of recruiting campaigns;
- Prioritizing 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 Peoples;
- Maximizing 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;
- Developing the CAF Retention Strategy to be launched in late 2022; and
- Launching the CAF Reconstitution Plan to assist with the stabilization and the recovery of the CAF personnel strength which has been impacted by the COVID-19 pandemic and to implement the shift in culture and professional conduct. With over 18 months of reduced recruitment and anticipated increased attrition, a concerted comprehensive effort to recruit and retain our most valuable asset, people, will be made.

The Canadian Army (CA)'s recruiting and individual training has been hampered by pandemic-imposed restrictions. However, these restrictions have accelerated the transition of attraction activities to virtual venues: sharing of information over social media, virtual open houses, radio, newspaper, webinar and providing an online application process at the CAF's website. In addition, FY 2022-23 will see continued efforts to target regional Army Reserve attraction activities towards occupations or units that are below desired staffing levels. Work will also continue to update numerous recruiting videos to a more modern, diverse format, featuring not only trade specific attractors, but also work-life balance and family support.

Gun Salute



Members of 30th Field Artillery Regiment, Royal Canadian Artillery conduct a gun salute in honour of His Royal Highness Prince Philip, The Duke of Edinburgh who passed away on 9 April 2021, during Canada's National Commemorative Ceremony in Ottawa, Ontario on 17 April 2021.

(Photo Credit: Sailor First Class Camden Scott, Canadian Army Public Affairs)

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
3.1 Canadian Armed Forces is growing towards its end state of 101,500 personnel*	% of the Regular Force Establishment that is filled	95 – 100%	31 March 2026	99.23%	96.5%	93%
	% of Reserve force positions that are filled**	95 – 100%	31 March 2026	77.09%	81.47%	79.78%
	% of occupations with critical shortfalls	At most 5%	31 March 2023	16.5%	17.9%	50.5%***

Notes:

* The Departmental Result of 101 500 personnel represents the Canadian Armed Forces (CAF) Regular Force and the Reserve Force. The Reserve Force represents Primary Reserves.

** The Reserve Force structure is currently being updated to meet *Strong, Secure, Engaged: Canada's Defence Policy* intent; therefore, the target will be updated once the new structure is approved.

*** As a result of the impact the COVID-19 pandemic had on the CAF's ability to attract, recruit and train personnel, CAF intake was less than attrition in 2020-21. This resulted in the inability to sustain and grow the health of many occupations. The impact of the COVID-19 pandemic has also made it difficult to project out two years to determine the status of occupations as per the normal methodology, and thus this is a snapshot as of 31 March 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](#).^{cxv}

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

To effectively deliver on the defence mandate, Defence will ensure the needs of our military members, their families, and defence public servants are met.

The Chief, Professional Conduct and Culture will lead the cultural transformation and ensure that behaviours of DND and the CAF reflect the very best part of the Defence Team. They will lead

institutional efforts to develop a professional conduct and culture by implementing policies and procedures to meet the requirements and responsibilities set out in Part II of the Canada Labour Code that came into effect on 1 January 2021 including continuing to develop DND specific training on Workplace Harassment and Violence Prevention, progress the development and implementation of additional tools to support affected employees, and streamline processes.

In order to facilitate the movement of military families across Canada, in the face of ongoing COVID-19 public health restrictions, Defence Intergovernmental Affairs monitors the COVID-19 related public health and travel restrictions in provinces and territories, and engages as required with the provinces and territories to facilitate interprovincial movement of CAF members and their families.

Implementation of the Performance Measurement Framework of Canadian Special Operations Forces Command wellness and performance strategy Optimizing Performance, Force and Family will continue. It will ensure that personnel maintain the required state of high readiness and ability to respond to operational demands.

In FY 2022-23, DND/CAF will:

- Begin to modernize the Universality of Service principle to better respond to the evolution of CAF roles and operations and to reflect the developments in Canadian human rights law. Modernization will focus on updating a set of clearly defined and measurable minimum occupational standards and requirements. The first step is to complete the research process and data collection;
- Design, build, and begin to implement a modernized forward-looking employment model, known as the Adaptive Career Path that will assure our ability to fight in accordance with the Joint Force Employment Concept and deliver operational effects for the future, while upholding our enduring unique Ethos, virtues and Profession of Arms principles;
- Expand wellness beyond the traditional health care model to include promotion, prevention, treatment, and support, to provide a greater range of health and wellness services and programs, under the Total Health and Wellness Strategy;
- Enhance the Employee Assistance Program to better ensure employee well-being and a supportive work environment;
- Promote mental health, physical health and well-being resources, activities and training opportunities to the Defence Team; and
- Improve the management and reporting of illness, injury and impairment of public service employees in DND/CAF through the Office of Disability Management.

Continue to execute the Canadian Forces Health Services (CFHS) mission of providing high-quality health care to the CAF population and maintain and eventually improve overall health and wellness for CAF members, by providing in-garrison health care and health advice as well as health services support, including force production and force generation, for domestic and expeditionary operations.

The following initiatives will support future military operations increase the efficiency and effectiveness of CFHS (underpinned by value-based health care principles):

- Invest in Health Services personnel initiatives to create a culture and environment where Defence Team members feel valued and experience meaningful opportunities for recognition, contribution and growth. This includes decreasing structural and cultural barriers experienced by uniformed health services personnel when they need to access their own health and self-care. Specific attention will also be paid to employing CFHS clinician personnel within their full scope of practice in order to enhance efficiency, make work more rewarding and further contribute to overall wellness;
- Explore targeted professional development support activities to enhance positive culture change among CFHS personnel;
- Modernize the structure of CFHS to align with the functions it performs and streamline decision-making processes. Also, undertake more deliberate health human resources planning in order to

deliver the required programs and services through the right balance and amount of qualified military, public servant and contracted personnel;

- Strengthen CFHS' performance measurement framework to support decision-making and management processes. In addition, CFHS will undertake a formal evaluation of our role in responding to the COVID-19 pandemic to systematically gather and analyze lessons learned. An accreditation survey will be performed to assess our health system's overall performance against Canadian health care standards. Recommendations coming from these and other quality and performance-related activities will be actioned systematically through an updated Quality Improvement program;
- Develop and begin to implement Person-Partnered Care, leading to empowerment, trust and accountability for patients, chains of command and clinicians alike. Person-Partnered Care structures and processes will support the necessary CAF culture change initiatives, provide the foundation to many health system improvements and align with Canadian health care standards;
- Plan and develop tools to better understand the roles of sex, gender and other identity factors embraced within the CAF population on the health of CAF members. Women's Health/Health Care for Diversity programming will be developed to build on CFHS' existing foundation of evidence-based and best-practice standards of care for women and a diverse CAF population in order to deliver health services that enhance health, wellness and occupational performance; and contribute positively to attraction and retention in the CAF. The CFHS will establish the balanced health capability required to meet the unique clinical, occupational, and deployment health needs of women and others that identify with diverse identity factors within the CAF; and
- Continue to implement and refine the CFHS integrated governance framework – the system by which authority, decision making ability and accountability are applied through the establishment and regular exercise of health system governance functions – as a critical enabler to balanced achievement across all other strategic endeavours.

The Canadian Armed Forces Transition Group will:

- Improve the timely 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;
- Deliver transition initiatives and close the policy and process seams with Veterans Affairs Canada as outlined by the Joint Steering Committee priorities through the Seamless Transition Roadmap;
- Capitalize on the success of the Borden and Petawawa, Ontario Transition Trial, including Release Renewal, and refine transition processes, training, tools, and deliverables to shape the Military-to-Civilian transition Roll-Out plan;
- Leverage research, performance measurement and analytics capabilities to better understand the challenges faced by transitioning members and their families and to foster evidence-based policies and decisions; and
- Develop improved linkages with relevant external stakeholders, led by the Military Transition Engagement and Partnerships, to maximize positive effects for transitioning members in the [seven Domains of Well-Being](#)^{xxxvi} by leveraging the supports that exist across the Canadian transition/veteran support ecosystem.

Canadian Forces Morale and Welfare Services will continue to design, deliver, and evaluate essential support services to CAF members and their families. In particular, in FY 2022-23, they will:

- Deliver a broad variety of in-person and virtual services through [CAFconnection.ca](#)^{xxxvii} and referrals to partner websites addressing members' mental, social, physical, and financial wellness. Specific examples include services in the area of fitness and sports, health and wellness, financial counselling, employment services, personal development, second language training, parental support, family violence prevention and access to health care;

- Continue to enhance evidence-based decision making by improving data maturity and performance measurement. For example, we will expand data and analytics in areas of behaviours (Sleep, Physical Activity, Nutrition, and Injury Prevention) to guide programming; and
 - Launch the CAF Sports Strategy, a strategic framework that aims to align collective efforts in optimizing sport's contribution to mental, social and physical wellness within the CAF.
-

MEDEVAC



CAF members of 1 Canadian Mechanized Brigade Group prepare to evacuate a simulated casualty during Exercise AGILE RAM, at 3rd Canadian Division Support Base Detachment Wainwright, Alberta training area on 29 May 2021.

(Photo Credit: Corporal Djalma Vuong-De Ramos, CAF Photo)

The Sexual Misconduct Response Centre (SMRC) will:

- Conduct an analysis of the available research and implement a research agenda to identify individual factors and contextual/cultural factors which may enable perpetration of sexual misconduct. An initial response framework will also be developed intended for CAF leadership to effectively assess, appropriately intervene, and prevent subsequent sexual misconduct hazards in the workplace;
- Develop a Responsive Legal Options program for complainants/victims of sexual misconduct by: developing options for independent legal advice; developing a curriculum alongside the Office of the Judge Advocate General to train supporting civilian lawyers on the military justice system; developing options for alternative reporting; examining requirements for a reporting database; establishing a mechanism for offering independent legal advice; and establishing a mechanism for an alternative reporting option;
- Announce the newly expanded Community Support for Sexual Misconduct Survivors Grant Program and launch a call for proposals;
- Expand the SMRC's 24/7 Response Line and the [Response and Support Coordination Program](#)^{cxviii} to DND public service employees and former CAF members, and geographically to regional centres across Canada, including to the three remaining regions in FY 2022-23. This will allow the SMRC to provide ongoing support services and allow for resources to be scaled to regional requirements while broadening the client base and geographic reach;
- Pilot a peer support program, jointly developed with Veterans Affairs Canada and those with lived experience, for current and former CAF members who have experienced sexual misconduct during their service;

- Launch a trial version the [Restorative Engagement program](#)^{cxix} where a smaller number of engagements will occur with a range of flexible options, over the course of 10 months. The experience and feedback of class members, restorative practitioners and defence representatives during the initial trial will be leveraged to develop education tools and resources. The team will evaluate and make adjustments before scaling up to full capability; and
- Conduct, with the assistance of Statistics Canada, the third iteration of the Survey on Sexual Misconduct in the CAF.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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 2023	90.51%	89.84%	87%**
	% 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 2023	53.2%	56.7%	54.4%***
	% of Canadian Armed Forces members who feel positive about their job****	At least 85%	31 March 2023	65.7%	67.4%	65.0%
	% of civilian employees who describe the workplace as psychologically healthy	At least 80%	31 March 2023	59%	79%	66%

Notes:

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

** The discrepancy between the target and the actual result can be partly attributed to the system not being fully up to date because the COVID-19 pandemic prolonged the process of medical releases and the assignment of Permanent Medical Categories (both of which impact the result).

*** The 85% target was intentionally set as aspirational; it has historically been around 54% (2015–2020 average).

**** Although this is a new indicator for 2022-23, results were available from previous years and the target is aspirational.

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](#).^{cxix}

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

Defence needs to reflect Canadian ideals of diversity, respect, and inclusion. This means building a workforce that leverages the diversity and multicultural fabric of Canadian society. Our military and public service workforce benefit from an inclusive, positive, fair, and supportive workplace. Diversity is the strength of Canada's population and is essential to our military's operational effectiveness and long-term success.

The department will review the recommendations of the Heyder-Beattie and LGBT Purge Class Actions and develop an implementation plan.

The department will also 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 2022-23 the department will:

- Identify opportunities to support diversity and inclusion throughout the recruitment process;
- Update equity, diversity and inclusion principals in a concise, CAF-centric Human Resources Strategy, scheduled for release in August 2022;
- Improve education and training opportunities, enabling each organization within the CAF to progress diversity and inclusion initiatives through their human resources management practices; and
- Increase representation of women, visible minorities, and Indigenous Peoples to be more representative of the Canadian population.

CA culture change priorities in FY 2022-23 will focus on three clusters of programs and activities: (1) Integrating “listen” activities into enduring CA activities; (2) Integrating training required to enable culture change into the appropriate CA training courses and qualifications; and (3) Developing and supporting local programs and practices that support the larger CA culture change efforts.

Indigenous Summer Programs will partner 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](#), and [Grey Wolf](#).^{cxxxii}

Operation LENTUS



A CAF member from the 3rd Battalion, Princess Patricia's Canadian Light Infantry moves sandbags to another location during Operation LENTUS in the Yukon on 10 July 2021.

