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ARMED FORCES



FORCES ARMÉES
CANADIENNES

Department of National Defence and the Canadian Armed Forces 2024-25 Departmental Results Report



The Honourable David J. McGuinty, P.C., M.P.
Minister of National Defence

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At a glance

This departmental results report details the Department of National Defence and the Canadian Armed Forces actual accomplishments against the plans, priorities and expected results outlined in its [2024-25 Departmental Plan](#).

[Vision, mission, raison d'être and operating context](#)

Strategic Operating Context

In April 2024, Canada published its defence policy update [Our North, Strong and Free](#) (ONSAF). This policy continues to strengthen the defence of Canada, building on the commitments presented in [Strong, Secure, Engaged: Canada's Defence Policy](#), and Canada's North American Aerospace Defense Command (NORAD) modernization plan. It includes an investment of \$8.1 billion over five years, starting in fiscal year (FY) 2024-25, and \$73 billion over twenty years to protect Canadians, defend our North, and support our allies in an increasingly unpredictable and interconnected world.

Through ONSAF, Canada is investing in new capabilities that will support the Department of National Defence and the Canadian Armed Forces (DND/CAF)'s northern presence and mobility. This includes investments over the next 20 years of \$218 million in the Northern Operational Support Hubs, \$307 million in Airborne Early Warning and Control aircraft, and \$1.395 billion in new underwater sensors.

DND/CAF continues to implement its [NORAD modernization plan](#). Notably, the Department announced the implementation of research and development for NORAD modernization, an investment of \$1.28 billion from FY 2024-25 to FY 2027-28. The Department also advanced work on Arctic Over-the-Horizon Radar, a key NORAD modernization project, culminating in the [Prime Minister's announcement of Canada's intent to partner with Australia for the development of advanced Arctic Over-the-Horizon Radar technology](#).

Canada will spend 2% of its gross domestic product on defence, with a focus on increasing readiness, investing in existing and new capabilities, supporting Canada's defence industry, and diversifying partnerships. On that basis, and aligned with ONSAF, Defence reshaped Canada's work with North Atlantic Treaty Organization (NATO) under the NATO Development Planning Process to confirm Canada's Capability Targets for the current four-year force planning cycle at NATO. Ensuring that Canada makes the most effective and sustainable operational contributions to NATO is a core contribution to deterrence and defence of NATO territory against Russia's, or any other adversaries' aggression.

The defence policy update was released at a time when geopolitical instability fundamentally changed the security landscape for Canada. Russia's invasion of Ukraine in February 2022 has accelerated a return to great power competition, and has ushered in a new, more violent era of global uncertainty, competition, and conflict. Concurrently, the People's Republic of China has become more assertive in the pursuit of its national interests, including through increasingly brazen cyber activity targeting Canada and Canadians, with consequences in the Indo-Pacific and across the globe. In North America, the Trump Administration's recalibration of the United States foreign and defence policy has driven a shift in its defence priorities away from Europe, toward homeland defence and the Indo-Pacific. In this evolving context, safeguarding

Canada's sovereignty, including in the Arctic and northern regions, remains a priority as new threats, challenges and vulnerabilities emerge.

From 28 February to 7 March 2025, the Honourable Bill Blair, Minister of National Defence, led a series of substantive discussions with Canadian industry leaders to drive forward Canada's Defence Industrial Strategy. This was a pivotal step in strengthening our defence capabilities and delivering on the commitments outlined in *Our North, Strong and Free*, Canada's renewed defence policy.

Key Priorities

The Department of National Defence and the Canadian Armed Forces identified the following key priorities for 2024-25:

- Operations and Readiness;
- Reconstitution;
- Culture Evolution;
- Modernization; and
- Stewardship and Compliance.

Highlights for the Department of National Defence and the Canadian Armed Forces in 2024-25

In 2024-25, the Department of National Defence and the Canadian Armed Forces significantly contributed to Canada's economy and global presence. With over \$33.9 billion in expenditures, DND supported defence operations, infrastructure, and personnel, sustaining more than 90,000 jobs and stimulating additional employment in both defence and other industries including aerospace, ammunition, construction electronics, fuels and utilities, motor vehicles, shipbuilding, telecommunications, and transportation.

Investments of \$6.2 billion in Canadian defence and aerospace industries boosted innovation and supported small and medium-sized enterprises, while over \$7.1 billion in capital projects enhanced infrastructure and benefited local economies, including in northern and Indigenous communities.

Investments in artificial intelligence (AI), cyber, and space technologies created highly skilled jobs and strengthened Canada's innovation ecosystem. Youth engagement remained strong, with thousands benefiting from CAF education and training programs, and public support for CAF careers remained high.

As a result of government-wide expenditure review, DND has had to spend less on day-to-day operating costs. In 2024-25, DND balanced its fiscal responsibility — managing over \$800 million in spending reductions — at the same time as maintaining operational effectiveness.

Internationally, CAF supported disaster relief, humanitarian aid, and peacekeeping missions, including continued training of Ukrainian forces under Operation UNIFIER. Canada's global partnerships promoted human rights, gender equality, and post-conflict recovery. These efforts and investments not only reflect Canada's values on the world stage but also enhance the CAF's operational readiness and international reputation.

- Total actual spending (including internal services): \$33,924,795,251
- Total full-time equivalent staff (including internal services): 92,674

For complete information on the Department of National Defence and the Canadian Armed Forces total spending and human resources, read the [Spending and human resources section](#) of its full departmental results report.

Summary of results

The following provides a summary of the results the department achieved in 2024-25 under its main areas of activity, called “core responsibilities.”

Core Responsibility 1: Operations

Actual spending: \$2,980,747,779

Actual full-time equivalent staff: 3,067

In fiscal year 2024–25, the CAF operated in an increasingly complex and demanding environment, both at home and abroad. The global security situation continued to deteriorate, placing growing demands on DND and the CAF to protect Canada’s interests and contribute to international stability.

At home, the CAF played a vital role in safeguarding Canadians and asserting national sovereignty. This included responding to natural disasters such as wildfires and floods, conducting life-saving search and rescue operations, and supporting efforts to preserve and protect Canada’s Arctic sovereignty. The Defence Team’s presence in the North remained essential to monitoring and securing Canada’s Arctic territory amid growing international interest and environmental change.

Across North America, Canadian and American personnel continued to work closely within NORAD to defend the continent against evolving aerospace and maritime threats. These efforts were critical to maintaining the security of Canadian and North American airspace and ensuring a rapid response to emerging challenges. The CAF also continued its contributions to combat organized crime and to interdict the flow of illegal narcotics into the continent. This collective effort enabled DND/CAF to achieve greater success in securing the continent from the threats posed by illicit trafficking and supported broader efforts to enhance regional security.

Internationally, the CAF remained deeply engaged in advancing Canada’s global interests and supporting allies. It led NATO’s multinational brigade in Latvia, supported Ukraine in its defence against Russian aggression, and contributed to crisis response efforts in the Middle East, Kosovo, Haiti, Sudan and the Democratic Republic of Congo.

In the Indo-Pacific region, the CAF delivered on Canada’s Indo-Pacific Strategy through regular naval deployments, participation in multilateral military exercises, and strengthened bilateral defence relationships with key regional partners. These efforts enhanced Canada’s credibility and influence in a region that is increasingly central to global security and economic stability.

Despite operating under resource constraints, the Defence Team demonstrated resilience and professionalism in meeting its wide-ranging responsibilities. The evolving security environment underscored the urgent need for sustained investment in defence capabilities, personnel, and infrastructure to ensure Canada remains ready to meet future challenges at home and abroad.

For more information on the Department of National Defence and the Canadian Armed Forces [Operations](#), read the “Results – what we achieved” section of the departmental results report.

Core Responsibility 2: Ready Forces

Actual spending: \$11,960,347,112

Actual full-time equivalent staff: 41,661

In FY 2024-25, Defence took important steps to improve military readiness to meet the demands of a more complex and unpredictable global security environment. These efforts focused on ensuring the CAF could conduct multiple operations, both at home and abroad, while maintaining the personnel, equipment and training needed to sustain operational effectiveness. However, owing to persistent personnel and capability shortfalls, readiness has continued to decline in FY 2024-25.

To enhance the delivery on Government of Canada defence priorities, a foundational initiative was introduced to better plan, forecast, and direct the generation of readiness, underpinned by a data-driven

and evidence-based approach to support decision-making and the allocation of resources towards readiness priorities. This new capability is expected to better align and deliver military outputs in support of a new Strategic Campaign Plan. Ongoing digital transformation efforts will further accelerate decision-making and coordination across the Defence Team to optimize readiness.

At the same time, the Defence Team continued to address long-standing readiness challenges, including shortages of trained personnel across key occupations, limited industrial capacity, ongoing supply chain issues, funding shortfalls, and aging fleets and infrastructure that affected sustainment efforts. Some of these pressures were alleviated through targeted investments under ONSAF. Notably, this funding helped extend the operational life of the Halifax-class fleet, thereby contributing to improvements in naval readiness. Digital modernization of the Defence Supply Chain continued, helping to ensure the CAF could support concurrent operations and remain ready for future challenges.

To strengthen joint readiness, the CAF participated in a wide range of training exercises across domestic, continental, and international settings. These exercises involved close cooperation with other government departments, allies, and partner nations, and helped improve interoperability.

Finally, Defence introduced new and modernized capabilities that enhanced air surveillance, strengthened search and rescue operations, and improved the enforcement of Canadian sovereignty.

For more information on the Department of National Defence and the Canadian Armed Forces [Ready Forces](#), read the “Results – what we achieved” section of the departmental results report.

Core Responsibility 3: Defence Team

Actual spending: \$4,521,073,589

Actual full-time equivalent staff: 21,118

In FY 2024-25, the Department prioritized reconstitution efforts to rebuild the military and strengthen the Defence Team. Efforts to grow the military toward its target of 101,500 personnel resulted in over 68,000 applications and 6,706 enrolments in the Regular Forces, surpassing the target of 6,496, with an additional 4,735 enrollments in the Reserve Force. This growth is an encouraging signal of renewed interest in military service, supported by recent changes to modernize the recruitment system, including the launch of a new online application portal and streamlined processes that reduced delays and improved the applicant experience.

Key policy changes were introduced to widen access and accelerate enrolment. For instance, last year, most applicants, including permanent residents, were permitted to begin basic training after receiving Reliability Status while awaiting their security clearance. Additionally, medical standards were updated to enable assessment of applicants on a case-by-case basis, allowing the CAF to prioritize those who can meet the demands of basic training and job-specific requirements in the CAF. Further, the CAF Aptitude Test was replaced with a Scored Employment Application Form, which assesses academic performance, qualifications, and experience, to provide a faster path to enrolment. These reforms helped reduce wait times and increased the number of applicants progressing to training without compromising standards.