(Photo Credit: Corporal Rachael Allen, Canadian Forces Combat Camera)

Recognizing the importance of healthy culture, Canadian Special Operations Forces Command will continue to progress the efforts of their recently established Unit Culture Advisory Teams and the Command Culture Advisory Board to review systemic issues and identify and implement actions that promote sustainable healthy cultural conditions.

Harassment and discrimination prevention activities related to appropriate conflict and complaint management practices (awareness, outreach and training) will continue. Harassment and discrimination complaints will be addressed in a timely manner through simplified formal harassment complaint procedures that are consistent with the requirements set out in Part II of the Canada Labour Code (introduced as [Bill C-65](#)^{cxxxiii}).

The department will continue to take steps to address the *Deputy Minister Corporate Commitments on Diversity, Inclusion and Anti-Racism*^{xxxxiii} and meet all legislative requirements. This includes ensuring greater reflection of diversity and valuing inclusion, updating workplace programs and policies, and effecting culture change by leading and implementing the following:

- Increase recruitment and retention of equity-seeking groups and identify opportunities to support diversity and inclusion by:
 - 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 barrier-free;
 - Enhancing the Diverse Selection Board Inventory which comprises diverse members of the Defence Team who support the candidate assessment process;
 - Using targeted recruitment and mandatory organizational need considerations to establish clear objectives and outcomes in terms of increased representation of equity-seeking communities;
 - Removing educational barriers to eliminate arbitrary/unnecessary education criteria from hiring processes;
 - Developing diverse talent through the newly launched Executive Development Program, specifically for those from equity-seeking groups;
 - Improving the mentorship program to better support marginalized groups and foster diverse talent; and
 - Continuing to implement civilian Employment Equity and Diversity and Inclusion Action Plans in order to meet legislative requirements, increase representation, remove barriers and biases, and strengthen reconciliation efforts.
- Foster inclusive leadership by:
 - Increasing the representation in the executive cadre of equity-seeking communities to further build a diverse and inclusive executive cadre reflective of Canada's diversity;
 - Ensuring all executives complete anti-racism and unconscious bias training; and
 - De-stigmatizing discussions on racism – particularly anti-Black and anti-Indigenous racism – by facilitating group discussions with senior leaders on unconscious bias and systemic racism.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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	15.7%	16%	16.3%*
	% of civilians in the Defence team who self-identify as a woman	At least 44%	31 March 2023	40.4%	40.8%	Results not available**
	% of the Canadian Armed Forces (CAF) who self-identify as a visible minority	At least 11.8%	31 March 2026	8.7%	9.4%	9.5%*

	% of civilians in the Defence Team who self-identify as a visible minority	At least 11.40%	31 March 2023	8.9%	9.6%	Results not available**
	% 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 in the Defence Team who self-identify as an Indigenous person	At least 4.20%	31 March 2023	3.4%	3.4%	Results not available**
	% of the Canadian Armed Forces (CAF) who self-identify as victims of harassment	At most 11.9%	31 March 2023	17.7%	16.7%	15.5%***
	% of civilians who self-identify as victims of harassment	At most 10%	31 March 2026	16%	14%	12%
	% of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination	At most 9.2%	31 March 2023	14.9%	11.8%	14.5%****
	% of civilians who self-identify as victims of discrimination	At most 5%	31 March 2026	7%	7%	7%
	Annual number of reported incidents of sexual misconduct in the Canadian Armed Forces	Target to be determined.	Date to be determined.	256	356	431
	% of CAF members who agree that the culture in the CAF surrounding sexual misconduct has improved in the last 12 months.	Target to be determined.	Date to be determined.	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.
	% of CAF members who agree that the CAF currently reinforces a culture of mutual respect, trust, honour and dignity	Target to be determined.	Date to be determined.	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.
	Number of Canadian Armed Forces members who have attended a training session related to sexual misconduct	Target to be determined.	Date to be determined.	Results not available New indicator as of 2020-21.	Results not available New indicator as of 2020-21.	1224*****
	% of civilians in the Defence Team who have completed mandatory harassment training	100%	31 March 2026	Results not available New indicator as of 2020-21.	Results Not available New indicator as of 2020-21.	31%

	Annual number of reported incidents of a sexual nature within the Defence Team civilian personnel	Target to be determined.	Date to be determined.	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.
--	---	--------------------------	------------------------	---	---	---

Notes:

* Meeting the target has been an ongoing challenge especially in the COVID-19 environment. DND/CAF are currently reviewing conduct, diversity and inclusion as a whole in an effort to improve the culture of the Defence Team and to reflect the values and diversity of Canadian society. Ongoing efforts include, but are not limited to, the Canadian Forces Employment Equity Plan 2021-26.

** The data for this indicator, provided by an organization external to National Defence, was not available at the time of the production of this report.

*** Reducing and eliminating harassment within the CAF is a continued effort. The CAF continues to analyze this complex issue and has launched a working group in March 2021 to analyze the current CAF harassment framework and to modernize and align with other related policies, where possible. The results of this work and analysis will ensure that the CAF is able to improve existing harassment policies, complaint processes, and prevention efforts. This year's results are similar to last year, with a slight decline. We expect our continued efforts in this area to yield positive results but also recognize the complexity of this matter.

**** This year, the CAF continued to increase the number of mediations to resolve human rights complaints. These successful mediations represent positive complaint outcomes via timely resolutions that are agreeable to all parties involved. This can be attributed to the positive relationship the CAF has with the Canadian Human Rights Commission (CHRC) and their confidence in the CAF team to adopt a mediated approach to complaint resolution. This year, there was an increase in the percentage of CAF members who have self-identified as a victim of discrimination. This may be indicative of greater willingness to come forward to resolve issues and seek a resolution. Sustained efforts in this area are expected to yield positive results for this indicator over time.

***** Training on sexual misconduct has been incorporated into all facets of CAF training, including at recruit school and in leadership training at all levels. In addition, a formal course called "Respect in the CAF" has been developed, with over 13 000 Defence Team members attending between 1 April 2017 and 31 March 2021. The data presented here represents those who have taken this course during the fiscal year. As this course is provided in a classroom setting; because of the COVID-19 pandemic workplace management measures, no sessions were given between April and August 2020. Training resumed in September 2020 with public health measures in place.

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](#).^{CXXXIV}

Departmental Result 3.4 – Military families are supported and resilient

The success of Canada's defence depends on our people. Families are a major source of support to CAF members and integral to the success of the military – they are the strength behind the uniform. Family members also make important sacrifices, whether it be through the challenges associated with relocation or the prolonged absence of a loved one. They will have access to the support and services they deserve, to cope with the unique challenges and stresses of military life.

Through the Military Family Services Program, Canadian Forces Morale and Welfare Services will continue to enhance the well-being and resilience of military families at home and abroad by providing a wide variety of activities. It will also continue to remain flexible to deliver both in-person as well as virtual programs and services. In FY 2022-23, it will continue to operate and manage the:

- [Virtual Military Family Resource Centre](#),^{CXXXV} 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, CAF members, Veterans and their families. The Virtual Military Family Resource Centre also offers services for military families including the spousal employment network and career fairs; telemedicine licences for relocating families, the Military Family Doctor Network; a dedicated crisis text service for military families through the Kid's Help Phone; the Support Our Troops Summer Camp and Scholarships Program, guidance counselling services for children's education and education screenings for families relocating outside Canada; and support to families of the ill, injured and fallen CAF members; and
- Build military family resilience by improving military family quality of life. As specific focus for FY 2022-23 will be to enhance relocation support(s).

The CAF will normalize and formalize its relationship with federal, provincial, and territorial partners in support of military families. This will include the establishment of the Seamless Canada Steering Committee. Together with federal, provincial, and territorial partners, the CAF will continue to address the mobility challenges faced by military families as they transfer between jurisdictions, in particular in areas of health care, dependent education, daycare, and spousal employment.

Defence Intergovernmental Affairs continues to support Chief Military Personnel's initiatives aimed at helping CAF families mitigate the pressures associated with a member's career. This includes playing an active role in federal-provincial/territorial meetings for the Seamless Canada initiative, as well as

engaging jurisdictions and supporting the development of policies and briefing material related to employment, childcare/educational equivalencies, and health care for CAF families.

Continue to expand the Military Spouse Employment Initiative Program to improve the utilization and professionalization of the program by:

- Expanding DND Careers to enable greater exposure and utilization of the Military Spouse Employment Initiative inventory. This effort will provide direct talent management of applicants through tailored and direct marketing;
- Ensuring broader representation of professional work streams with the program;
- Partially assessing military spouse candidates to support agile and flexible hiring; and
- Implementing a broadened marketing approach to Military Spouse Employment Initiative candidates, hiring managers and other government departments.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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 2023	87.6%	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	71%	67.4%	67.4%**

Notes:

* As the Quality of Life Survey for Canadian Armed Forces families is only conducted every three years, this is the result from the 2018 survey. The next survey was planned for 2021, with results available in 2022.

** Given the Retention Survey periods, this is the result from 2019. The next Regular Force Retention Survey is planned for 2022, with results available in 2023, and the next Primary Reserve Force Retention Survey is planned for 2023, with results available in 2024.

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

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

In FY 2022-23, 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. In FY 2022-23, the program will:

- 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 support evidence-based decision-making.

Youth-Leading-Youth



A CAF member coaches first-year cadets in marksmanship at the Richmond Cadet Activity Site in Richmond, British Columbia on 15 July 2021.

(Photo Credit: Officer Cadet Wilson Yuan)

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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 2023	2.05%	2.06%	2.02%

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](#).^{cxviii}

Planned budgetary spending for Defence Team

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
3,738,769,207	3,738,769,207	3,752,774,854	3,798,539,154

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](#).^{cxviii}

Planned human resources for Defence Team

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
19,127	19,123	19,166

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](#).^{xxxxx}

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

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. The Defence and Security Science and Technology Program has implemented an experimentation approach that will accelerate the adoption of technological advances within the Canadian Armed Forces (CAF) and the Department of National Defence (DND), such as exploiting opportunities for demonstrating mature technologies in operational field settings, and will leverage events including [Operation NANOOK^{cxl}](#) in the Arctic.

As Defence Research and Development Canada (DRDC) implements its new integrated program priorities, we will establish and build on partnerships and engagements with allies, industry, other government agencies and academia.

Attention will be given to:

- Explore means to engage industry in a strategic manner;
- Enhance our cooperation in the quantum, Artificial Intelligence and space domains and other emerging fields;
- Enhancing cooperation with the United States; and
- Optimizing our global science and technology (S&T) cooperation portfolio with existing and new allied nations.

Over five years, starting in FY 2021-22, significant investments will be made to support the research and development aspects of North American Aerospace Defence Command (NORAD) modernization. These investments will lay the groundwork for NORAD's future through the exploration of cutting-edge technologies that can deter, detect and defend against evolving threats to the continent. More specifically, investments will be made in the following areas:

- Applied research on system-of-systems solutions for NORAD modernization;
- Long-range polar Over-the-Horizon Radar research;
- Research and demonstration of next generation digital high resolution space-based radar;
- Research in defence against hypersonic and missile threats; and
- Research and development for space Low-Earth Orbit architectures.

Assessments of the long-term future military operating environment help to determine the likely characteristics of future conflict, warfare, and warfighting. Future operating environment analysis accounts for both adversary and allied considerations. These assessments help to maintain a measure against which Canada must pace military capability development. In order to keep pace with our allies, outpace our potential adversaries, while ensuring that NORAD and North Atlantic Treaty Organization (NATO) commitments are met, it is imperative that the CAF force development and design processes are optimized for the most efficient and effective use of national resources.

DND and the CAF force development and design activities will continue the implementation of [Strong, Secure, Engaged: Canada's Defence Policy^{cxli}](#). These force development and design activities and processes include foresight and concept development, the Joint-level Capability Based Planning Process, intra-departmental alignment and validation through different governance bodies such as the Defence Capability Board and the Independent Review Panel for Defence Acquisition, and the publication of core

documents, in particular the Capability Based Planning Final Report and the Force Capability Plan. The Strategic Experimentation Account ensures central linkages to functional and service-level experimentation, and force structure analysis contributes to the optimization of CAF personnel resources and organizational structure.

With new capabilities comes the need for employees with special skill sets. The Cyber Operator military occupation has been created and initial occupation training is at steady state. Focus will continue to be placed on the development of specialty courses and career progression to mature the operator trade. Launched last year, a study to review the feasibility of a Cyber Officer occupation will continue in FY 2022-23.

DND/CAF will also continue to utilize its human resources processes to provide a flexible and integrated cyber force of both military and public service personnel. In addition to the Cyber Operator occupation development, specific positional investments are planned for FY 2022-23 as part of the ongoing personnel build strategy that will be allocated to positional pressures in *Strong, Secure, Engaged initiative 88*^{cxlii} (Active Cyber Operations) and intelligence in support of cyber operations. Taken together, the continued refinement and maturation of the cyber forces in the aspects of attraction, recruitment, training, and career growth will assure a pan-DND/CAF sustainable capability to meet the *Strong, Secure, Engaged* requirements.