For more information on the Department of National Defence and the Canadian Armed Forces [Defence Team](#), read the “Results – what we achieved” section of the departmental results report.

Core Responsibility 4: Future Force Design

Actual spending: \$1,490,747,381

Actual full-time equivalent staff: 2,202

In concert with allies and partners, DND/CAF maintained an understanding of the long-term military Future Operating Environment (FOE) to enable a more fulsome understanding of potential future conflicts as well as the force design and military capability characteristics to meet the challenges of those conflicts. The first capstone military concept was published, which aligned the Force Development and Design

community with the evolving FOE and describes the type of CAF that is required to respond to future threats.

As part of [NORAD modernization](#), Defence conducted successful field trials of quantum navigation sensors, tested Arctic surveillance technologies including Over-the-Horizon Radar and low-light imaging systems, and launched Canada's first hypersonic test facility. The Innovation for Defence Excellence and Security (IDEaS) program and AI Centre delivered operational prototypes in cyber defence, autonomous systems, and digital command and control, supporting real-time decision-making and interoperability with allies.

Defence advanced innovation across multiple domains to address emerging security challenges. Through Arctic operations and exercises, the CAF tested new technologies, including the Joint Arctic Experiment, where over 250 Low Earth Orbit satellites were used to track vessels and aircraft in real time. Defence also tested AI-powered ground sensors to detect wildfire smoke, explored responses to drone incursions, and continued investing in quantum technologies as part of NORAD modernization. Surveillance capabilities were enhanced through the use of drones, augmented reality systems, and advanced camouflage.

Digital transformation played a key role in improving interoperability and operational effectiveness. Defence enhanced joint and combined command and control capabilities and contributed to a multinational initiative to advance Combined All-Domain Command and Control, testing new data-sharing tools and digital prototypes. The DND/CAF Artificial Intelligence Centre and Defence Operational AI Lab supported the development of AI-enabled solutions, guided by the Defence AI Ethics Framework. The IDEaS Program continued to engage external innovators, while Canada supported NATO's Defence Innovation Accelerator of the North Atlantic by demonstrating and testing counter-drone technologies. These efforts ensured that innovation remained central to how Defence prepares for and responds to complex and evolving threats.

For more information on the Department of National Defence and the Canadian Armed Forces [Future Force Design](#), read the "Results – what we achieved" section of the departmental results report.

Core Responsibility 5: Procurement of Capabilities

Actual spending: \$7,383,814,779

Actual full-time equivalent staff: 3,239

In collaboration with federal partners, DND/CAF advanced key defence procurement reform recommendations for legislative and policy amendments, CAF requirements, and the defence industry relations to support the government decision making. For instance, Government Contracting Regulations (GCR) were amended to optimize federal procurements by exempting certain contracts from the bid requirements of the GCRs, specifically those for which a National Security Exemption has been properly invoked as well as contracts between the Government of Canada and a government entity.

Defence continued to advance the development of a Defence Industry Strategy aimed at strengthening Canada's relationship with its defence industry by fostering sovereign defence production capacity growth and innovation. For instance, Canada announced two strategic partnerships, one with L3Harris MAS from Mirabel, Québec and another with CAE, of Montréal, Québec. Additionally, Defence increased its internal financial delegation of authority thresholds to help further streamline project approvals and began development of equipment acquisition pathways optimized according to the risk, complexity, and urgency of the items being acquired. National Defence also leveraged the Public Service and Procurement Canada (PSPC)-led Risk-Based Approach to Contract Approval, for eligible, low-risk procurements, which has improved the timeliness of low-risk defence procurements.

In addition, Defence made significant progress in advancing its Continuous Capability Sustainment approach, which seeks to identify and implement continuous investments in technology upgrades over the in-service phase of a capability to ensure CAF equipment remains technologically and operationally relevant, sustainable, and fit for purpose over its service life. Communication, navigation, and surveillance system technology updates were approved for implementation on Canada's CC-130J Hercules aircraft fleet and planning is underway for technology insertions across other CAF fleets beginning in FY 2025-26.

Finally, [investments in defence](#) equipment during the reporting period included future aircrew training, logistics vehicle fleet modernization, aerospace fleet sustainment and upgrades, submarine fleet planning, and further technology upgrades. These investments demonstrate a commitment to building a stronger military that is equipped to deliver increased security for Canadians.

Together, these actions reflect a broader shift toward more agile and strategic defence procurement practices and a sustained commitment to modernizing defence capabilities while remaining aligned with allies and partners in an evolving threat environment.

For more information on the Department of National Defence and the Canadian Armed Forces [Procurement of Capabilities](#), read the “Results – what we achieved” section of the departmental results report.

Core Responsibility 6: Sustainable Bases, Information Technology Systems and Infrastructure

Actual spending: \$4,482,599,215

Actual full-time equivalent staff: 16,178

In FY 2024-25, DND/CAF advanced key infrastructure and sustainability priorities to support operational readiness. Major projects progressed at Canadian Forces Bases Gaagetown, Petawawa, Esquimalt, and Halifax, while work at the Inuvik Airport runway advanced in collaboration with Indigenous partners. Phase 1 of the Residential Portfolio Capital Investment Plan was launched, targeting the construction of 668 new Residential Housing Units (RHUs) and the renovation of additional RHUs over five years. In Edmonton, Alberta, construction began on six net-zero-emissions-ready apartment buildings, with 36 total RHUs, the first of their kind in the federal portfolio.

Climate action efforts remained strong. Twenty-seven active Energy Performance Contracts are projected to reduce greenhouse gas (GHG) emissions by approximately 123,665 tonnes of carbon dioxide equivalent and generate \$41.9 million in annual savings. Defence also achieved a 42.1% reduction in GHG emissions from real property and the conventional vehicle fleet, relative to a 2005 baseline.

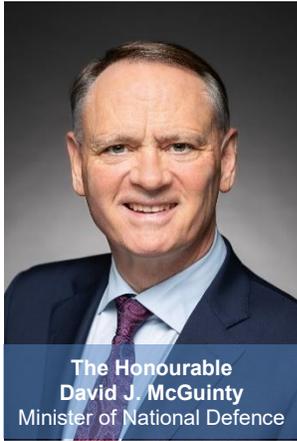
Reconciliation efforts continued, with over \$1 million provided to 25 First Nations, Inuit, and Métis organizations to support engagement, collaboration and co-development. Internal policies were also updated to align with the [United Nations Declaration on the Rights of Indigenous Peoples Act](#), ensuring respectful and consistent partnerships.

In FY 2024-25, DND/CAF advanced several information technology systems with a focus on interoperability with NATO Allies. Canada maintained a leadership role in advancing maritime high frequency (HF) communications with NATO nations and entered in a memorandum of understanding with Belgium to support interoperability testing. Through the implementation of an HF-based messaging system, Canada continues to implement NATO-compliant architecture to strengthen secure, resilient communications with Allied partners.

Progress also continued in building cyber capacity. The Department focused on strengthening the foundations for both defensive and offensive cyber operations by advancing structures and planning required to detect, deter, and defend against evolving threats to Canada and in support of CAF operations. Key milestones included the establishment of the CAF Cyber Command and the finalization of the CAF Force Employment Concept for Cyber Offensive Operations, both important steps in preparing the CAF to operate effectively in the cyber domain.

For more information on the Department of National Defence and the Canadian Armed Forces [Sustainable Bases, Information Technology Systems and Infrastructure](#), read the “Results – what we achieved” section of the departmental results report.

From the Minister



The Honourable
David J. McGuinty
Minister of National Defence

As Minister of National Defence, I am pleased to present the Departmental Results Report for 2024-25. This report is a detailed account of the progress made by the military and civilian members of the Defence Team on Canada's defence priorities throughout the course of the year.

In light of the ever-evolving global security environment, Canada remains committed to building a strong and resilient Canadian Armed Forces (CAF) that has the support and resources it needs to grow to full capacity and defend Canada's security and interests. Canada's defence policy commits to modernizing CAF recruitment to rebuild the military. Recruitment efforts are focused on using digital technology to improve the applicant experience, speed up required screenings, and connect with new pools of applicants.

Through Canada's defence policy, the Government of Canada has increased its defence spending year after year, and that spending will continue to grow. [Budget 2024](#) allocated \$1.4 billion over five years for National Defence to replenish its supplies of military equipment. These investments helped the Defence Team advance several key procurement projects:

- The fifth of six Arctic and Offshore Patrol Ships was delivered in August 2024, and the final ship was launched in December 2024;
- The first Joint Support Ship was also successfully launched in December 2024 and is expected to be delivered to the Royal Canadian Navy in 2026, followed by delivery of the second ship in 2027;
- The Canadian Army initiated a bold and necessary modernization plan and made progress on priority capabilities such as Digitized Command and Control, Ground Based Air Defence, Long Range Precision Strike – Land, Indirect Fire Modernization, Domestic Arctic Mobility Enhancement, and the Improved Soldier System; and
- Design of the Fighter Squadron Facilities was advanced, as we continued to prepare sites in Bagotville, Québec and Cold Lake, Alberta to support the start of construction in 2025.

In September 2024, the government issued a formal Request for Information to potential bidders who can build patrol submarines for Canada. The renewal and expansion of our submarine fleet will contribute to defending Canada, including our Arctic, and the collective defence of North America through the North American Aerospace Defense Command (NORAD).

Along with NORAD modernization efforts, the CAF is enhancing its infrastructure and logistics in the Arctic to enable agile and sustainable operations over the long term. In March 2025, the government announced that Northern Operational Support Hubs will be set up to improve Canada's presence and responsiveness in the Arctic.

These investments build on the government's \$38.6 billion modernization plan—the largest investment in Canada's NORAD capabilities in decades. In March 2025, the government also announced a \$6 billion partnership with the Government of Australia for the development of Over-the-Horizon Radar technology, which will be critical to strengthening domain awareness in Canada's Northern approaches.

Canada is committed to contributing to the security of the Euro-Atlantic region. In November 2024, as part of [Operation REASSURANCE](#)—Canada's contribution to the North Atlantic Treaty Organization's (NATO) deterrence and defence efforts—the Canadian-led Multinational Brigade Latvia conducted its first field exercise under NATO, which was a major milestone. Canadian troops made up 2,200 of the 3,500 allied soldiers participating in the exercise, whose objectives included force projection, communications, and sustainment.

As a Pacific nation, Canada is focused on promoting a free, open, and inclusive Indo-Pacific, as clearly stated in [Canada's Indo-Pacific Strategy](#). Through [Operation HORIZON](#), Canada maintains an ongoing forward military presence to promote security and domain awareness in the Indo-Pacific. In 2024, HMC

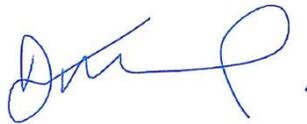
Ships *Montréal*, *Vancouver* and *Ottawa* deployed to the Indo-Pacific, fulfilling Canada's commitment to deploy three warships under the Indo-Pacific Strategy.

At home, there has been an increasing demand on the CAF over the last decade to respond to natural disasters across the country. In summer 2024, through [Operation LENTUS](#), the CAF provided support during wildfires in Newfoundland and Labrador, Alberta, and Manitoba with the evacuation of Bunibonibee Cree Nation during an out-of-control wildfire.

None of this would be possible without our people—the heart of our institution. They are the reason why creating a work environment where all Defence Team members feel supported and empowered to serve is an enduring priority. Fostering respect and inclusion builds stronger teams with more diverse perspectives, which in turn strengthen our military's readiness to defend Canada and its interests.

That is why, in June 2024, we released the [Comprehensive Implementation Plan](#). The plan guides change efforts with timelines and clear pathways to implement 194 recommendations from external reviews. The plan also includes three other major policy initiatives: improving the complaints and grievances processes; expanding comprehensive support services for those affected by misconduct; and introducing a childcare strategy for CAF members. We have also made important progress on all 48 recommendations in the [Report of the Independent Comprehensive External Review](#).

In this report, Canadians and parliamentarians will find more information on these and other key initiatives that the Defence Team is dedicated to delivering for Canada.

A handwritten signature in blue ink, appearing to read 'David J. McGuinty', with a stylized flourish at the end.

The Honourable David J. McGuinty, P.C., M.P.
Minister of National Defence

Results – what we achieved

Core responsibilities and internal services

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Core Responsibility 1: Operations

In this section

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Description

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

Detect, deter and defend against threats to, or attacks on North America in partnership with the United States, including through North American Aerospace Defense Command (NORAD). Lead and/or contribute forces to North Atlantic Treaty Organization (NATO) and coalition efforts to deter and defeat adversaries, including terrorists, to support global stability.

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



Quality of life impacts

This core responsibility contributes to the [Good Governance](#) domain of the [Quality of Life Framework for Canada](#), specifically supporting the 'Democracy and institutions' sub-domain, as demonstrated through the activities mentioned in the core responsibility description.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 1: Operations.

Table 1.1: Canadians are protected against threats to and attacks on Canada.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
% of requests for assistance that are fulfilled	100%	31 March 2025	2022-23: 100% 2023-24: 100% 2024-25: 100%
% of force elements that are deployed within established timelines	100%	31 March 2025	2022-23: 100% 2023-24: 100% 2024-25: 100%
% of stated objectives met by domestic operations	100%	31 March 2025	2022-23: 95% 2023-24: 100% 2024-25: 100%
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 2025	2022-23: Target achieved 2023-24: Target achieved 2024-25: Target Achieved

Table 1.2: People in distress receive effective search and rescue response.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of coordinated maritime, aeronautical and joint response to search and rescue incidents deemed effective	100%	31 March 2025	2022-23: 100% 2023-24: 100% 2024-25: 100%
% of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled	100%	31 March 2025	2022-23: 99% 2023-24: 99% 2024-25: 99%*
% of Canadian Armed Forces aeronautical search and rescue operations that meet established standards	100%	31 March 2025	2022-23: 91% 2023-24: 95% 2024-25: 93%**

* The target was not met due to a number of potential factors including inclement weather, crew limitations, and aircraft hours remaining to maintenance action. Out of 8,059 cases, 572 Search and Rescue (SAR) taskings were generated for CAF air assets, with 567 activated, resulting in a 99% rate. In unfulfilled taskings, Joint Rescue Coordination Centres used nearby assets, including civilian aircraft and vessels, to resolve cases quickly and efficiently – when safe and appropriate to do so.

** The target was not met due to delays caused by a number of potential factors including, aircraft issues, refueling for long or extended missions, and inclement weather. Of 567 CAF Search and Rescue (SAR) activations, 528 met the response timeline, achieving a 93% rate. SAR mission coordinators used all available resources to ensure responses to SAR incidents were effectively conducted, coordinated to conclusion, or handed over to an appropriate agency.

Table 1.3: Canada's Arctic sovereignty is preserved and safeguarded.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of stated objectives met by Arctic operations and exercises	100%	31 March 2025	2022-23: 95% 2023-24: 100% 2024-25: 100%

Table 1.4: North America is defended against threats and attacks.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of stated objectives met by continental operations	100%	31 March 2025	2022-23: 100% 2023-24: 100% 2024-25: 100%
% of Canada's commitments and obligations to the North American Aerospace Defence Command agreement that are met	100%	31 March 2025	2022-23: 98.1% 2023-24: 92.8% 2024-25: 94.7%*
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 2025	2022-23: Target achieved 2023-24: Target achieved 2024-25: Target achieved

* The target was not met due to a number of potential factors including, maintenance and weather affecting sortie success rates, as well as staffing levels below required levels. However, all NORAD inspections resulted in a Mission Ready rating.

Table 1.5: Canadian Armed Forces contribute to a more stable and peaceful world.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of stated objectives met by international operations	100%	31 March 2025	2022-23: 95% 2023-24: 98% 2024-25: 100%
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 2025	2022-23: Target achieved 2023-24: Target achieved 2024-25: Target achieved

[The Results section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Operations in 2024-25 compared with the planned results set out in the Department of National Defence and the Canadian Armed Forces departmental plan for the year.

Canadians are protected against threats to and attacks on Canada

Results achieved

In fiscal year (FY) 2024-25, Defence continued to fulfill its mandate to protect Canadians, assert Canadian sovereignty, and safeguard national security by strengthening threat detection, enhancing inter-agency coordination, and responding to domestic disasters and emergencies. Key efforts included:

Strategic intelligence and alliances:

- Produced strategic intelligence to identify threats to Canada and Canadians, both domestically and abroad. Furthermore, through engagement with allies, Defence expanded and strengthened its partnerships, facilitating the exchange of threat information and early warning indicators; and

- [Operation LIMPID](#) is the Canadian Armed Forces (CAF) mission to detect threats to Canada's security as early as possible. Through Operation LIMPID, the CAF maintained a routine watch over Canada's air, maritime, land, space and cyber domains through multiple means.

Inter-agency coordination:

Defence continued to protect Canadians through strengthened collaboration with other government departments and agencies to enhance interoperability and support CAF operations, as outlined in the [Federal Emergency Response Plan](#). This included providing Liaison Officers to the [Government Operations Centre](#) and supporting civil authorities through:

- [Enhanced domestic security support](#) by bolstering Government of Canada border security with the United States at the request of the Minister of Public Safety;
- Supporting the Royal Canadian Mounted Police [National Border Task Force](#) for planning, contracting, liaison, logistics, and communications;
- Supporting security planning through Operation CADENCE as part of the [Integrated Safety and Security Group](#) for [the 2025 G7 Summit in Kananaskis, Alberta](#);
- Partnering with Parks Canada through [Operation PALACI](#) to operate the world's largest mobile artillery avalanche control program in Glacier National Park; and
- Remaining positioned to [detect, deter, disrupt, and degrade threats to Canadians and Canadian interests at home and abroad](#) through the integration of special operations forces effects, both within CAF joint operations and through strengthened collaboration with whole-of-government partners.

Responding to domestic emergencies:

Natural disasters in Canada have increased in frequency and severity in recent years due to the impacts of climate change, [which has significant implications to domestic defence and security](#). Since 2010, CAF operations in response to natural disasters have roughly doubled every five years. While the CAF remains ready to assist authorities during any crisis in Canada, this support places strain on readiness, equipment serviceability, personnel training, and [CAF Reconstitution activities](#).

In FY 2024-25, the Department of National Defence (DND)/CAF conducted disaster relief operations, mainly through [Operation LENTUS](#), which included:

- Participating in the evacuation of over 2,100 residents of the Bunibonibee Cree Nation community in Manitoba;
- Conducting 32 evacuation flights using five CC-130 Hercules aircraft;
- Providing Type III firefighting assistance to provincial authorities, as well as strategic support in the Jasper and Fox Lake areas of Alberta. Type III firefighting includes the provision of additional trained personnel, with specialized equipment, to enhance the existing personnel and resources working to control a fire; and
- Providing emergency shelter and food services to over 700 evacuees in Labrador City, Newfoundland and Labrador.

People in distress receive effective search and rescue response

Results achieved

National Search and Rescue Program:

In fiscal year (FY) 2024-25, the Canadian Armed Forces (CAF) continued to play a central role in [Canada's National Search and Rescue \(SAR\) Program](#), delivering timely and effective response capabilities to individuals in distress across the country. With a focus on aeronautical SAR and close coordination with the Canadian Coast Guard for maritime incidents, the CAF strengthened its ability to safeguard lives through rapid deployment and specialized resources. Across the North and the Arctic,

ground SAR continued to be supported by the [Canadian Rangers](#), ensuring the safety and well-being of Canadians in remote and challenging environments.

As a partner in the [National SAR Program](#), the CAF maintained a high level of readiness to immediately respond to search and rescue incidents, providing expert assistance through dedicated CAF SAR aircraft and crews.

In FY 2024-25, there were 8,405 SAR incidents in Canada. Of these, 1,696 were classified as either Category 1 (Distress) or Category 2 (Imminent Distress). All cases managed by Joint Rescue Coordination Centres were effectively delivered through to conclusion.

Key efforts over the fiscal year included advancements in volunteer training and enhanced efficiency of the SAR response through [implementing new technologies](#) to locate individuals in distress faster, saving valuable time and improving search outcomes. These improvements contribute to a more coordinated and resilient SAR system.

This included the use of [Cellular Airborne Sensor for Search and Rescue](#) systems on select Royal Canadian Air Force assets, including the CC-130H Hercules aircraft, and on Civil Air Search and Rescue Association aircraft in approved SAR operations. Efforts continued to integrate this capability into replacement aircraft, including the CC-295 Kingfisher and the upgraded CH-149 Cormorant, to strengthen SAR operations in the years ahead.

Canada's Arctic sovereignty is preserved and safeguarded

Results achieved

Canada's Arctic and northern regions remained a focus of strategic importance for the Department of National Defence and the Canadian Armed Forces (DND/CAF). As an [Arctic nation](#), Canada is facing new and accelerating threats, from climate change and rapidly evolving technology to increased strategic and geopolitical competition. DND/CAF continued to play a vital role defending Canada's North and asserting sovereignty over its territory and approaches, particularly in the face of unilateral claims that seek to undermine Canadian interests. As reaffirmed in [Our North, Strong and Free](#) (ONSAF), Canada is investing in new capabilities that will strengthen DND/CAF's northern presence and mobility.