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

Gender-based analysis plus (GBA Plus)

The Defence Team is developing a line of examination into integrating GBA Plus and the resulting intersectional gender perspectives into the development of military capability including the Defence Team Establishment Plan for 2023. 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 (MINDs) program, Defence innovation such as the Innovation for Defence Excellence and Security (IDEaS) program and in capability-based planning and development cycles. In FY 2022-23, IDEaS program will continue to advance equity, diversity, and inclusion in day-to-day activities, decisions and partnerships choices. The IDEaS application and evaluation processes include GBA Plus requirements and point-rated criterion.

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

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

Defence has committed to contribute its expertise to progress the recently announced development of the NATO Centre of Excellence for Climate and Security in partnership with Global Affairs Canada (GAC).

Specifically in FY 2022-23, the IDEaS program will continue to work with Canadian innovators on the following challenges in support of United Nations SDGs:

- Goal 6 Water and Waste – Prototype development for the Pop-up City Contest: Launched under the IDEaS Contest element, it 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;

- Goal 7 Clean Energy – A Cold Wind Blows: Seeking Smaller, Ruggedized Wind Turbines for the Arctic. Launched under the Competitive Projects element, it seeks to address a DND need for ruggedized wind turbines for the Arctic, to reduce the reliance on diesel fuel-generated power;
- Goal 9 Infrastructure and Innovation – Green Heat: Low carbon energy generation for heating existing buildings. 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 (GHG) 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
- Goal 13 Climate Action – Less GHG emission on the Seas: Practical Solutions to Measure and Record Energy Consumption. Launched under the Competitive Projects element, it seeks innovative solutions to accurately measure fuel and load energy consumption and GHG emission data across the Royal Canadian Navy (RCN) fleet.

Experimentation

The IDEaS program has built DND/CAF capacity to do experimentation in a new and different way. The 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.

The IDEaS Test Drive element launched “Green Heat: Low Carbon Energy Generation for Heating Existing Buildings Test Drive” to acquire, install, and operate a large-scale low-carbon energy generation and storage system for heating an existing building. The Test Drive assessed the effectiveness and costs of such a technology for the modernization of and GHG emissions reductions efforts for the entire DND infrastructure portfolio. In FY 2022-23, construction to install the winning solution will be underway at Canadian Forces Base (CFB) Kingston, Ontario, with testing to commence in FY 2023-24. This project 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 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 new 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 IDEaS Test Drive element, 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

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.

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. To this end, DND/CAF will release the Force Capability Plan (FCP), it was intentionally delayed in order to optimally sequence and incorporate ongoing work on the CAF Force structure adaptation, and is now expected to be released in FY 2022-23.

In FY 2022-23, the Anti-Tank Guided Missile Replacement project is anticipated to complete the Identification phase for endorsement by the Defence Capability Board and entry into Options Analysis.

The Canadian Army (CA) will also complete the capability development work on a number of projects, and will prioritize the following for entry into the Definition phase in accordance with the capacity of the Departmental Programme and Submissions Work Plan: Night Vision Systems Modernization; Joint Fires Modernization; Land Intelligence, Surveillance, and Reconnaissance Modernization; Light Utility Vehicle; and Domestic Arctic Mobility Enhancement. The CA will also be prepared with subsequent projects should there be additional capacity to move projects through the submissions process.

The CAF's Soldier Operational Clothing and Equipment Modernization initiative aims to deliver an integrated suite of modern operational clothing, personal protective equipment, and load carriage equipment that will use GBA Plus findings to improve performance and comfort of the soldier. The initiative is seeking an iterative, developmental approach, which relies on evergreen requirements that can be updated to leverage the latest advancements of industry. In FY 2022-23, the CA will continue to advance elements of the initiative where possible, while continuing to develop an overarching approach to enable the delivery of the fully envisioned scope of the initiative.

DND/CAF will continue to work with other government departments to address the policy and capability requirements of the National Cyber Security Strategy. Specifically, DND/CAF will continue to contribute to whole-of-government efforts related to developing or enhancing cyber-related policies and workforce/skills development.

- Under the auspices of the Cyber Mission Assurance Program (CMA), DND/CAF will continue integrating cyber-resiliency in all aspects of the department, including people, processes and technology, with the goal of ensuring mission success. For FY 2022-23, the CMA will focus on the development and implementation of enabling CMA policies, governance and risk management processes, and the enhancement of education, training and knowledge across the DND/CAF;
- DND/CAF will continue to maintain the stability, integrity, and availability of Information Management/Information Technology (IM/IT) capabilities that support critical services and operations within the department; and
- DND/CAF will work with GC partners to ensure IM/IT solutions are secure, resilient, and recoverable from incidents in a timely manner as not to impact the operations of the department.

Defence is dedicated to providing the strategic knowledge and technology advantage in order to develop and design the future force through a deep understanding of the future operating environment and security risks to Canada and Canadian interests.

Anticipation is key to designing a resilient and adaptive Future Force and to prepare DND/CAF for emerging technology. Foresight analysis and risk assessment ensure early detection of new S&T developments and highlight emerging requirements for the future Force. The DND/CAF Quantum S&T Strategy Implementation Plan will be published in FY 2022-23. Work to prepare DND/CAF for this emerging technology will be informed by this plan as well as continued collaboration with other government departments, allies, and partners.

Cyber-related IDEaS challenges will continue with contracts awarded in FY 2022-23. 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;
- Remaining Vigilant: Identifying cyber dependencies, vulnerabilities and threats;
- Wireless is Where it's at: Secure and seamless wireless network onboard ships;
- We Sea You: Digital tracking and accounting on navy vessels; and
- 5G and Beyond Innovation Network.

The department will continue to invest in Artificial Intelligence advances by:

- Reaching out to academia and industry to explore applications of interest for DND/CAF; and
- Seeking cooperation with Allies for research, development and experimentation.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
4.1 Defence capabilities are designed to meet future threats	Extent to which the Future Security Environment assessment remains valid	At least 2 on a 3 point rating scale*	31 March 2023	2	2	2
	Degree to which future security assessments and capability deductions remain coherent with those of our allies and partners	At least 2 on a 3 point rating scale**	31 March 2023	2	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	At least 2 on a 3 point rating scale***	31 March 2023	2	2	2

Notes:

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

** During the FSE validity period of four years, 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 FSE validity period of four years, 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 indicate 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](#).^{cxliiv}

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

In FY 2022-23, the IDEaS program will continue to cultivate its program of transforming concepts, options and prototypes into DND/CAF capabilities. Utilizing investments through the IDEaS program, DRDC is spawning an innovation ecosystem that will create new strategic opportunities for DND/CAF. The IDEaS Sandbox program element gives Innovators the opportunity to demonstrate their solutions in the presence of national defence experts/users and receive observational feedback. The Test Drive element gives Innovators the opportunity to have their advanced solutions tested in a real-world environment. 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, fast tests and diagnostics.

NORAD modernization will be supported by investments in research and development that will leverage Canadian industrial and academic innovation from bridging deep science to systems to capabilities.

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.

Defence continues to provide S&T leadership to public safety and security communities by fostering domestic and international partnerships with the United States, United Kingdom and the 5 Research and Development, a Five Eyes forum that shares, collaborates and coordinates public safety and security research and development, and managing the CSSP a joint venture or undertaking with Public Safety Canada. In FY 2022-23, the CSSP will invest up to \$17 million in new projects selected from a competitive call for proposals, to enhance resiliency in a post-pandemic world.

Defence will promote experimentation with a view to data and business transformation through periodic challenges such as DND team participation in the Canada School of Public Service Digital Accelerator program. Defence will leverage creative efforts as co-Chair the Innovation Exchange Network with an outcome of three annual Exchanges and several Innovation Speaker Series and collect, promote and communicate stories of innovation and public service renewal from across the department.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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 2023	30%	30%	46.09%*
	% 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 2023	Results not available New indicator as of 2018-19	5.5%	77.8%**

Notes:

* With the *Strong, Secure, Engaged* data review, an increase in initiatives supported by Defence Science and Technology were identified. The target will be revised through the next Departmental Results Framework review.

** In FY 2019-20, projects were still in their first phase of work or had just transitioned to a second phase of funding (Component 1b). Therefore, most solutions were still in the development stage. In FY 2020-21, projects began completing the second phase of funding (Component 1b), and their broader solutions were delivered to DND/CAF for consideration. Therefore, DND/CAF began to benefit from completed Component 1b projects.

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](#).^{cxlv}

Planned budgetary spending for Future Force Design

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
820,654,966	820,654,966	818,760,419	821,095,511

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

Planned human resources for Future Force Design

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
1,914	1,887	1,885

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](#).^{cxlvii}

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*^{cxlviii} initiatives 109 and 111, North Warning System renewal and NORAD Modernization.

Reforms were previously introduced and implemented to both streamline and accelerate defence procurement. Examples of these reforms include the five-year extension of the Risk Based Defence Procurement Pilot until the end of March 2025. These reforms build on recent measures to improve procurement across the government, reducing complexity and redundancy. These efficiency measures will help us improve our processes towards timely delivery of projects and capabilities.

NORAD Modernization Objectives: Canada and the United States are moving forward with investments to modernize NORAD's capabilities, and there is a requirement to synchronize binational, bilateral and unilateral investments. Starting at the highest level, in the Roadmap for a Renewed United States-Canada Partnership announced in February 2021, it was agreed to expand cooperation on continental defence and in the Arctic, including by modernizing NORAD. The recently signed Joint Statement on NORAD Modernization articulated both nations commitment to NORAD Modernization.

This Joint Statement is intended to guide collaborative efforts to modernize NORAD over the coming years. This work is guided by a common understanding of NORAD modernization, which refers to the shared commitment to: modernize, improve, and better integrate the capabilities required for NORAD to maintain persistent awareness and understanding of potential threats to North America in the aerospace and maritime domains; to deter acts of aggression against North America; to respond to aerospace threats quickly and decisively when required; and to provide maritime warning consistent with the NORAD Agreement.

NORAD modernization efforts at NORAD Headquarters are focused on identifying the capabilities and investments required to effectively execute the NORAD mission sets of Aerospace Warning, Aerospace Control and Maritime Warning within the broader defence, security and safety of North America. Advocacy for current and future requirements is necessary to influence and inform the Department of National Defence (DND) and the United States Department of Defense acquisition processes. This advocacy better positions the DND/CAF and Department of Defense to deliver the capabilities required to regain the competitive military advantage over our adversaries.

A number of *Strong, Secure, Engaged* initiatives, specifically 109 (North Warning System Replacement) and 111 (NORAD Modernization), have yet to be fully defined and funded. Given the magnitude and scope of these initiatives, significant collaborative work remains to ensure the DND/CAF delivers relevant, interoperable capabilities that contribute to the collective defence of North America. The CAF proposed investments, build towards modernizing NORAD (in accordance with *Strong, Secure, Engaged* initiatives 109 and 111) provide the starting point for Canadian capability contributions to NORAD Modernization, inform the broader Government of Canada continental defence policy development and provide the basis for development of discrete investment options to address specific priority areas or Commander, North American Aerospace Defense Command focus areas. The Joint Statement prioritizes the following investment areas:

- Situational awareness;
- Modernized command and control systems;
- Capabilities to deter and, if necessary, defeat evolving aerospace threats to North America; and
- Research, Development, and Innovation.

Defence Intergovernmental Affairs is engaging Indigenous women's organizations and Elders as partners in the work to strengthen domestic and continental defence and to modernize NORAD. This presents a unique opportunity to work collaboratively and adopt a new approach that will engage Indigenous Peoples as partners rather than stakeholders, build trust and advance reconciliation.

Gender-based analysis plus (GBA Plus)

In order to ensure effective defence procurement, the department will continue to build Defence Team capacity to conduct GBA Plus, to apply GBA Plus 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 Requests for Proposals. In addition, Public Services and Procurement Canada (PSPC), supported by the Treasury Board of Canada Secretariat (TBS), is developing a policy suite with respect to social procurement that intends to reduce barriers for underrepresented groups. DND will monitor these developments and make changes to support Government of Canada objectives.

More information on GBA Plus can be found in the "GBA Plus Supplementary Information Table" in the [Supplementary Information Tables](#) section of this report.

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

As directed by *Strong, Secure, Engaged* 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](#)^{cxlix} 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 Plus in decision-making for equipment acquisition and materiel support activities supports the United Nations Sustainable Development Goal #5 Gender Equality.