In fiscal year 2024-25, the CAF maintained a consistent presence in the North, with approximately 300 full-time military personnel and 5,000 Canadian Rangers in 200 remote and isolated communities, including over 1,500 personnel in 61 communities in the Arctic and the North. Defence also enhanced its surveillance and intelligence capabilities, and deepened collaboration with Arctic and international partners.

The [Northern Operational Support Hubs](#): DND/CAF initiated the planning for a dispersed network of logistical stations, consisting of airstrips, logistics facilities and equipment, as well as stockpiles of spare parts that will enable the CAF to better assert Canadian sovereignty by establishing a greater year-round presence across the Arctic. The Minister of National Defence announced Inuvik, Yellowknife and Iqaluit as the first identified Hub locations. The project continues to assess more northern locations to enhance the CAF's ability to deploy, sustain and support operations in Canada's Northern and Arctic regions. As the Hub network is developed, the Defence Team will continue working closely with Northern communities in alignment with the [United Nations Declaration on the Rights of Indigenous Peoples Act](#), and the Declaration's Action Plan Measures.

As announced in [Our North, Strong and Free](#), Canada is investing in new capabilities that will support DND/CAF's northern presence and mobility. Among the newly announced capabilities and commitments, key investments with Arctic and continental defence nexus include the following:

- The Prime Minister announced that Canada will be taking on a greater, sustained, and near year-round CAF presence in the Arctic, including through the expansion of its northern and Arctic operations and training exercises;
- Canada has committed \$7.556 billion for airborne early warning aircraft to improve Canada's ability to detect air and maritime threats at long ranges, including in Canada's Northern regions and approaches;
- Canada will bolster its cyber and space capabilities, including by investing \$985 million to build a new satellite ground station in the Arctic; and



[Operation NANOOK ICE-PPR Road Move](#)

- Canada announced the launch of Canada's Arctic Foreign Policy (AFP), complementing the 2019 Arctic and Northern Policy Framework as well as ONSAF. The AFP outlines Canada's diplomatic strategy for engagement in and on the Arctic, with the aim of continuing to safeguard our sovereignty and promote a stable, prosperous, and secure Arctic region.

As articulated in [Canada's Arctic Foreign Policy](#), Canada is an Arctic nation. DND/CAF play a key role in safeguarding Canada's sovereignty by defending the North and its approaches against new and accelerating threats, including climate change, strategic competition, and rapidly evolving technology. [The Arctic's strategic importance is rapidly increasing as international norms are being challenged or undermined in significant and subtle ways](#) by states seeking to redefine the international order or advance their interests at the expense of others, including unilateral claims challenging Canadian sovereignty.

The CAF conducted a series of comprehensive joint, interagency, and [multinational activities](#) and operations in the Arctic to strengthen the defence of Canada, which included special forces personnel and effects to secure our northern regions, enhance interoperability, and test new capabilities in extreme conditions.

The CAF conducted five major iterations of [Operation NANOOK](#) each focused on a distinct aspect of Arctic defence:

- [Operation NANOOK-NUNALIVUT](#) (February to March 2025): The largest iteration since the inception of Operation NANOOK in 2007, this operation demonstrated the CAF's capability to project and sustain forces in the High Arctic and test new capabilities and interoperability with allies under harsh winter conditions;
- [Operation NANOOK-TAKUNIQ](#) (March 2025): Showcased the CAF's steadfast commitment to defending Canada's Northern security and sovereignty. Members of the [430 Tactical Helicopter Squadron](#) demonstrated mountain flying skills in challenging subarctic conditions, with air-land integration training of the [1st Canadian Ranger Patrol Group](#) in the Yukon. This training supported capability development of the [Canadian Rangers](#) as Canada's eyes and ears in remote areas of Canada's North;
- [Operation NANOOK-TUUGAALIK](#) (August 2024): Supported the [Canadian Coast Guard Arctic Strategy](#) with boarding, gunnery, passing, and maritime interdiction operations exercises, and

Shiprider Exchange with His Danish Majesty's Ship *Lauge Koch*. Two Royal Canadian Navy Arctic and Offshore Patrol Vessels (HMCS *Margaret Brooke* and *Harry DeWolf*); the United States Coast Guard Cutter *Northland*, and the United States Navy's Arleigh Burke-class guided-missile destroyer *Delbert D. Black* also participated in this exercise;

- [Operation NANOOK-NUNAKPUT](#) (August 2024): Increased CAF joint capabilities in Arctic surveillance and mobility along the Northwest Passage. Operational activities included survival training, underwater dive search tasks, and austere live fire ranges. A key achievement was the Joint Arctic Experiment, where Defence Research and Development Canada leveraged a hybrid constellation of more than 250 commercial Low Earth Orbit satellites to monitor participating vessels and aircraft across six military scenarios, thereby strengthening the CAFs' ability to detect potential threats to Canada; and
- [Operation NANOOK-TATIGIIT](#) (March to October 2024): A whole-of-government disaster response practice that simulated disaster scenario to rehearse territorial and federal coordinated responses for an Arctic Humanitarian Assistance and Disaster Relief operation. Military forces exercised providing emergency relief and assistance during natural or person-made disasters, aimed at alleviating human suffering and stabilizing affected regions.

The CAF also conducted several training exercises in the Arctic to improve readiness posturing and strengthen partnerships:

- [Exercise ARCTIC FORGE 25 \(ArF25\)](#) (February 2025 in [Sodankylä, Finland](#)): A United States Army, Europe and Africa-led exercise that demonstrated the United States Army and North Atlantic Treaty Organization (NATO) Allies quick response to a crisis in the Arctic terrain on NATO's eastern flank to support NATO Regional Plans, increase interoperability in an extreme cold weather environment, and build a cohesive team with Arctic allies. ArF25 leveraged capabilities, innovations, and technologies to increase over-the-snow movement and tactical communications at high latitudes. The Canadian Army advanced Arctic interoperability with key allies, familiarization with the United States operational planning process, and shared best practices for winter mobility/counter-mobility, and experiment with emergent drone technologies;
- NOREX 25 (February and March 2025, Resolute Bay, Nunavut): Over 200 soldiers from the 31, 32, and 33 Canadian Brigade Groups participated in interdivisional cold-weather exercises at the CAF Arctic Training Centre (CAFATC). The exercise involved a sizable company-plus element, including three platoons from the Canadian Arctic Response Company Group, and focused on improving operational readiness for the unique challenges posed by the Arctic environment. Conducted in collaboration with American forces, NOREX 25 reinforced the importance of international cooperation in maintaining security and readiness in Canada's strategically vital northern region;
- The CAFATC supported specialized training programs, including the Arctic survival phase of the Canadian Armed Forces Search and Rescue Technician training, the Royal Canadian Air Force's Canadian Forces School of Survival and Aeromedical Training, and the Arctic Operations Advisor course for the Canadian Army. Collaboration with Natural Resources Canada's Polar Continental Shelf Program, ensured the training was comprehensive and effective, underscoring the vital role of inter-agency cooperation in achieving successful outcomes in Arctic operations;
- Defence worked collaboratively with Arctic and non-Arctic allies and partners to coordinate responses to security challenges and to [strengthen Defence's domain awareness](#), maritime surveillance, and command and control capabilities; and
- A new memorandum of understanding was signed with Environment and Climate Change Canada to provide Ice Service Support towards Canada's Arctic sovereignty. Ice Service Specialists supported Operation NANOOK, Operation ARCEX 2024, and Operation PROJECTION by delivering daily briefs to the Commanding Officer, navigation officers, and select crew, and by producing a range of critical products including weather and ice briefings, iceberg messages, weather observations, ice charts, and high-resolution imagery analyses from the Canadian Ice Services operations.

While DND/CAF are always making the most of the available resources to enhance security, [a 2024 evaluation highlighted gaps](#) in fully safeguarding the Arctic. Defence prioritized the identification of new activities and enhancements to existing programs that focus on safeguarding the North and the Arctic.

The planning for two major projects related to the activities outlined in *Our North, Strong and Free* were initiated, such as advancing the planning of the Northern Operational Support Hub network and reviewing opportunities to expand the Canadian Armed Forces' presence in the North and the Arctic. These initiatives aim to increase situational awareness across the region and to provide further opportunities for military personnel to experience the Northern operational environment.

Defence also revised the training materials and methods of performance measurement regarding the achievement of the strategic objectives for Arctic and Northern operations. These enhancements aim to build on the work conducted to revise current operations in the Arctic and the North, which supports the high readiness and resilience of the Defence Team.

North America is defended against threats and attacks

Results achieved

In fiscal year (FY) 2024-25, the Department of National Defence and the Canadian Armed Forces (DND/CAF) continued to advance the long-term, phased modernization of the North American Aerospace Defense Command (NORAD) in alignment with Canada's defence policy. With a \$38.6 billion investment over 20 years, Defence worked alongside the United States and key partners to enhance Canada's ability to detect, deter, and defend against evolving continental aerospace threats. Efforts focused on strengthening surveillance capabilities, improving interoperability, and engaging stakeholders, including Indigenous communities, to support a more resilient and integrated continental defence posture.

Advanced the following [NORAD Modernization](#) projects:

- Initiated the identification phase of the NORAD Northern Basing Infrastructure project and engaged with various stakeholders;
- Completed the Options Analysis Phase of the Arctic Over-the-Horizon Radar project. [As announced by the Prime Minister of Canada](#), the Federal Government partnered with the Australian Government to design and build an Over-the-Horizon Radar system;
- Initiated the Options Analysis Phase of the Future Combined Aerospace Operations Centre Capability (CAOC) project, which will provide a resilient, modular air power command and control system that is interoperable with allied CAOC through common doctrine, processes, and procedures; and
- Advanced the Options Analysis Phase of the Air Navigation Aid Systems Replacement Project, which aims to replace and modernize Ultra High Frequency Tactical Air Navigation (TACAN) systems and Non-Directional Radio Beacons (NDBs) at Royal Canadian Air Force Main Operating Bases and en route sites, including engagement activities to support future procurement and installation of TACANs and NDBs.

NORAD pursued the objectives of improving globally integrated domain awareness and information dominance to support senior leader decision superiority by engaging with allies, partners, and key stakeholders by exercising a tailored presence through operations, such as:

- [Operation NOBLE DEFENDER](#): Conducted sustained, dispersed operations to strengthen and progress NORAD missions of aerospace warning, aerospace control, and maritime warning, demonstrating NORAD's ability to increase Arctic presence and demonstrate force employment capabilities in the High North;
- [Operation NOBLE EAGLE](#): A NORAD aerospace warning, control and defence mission in North America. Through Operation NOBLE EAGLE, NORAD deters, detects and defeats potential threats to the Canadian and United States airspace through a network of interagency partners and military capabilities. In FY 2024-25, NORAD detected 12 instances of Russian military aircraft operating in the vicinity of North America, including an instance of Chinese and Russian military

aircraft operating in concert in the Alaskan Air Defense Identification Zone. Canadian fighter aircraft and United States military were employed to conduct the intercept; and

- NORAD also conducted a total of eight live-fly air defence exercises within North America, including two exercises in the vicinity of the Canadian National Capital Region and Québec City, to test responses, systems, and equipment.

In FY 2024-25, DND through NORAD and in collaboration with the United States Northern Command, advanced Canada's continental defence priorities. These efforts emphasized enhanced domain awareness, digital modernization, and operational readiness in support of joint continental security objectives. Key achievements included:

- Continued rapid development efforts in domain awareness, information dominance, decision superiority, and global integration by close collaboration with the United States Air Force Advanced Battle Management System to implement Cloud-Based Command and Control, after the initial roll-out in January 2024, to leverage cloud technologies, improve Canada-United States connectivity and accelerate digital innovation; and
- Development of capital projects, including advanced air-to-air missiles, the future fighter fleet, additional air-to-air refueling aircraft, infrastructure upgrades at four northern Canadian locations, fighter infrastructure upgrades, and CAF air operation infrastructure projects to strengthen the Defence Team's ability to deter and defeat aerospace threats and sustain a strong military presence across Canada, including the North.

Canadian Armed Forces contribute to a more stable and peaceful world

Results achieved

In fiscal year (FY) 2024-25, the Department of National Defence and the Canadian Armed Forces (DND/CAF) continued to advance global peace and stability through a broad range of international operations, training exercises, and strategic partnerships. Defence contributed to the North Atlantic Treaty Organization (NATO) missions, supported regional stability efforts, and reinforced peace support operations around the world. These activities also included capacity-building with partner forces, the promotion of women's participation in peace and security initiatives, and efforts to prevent the recruitment and use of child soldiers. The following results highlight the departments contributions to a safer, more secure global environment as well as Canada's commitment to a rules-based international order.

Defence Intelligence:

The [Canadian Forces Intelligence Command](#) (CFINTCOM) enabled informed action by DND/CAF and allied partners, through the delivery of timely, integrated defence intelligence to support military operations, strategic decision-making, and Canada's national security objectives.

In FY 2024-25, the department responded to over 240 intelligence requests and coordinated over 440 intelligence briefs for senior clients.

A Global Threat Brief was delivered on multiple occasions to internal and external stakeholders including some provincial and territorial premiers. These threat briefings help maintain shared situational awareness relating to key threats to Canada and Canadian interests from a Defence perspective. Additionally, CFINTCOM's flagship product, the Defence Intelligence Daily, a classified intelligence written product, provided nearly 300 all-source intelligence assessments and over 450 Intelligence highlights, supporting internal and external stakeholders, and Canada's Five Eyes (FVEY), and NATO partners.

DND/CAF continued to strengthen intelligence collaboration, sharing timely and relevant information with the FVEY alliance and NATO partners, in line with Canada's intelligence priorities. It also supported the Government of Canada's response to multiple crises by providing defence intelligence to senior DND/CAF clients and other government departments.

The Joint Intelligence Operations Centre (JIOC) played an important role in maintaining around the clock intelligence support. While still at an interim stage, the JIOC focused on capabilities in target development and systems analysis, surveillance and operational analysis, and fused intelligence support. It produced

quality products for NATO and FVEY partners, conducted full motion video analysis in collaboration with the Royal Canadian Air Force.

Promoting [NATO and Euro-Atlantic Security](#):

- The [NATO Climate Change and Security Centre of Excellence](#) became fully operational. It hosted a successful outreach event on the margins of the NATO Summit in Washington in July 2024, and held its third Steering Committee meeting in October 2024 in Montréal, Québec, during which its 2025 Program of Work and Budget were approved;
- [Operation REASSURANCE](#): As outlined in the [2023 roadmap between Canada and Latvia](#), [DND/CAF continued to strengthen NATO's deterrence and defence posture](#) through the Canadian-led NATO Multinational Brigade Latvia, which comprised military personnel from 14 NATO countries, including approximately 1,900 CAF personnel. Its capabilities were demonstrated through its first major exercise as a combat-capable brigade, [Exercise RESOLUTE WARRIOR 2024](#), and declared Initial Operating Capability, a major milestone for the Brigade and for the CAF deployed. In addition:
 - Air Task Force Prestwick provided tactical airlifts to facilitate cargo movements to support allied deterrence and defence measures globally, including the transport of Canadian aid in support of Ukraine; and
 - Operation REASSURANCE continued reinforcing peace and stability in Central and Eastern Europe by strengthening NATO's maritime presence. [His Majesty's Canadian Ship \(HMCS\) Glace Bay and HMCS Shawinigan](#) contributed to the Standing NATO Mine Countermeasures Group 1, an Allied effort that ensures the safety and security of European waters. HMCS *Charlottetown* served as Flag Ship of Standing NATO Maritime Group 2 supported by a Canadian Commander and multinational staff. Under Operation REASSURANCE, approximately 1,900 CAF members were deployed throughout the fiscal year, which made this Canada's largest international military operation in FY 2024-25.
- Operated in maritime environments globally, to conduct activities such as [Operation OPEN SPIRIT](#) (April 2024): the CAF participated in an Estonian Navy-led operation with NATO Allies to clear explosive remnants of war in the Baltic Sea with [clearance diver teams](#) to help make maritime areas safer, provide training, and contribute to NATO's deterrence posture;
- [Commanded the NATO Standing Maritime Group Two](#) from 1 July to 3 December 2024, and participated in NATO's Exercise DYNAMIC GUARD, NATO vigilance activity [Neptune Strike 24-2](#), and operated alongside nine allied and partner navies in the Mediterranean. The task group also monitored several Russian surface and sub-surface vessels in support of NATO Maritime Command;
- Concluded a Security and Defence Partnership with France and a Trilateral Security Partnership for Maritime Security in the North Atlantic with Germany and Norway. These partnerships enhance cooperation on shared priorities, promote complementary capability development and advance interoperability, supporting commitments under [Our North, Strong and Free](#); and
- Continued to support NATO missions in Kosovo and Iraq, contributing to stability and security in areas adjacent to NATO territory, and in support of key partners. The Military Training and Cooperation Program (MTCP) continued support to Explosive Ordnance Disposal (EOD) training for 170 Armed Forces of Ukraine (AFU) and Ministry of Defence (MoD) personnel at the Mine Action Training Centre in Kosovo, alongside the provision of EOD body suits, detectors, and toolkits. Additional equipment contributions included first aid kits, tactical combat casualty care kits, cyber defence equipment and information technology infrastructure and combat engineer equipment.

Maintaining peace and stability in the [Canada's Indo-Pacific Strategy](#):

- [Operation HORIZON](#): The CAF increased the Defence element contributions of Canada's Indo-Pacific Strategy, including military funding to capacity-building initiatives, as well as various

bilateral and multilateral exercises and joint training initiatives with key partners including Indonesia, Malaysia, the Philippines, Singapore, the Republic of Korea and Vietnam to advance priorities such as [Women, Peace and Security \(WPS\)](#). As part of these initiatives, the CAF participated in:

- The Canadian Special Operations Forces Command (CANSOFCOM)'s longstanding chemical, biological, radiological and nuclear (CBRN) capacity building initiative with the Malaysian Armed Forces, formerly known as Operation MANTIS, was brought under Operation HORIZON. CANSOFCOM continued to deliver training in both Canada and Malaysia, contributing to strengthening the Malaysian Armed Forces' ability to respond effectively to CBRN threats;
- The MTCP sponsored 12 different capacity building initiatives, training approximately 400 personnel from partner nations, and enhancing relations with key partners in Africa and the Indo-Pacific. Examples included assisting the Malaysian Peacekeeping Centre in developing their own Civil-Military Cooperation course, delivering combat first aid train-the-trainer courses in Benin, Vietnam, and Mongolia, and sponsoring United Nations (UN) military gender advisor training courses in Tanzania, Cote d'Ivoire, Benin and Malaysia;
- Delivered the Integration of Women and Gender Perspectives in the Armed Forces course in Indonesia with participants from Indonesia, Vietnam, Malaysia and the Philippines, which closed with a Gender-Responsive Leadership Symposium. In parallel, the Strengthening WPS in the Indo-Pacific project successfully delivered two WPS courses in Malaysia reaching over 60 participants and held several WPS senior leadership dialogues with the Malaysian Armed Forces;
- Exercise KHAAN QUEST: A multinational peacekeeping operations exercise conducted in Mongolia that prepares participants for UN peacekeeping missions and how to respond swiftly in providing humanitarian assistance and disaster relief;
- Exercise SEACAT: A multilateral exercise, held in Singapore, designed to enhance cooperation among Indo-Pacific nations and provide mutual support towards addressing crises, contingencies, and illegal activities in the maritime domain using standardized tactics, techniques, and procedures;
- ULCHI FREEDOM SHIELD: The CAF contributed over 10 members to this United Nations Command-led routine and defensive-oriented exercise designed to strengthen security on the Korean Peninsula and stability in Northeast Asia;
- Supported the United Nations Command (UNC), which originated from the [United Nations Security Council Resolution 82](#), by maintaining persistent military presence through the Canadian Contingent UNC, established in 2012, exemplifying Canada's enduring commitment to peace and stability on the Korean Peninsula, as well as surging personnel to support specific exercises;
- Exercise SAMA SAMA: A complex multilateral and multiplatform exercise in the Philippines, highlighting collaboration between like-minded partners training in real world environments. HMCS *Vancouver* participated fully throughout the shore and sea phases, contributing to the development and successful execution of the exercise;
- Exercise KEEN SWORD: A biennial exercise designed to increase combat readiness and interoperability of United States forces and the Japan Self-Defence Forces. The CAF's contribution included HMCS *Vancouver* and specialized personnel that participated in the Observer program;
- [SUPER GARUDA SHIELD](#): A multinational exercise that aims to advance a free and open Indo-Pacific, it is an annual combined and joint exercise between the Indonesian National Armed Forces and the United States Indo-Pacific Command. The exercise is designed to strengthen bilateral interoperability, capabilities, trust, and cooperation built

over decades of shared experiences. Around 15 CAF personnel from various commands and elements participated in this multinational exercise outside of Surabaya, Indonesia;

- [Exercise KAKADU 2024](#): A maritime exercise held in and around Darwin, Australia. HMCS *Vancouver* participated, along with Command Staff, including the Maritime Forces Pacific Fleet Commander, and a shore element;
 - Taiwan Strait transits, conducted in full accordance with international law. On 31 July 2024, HMCS *Montreal* conducted a safe, professional, and routine transit of the Taiwan Strait, followed by HMCS *Vancouver* and HMCS *Ottawa* in subsequent deployments throughout the year which reaffirms Canada's commitment to a free, open, and inclusive Indo-Pacific; and
 - Since FY 2023-24, Defence has provided over \$6 million for nine capacity building initiatives.
- [Operation RENDER SAFE](#): CAF members were deployed as observers on this operation held in the island country of Nauru in Spring 2024. Their deployment represented the return to RENDER SAFE activities by Canada, post-COVID, and set the stage for the second deployment in which the CAF participated in the largest land-based iteration ever conducted in the mission's 20-year history;
 - [Operation NEON](#): Canada's contribution to a coordinated multinational effort to support [the monitoring of United Nations Security Council sanctions imposed against North Korea](#). Two deployments of CP-140s and three Halifax-class frigates deployed to the Indo-Pacific. Canada also contributed to this mission through the enduring presence of three Canadian personnel within the Enforcement Coordination Cell; and
 - Strengthened defence partnerships with priority Indo-Pacific allies and partners, which included:
 - Finalized Status of [Visiting Forces Agreement negotiations](#) with Philippines to unlock deeper military cooperation;
 - [Canada-Republic of Korea Foreign and Defence \(2+2\) Ministerial joint statement](#). Canada's first 2+2 meeting with an Indo-Pacific partner;
 - Agreed upon a [Joint Statement with Australia](#) on strengthening the Canada-Australia Defence Relationship;
 - Launched negotiations on Memorandums of Understanding to deepen bilateral defence cooperation with Indonesia, Malaysia, and Thailand; and
 - Bolstered involvement in regional defence, including a secure observer status to two [Association of Southeast Asian Nations Defence Ministers' Meeting Plus](#) expert working groups on Maritime Security and Humanitarian Assistance and Disaster Relief.