Experimentation

DND worked with PSPC and TBS to develop an innovative approach to contract approval. This Risk Based Defence Procurement Pilot approach allows for an accelerated procurement process for low-risk procurements. The Pilot approach has been extended until the end of 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 two initiatives to ensure defence procurement is streamlined:

- The Risk Based Defence Procurement Pilot approach was extended to the end of March 2025. 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; and
- Increase the transparency and timeliness of communication with defence industry associations, including meetings with Canadian industry through a Defence Industry Advisory Group and other forums to enhance public access to information on Defence procurement activities. The Defence Industry Advisory Group is an important vehicle for discussing critical issues that affect the broad segments of the Canadian defence industrial base, such as NORAD modernization, the impacts of greening government on defence procurements, economic security and supply chain resiliency. In addition, DND officials will participate in several major industry events throughout FY 2022-23, such as CANSEC and the CAF Outlooks, to keep 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 will include in-person activities, where public health conditions permit, and will leverage virtual engagement platforms to facilitate communication with the Canadian defence industry.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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 2023	31 March 2021	Results not available New indicator as of 2018-19	67%*
	% of goods and services contracts that are awarded within established performance targets	100%	31 March 2023	31 March 2021	100%	92%**

Notes:

* Initiatives such as the Tailored Project Approval Process (formerly known as Project Approval Process Renewal) continued to result in reduced approval process times, specifically in the later phases of the projects, eliminating the requirement for multiple Expenditure Authority approvals by the Minister of National Defence.

** Target not met due to factors such as COVID. In the early phase of the pandemic connectivity to work remotely was limited. Access points were shared among many users, ultimately having an impact on the department's ability to execute procurement within the set timelines. The priority was given to those requirements in direct support to Operation LASER (or COVID-19 efforts).

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](#).^d

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 continue to grow and professionalize the procurement workforce. Key focuses for FY 2022-23 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 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 continued roll-out of three-point schedule estimating techniques, earned value management and negotiations training.

Key equipment acquisition projects in FY 2022-23, as outlined in the [Plans at a glance](#), include:

- Manned airborne intelligence, surveillance and reconnaissance;
- [Canadian Surface Combatant](#); ^{cli}
- [Arctic and Offshore Patrol Ship](#); ^{clii}
- [Joint Support Ship](#); ^{cliii}
- [Fixed-wing Search and Rescue Aircraft Replacement Project](#); ^{cliv}
- [Future Fighter Capability Project](#); ^{clv}
- [Remotely Piloted Aircraft System](#); ^{clvi}
- [Strategic Tanker Transport Capability](#); ^{clvii}
- [Logistics Vehicle Modernization Project](#); ^{clviii}
- [Armoured Combat Support Vehicle](#); ^{clix}
- [CP-140 Aurora Incremental Modernization Project](#); ^{clx}
- [Interim Fighter Capability Project](#); ^{clxi}
- [CF-18 Hornet Extension Project](#); ^{clxii}
- [CH-148 Cyclone Project](#); ^{clxiii}
- [Victoria-class Modernization](#). ^{clxiv}

Armoured Combat Support Vehicle



The Armoured Combat Support Vehicle project will fulfill a variety of combat support roles: Troop/Cargo transport, Ambulance (shown in the photo above), Command Post, Electronic Warfare, Engineer, Fitter/Cargo, Maintenance and Recovery, and Mobile Repair.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
5.2 Defence equipment acquisition is well-managed	% of capital equipment projects that remain in most recent approved scope	100%	31 March 2023	100%	100%	94.12%*
	% of capital equipment projects that remain on most recent approved schedule	100%	31 March 2023	81.25%	100%	94.12%*
	% of capital equipment projects that remain within most recent approved expenditure authority	100%	31 March 2023	100%	100%	94.12%*

Notes:

* Of the 17 capital equipment projects, 16 achieved the target. However, the Cormorant Mid-Life Upgrade Project has had some challenges during FY 2020-21 and will be looking into alternate solutions to meet its needs. These challenges have affected the Project's scope, schedule, and expenditure authority.

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](#).^{clxv}

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

DND will continue to deliver on key information management, information technology and space projects as outlined in SSE. Key focuses for FY 2022-23 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 system and strategic communication services;
- Provide assured and timely in-service support to assigned critical/high-priority strategic and operational joint capabilities and services;
- Implement an integrated 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 for the following projects and initiatives in FY 2022-23:

- Juniper Green; and
- Enterprise Modernization Initiative, Material Identification.

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

- Early engagement with industry and delivery partners;
- Close engagement with PSPC and Innovation, Science and Economic Development Canada to streamline our processes; and
- Close engagement with TBS/the Office of Chief Information Officer to ensure alignment with Government of Canada Digital policy, architecture and standards.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
5.3 Defence information technology acquisition is well-managed	% of information technology projects that remain in approved scope	100%	31 March 2023	94%	100%	100%
	% of information technology projects that remain on approved schedule	100%	31 March 2023	88%	94%	76%*
	% of information technology projects that remain within approved expenditure authority	100%	31 March 2023	100%	100%	100%

Notes:

* Early in this reporting period, COVID-19 impacted the ability of projects to stay on their approved schedules. Projects were able to get back on track after only a few months, once business processes were established and personnel became accustomed to working in a distributed environment.

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](#).^{chvi}

Departmental Result 5.4 – Supplies are available and well-managed

In FY 2022-23 the department will enhance materiel accountability by implementing modern, effective inventory controls, supply chain management and inventory valuation, such as:

- Develop and implement a Defence Supply Chain Performance Management Framework that informs decision-making around the areas of materiel readiness, compliance and optimized cost and that helps prioritize supply chain practitioner work in supporting the CAF;
- Continue to modernize the business processes for substantive and enduring materiel management improvements. 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 improve governance effectiveness, to improve the execution of supply chain functions in support of training and operations.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
5.4 Supplies are available and well-managed	% of stock that is unavailable to meet forecasted demand	At most 5.28%	31 March 2023	5.72%	7.61%	7.36%
	% of stock disposed that was identified as surplus	At least 23%	31 March 2023	Results not available New indicator as of 2020-21*	Results not available New indicator as of 2020-21*	33.4%
	% of stock where Warehouse replenishment settings require review to achieve better materiel positioning and timely customer satisfaction	At most 3.28%	31 March 2023	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.	Results not available. New indicator as of 2022-23.

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](#).^{cbxvii}

Planned budgetary spending for Procurement of Capabilities

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
4,792,013,007	4,792,013,007	5,127,882,945	3,894,787,550

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](#).^{cbxviii}

Planned human resources for Procurement of Capabilities

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
2,429	2,419	2,427

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](#).^{clix}

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 fundamental to supporting defence activities and sustaining military operations. They provide essential support to personnel's training needs and are home to operational and support units. Support services vary across bases, but may include operational, emergency, logistical and technical support, information technology, safety, environmental, and administration and personnel services, such as food and accommodation services.

The Defence Team will continue to build and maintain modern, sustainable, and resilient infrastructure that supports military requirements, improves efficiency, and reduces our environmental footprint. 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. Continuing to focus on reducing environmental impacts leads to a leaner, more affordable real property portfolio, and decreases long-term costs.

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

DND and the CAF will continue to develop capabilities, capacity and expertise to conduct active cyber operations in response to threats and attacks while ensuring adequate protection of our networks and systems from threats and attacks.

The department will continue to work with Shared Services Canada (SSC) to review and improve their Service Delivery model and strengthen the partner relationship. This includes the SSC Enterprise Service Model and the funding model that will allow DND to be more proactive in planning SSC services and the enablement of Government of Canada transformation projects.

The department has implemented the Future Information Capabilities Framework to enable the evolution of information capabilities. Specifically, this body of work provides:

- An effective approach in the identification of information capability research and development problems across multiple time horizons;
- Broad engagement across pan-DND/CAF stakeholder community in an effort to identify potential emerging disruptive technologies to the business of defence; and
- Broad engagements with Research and Development solution developers to mitigate risks to future operational environment.

DND/CAF will work with its clients and enable their business transformation goals, which include attention to cyber security with a view to protecting DND/CAF information and ensuring that it is available whenever and wherever it is needed.

The department will leverage Microsoft 365 as a foundational opportunity to learn and allow DND/CAF to introduce, mature and evolve other new technologies. This includes the maturation and evolution of the Microsoft 365 platform capabilities themselves within the DND/CAF to enable a seamless work and communications platform. The Defence 365 Program will work to integrate information exchange between

existing systems and implement security controls to allow for information storage and processing up to Protected B.

The department will build the reusable building blocks of a full hybrid multi-classification cloud offering through the Joint Defence Cloud Program, providing an efficient and secure infrastructure to future cloud workloads. As DND/CAF moves along its digital transformation journey, the Joint Defence Cloud Program will represent the office that will create efficiencies and prevent redundancies. By working closely with vendors, Cloud service will evolve and mature, and new management and technical considerations will be addressed to meet the Cloud Program strategic management and delivery requirements.

Gender-based analysis plus (GBA Plus)

The Defence Team will continue to apply GBA Plus 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 Plus requirements will continue to be integrated into planning processes and technical guidance. Personnel will continue to apply GBA Plus analyses to ensure relevant factors are considered during the planning and execution of program activities. This includes, but is not limited to, applying GBA Plus when planning facilities, including toilet rooms, change rooms, and showers, to ensure they are designed and built as non-binary (gender neutral or gender inclusive), and ensuring persons of all gender expressions are comfortable in their work environment. Residential housing portfolio plans will include projects to improve the safety and security of residential housing sites, including walkways and exterior lighting.

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

Indigenous Affairs

Given the legal and policy landscape and the areas of intersection of Indigenous issues to matters of Defence, work will continue in order to enable the DND/CAF to meet its legal obligations towards Indigenous Peoples, and effectively implement government reconciliation policy direction and frameworks. Moving forward in FY 2022-23, focus will be on facilitating the strategic implementation of the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)^{clxx} and DND/CAF’s participation in the associated implementation Action Plan. This includes providing leadership across the Defence Team in support of advancing the Government of Canada’s Indigenous reconciliation agenda in a way that enables [Strong, Secure, Engaged: Canada’s Defence Policy](#)^{clxxi} and other key priorities.

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, in 2020, DND/CAF developed an update to the Defence Energy and Environment Strategy (DEES). The DEES describes the department’s environmental actions towards supporting the United Nations’ 2030 Agenda for Sustainable Development and Canada’s Federal Sustainable Development Strategy (FSDS). Notable DND/CAF commitments contributing toward achievement of United Nations Sustainable Development Goals (SDGs) include:

- Reduce greenhouse gas (GHG) emissions from facilities and fleet by 40 percent below 2005 levels by 2025 and achieve net-zero emissions by 2050 (United Nations SDG 7, 9, 11, 12, 13);
- 100 percent of DND commercial light-duty vehicle fleet purchases will be zero-emission vehicles or hybrid when available, with a zero-emission vehicles procurement target of 50 percent by 2023 (United Nations SDG 7, 11, 12, 13);
- Reduce DND’s contaminated sites liability by an average of 10 percent per year by 2023 (United Nations SDG 7, 11, 12, 13);
- Revise the Green Building Directive; develop net-zero carbon ready designs for two residential buildings archetypes by 2023; and, assess 75 percent of eligible bases or wings for an energy

performance contract and move 50 percent to the implementation phase by 2023 (United Nations SDG 7, 11, 12, 13);

- Establish a baseline for non-hazardous waste and develop a reduction and diversion plan by 2023 (United Nations SDG 11, 12, 13);
- Use 100 percent clean electricity by 2022, where available, and by 2025 at the latest by producing or purchasing renewable electricity (United Nations SDG 7, 9, 13);
- Develop a strategy for aviation fuels that supports the Government of Canada's goal of achieving net-zero GHG emissions by 2050; and, complete baseline energy and fuel usage evaluations for select marine vessels by 2023 (United Nations SDG 7, 9, 12, 13); and
- Develop an adaptation risk assessment framework and assess DND programs as well as critical infrastructure, and, assess the impacts of climate change on CAF activities (United Nations SDG 13).

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

The network of 21 Canadian Army bases across Canada will continue to provide invaluable support and are an essential component to enable Force Generation, Force Employment and Sustainment for Land Forces and other CAF organizations stationed at Land Bases. Land Bases and 117 Army Reserve armouries will continue to play a key supporting role in community engagement and domestic operations such as: Operations LENTUS and LASER, supporting CAF soldiers, aviators, sailors and equipment that are tasked to provide assistance to natural disasters and/or the COVID-19 pandemic based on requests for assistance from the Provincial and/or Federal Government. The Canadian Army recognizes the importance of Land Bases and Army Reserve armouries in supporting Canada and the Department's needs and will continue to deliver services in line with the CAF requirements, ensuring efficiency, efficacy and relevance into the future.

The Land Bases Program is directly linked to the Canadian Army Modernization Strategy. In recognition of this linkage, the CA will continue efforts to finalize five activities to study:

- Delivery of food services;
- Delivery of morale and welfare services;

- Reduction of contract irregularities;
- Provision of WI-FI services; and
- Provision of telephony services.