Supporting [Canada's Africa Strategy](#):

Defence continued its support to the UN missions in Africa, the Middle East, and Cyprus, as well as to the NATO mission in Eastern Europe and the Multinational Force and Observers (MFO) in Egypt, which included:

- Contributing to [Canada's Peace and Stabilization Operations Program](#), through UN-led [Operations PRESENCE](#), [Operation CROCODILE](#), [Operation JADE](#), [Operation SOPRANO](#), and [Operation SNOWGOOSE](#);
- Due to [escalating violence in Eastern Congo](#), Operation CROCODILE's seven deployed CAF members were safely relocated to the UN Regional Support Centre in Entebbe, Uganda, where operational support to the [United Nations Organization Stabilization Mission in the Democratic Republic of Congo](#) continued remotely. The two remaining CAF members in Kinshasa continued to fulfill leadership roles and to monitor the security situation;

- Continued participation in [Operation CALUMET](#), with approximately 40 CAF members as part of the MFO, an independent peacekeeping operation in the Sinai Peninsula with headquarters in Rome, Italy;
- Continued fulfilling leadership roles on UN peacekeeping missions and delivering training in needed areas such as medical capabilities, countering improvised explosive devices, child protection, leadership and gender equality, and advancing the meaningful participation of women in UN peacekeeping efforts through the [Elsie Initiative for Women in Peace Operations](#); and
- [Operation PRESENCE](#): The CAF continued episodic enduring missions which included the provision of tactical airlift support to the UN in Central Africa on a quarterly basis, gender mainstreaming training in Ghana under the Elsie Initiative, and training support to Peace Operations. Four iterative Tactical Airlift Detachments were sent to Uganda in support of the UN missions in the Democratic Republic of the Congo and South Sudan. In September 2024, the CAF deployed a team of observers to a Ghanaian Armed Forces (GAF)-led training activity for Gender Advisors. This training was delivered by GAF trainers who had been trained by CAF members on a previous iteration of Operation PRESENCE-ELSIE.

In support of the United Nations Security Council Resolution 1325 and subsequent UN policies, Canada and the CAF continued advancing related initiatives pertaining to [Canada's National Action Plan on Women, Peace and Security – 2023 to 2029](#). This included work on over 60 DND/CAF activities that support policy objectives through tactical programs and policies that unite both UN and partner objectives, including exploring ways human security can be better considered in operations, as well as [lessons learned from the illegal Russian war of aggression in Ukraine](#).

New challenges arose in early 2025 as the incoming United States administration shifted away from previously aligned objectives on WPS and gender-related priorities. The CAF continued to seek willing partners within NATO and worked with countries in the Indo-Pacific such as Japan, Vietnam, the Philippines and in Africa. CAF efforts also included collaboration with Canada's Ambassador to WPS to maintain prioritization of this important organizational and operational enabler.

In support of the defence and security elements of [Canada's Middle East Engagement Strategy](#):

- [Operation JADE](#): Continued to deploy senior officers as military observers to the United Nations Truce Supervision Organization. In February 2025, the CAF deployed an officer as the Chief of Observer Group Lebanon. This is a periodic request from the UN to provide an additional senior officer to fill a leadership role outside the standard requirement for military observers, to provide [support on peacebuilding, advocacy, accountability, and rebuilding efforts](#) for increased regional peace and stability;
- [Operation ARTEMIS](#) (January to July 2024): Canada commanded the Combined Task Force 150 and helped seize over 11,600 kg of narcotics across the Indian Ocean, the Arabian Sea, and the Gulf of Oman. Defence continued contributing to allied and partner efforts to promote maritime security in the Western Indian Ocean in support of the rules-based international order;
- [Operation IMPACT](#): Deployed the Canadian Training Assistance Teams-Lebanon (CTAT-L) and the Canadian Training Assistance Teams-Jordan (CTAT-J). [CTAT-L provided training to the Lebanese Armed Forces \(LAF\) in winter warfare](#), including mountain operations, using a "Train the Trainer" model to enable the LAF to conduct future training and operations. In December 2024, [CTAT-J conducted a Range Safety course for Jordan's Military Women's Training Centre](#), which aimed to provide female members of the Jordanian Army the skills to plan, organize and execute a conventional shooting range. Operation IMPACT was the CAF's contribution to the whole-of-government approach to peace and security in the Middle East. These joint training opportunities build trust and enhance diplomatic relations while allowing for the exchange of expertise, benefiting both nations' military capabilities;
- [Operation GLOBE](#): The CAF remained ready to respond on short notice to requests for assistance from the Government of Canada to protect the lives of Canadians. Due to extreme volatility in the Eastern Mediterranean, the CAF deployed personnel to Cyprus as a contingency in case of a requirement to evacuate Canadians in the region;

- [Operation PROTEUS](#): Approximately 30 CAF members were deployed to the Office of the United States Security Coordinator in Jerusalem. Despite heightened tension in the region, the CAF continued assisting international efforts in the development and professionalization of the Palestinian Security Forces as part of [the Government of Canada's steadfast commitment to a negotiated two-state solution](#), where Israelis and Palestinians can live securely within internationally recognized borders with peace, dignity, and security; and
- [Operation FOUNDATION](#): Worked with allied and partner nations in the Middle East to support the United States-led counterterrorism efforts in the region.

Building on [Canada's longstanding support for Ukraine](#):

- Deployed approximately 300 CAF personnel, who trained an additional 4,000 members of the AFU. Overall, the CAF have trained more than 44,000 members of the AFU;
- [Delivered two Instrument Landing Systems for F-16s in December 2024](#);
- [Bolstered Ukraine's ability to defend itself from cyberattacks](#) at the request of the Ukrainian Ministry of Defence; and
- The Military Assistance Coordination Cell (MACC) continued to be an effective steward of funds allocated by the Government of Canada for military assistance to Ukraine, including;
 - \$1.6 billion funding envelope over five years between FY 2024-25 and FY 2028-29 announced under Budget 2024;
 - \$650 million commitment over three years between FY 2023-24 and FY 2025-26 for armoured vehicles; and
 - \$500 million contribution pledged at the NATO Summit in July 2024.

With this funding, the MACC sourced a range of critical capabilities for the Armed Forces of Ukraine to meet its most urgent priorities, including ammunition, drones, state-of-the-art armoured vehicles, and a [National Advanced Surface-to-Air Missile system](#). The MACC expended \$1,134,800,000 across 24 donation projects in FY 2024-25, including 16 contracted with Canadian industry and eight through multilateral initiatives. The MACC also contributed funds to NATO Security Assistance and Training for Ukraine and oversaw a range of donations to Ukraine from CAF inventory, including in-service equipment and surplus materiel. The total value of Canada's military assistance to Ukraine in FY 2024-25 is \$1.184 billion.



- [Operation UNIFIER](#): Secured Government authority to expand Canada's support to Ukraine, without interruption to already planned activities, and provided nearly half of the Phase 1 funding required to successfully stand up the NATO Security Assistance and Training, such as:
 - The MTCP delivered Defence Institution Building and Defence Capacity Building initiatives in Ukraine. Since FY 2023-24, the department supported more than 18 projects aimed at gender-sensitive institutional reform to increase the capability and interoperability of the AFU and MoD. These initiatives strengthened Ukraine's defence leadership, policies, and practices while building operational and tactical capacity;

- The PROTECT2 project advanced strategic-level reform within the MoD and AFU, with a focus on WPS, defence governance planning, programming and resource management, and capabilities and defence management. Support also continued to the Kyiv Mohyla Business School, where MTCP supported the delivery of advanced leadership programs for senior defence officials; and
- To reinforce leadership and technical expertise, MTCP supported targeted knowledge transfer activities. This included cyber defence training for Ukrainian operators in Ottawa, Ontario, and participation in the 2024 Counter-Uncrewed Aerial Systems Sandbox, hosted in Suffield, Alberta. Ukrainian military medical personnel also took part in specialized diving medicine training in Petawawa and Toronto, Ontario.

In support of peace and stability in the Latin American and Caribbean regions:

- [Operation CARIBBE](#): Contributed to United States-led Enhanced Counternarcotics operations by providing naval and air capabilities to [detect and monitor suspected drug smuggling activities on the water in the Caribbean and off the Pacific coast of Central America](#). In FY 2024-25, Operation CARIBBE helped seize approximately 2,950 kg of contraband and illicit substances as part of [Canada's steadfast commitment to addressing security challenges in the region](#), supporting international efforts to combat organized crime, and interdict the flow of illegal narcotics into North America;
- [Operation HELIOS](#): Continued contributing to the Government of Canada's support to Haiti by increasing the capacity of Caribbean Community nations set to deploy to Haiti as part of the UN-authorized, Kenyan-led, Multinational Security Support mission. At the request of the Jamaican government, approximately 150 CAF personnel provided logistics support and training to nearly 330 military personnel from Caribbean Community nations and facilitated logistical support;
- [Operation PROJECTION 2025](#): HMCS *Margaret Brooke* departed Halifax on 10 January 2025 for a historic mission as the first Royal Canadian Navy ship to visit Antarctica, while also becoming the first Canadian warship to reach the northernmost and southernmost points of the Earth within the same year. This operation included strategic engagements to strengthen Canada's international relationships with South American partners through the conduct of naval diplomacy. HMCS *Margaret Brooke* supported the Embassy of Canada to Brazil and visited the Argentine Joint Antarctic Command. This expedition was also [the first fully Canadian-led research expedition to Antarctica](#), which will strengthen Canadian leadership in polar science;
- [EXERCISE TRADEWINDS 2024](#): Hosted in Barbados, the CAF worked alongside other nations to strengthen interoperability in the region and participate in key maritime training sponsored annually by the United States Southern Command. This exercise provided the CAF and participating nations with opportunities to increase regional cooperation to counter transnational organized crime and conduct [humanitarian-disaster relief operations](#);
- CANSOFCOM continued its collaboration with Global Affairs Canada's Anti-Crime Capacity Building Program during capacity building initiatives in the Caribbean through Operation ACKEE; and
- With funding support from Global Affairs Canada's Counter-Terrorism Capacity Building Program, CANSOFCOM continued to work with African partner nations to promote collaboration and strengthen their ability to counter violent extremist organizations through participation in security cooperation and exercises with allies and partners, including Exercise FLINTLOCK.

The CAF's contributions to traditional "blue helmet" UN peacekeeping through staff and troop deployments remained relatively steady, but low during FY 2024-25, with approximately 21 billets filled, as noted in [UN reporting](#) from January 2025. Key observations include:

- Deployed female peacekeeping percentages of CAF members generally ranged from 0 to 6% through the FY, indicating that the CAF is not trending positively towards meeting the 2028 UN target for women serving in military contingents (15%), and for military observers and staff officers (25%);

- Deployed peacekeeping levels indicated that the numbers of CAF personnel deployed on UN missions fall within the lower half of all contributing countries despite [a 2017 Defence Ministerial re-affirming Canada's commitment to UN peacekeeping and pledges to promote the participation of women in UN peacekeeping](#); and
- Contributed to space security by actively participating in the Combined Space Operations Initiative. As chair of its Policy and Legal Working Group, advanced collaboration among 10 nations on deterrence and the endorsement of responsible state behavior in space.

For a detailed list of current, past and future operations and exercises, please refer to the [DND/CAF website](#).

Key risks

Several risks can affect the department's ability to achieve its Departmental Results, including:

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) resulting from a cyber intrusion.

Military Strength — The heightened and persistent demand on the CAF to address deteriorating global security and provide federal domestic response in the absence or overwhelm of civilian capabilities, may result in inadequate resources, negatively impacting military readiness and exacerbating existing personnel shortages, hindering the fulfillment of its core mission set outlined in the defence policy.

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 the core responsibilities which deliver building blocks that enable the results of Operations.

Resources required to achieve results

Table 1.6: Snapshot of resources required for Operations.

Resource	Planned	Actual
Spending	\$2,280,404,320	\$2,980,747,779
Full-time equivalents	2,400	3,067

[The Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) and the [People section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.



Gender-based Analysis Plus

In fiscal year 2024-25, Defence integrated gender and intersectional perspectives into operational planning, regularly consulting Gender and Intersectional Advisors and Focal Points. Efforts focused on advancing the Vancouver Principles and Women, Peace, and Security (WPS) commitments by developing guidance and tools for operations.

The Department of National Defence and the Canadian Armed Forces (DND/CAF) created a framework to align the WPS agenda with [Canada's third National Action Plan on Women, Peace and Security \(CNAP-3\)](#), ensuring intersectional analysis is embedded in operational and institutional actions across the Defence Team. The 2023-24 Bridging Year Report to Parliament highlighted Defence's role alongside nine federal partners in transitioning from CNAP-2 to CNAP-3, emphasizing continued strategic use of Gender-based Analysis Plus (GBA Plus) to advance CNAP-3 priorities.

Defence is committed to applying GBA Plus and intersectional analysis to shape inclusive policies, programs, and operations that address the diverse needs of people, recognizing that crises impact

different genders and identities uniquely. The CAF continued building awareness of identity-based biases into all stages of military operations which helped improve planning, conduct and assessment of operations by identifying and responding to actual and diverse needs of people. Also, a GBA Plus assessment was conducted on several North American Aerospace Defense Command Modernization initiatives as part of the funding application process.

GBA Plus helps to identify population needs in military and peacekeeping operations, enabling senior leaders to understand bias recognition within the CAF and other countries; enhances information gathering; promotes diverse engagement; and strengthens decision-making for operational effectiveness. The Defence Team developed toolkits and training, and deepened collaboration with the [Nordic Centre for Gender in Military Operations \(NCGM\)](#), who are world leaders in the incorporation of gender expertise into defence activities. In September 2024, the CAF and NCGM delivered a North Atlantic Treaty Organization Gender Advisor Course to 30 Defence Team members, bolstering Canada's advocacy for gender equality and interoperability in peace operations. CAF-supported training has improved the interoperability of peace support operations with Canada's partners, while also strengthening and expanding Canadian bilateral defence relations with Ghana, as part of the [Elsie Initiative for Women in Peace Operations](#).



Indigenous relations

In alignment with the [Arctic and Northern Policy Framework](#), the Inuit Nunangat Policy, and the [United Nations Declaration on the Rights of Indigenous Peoples Act](#) Action Plan, the Defence Team continued working closely with Indigenous peoples and communities that may be impacted by DND/CAF activities through meaningful dialogue. This approach reflects the principle of "Nothing About Us Without Us", which underscores the importance of including affected communities in decision-making processes. For example, the CAF consulted Indigenous rightsholders and engaged with other relevant partners in the planning of each iteration of Operation NANOOK, included providing the annual information letter to all Indigenous governments in the North and Inuit Nunangat to advise them of planned activities. This engagement offered Indigenous governments a meaningful opportunity to raise concerns about the nature or timing of operations. DND/CAF have adjusted past operational activities to avoid interfering with traditional activities such as harvesting, hunting, fishing, or significant economic pursuits.

DND/CAF considers strong partnerships with Indigenous communities essential for conducting operations, enhancing security, and improving our infrastructure capabilities and awareness in the North and the Arctic, including Inuit Nunangat. The Canadian Rangers, located in 64 out of 70 Northern and Arctic locations, represent a continuous military presence and provide the CAF with vital situational awareness assessments of activities in the North. Search and Rescue (SAR) crews rely on the Rangers' advanced knowledge of the Northern topography, as well as their navigation abilities as part of the Canadian Armed Forces SAR response. These same abilities and experiences are vital during the execution of Operation NANOOK, during which the Canadian Rangers work alongside the other CAF elements, allies and partners, including Indigenous communities.

Program inventory

Operations is supported by the following programs:

- Operations in Canada;
- Operations in North America;
- Cyber Operations;
- Command, Control and Sustainment of Operations; and
- Special Operations.

Additional information related to the program inventory for Operations is available on the [Results page on GC InfoBase](#).



Core Responsibility 2: Ready Forces

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Progress on results](#)
- [Details on results](#)
- [Key risks](#)
- [Resources required to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)

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.



Quality of life impacts

This core responsibility contributes to the [Good Governance](#) domain of the [Quality of Life Framework for Canada](#), specifically supporting the 'Democracy and institutions' sub-domain, as demonstrated through the activities mentioned in the core responsibility description.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 2: Ready Forces.

Table 2.1: Canadian Armed Forces are ready to conduct concurrent operations.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of planned readiness achieved for core concurrent mission set	At least 90%	31 March 2025	2022-23: 27% 2023-24: 29% 2024-25: 30%*
% of force elements that are ready for operations in accordance with established targets	At least 90%	31 March 2025	2022-23: 61% 2023-24: 67% 2024-25: 61.3%**

* This indicator is based on the core missions outlined in Strong, Secure, Engaged. Concurrency goals will be revised to better align with the current geopolitical context, Government of Canada priorities and updated defence policy.

** The target was not met due to ongoing shortages in sustainment, equipment and personnel. These shortages were intensified by increased demand for force elements supporting Op REASSURANCE in Latvia, which was the primary contributor to this year's lower result. During the 2024–25 reporting cycle, the target date for achieving this performance indicator was amended to March 2032.

Table 2.2: Military equipment is ready for training and operations.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of maritime key fleets that are serviceable to meet training, readiness, and operational requirements	At least 60%	31 March 2025	2022-23: 51.2% 2023-24: 45.73% 2024-25: 59.6%*
% of land key fleets that are serviceable to meet training, readiness and operational requirements	At least 70%	31 March 2025	2022-23: 56% 2023-24: 49% 2024-25: 51%**
% of aerospace key fleets that are serviceable to meet training, readiness, and operational requirements	At least 85%	31 March 2028	2022-23: 43.88% 2023-24: 48.9% 2024-25: 42.3%***

* The target was not met due to low serviceability of key fleets in the first two quarters due to the following reasons: an extended work period for the Halifax class; crewing and materiel issues for the Kingston class; and mechanical problems in HMCS *Windsor*. Performance improved in the last two quarters, and targets were met during that period. The 59.6% result is assessed against a target of 60% that accounts for planned maintenance. Achieving 100% serviceability across key fleets at the same time is neither expected nor operationally feasible. During the 2024–25 reporting cycle, the target date for achieving this performance indicator was amended to March 2032.

** Despite improvements over the previous year, the target was not met due to underfunding of National Procurement, an aging fleet, and high operational tempo. Serviceability is expected to improve as new fleets are introduced, and older ones are divested. The 51% result is assessed against a 70% target that accounts for planned maintenance. Achieving 100% serviceability across key fleets at the same time is neither expected nor operationally feasible. During the 2024–25 reporting cycle, the target date for achieving this performance indicator was amended to March 2032.

*** The target was not met due to a number of factors including personnel shortages, supply chain disruptions, and the increasing maintenance demands of aging platforms. Planned major maintenance, unplanned equipment problems, underfunding, and obsolescence also affected serviceability. These challenges are expected to persist in the near term, with improvements anticipated as new platforms achieve full operational capability. The 42.3% result is assessed against an 85% target that accounts for planned maintenance. Achieving 100% serviceability across key fleets at the same time is neither expected nor operationally feasible. During the 2024–25 reporting cycle, the target was revised from 85% to 70% as achieving 100% serviceability across key fleets at the same time is unrealistic. The date for achieving this performance indicator was amended to March 2032.

[The Results section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Ready Forces in 2024–25 compared with the planned results set out in the Department of National Defence and the Canadian Armed Forces departmental plan for the year.

Canadian Armed Forces are ready to conduct concurrent operations

Results achieved

In fiscal year (FY) 2024-25, the Canadian Armed Forces (CAF) maintained a high level of readiness by conducting and participating in a range of joint exercises and operations across domestic, continental, and international contexts. As global and regional demands continued to evolve, the CAF focused on enhancing interoperability with allies and partners, improving force integration, and sustaining preparedness to meet multiple operational requirements simultaneously. The following results highlight the CAF's efforts to remain agile and capable of delivering concurrent military effects across all domains.