During FY 2022-23, new studies will be launched to look into:

- Provision of emergency services;
- Foreign military training in Canada;
- Provision of transportation services;
- Management of the Official Languages Program; and
- Management of Base Safety Programs.

The analysis of these activities will lead to standardized levels of service, modernization and clear reporting metrics for base services.

In FY 2022-23, two performance indicators will be used as measures of the effective delivery of food services and the availability of single quarter 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.

With the implementation of the Naval Results Framework and developed logic models, Royal Canadian Naval bases have expanded performance metrics that extend throughout all naval base activities. The resulting increased visibility has highlighted opportunities for enhanced performance through key performance indicator analysis.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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 2023	Results not available New indicator as of 2020-21	Results not available New indicator as of 2020-21	69%*
	% deviation of average daily meal cost from the standard allowance	At most 15%	31 March 2023	Results not available New indicator as of 2020-21	Results not available New indicator as of 2020-21	12%

Notes:

* Due to COVID-19 restrictions, a percentage of single quarters accommodations were marked as "not available" that would have otherwise been available for use. In some cases, as many as 50% of single quarters were taken out of rotation and an additional percentage was reserved specifically for quarantine. Due to these circumstances, the FY 2020-21 results are not indicative of the normal conditions of accommodations services at bases and wings.

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](#).^{ch00ii}

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

In adherence with new Treasury Board policy requirements and the Treasury Board Horizontal Fixed Asset Review recommendations, the department is finalizing the Defence Real Property Portfolio Strategy, which will modernize its real property management practices and align long-term affordability with risk. The strategy includes:

- Improving infrastructure on bases and wings to ensure DND/CAF operational readiness;
- Supporting the preparedness and resiliency of new and existing infrastructure;

- Achieving a more sustainable real property portfolio;
- Ensuring DND's real property portfolio planning considers full lifecycle costing of assets and services;
- Synchronizing with departmental capability development planning to prioritize future investments towards strategic objectives;
- Providing modern and flexible workplace solutions that respond to the evolving requirements of the DND and the CAF;
- Exploring innovative measures to optimize DND's real property portfolio management activities and improve the condition, suitability and functionality of the real property portfolio over time;
- Continuing to advocate for more multi-use facilities and co-location within DND/CAF and also with federal and/or provincial partners;
- Adopting Government of Canada fit-up space standards, including hybrid, remote and unassigned work arrangements, to promote a healthy work environment and identify footprint reduction opportunities;
- Investing in new and existing Residential Housing Units to improve the overall condition and suitability of the DND housing portfolio, with the aim of providing safe and accessible accommodation to personnel and their families;
- Continuing to divest of underutilized or obsolete buildings to improve the efficiency of the infrastructure portfolio while reducing GHG emissions; and
- Developing collaborative relationships with private sector firms, to leverage their strengths, in consultation with employees, stakeholders, local communities and public sector unions.

Key infrastructure projects for FY 2022-23, as outlined in the [Plans at a glance](#), include:

- [Future Fighter infrastructure in Bagotville and Cold Lake](#),^{clxxiii}
- [CFB Borden Accommodations Facility](#),^{clxxiv}
- [Defence Research and Development Canada Valcartier](#),^{clxxv}
- [Royal Canadian Dragoons \(RCD\) Facilities – Garrison Petawawa](#).^{clxxvi}

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

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 Actual results
6.2 Defence infrastructure is well-managed throughout its lifecycle	% of infrastructure in suitable condition	At least 80%	31 March 2023	66%	64%	64.49%
	% of maintenance and repair investment in relation to the infrastructure portfolio value	At least 2%	31 March 2023	1.05%	1.01%	0.71%*
	% of the total real property value that is identified as surplus	At most 2%	31 March 2023	0.82%	2.59%	1.78%

Notes:

* Maintenance and repair funding levels were insufficient to reach the 1.4% target in FY 2020-21. In addition, some funds originally allocated to maintenance and repair spending were transferred to other infrastructure operating priorities.

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](#).^{clxxviii}

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 GHG emissions from real property and the light-duty commercial fleet by 40 percent (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 is designed, built and maintained to meet the Green Building Directive, which includes net zero emissions when feasible; 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.

In FY 2022-23 the Army Environmental Program will contribute to the department's sustainability goals with the following key initiatives to be completed:

- Commence implementation of the Canadian Army Environmental Strategy – 2030;
- Monitor indicators of Environmental Sustainability through the Range and Training Area Sustainment System;
- Monitor Range and Training Area water quality;
- Monitor wildlife at risk and implement identified mitigation measures;
- Continue to address gaps identified in the FY 2020-21 Canadian Army environmental compliance gap analysis; and
- Support completion of Strategic Environmental Assessments for new Canadian Army capabilities.

In FY 2022-23 the Royal Canadian Air Force (RCAF) Environment and Operational Sustainability Program will contribute to the department's sustainability goals with the following key initiatives to be completed:

- Advance efforts related to RCAF Fuels – Energy & GHG emissions in accordance with the approved conceptual model for the RCAF Path to Net Zero Carbon for Aviation Fuels;
- Implement a modernized Fuel tracking system, as directed by the DEES, to enable improved data analytics;
- Develop a draft RCAF Path to Net Zero Strategy that includes a Phase 1 Decarbonization Plan as directed by the DEES;
- Deliver a final consolidated Phase 1 White Paper on climate change operational impacts that puts the topic in context for general RCAF operational interests; and
- Support the completion of Strategic Environmental Assessments for new Air Force capabilities.

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

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2018-19 Actual results	2019-20 Actual results	2020-21 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 2025	32%	31.3%	38%*
	% of reduction in contaminated sites liability based on the closing liability of the previous year	At least 10%	31 March 2023	19.8%	16.5%	10%

Notes:

* FY 2020-21 saw a large reduction in greenhouse gas emissions – 38% from 2005 levels (excluding military fleets). This drop in emissions is mainly attributed to COVID-19 affecting operations and a mild winter that reduced heating costs. Once normal operations resume, emissions are expected to rise.

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](#).^{chxxx}

Planned budgetary spending for Sustainable Bases, Information Technology Systems and Infrastructure

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
4,129,651,499	4,129,651,499	4,105,845,151	4,107,345,584

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](#).^{chxxx}

Planned human resources for Sustainable Bases, Information Technology Systems and Infrastructure

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
15,526	15,455	15,503

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](#).^{chxxx}

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

A number of efforts and key deliverables will be the focus of FY 2022-23 across Internal Services programming. These include the following items:

Management and Oversight Services

The Departmental Litigation Oversight complex litigation management capability will continue to provide support to the Canadian Forces' Legal Advisor/Department of Justice and all DND/CAF instructing clients in progressing the various ongoing and emerging class actions in negotiation or implementation across the Department, with the aim of ensuring compliance with all requirements. This support extends through the spectrum of the litigation cycle, and will contribute to the interdepartmental management of, and approach to workplace litigation strategies. In enabling the holistic coordination and reporting of these class actions, including those which pertain to workplace harassment and discrimination such as the DND/CAF Sexual Misconduct Class Action lawsuit, those which pertain to compensation and benefits, and one which pertains to contaminated groundwater, the department will meet legal and moral obligations related to these and other settlement agreement orders and appropriately manage associated risks.

Review Services

In order to advance corporate priorities and fulfill Core Responsibilities, independent evaluations, audits, conflict of interest analysis and administrative investigations, including disclosure of wrongdoing under the *Public Servants Disclosure Protection Act*^{clxxxiii} will continue to be conducted within the department to provide assurance on efficiency, effectiveness and economy of operations. To facilitate decision making, assurance activities will prioritize diversity and inclusion, professional conduct and culture, and delivery of *Strong, Secure, Engaged: Canada's Defence Policy*.^{clxxxiv}

Security

The timely and efficient processing of security clearances in support of operations remains Director General Defence Security's (DGDS) top priority. It will champion the effort 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. It will implement the new 2021-24 Departmental Security Plan, focusing on positive management of strategic security risks and their associated Risk Treatment Plans, in better alignment with Enterprise Risk Management. DGDS will continue to modernize business practices to improve the DND Security program, accounting for the fundamental changes brought about by the COVID-19 pandemic. It will continue to energize and implement the updated Business Continuity Management program, focusing on the deliberate and efficient conduct of federated Business Impact Analyses at the Departmental level, leveraging automated solutions.

Communications Services

DND and the 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. Clear and accurate information helps show how investments in defence not only keep Canada and Canadians secure, but also create jobs and economic growth in our communities. Transparency, inclusivity, and accountability in communicating are essential to improving public understanding of Canada's defence priorities, and building and maintaining trust between Canadians and the institution of Defence.

In FY 2022-23, communications efforts will continue to support Defence priorities including:

- Strong, Secure, Engaged – including advertising campaigns and marketing support for CAF recruitment efforts;
- Professional conduct and culture – by ensuring that the importance and seriousness of systemic misconduct is understood, as well as how it is addressed in DND and the CAF, including the realignment of policies, programs, and responsibilities that address misconduct;
- Diversity and inclusion – by demonstrating tangible and measurable progress towards creating a representative and diverse workforce within all levels of the organization through the recruitment of persons of diverse race, ethnicity and nationality; Indigenous identity; sexual orientation and gender identity; and disability status;
- CAF reconstitution – by prioritizing efforts and resources on people and culture, readiness, and modernization; and
- Enhancing operational and institutional communications – through developing public affairs practitioners at all levels; setting a new direction for social media engagement; and strengthening information management and the use of analytics to improve public affairs decision-making.

Human Resources Management Services

The focus for FY 2022-23 will be ensuring that employee experience continues to be front of mind and supported through sound people management and the public service 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 public service 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 public service workforce provides. Identifying the future public service workforce requirements of the Defence Team and developing strategies to achieve the workforce needed to deliver on *Strong, Secure, Engaged* will be critical to the department's success.

Public service 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 public service employees and military managers of public servants 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 Civilian Diversity and Inclusion Action Plan. 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 2022-23 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 continue to 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 are long-standing priorities 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 Plus 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 public service employees. This includes continued implementation of the action plan to meet the objectives identified in the *Directive to increase diversity and inclusion in the workplace*.

The implementation of [Bill C-65](#)^{clxxxv} and the changes to the definition of violence and harassment necessitate a consistent and comprehensive workplace harassment and violence program. While we recognize the nature of their work, note that the efforts of the Chief, Professional Conduct and Culture are overarching across the department, more information is found under [Core Responsibility 3 – Defence Team](#) where their impact reflects their intent along with other Defence Team efforts.

Financial Management Services

Strong, Secure, Engaged established a detailed way forward for the current and future needs of the CAF and the Department of National Defence (DND). Work continues across Defence to implement the 20-year, multi-billion dollar policy, and the DND/CAF financial community continues to provide oversight for the implementation of Canada's Defence Policy through the ongoing sound stewardship of resources. Canada's Defence Policy commits to greater openness regarding how Defence investments are managed, to make sure the additional resources provided will achieve the expected results. Increased transparency through regular reporting on major investments will strengthen the confidence of Canadians that their tax dollars are well spent and that members of Canada's military have the tools and resources they require to do their jobs.

As a transformational leader in financial management planning and practices, DND/CAF regularly seeks to transform and modernize systems and processes. In FY 2022-23, the department will continue to enhance awareness about financial management obligations and business processes, and will also continue to streamline and automate business processes by leveraging technology and creating efficiencies. Driven by budget accountability and results delivery on behalf of all Canadians, data accuracy and evidence-based analysis leads the effective resource management function at DND/CAF.

Information Management Services

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 implementation of Defence 365 to support a remote and mobile workforce, the department will focus on enabling DND/CAF Operations by leveraging Defence 365 to deliver a centralized, unified, cloud platform where information can be managed and accessed from anywhere, anytime to advance decision-making capabilities.

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. In FY 2022-23, the department will:

- Develop and communicate a service management strategy to promote an integrated, consistent approach to service management across the Department; and
- Capture and support service improvement, a move towards end-to-end digital service delivery and a client-centric approach.

Data Management

DND/CAF will continue to prioritize electronic data management, governance and analytics throughout the Department in order to execute Defence Policy initiatives aimed at increasing strategic advantage for our CAF operations and improving the management of the business of Defence.

In FY 2022-23, the department will:

- Continue to build our capacity for enterprise-wide data management, following the direction of the Treasury Board of Canada Secretariat (TBS) [Policy on Service and Digital](#),^{clxxxvi} and in accordance with the [DND/CAF Data Strategy](#),^{clxxxvii}
- Action the Data Strategy Implementation Plan and track its progress;
- Pursue the development of the eight core data capabilities identified in the Direction on Core DND/CAF Data Capabilities;
- Capture and manage conduct-related data in support of developing a plan to improve Defence culture in accordance with the [Chief of the Defence Staff/Deputy Minister Initiating Directive for Professional Conduct and Culture](#),^{clxxxviii}
- Develop processes and analytical tools to enable us to connect data across the Defence enterprise, with other national agencies, and with our allies and partners;
- Actively promote a culture that recognizes the value of data as an asset, build data literacy, and develop analytical skills at all levels of the Defence Team in line with the [Analytics in DND/CAF: Vision and Guiding Principles](#),^{clxxxix}
- Leverage data management and data-driven innovation to mature reporting of real-time performance information in accordance with TBS direction and guidance;
- Manage data as a strategic asset by maturing its quality, breadth, accessibility, and timeliness to support decision-making and operations;
- Lay the foundations of an Artificial Intelligence Strategy, coordinate existing initiatives, and leverage promising avenues to position Canada as a leader in the field; and
- Provide guidance on management and access requirements of data stored within information technology systems to ensure it is secure and reliable.

Digital Enterprise Modernization

The rapid advancement of information management and technology will allow the Department to use modern business practises to improve our processes and the business of Defence in general. In FY 2022-23, DND and the CAF will build the capacity for Digital Enterprise Modernization, which will:

- Initiate transformation projects that update and improve business processes and policies across the Defence enterprise, taking advantage of innovative software upgrades to improve business information and decision flows;
- Establish a digital business architecture dedicated to providing an enterprise view of digital capacities and capabilities related to transforming the business of Defence in the short, medium, and long terms. In doing so, it will ensure that the development of new business processes, policies, and practices is aligned with the Government of Canada (GC) modernization goals and digital transformation strategy;
- 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.

Information Technology Services

The department will continue to mature its Enterprise Architecture practice, and as a result will enhance alignment and oversight of technical solutions within DND/CAF. The department will work closely with TBS to ensure the department is aligned with GC Information Management/Information Technology directives and standards, such as GC's *Directive on Service and Digital* and GC Enterprise Architecture Review Board reviews.

DND/CAF will continue to maintain and assess its IM/IT investments in its Application Portfolio Management (APM) program to ensure quality application and business data is captured. This will enable DND/CAF to better manage our IM/IT investments and for our partners to provide necessary support services.

Key Corporate Risk(s)

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

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

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

Planned budgetary spending for Internal Services

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
1,220,365,624	1,220,365,624	875,321,829	888,996,604

Planned human resources for Internal Services

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
4,284	4,277	4,296

Planned spending and human resources

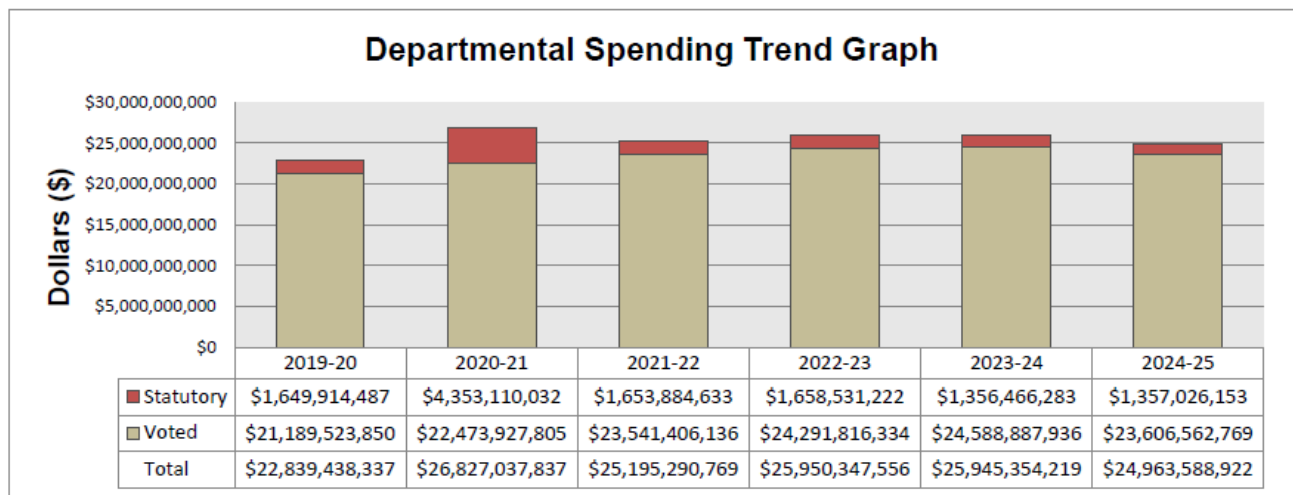
This section provides an overview of the department's planned spending and human resources for the next three fiscal years and compares planned spending for 2022-23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019-20 to 2024-25

Departmental spending trend graph

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



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

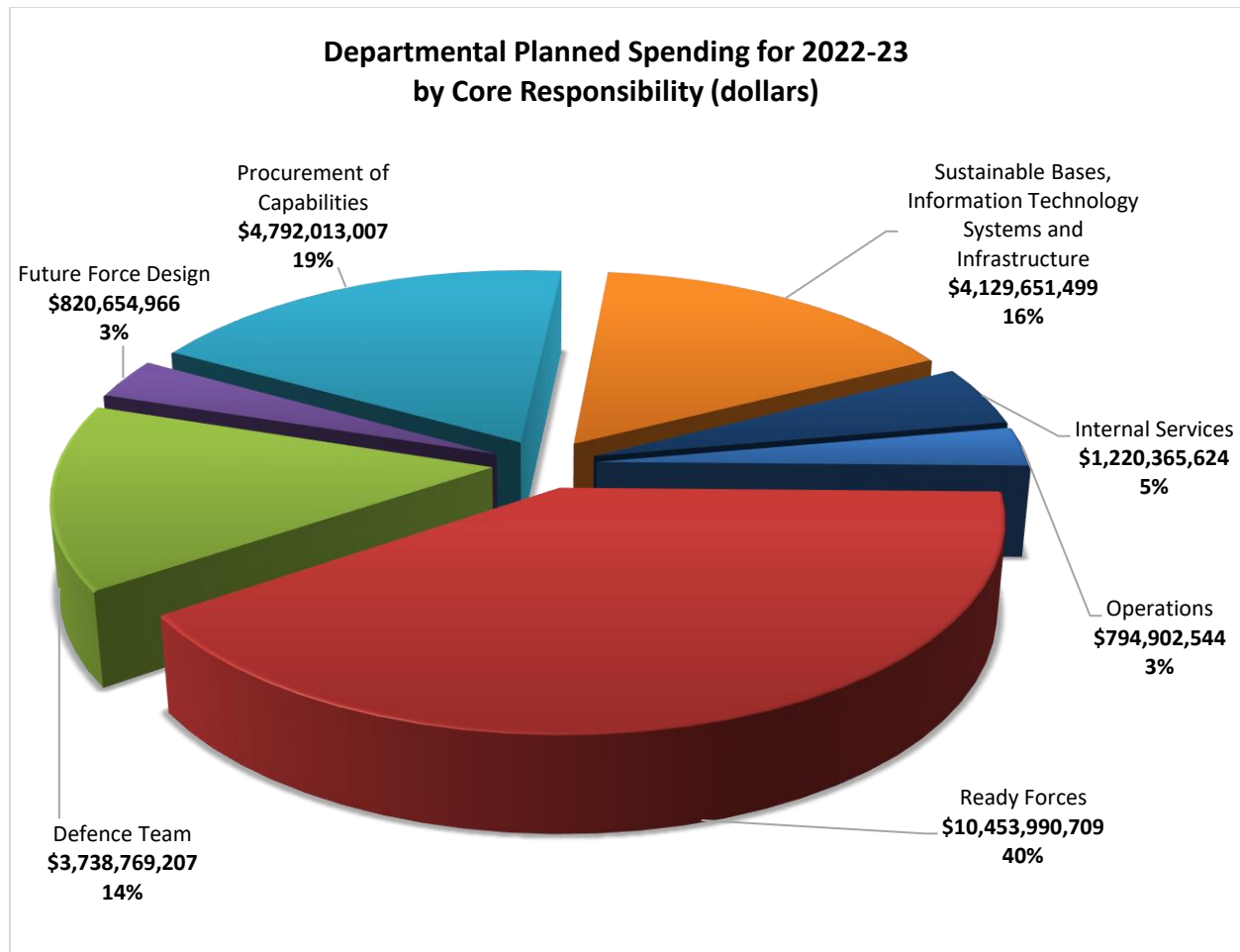
Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

The following table shows information on spending for each of the Department of National Defence and the Canadian Armed Forces' core responsibilities and for its internal services for 2022-23 and other relevant fiscal years.

Core Responsibilities and Internal Services	2019-20 Expenditures	2020-21 Expenditures	2021-22 Forecast spending	2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 Planned spending	2023-24 Planned spending	2024-25 Planned spending
Operations	1,044,514,772	1,028,857,684	1,112,553,924	794,902,544	794,902,544	806,647,190	814,971,524
Ready Forces	9,875,229,209	11,719,160,120	10,292,348,934	10,453,990,709	10,453,990,709	10,458,121,831	10,637,852,995
Defence Team	3,365,827,143	4,057,640,230	3,859,083,052	3,738,769,207	3,738,769,207	3,752,774,854	3,798,539,154
Future Force Design	758,767,328	836,173,606	754,558,732	820,654,966	820,654,966	818,760,419	821,095,511
Procurement of Capabilities	3,298,055,560	4,119,915,713	4,195,092,477	4,792,013,007	4,792,013,007	5,127,882,945	3,894,787,550
Sustainable Bases, Information Technology Systems and Infrastructure	3,651,639,001	4,185,750,629	3,988,447,423	4,129,651,499	4,129,651,499	4,105,845,151	4,107,345,584
Subtotal	21,994,033,013	25,947,497,982	24,202,084,542	24,729,981,932	24,729,981,932	25,070,032,390	24,074,592,318
Internal Services	845,405,324	879,539,855	993,206,227	1,220,365,624	1,220,365,624	875,321,829	888,996,604
Total	22,839,438,337	26,827,037,837	25,195,290,769	25,950,347,556	25,950,347,556	25,945,354,219	24,963,588,922

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.



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

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Department of National Defence and the Canadian Armed Forces' core responsibilities and for its internal services for FY 2022-23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019-20 actual full-time equivalents	2020-21 actual full-time equivalents	2021-22 forecast full-time equivalents	2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
Operations	2,647	2,156	3,078	2,144	2,145	2,151
Ready Forces	45,797	45,431	46,716	45,920	45,957	46,052
Defence Team	20,407	18,902	18,059	19,127	19,123	19,166
Future Force Design	1,930	1,883	2,086	1,914	1,887	1,885
Procurement of Capabilities	2,427	2,525	2,843	2,429	2,419	2,427
Sustainable Bases, Information Technology Systems and Infrastructure	15,974	15,944	16,493	15,526	15,455	15,503
Subtotal	89,182	86,841	89,275	87,060	86,986	87,184
Internal Services	4,070	4,342	4,470	4,284	4,277	4,296
Total	93,252	91,183	93,745	91,344	91,263	91,480

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 (P Res) 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. The CAF will continue its efforts in meeting the overall Defence Policy objective to maximize the operational output of the P Res (full-time capability through part-time service) through the conception, development, funding, sustainment and integration of unique enablers and new or existing combat multipliers. These efforts will support the P Res to reach the Government of Canada (*Strong, Secure, Engaged* initiative 74) authorized Average Paid Strength level to 30 000.

The Cadet Organizations Administration and Training Service (COATS) sub-component consists predominantly of part-time CAF members, located throughout Canada, primarily assigned to duties relating to the supervision, administration and training of cadets who are members of the Royal Canadian Sea Cadets, Royal Canadian Army Cadets and Royal Canadian Air Cadets. It is currently comprised of

7 052 CAF members in one of three military occupations; Cadet Instructors Cadre (CIC) officers, General Service Officers and General Service Non-Commissioned Members (NCMs). The current target strength of 8 000 COATS personnel is required to support the CAF's responsibility for the Department's Youth Program (Cadets and Junior Canadian Rangers).

The target of 5 680 Canadian Ranger personnel is an aspirational target and would represent an increase of eight percent from present levels. Although growth was paused in FY 2020-21 in order to limit the risk of transmitting COVID-19 to isolated communities, Canadian Ranger Enhancement seeks to reinvigorate growth utilizing available resources and ensuring recruiting targets are aligned with the needs of communities where growth is forecast.

The following table provides our total planned human resources for Reserve Force personnel for the next three FY's 2022-25.

	2022-23	2023-24	2024-25
Primary Reserve	29,550	29, 850	30,000
Cadet Organization Administration and Training Service	7,250	7,500	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 [2022-23 Main Estimates](#).^{CXC}

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 2021-22 to 2022-23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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](#).^{cxc1}

Future-oriented condensed statement of operations for the year ending 31 March 2023 (dollars)

Financial information	2021-22 forecast results	2022-23 planned results	Difference (2022-23 planned results minus 2021-22 forecast results)
Total expenses	24,981,171,000	25,390,997,000	409,826,000
Total revenues	408,586,000	407,990,000	(596,000)
Net cost of operations before government funding and transfers	24,572,585,000	24,983,007,000	410,422,000

Notes: The variance between the 2022-23 planned results and 2021-22 forecast results is mainly due to an increase in salary and employee benefits as well as an increase in amortization expense.

Corporate information

Organizational profile

Appropriate minister: The Honourable Anita Anand, PC, MP

Associate minister: The Honourable Lawrence MacAulay, PC, MP

Institutional head: Bill Matthews, Deputy Minister

Chief of the Defence Staff: General Wayne D. Eyre, CMM, MSC, CD

Ministerial portfolio:

- Department of National Defence
- Canadian Armed Forces
- [National Defence and Canadian Forces Ombudsman](#)^{cxcii}
- [Independent Review Panel for Defence Acquisition](#)^{cxciii}
- [Office of the Chief Military Judge](#)^{cxciv}
- [Defence Research and Development Canada](#)^{cxcv}
- [Communications Security Establishment](#)^{cxcvi}
- [Military Police Complaints Commission of Canada](#)^{cxcvii}
- [Military Grievances External Review Committee](#)^{cxcviii}

Enabling instruments:

- [National Defence Act](#)^{cxcix}
- [Communications Security Establishment Act](#)^{cc}
- [Emergencies Act](#)^{cci}
- [Aeronautics Act](#)^{ccii}
- [Fisheries Act](#)^{cciii}

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

Year of incorporation/commencement: 1923

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

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

Information on the Department of National Defence and the Canadian Armed Forces' raison d'être, mandate and role is available on the [department's website](#).^{ccvi}

Information on the Department of National Defence and the Canadian Armed Forces' mandate letter commitments is available in the Minister's mandate letter(s).

Operating context

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

Reporting framework

The Department of National Defence and the Canadian Armed Forces' approved departmental results framework and program inventory for 2022-23 are as follows.

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

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

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

			<ul style="list-style-type: none"> • % of civilians who self-identify as victims of harassment • % of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination • % of civilians who self-identify as victims of discrimination • Annual number of reported incidents of sexual misconduct in the Canadian Armed Forces • Number and type of actions taken in response to reported sexual misconduct incidents by the Defence Team • Number of Canadian Armed Forces members who have attended a training session related to sexual misconduct • % of civilians in the Defence Team who have completed mandatory harassment training • Annual number of reported incidents of a sexual nature for the Defence Team civilian personnel • % of CAF members who agree that the culture in the CAF surrounding sexual misconduct has improved in the last 12 months • % of CAF members who agree that the CAF currently reinforces a culture of mutual respect, trust, honour and dignity 		
Program Inventory	<ul style="list-style-type: none"> • Recruitment • Individual Training and Professional Military Education • Total Health Care • Defence Team Management • Military Transition • Military Member and Family Support • Military History and Heritage • Military Law Services/Military Justice Superintendence • Ombudsman • Cadets and Junior Canadian Rangers (Youth Program) 				

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

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

Core Responsibility	Sustainable Bases, Information Technology Systems and Infrastructure		
Description	Develop and manage modern, operational and sustainable bases, information technology systems 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"> • % of single quarters accommodations that can be used • % deviation of average daily meal cost from the standard allowance 	Defence infrastructure is well-managed throughout its lifecycle <ul style="list-style-type: none"> • % of infrastructure in suitable condition • % of maintenance and repair investment in relation to the infrastructure portfolio value • % of the total real property value that is identified as surplus 	Defence activities are carried out in a safe and environmentally responsible manner <ul style="list-style-type: none"> • % of greenhouse gas emissions reduction relative to a 2005 baseline • % of reduction in contaminated sites liability based on the closing liability of the previous year
Program Inventory	<ul style="list-style-type: none"> • Defence Infrastructure Program Management • Defence Infrastructure Construction, Recapitalization and Investment • Defence Infrastructure Maintenance, Support and Operations • Defence Residential Housing Program • Defence Information Systems, Services and Programme Management • Environmental Sustainability and Protection • Indigenous Affairs • Naval Bases • Land Bases • Air and Space Wings • Joint, Common and International Bases • Military Police Institutional Operations • Safety 		

Changes to the approved reporting framework since 2021-22

The following table shows the approved changes to the reporting framework since 2021-22 for the Department of National Defence and the Canadian Armed Forces.

Structure	2022-23	2021-22	Change	Reason for change
CORE RESPONSIBILITY	Ready Forces	Ready Forces	No change	Not Applicable
PROGRAM	Employer Support Programmes	Canadian Forces Liaison Council and Employer Support	Title change	Note 1
CORE RESPONSIBILITY	Sustainable Bases, Information Technology Systems and Infrastructure	Sustainable Bases, Information Technology Systems and Infrastructure	No change	Not Applicable
PROGRAM	Defence Residential Housing Program	Military Family Housing	Title change	Note 2

Note 1: The name of the organization changed to Employer Support Programmes.

Note 2: The name of the program changed as Defence is inclusive of the entire Defence Team.

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 on [GC InfoBase](#).^{ccviii}

Supplementary information tables

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

- [Departmental Sustainable Development Strategy](#)^{ccx}
- [Details on transfer payment programs](#)^{ccxi}
- [Gender-based analysis plus](#)^{ccxii}
- [Status report on transformational and major Crown projects](#)^{ccxiii}

Federal tax expenditures

The Department of National Defence and the Canadian Armed Forces' Departmental Plan does not include information on tax expenditures.

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](#).^{ccxiv} 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 plus.

Organizational contact information

Mailing address: 60 Moodie Drive, Ottawa, Ontario K1A 0K2, Canada

Telephone: 613-992-4581

Email: information@forces.gc.ca

Website: <https://www.canada.ca/en/department-national-defence.html>

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.

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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to

communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 Plus) (analyse comparative entre les sexes plus [ACS Plus])

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 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: 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.

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 a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

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

-
- ⁱ *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- ⁱⁱ *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- ⁱⁱⁱ Search and rescue operations, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/types/search-rescue.html>
- ^{iv} Operation LASER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/laser.html>
- ^v Operation VECTOR, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-vector.html>
- ^{vi} Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- ^{vii} Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- ^{viii} Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- ^{ix} North American Aerospace Defense Command (NORAD), <https://www.canada.ca/en/department-national-defence/services/operations/allies-partners/norad.html>
- ^x Operation CARIBBE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-caribbe.html>
- ^{xi} Operation IMPACT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-impact.html>
- ^{xii} Operation ARTEMIS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-artemis.html>
- ^{xiii} Canada takes command of CTF 150, <http://www.navy-marine.forces.gc.ca/en/news-operations/news-view.page?doc=canada-takes-command-of-ctf-150/kkei7phh>
- ^{xiv} Operation NEON, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-neon.html>
- ^{xv} Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- ^{xvi} Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>
- ^{xvii} Operation PROJECTION, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-projection.html>
- ^{xviii} Operation GLOBE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/op-globe.html>
- ^{xix} Operation RENAISSANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-renaissance.html>
- ^{xx} Current military operations, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/list.html>
- ^{xxi} Bill C-65, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-65/royal-assent>

- ^{xxii} Restorative engagement to address sexual misconduct, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/restorative-engagement.html>
- ^{xxiii} Integrated Conflict and Complaint Management (ICCM): What this service offers, <https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct/integrated-conflict-complaint-management.html>
- ^{xxiv} Research, data and analysis on sexual misconduct, <https://www.canada.ca/en/department-national-defence/services/benefits-military/conflict-misconduct/sexual-misconduct/research-data-analysis.html>
- ^{xxv} The Third Independent Reviews of the National Defence Act , <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/acts-regulations/third-independent-reviews-nda.html>
- ^{xxvi} BILL C-77, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-77/first-reading>
- ^{xxvii} Terms of Reference – Independent External Comprehensive Review of the Department of National Defence and the Canadian Armed Forces, <https://www.canada.ca/en/department-national-defence/campaigns/external-review-terms-of-reference.html>
- ^{xxviii} Canadian surface combatant, <https://www.canada.ca/en/department-national-defence/services/procurement/canadian-surface-combatant.html>
- ^{xxix} Arctic and offshore patrol ships, <https://www.canada.ca/en/department-national-defence/services/procurement/arctic-offshore-patrol-ships.html>
- ^{xxx} Joint Support Ships, <http://www.navy-marine.forces.gc.ca/en/fleet-units/jss-home.page>
- ^{xxxi} Fixed-wing search and rescue procurement project, <https://www.canada.ca/en/department-national-defence/services/procurement/fixed-wing-search-and-rescue-procurement-project.html>
- ^{xxxii} Future fighter capability project, <https://www.canada.ca/en/department-national-defence/services/procurement/fighter-jets/future-fighter-capability-project.html>
- ^{xxxiii} Remotely Piloted Aircraft System (RPAS), <https://www.canada.ca/en/department-national-defence/services/procurement/remotely-piloted-aircraft-system.html>
- ^{xxxiv} Strategic Tanker Transport Capability, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1341>
- ^{xxxv} Logistics Vehicle Modernization Project (LVM), <https://www.canada.ca/en/department-national-defence/services/procurement/logistics-vehicle-modernization-project.html>
- ^{xxxvi} Armoured Combat Support Vehicle (ACSV), <https://www.canada.ca/en/department-national-defence/services/procurement/armoured-combat-support-vehicle.html>
- ^{xxxvii} CP-140 Aurora fleet modernization and life extension, <https://www.canada.ca/en/department-national-defence/services/procurement/cp-140-aurora.html>
- ^{xxxviii} Interim Fighter Capability Project, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1786>
- ^{xxxix} Hornet Extension Project (HEP) - Phase 1, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1442>
- ^{xl} CH-148 Cyclone procurement project, <https://www.canada.ca/en/department-national-defence/services/procurement/ch-148-cyclone.html>
- ^{xli} Victoria-class submarines, <https://www.canada.ca/en/department-national-defence/services/procurement/victoria-class-submarines.html>
- ^{xlii} Communications Security Establishment, <https://www.cse-cst.gc.ca/en>

- ^{xliii} Greening Government Strategy: A Government of Canada Directive, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- ^{xliv} Government awards design contract for future fighter infrastructure in Cold Lake, <https://www.canada.ca/en/department-national-defence/news/2020/08/government-awards-design-contract-for-future-fighter-infrastructure-in-cold-lake.html>
- ^{xlv} National Defence Breaks Ground on New Accommodations Facility at CFB Borden, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2021/05/borden-facility.html>
- ^{xlvi} Government of Canada invests in new defence research facility in Valcartier, <https://www.canada.ca/en/department-national-defence/news/2020/11/government-of-canada-invests-in-new-defence-research-facility-in-valcartier.html>
- ^{xlvii} Construction underway on a new facility for The Royal Canadian Dragoons in Petawawa, <https://www.canada.ca/en/department-national-defence/news/2020/12/construction-underway-on-a-new-facility-for-the-royal-canadian-dragoons-in-petawawa.html>
- ^{xlviii} Defence infrastructure projects, <https://www.canada.ca/en/department-national-defence/services/infrastructure-projects.html>
- ^{xlix} Implementing the United Nations Declaration on the Rights of Indigenous Peoples in Canada, <https://www.justice.gc.ca/eng/declaration/index.html>
- ⁱ Canadian Forces Aboriginal Entry Program, <https://forces.ca/en/programs-for-indigenous-peoples/cfaep/>
- ⁱⁱ Aboriginal Leadership Opportunity Year, <https://forces.ca/en/programs-for-indigenous-peoples/aloy/>
- ⁱⁱⁱ Looking for HR information at your fingertips? Download the HR Go RH app today!, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2019/11/looking-for-hr-information-at-your-fingertips-download-the-hr-go-rh-app-today.html>
- ^{liii} *Strong, Secure, Engaged*: Canada's Defence Policy, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- ^{liv} Planned Costs for Major Canadian Armed Forces Operations, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2022-23/supplementary-information/planned-costs-major-caf-operations.html>
- ^{lv} Current CAF Operations and Exercises, <https://www.canada.ca/en/department-national-defence/services/operations.html>
- ^{lvi} Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- ^{lvii} Operation LASER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/laser.html>
- ^{lviii} Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- ^{lix} Operation LASER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/laser.html>
- ^{lx} Operation VECTOR, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-vector.html>
- ^{lxi} Operation LENTUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-lentus.html>
- ^{lxii} Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>

- ^{lxiii} Operation PALACI, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-palaci.html>
- ^{lxiv} National Defence Act, <https://laws-lois.justice.gc.ca/eng/acts/N-5/index.html>
- ^{lxv} 2019-20 Departmental Results Report, https://www.canada.ca/content/dam/dnd-mdn/documents/departmental-results-report/2019-20-drr/english/DRR%202019-20_DND_English_FINAL%204%20Nov%202020%20-%20PDF%20Website.pdf
- ^{lxvi} 2020-21 Departmental Results Report, <https://www.canada.ca/content/dam/dnd-mdn/documents/reports/2021/drr-2020-21.pdf>
- ^{lxvii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ^{lxviii} National Search and Rescue Program, <https://www.publicsafety.gc.ca/cnt/mrgnc-mngmnt/rspndng-mrgnc-vnts/nss/prgrm-en.aspx>
- ^{lxix} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ^{lxx} Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- ^{lxxi} Operation LIMPID, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-limpid.html>
- ^{lxxii} Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- ^{lxxiii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ^{lxxiv} 2019-20 Departmental Results Report, https://www.canada.ca/content/dam/dnd-mdn/documents/departmental-results-report/2019-20-drr/english/DRR%202019-20_DND_English_FINAL%204%20Nov%202020%20-%20PDF%20Website.pdf
- ^{lxxv} 2020-21 Departmental Results Report, <https://www.canada.ca/content/dam/dnd-mdn/documents/reports/2021/drr-2020-21.pdf>
- ^{lxxvi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ^{lxxvii} Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>
- ^{lxxviii} Operation IMPACT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-impact.html>
- ^{lxxix} Operation PROTEUS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-proteus.html>
- ^{lxxx} Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- ^{lxxxi} Operation PROJECTION, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-projection.html>
- ^{lxxxii} Operation REASSURANCE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-reassurance.html>
- ^{lxxxiii} Operation KOBOLD, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-kobold.html>
- ^{lxxxiv} Operation IMPACT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-impact.html>
- ^{lxxxv} Operation UNIFIER, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-unifier.html>

- lxxxvi Operation SOPRANO, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-soprano.html>
- lxxxvii Operation CROCODILE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-crocodile.html>
- lxxxviii Operation JADE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-jade.html>
- lxxxix Operation SNOWGOOSE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-snowgoose.html>
- xc Operation CALUMET, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-calumet.html>
- xcⁱ The Elsie Initiative for Women in Peace Operations, <https://pm.gc.ca/en/news/backgrounders/2017/11/15/elsie-initiative-women-peace-operations>
- xcⁱⁱ Operation ARTEMIS, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-artemis.html>
- xcⁱⁱⁱ Operation CARIBBE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-caribbe.html>
- xc^{iv} Operation PROJECTION, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-projection.html>
- xc^v Operation NEON, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-neon.html>
- xc^{vi} Operation RENDER SAFE, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-render-safe.html>
- xc^{vii} Operation OPEN SPIRIT, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-open-spirit.html>
- xc^{viii} Minister of National Defence, the Hon. Harjit S. Sajjan, participates in the Conference on the South China Sea, <https://www.canada.ca/en/department-national-defence/news/2020/11/minister-of-national-defence-the-hon-harjit-s-sajjan-participates-in-the-conference-on-the-south-china-sea.html>
- xc^{ix} The Vancouver Principles, https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/human_rights-droits_homme/principles-vancouver-principes.aspx?lang=eng
- ^c 2019-20 Departmental Results Report, https://www.canada.ca/content/dam/dnd-mdn/documents/departmental-results-report/2019-20-drr/english/DRR%202019-20_DND_English_FINAL%204%20Nov%202020%20-%20PDF%20Website.pdf
- ci 2020-21 Departmental Results Report, <https://www.canada.ca/content/dam/dnd-mdn/documents/reports/2021/drr-2020-21.pdf>
- cⁱⁱ GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cⁱⁱⁱ GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- c^{iv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- c^v Defence Energy and Environment Strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees.html>
- c^{vi} Energy efficiency, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees/2-energy.html>
- c^{vii} Climate change, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/dees/3-sustainable.html>

- cviii Greening Government Strategy: A Government of Canada Directive, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- cix Space Flag holds first exercise with coalition partners, <https://www.afspc.af.mil/News/Article-Display/Article/1943013/space-flag-holds-first-exercise-with-coalition-partners/>
- cx Space Flag holds first exercise with coalition partners, <https://www.afspc.af.mil/News/Article-Display/Article/1943013/space-flag-holds-first-exercise-with-coalition-partners/>
- cxii Schriever Wargame Concludes, <https://www.schriever.spaceforce.mil/News/Article-Display/Article/1977480/schriever-wargame-concludes/>
- cxiii *Strong, Secure, Engaged*: Canada's Defence Policy, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- cxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxvii Engaged in the world: A systemic investigation into the administration of postings, assignments and employments of Defence Team personnel outside of Canada, <https://www.canada.ca/en/ombudsman-national-defence-forces/reports-news-statistics/investigative-reports/engaged-in-the-world/report.html>
- cxviii Military career transition, <https://www.canada.ca/en/department-national-defence/services/benefits-military/transition.html>
- cxix National Defence Act, <https://laws-lois.justice.gc.ca/eng/acts/N-5/index.html>
- cxx Terms of Reference – Independent External Comprehensive Review of the Department of National Defence and the Canadian Armed Forces, <https://www.canada.ca/en/department-national-defence/campaigns/external-review-terms-of-reference.html>
- cxxi BILL C-77, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-77/first-reading>
- cxvii BILL C-77, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-77/first-reading>
- cxviii Administration of Justice in the Canadian Armed Forces, https://publications.gc.ca/collections/collection_2018/bvg-oag/FA1-27-2018-1-4-eng.pdf
- cxvii BILL C-77, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-77/first-reading>
- cxv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxvi Well-being Framework, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/my-transition-guide/introduction.html#:~:text=Back%20to%20top-,Well-being%20Framework,-Every%20CAF%20member>
- cxvii Canadian Forces Morale & Welfare Services, <https://www.cafconnection.ca/>
- cxviii Sexual Misconduct Response Support, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/support.html>
- cxix Restorative engagement to address sexual misconduct, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/restorative-engagement.html>
- xxx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xxxi Programs for Indigenous Peoples, <https://forces.ca/en/programs-for-indigenous-peoples/summer-programs/>
- xxxi BILL C-65, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-65/royal-assent>

- cxxxiii 2021/2022 Deputy Minister Commitments on Diversity and Inclusion, <https://www.canada.ca/en/privy-council/programs/appointments/governor-council-appointments/performance-management/dm-commitments.html>
- cxxxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxxxv Canadian Forces Morale & Welfare Services, Virtual Services, <https://www.cafconnection.ca/New-Virtual-Services>
- cxxxvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxxxvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxxxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxxxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxl Operation NANOOK, <https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>
- cxli *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- cxlii *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- cxliii Communications Security Establishment Act (S.C. 2019, c. 13, s. 76), <https://laws-lois.justice.gc.ca/eng/acts/C-35.3/page-1.html>
- cxliv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxlv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxlvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxlvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cxlviii *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- cxlix Greening Government Strategy: A Government of Canada Directive, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- cl GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- cli Canadian surface combatant, <https://www.canada.ca/en/department-national-defence/services/procurement/canadian-surface-combatant.html>
- clii Arctic and offshore patrol ships, <https://www.canada.ca/en/department-national-defence/services/procurement/arctic-offshore-patrol-ships.html>
- cliii Joint Support Ships, <http://www.navy-marine.forces.gc.ca/en/fleet-units/jss-home.page>
- cliv Fixed-wing search and rescue procurement project, <https://www.canada.ca/en/department-national-defence/services/procurement/fixed-wing-search-and-rescue-procurement-project.html>
- clv Future fighter capability project, <https://www.canada.ca/en/department-national-defence/services/procurement/fighter-jets/future-fighter-capability-project.html>
- clvi Remotely Piloted Aircraft System (RPAS), <https://www.canada.ca/en/department-national-defence/services/procurement/remotely-piloted-aircraft-system.html>
- clvii Strategic Tanker Transport Capability, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1341>
- clviii Logistics Vehicle Modernization Project (LVM), <https://www.canada.ca/en/department-national-defence/services/procurement/logistics-vehicle-modernization-project.html>

- clix Armoured Combat Support Vehicle (ACSV), <https://www.canada.ca/en/department-national-defence/services/procurement/armoured-combat-support-vehicle.html>
- clx CP-140 Aurora fleet modernization and life extension, <https://www.canada.ca/en/department-national-defence/services/procurement/cp-140-aurora.html>
- clxi Interim Fighter Capability Project, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1786>
- clxii Hornet Extension Project (HEP) - Phase 1, <http://dgpaapp.forces.gc.ca/en/defence-capabilities-blueprint/project-details.asp?id=1442>
- clxiii CH-148 Cyclone procurement project, <https://www.canada.ca/en/department-national-defence/services/procurement/ch-148-cyclone.html>
- clxiv Victoria-class submarines, <https://www.canada.ca/en/department-national-defence/services/procurement/victoria-class-submarines.html>
- clxv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxx Implementing the United Nations Declaration on the Rights of Indigenous Peoples in Canada, <https://www.justice.gc.ca/eng/declaration/index.html>
- clxxi *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>
- clxxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxiii Government awards design contract for future fighter infrastructure in Cold Lake, <https://www.canada.ca/en/department-national-defence/news/2020/08/government-awards-design-contract-for-future-fighter-infrastructure-in-cold-lake.html>
- clxxiv National Defence Breaks Ground on New Accommodations Facility at CFB Borden, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2021/05/borden-facility.html>
- clxxv Government of Canada invests in new defence research facility in Valcartier, <https://www.canada.ca/en/department-national-defence/news/2020/11/government-of-canada-invests-in-new-defence-research-facility-in-valcartier.html>
- clxxvi Construction underway on a new facility for The Royal Canadian Dragoons in Petawawa, <https://www.canada.ca/en/department-national-defence/news/2020/12/construction-underway-on-a-new-facility-for-the-royal-canadian-dragoons-in-petawawa.html>
- clxxvii Investing in Infrastructure and Infrastructure Projects, <https://www.canada.ca/en/department-national-defence/services/infrastructure-projects.html>
- clxxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxix Greening Defence, <https://www.canada.ca/en/department-national-defence/services/greening-defence.html>
- clxxx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxxi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- clxxxiii Public Servants Disclosure Protection Act, <https://laws-lois.justice.gc.ca/eng/acts/p-31.9/>
- clxxxiv *Strong, Secure, Engaged: Canada's Defence Policy*, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/canada-defence-policy.html>

- clxxxv BILL C-65, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-65/royal-assent>
- clxxxvi Policy on Service and Digital, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32603>
- clxxxvii Data strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/data-strategy/data-strategy.html>
- clxxxviii CDS/DM Initiating Directive for Professional Conduct and Culture, <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/dm-cds-directives/cds-dm-initiating-directive-professional-conduct-culture.html#toc13>
- clxxxix Analytics in DND/CAF: Vision and Guiding Principles, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/analytics-dnd-caf-vision-guiding-principles.html>
- cx 2022-23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- cxci Future-oriented statement of operations for the year ending 31 March 2023, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2022-23/supplementary-information/foso.html>
- cxcii National Defence and Canadian Forces Ombudsman, <http://www.ombudsman.forces.gc.ca/en/index.page>
- cxciiii Independent Review Panel for Defence Acquisition, <https://www.canada.ca/en/independent-review-panel-defence-acquisition.html>
- cxciiv Office of the Chief Military Judge, <https://www.canada.ca/en/chief-military-judge.html>
- cxci v Defence Research and Development Canada, <https://www.canada.ca/en/defence-research-development.html>
- cxci vi Communications Security Establishment, <https://www.cse-cst.gc.ca/>
- cxci vii Military Police Complaints Commission of Canada, <https://www.canada.ca/en/military-police-complaints.html>
- cxci viii Military Grievances External Review Committee, <https://www.canada.ca/en/military-grievances-external-review.html>
- cxci x *National Defence Act*, <https://laws-lois.justice.gc.ca/eng/acts/N-5/index.html>
- cc *Communications Security Establishment Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-35.3/page-1.html>
- cci *Emergencies Act*, <https://laws-lois.justice.gc.ca/eng/acts/E-4.5/index.html>
- ccii *Aeronautics Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-2/index.html>
- cciii *Fisheries Act*, <https://laws-lois.justice.gc.ca/eng/acts/F-14/index.html>
- cciv Legislation and National Defence, <https://www.canada.ca/en/department-national-defence/corporate/legislation.html>
- ccv The Department of National Defence and the Canadian Armed Forces' website, <https://www.canada.ca/en/department-national-defence.html>
- ccvi The Department of National Defence and the Canadian Armed Forces' website, <https://www.canada.ca/en/department-national-defence.html>
- ccvii The Department of National Defence and the Canadian Armed Forces' website, <https://www.canada.ca/en/department-national-defence.html>
- ccviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ccix The Department of National Defence and the Canadian Armed Forces' website – Supplementary Information Tables, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2022-23/supplementary-information.html>

^{ccx} Departmental Sustainable Development Strategy, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2022-23/supplementary-information/dees.html>

^{ccxi} Details on transfer payment programs, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2022-23/supplementary-information/payment-programs.html>

^{ccxii} Gender-based analysis plus, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2022-23/supplementary-information/gba-plus.html>

^{ccxiii} Status report on transformational and major Crown projects, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2022-23/supplementary-information/planned-costs-major-caf-operations.html>

^{ccxiv} Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>