The Naval Force Posture and Readiness was significantly improved compared to FY 2023-24 and is back within the target range. While there are still challenges with maintaining the aging fleet until the delivery and introduction of the River-class destroyers, the recent inject of funds received through [Our North, Strong and Free](#) for Halifax-class frigate sustainment has reduced some of the pressures of maintaining and sustaining the frigates beyond designed end-of-life. Shortages of qualified personnel continued to impact the readiness of the key maritime fleets. Initiatives to attract, recruit, train and retain the sailors and officers for ships' crews for current and future fleets progressed during FY 2024-25. Despite progress in recruitment and retention, crew shortages continued to pose challenges for Naval readiness, which are expected to persist in the near term.

Driven by recent recruiting successes, the Canadian Army (CA) began transforming its training system to rebuild warfighting readiness and to prepare for a significant increase in training demand. Guided by a whole-of-system approach, the CA planned targeted investments in institutional support, infrastructure and personnel. Instructor shortages and aging equipment were ongoing challenges; however, the CA was able to reallocate resources and leverage increased funding to sustain delivery. These early modernization efforts have laid the foundation for a resilient and scalable training system capable of generating the force required for major combat operations. The CA is postured to meet rising recruiting numbers and train the next generation of ready, resilient, relevant and lethal soldiers.

The Canadian Army saw improvements to readiness, such as:

- The number of CA members committed to persistent deployed positions on existing operations had increased from a steady state of 1,500 to 1,950 deployed personnel, representing 15% of the CA's deployable force. This rise was attributed to Canada's expanded commitment to Operation REASSURANCE and the establishment of the Multinational Brigade in Latvia; and
- During surge operations, which included the deployment of the Light Infantry Battalion Deliberate for Exercise RESOLUTE WARRIOR, alongside elements of the Global Response Task Force, the CA had 2,668 members in expeditionary roles.

The [Soldier Readiness Policy-Reserve](#) is a new set of achievable and realistic standards to ensure that Army Reservists (ARes) have the highest possible level of readiness for service. The policy was officially approved and published in summer 2024. The policy provides a reality-based perspective of the ARes' state of readiness. The tool provides accurate data from each organization employing reservists within the CA.

Contributing to the CAF's ability to anticipate requirements, the [Canadian Special Operations Forces Command \(CANSOFCOM\)](#) generated forces designed to illuminate and understand atmospheric and emerging threats. Throughout FY 2024-25, CANSOFCOM remained postured to disrupt or respond to emerging crisis situations or threats to Canadians and Canadian interests.

Training scenarios in domestic, continental and international contexts:

- [Exercise STEADFAST DEFENDER 24](#): Approximately 1,000 CAF members participated in the North Atlantic Treaty Organization (NATO)'s largest exercise in decades which saw over 90,000 military personnel from all 32 NATO Allies conduct sustained, multi-domain defence operations.

This exercise tested NATO's ability to rapidly deploy reinforcements across all domains in defence of Central and Eastern Europe and demonstrated Canada's resolve to reinforce European allies in times of aggression;

- [Exercise Rim of the Pacific \(RIMPAC\) 24](#) (June to August 2024): The Department of National Defence (DND)/CAF participated in the largest joint and combined maritime exercise in the world bringing together 29 nations, 25,000 personnel, 14 land forces, 40 ships, 3 submarines and over 150 aircraft. This premier event allowed partners and allied navies to practice working and fighting together. CAF officers held key leadership roles in RIMPAC's command structure, which had a CAF Rear-Admiral commanding the maritime component, showcasing Canada's leadership and enduring commitment to international maritime cooperation and defence;
- Exercise [Bold Quest 2024](#) (Fall 2024): The CAF tested NATO, Five Eyes (FVEY), and allied systems to improve command and control capabilities. This event brought together allies and partners to enhance interoperability and stress capabilities in a realistic operational environment;
- Exercise MAPLE RESOLVE: FY 2024-25 was the first iteration of CA Collective Training Evolution that saw the Canadian-led Multinational Battle Group validation training broken into two separate training events. First for Exercise MAPLE RESOLVE, Canadian elements of the multinational battlegroup trained near Shilo, Manitoba and Edmonton, Alberta under the supervision of the 3rd Canadian Army Division; they then deployed to Latvia to connect with the remaining international elements. Once deployed, they quickly began their combined training under the Canadian led Multinational Brigade headquarters and prepared for their CA validation exercise named Exercise OAK RESOLVE. During the exercise, approximately 1,900 CA soldiers, joined and supported by multi-national forces, tested their abilities to integrate with joint capabilities and validate their combat readiness. The requirement for flexible responses across a spectrum of situations challenged commanders at all levels. The exercise provided the CA with its final certification for land and air element to accomplish forces contribution to NATO's mandate;
- [Exercise PRECISE RESPONSE](#): This training helps NATO develop common operating procedures for responding to joint NATO chemical, biological, radiological, and nuclear (CBRN) scenarios using live agents. The Chief of Defence Staff and the Deputy Minister initiated a CBRN Defence policy realignment in 2024, guided by strategic drivers from NATO, DND/CAF, and the Government of Canada. CBRN specialists and non-specialists work together to train, test and identify improvements for NATO CBRN Defence readiness objectives, including the development of common decontamination processes that will enable NATO task forces to effectively work together during a CBRN event. This realistic training is unique and allows elements of the NATO CBRN Response Task Force the ability to accomplish tasks that help shape the future of CBRN Defence standard operating procedures through the integration of joint lessons learned. Defence also supported NATO by reviewing and updating NATO CBRN Standardization Agreements and participated in international training exercises such as Exercises PRECISE RESPONSE, BRAVE BEDUIN, and TOXIC TRIP. In addition, Defence was actively engaged in numerous conferences and NATO working groups that have helped ensure the CAF adherence to international CBRN standards;
- [Exercise ARDENT DEFENDER 2024](#): This CA-led international counter-explosive exercise, was an opportunity for approximately 450 soldiers from Canada, Australia, Austria, Belgium, France, the Netherlands, New Zealand, Sweden, the United Kingdom, and the United States, to hone their skills and build capacity to counter and dispose of explosive threats, as well as exploit capabilities to counter future threats. In addition, DND/CAF participated in multiple international exercises and operations to develop and ensure that operators were proficient in all aspects of Explosive Ordnance Clearance (EOC). Additional exercises on EOC include [Operation RENDER SAFE](#) and [Exercise WALLABY WALK](#), [Exercise RAVENS CHALLENGE](#), and [Exercise NORTHERN CHALLENGE](#). Exercise ARDENT DEFENDER 2024 achieved the following objectives:

- Individual training validation of six CAF improvised explosive device disposal operators;
 - Successful integration of emerging threats and technology such as Uncrewed Aerial systems and additive manufacturing;
 - Confirmation of interoperability between Advanced Military Search assets from 4 Engineer Support Regiment and Improvised Explosive Device Disposal (IEDD) Teams from various nations;
 - Confirmation of interoperability between Canadian IEDD teams and weapons intelligence teams from various nations;
 - Confirmation of the proposed NATO concept of Technical Exploitation Group and Technical Exploitation Analysis Cell; and
 - The annual operational readiness validation of a deployable technical analysis laboratory from the CA Intelligence Regiment.
- [Exercise Joint Pacific Multinational Readiness Centre 25-02](#) (6 January to 8 February 2025): This exercise was conducted in Fairbanks and the Donnelly Training Area, Alaska. During the exercise, 42 Field Squadron and 4 Engineer Support Regiment was attached to and supported the 1-24 Infantry Battalion (United States) within the Opposing Force Battle Group. Throughout the exercise, the 42 Field Squadron and 4 Engineer Support Regiment focused on providing Counter-Mobility and Survivability support, with some limited Mobility support. The exercise provided an excellent opportunity for the 42 Field Squadron to practice obstacle emplacement, route construction, close support, and dispersed Command and Control in an extreme cold weather environment and at the Battle Group level;
 - [Operation GLOBE](#) (1 April and 27 May 2024): A Haiti Crisis Response mission was launched to support Global Affairs Canada's (GAC) Request for Assistance (RFA) in their diplomatic mission. Defence initially deployed 128 personnel, followed by an additional 163 members. These deployments were in response to a GAC RFA for a Non-Combatant Evacuation Operation, which was a result of the conflict in the Middle East. Although the order to evacuate non-combatants was ultimately not issued, DND/CAF remained well postured to respond rapidly if required;
 - Exercise STORMFORCE 24 (Ex SF24): This was a joint engineering interoperability exercise hosted by the National Security Agency, designed to strengthen collaboration among FVEY partners, defence intelligence agencies and warfighters. Canadian Signal Intelligence (SIGINT) and Electronic Warfare (EW) operators participated alongside allies, with the CAF and Communications Security Establishment (CSE) jointly pursuing key training objectives:
 - Tactical SIGINT efforts included testing a network guard for executing theatre netcentric geolocation (TNG) missions on lower classification networks and using allied encryption keys for infrastructure-limited missions;
 - Strategic SIGINT focused on advanced CSE-developed capabilities targeting digital radio and high technology readiness level systems; and
 - Tactical EW objectives emphasized building a resilient network to ensure persistent CA access to TNG services maneuver networks gateways.
 - The CAF took an active role and remained significantly involved in NATO Explosive Ordnance Disposal, Counter-IEDs, and Technical Exploitation working groups. Canada was also deeply involved with the FVEY Exploitation Working Group. DND/CAF involvement in those events ensured that Canadian efforts regarding explosive threat mitigation remain relevant, adequate and synchronized with current threats and emerging technologies;
 - Defence actively participates in training activities to enhance cyber force readiness. Defence has engaged in exercises such as the UK Ministry of Defence-led Exercise CYBER WARRIOR, and multinational partner exercises to strengthen strategic cooperation. In alignment with coalition objectives addressing global challenges, Defence continued to contribute to NATO's CYBER COALITION exercise in early December 2024 alongside Government of Canada Departments

and COALITION WARRIOR in June 2024. Additionally, Defence is supporting Canada in the Cyber Focus Area, integrating cyber capabilities into multi-domain operations. Our participation in these exercises reinforces our dedication to binational and multinational cyber incident response and continental defence, ensuring continued collaboration with partners and allies;

- [RAMSTEIN Flag \(RAFL\)](#): Under NATO Allied Air Command Headquarters, the Royal Canadian Air Force (RCAF) deployed assets for RAFL, a FLAG-level exercise, showcasing joint command and control and tactical-level interoperation between NATO nations;
- [PHOENIX WARRIOR](#): This annual 2 Wing exercise simulated the establishment of an airfield and support for two CC-130Js;
- Coalition VIRTUAL FLAG/Bamboo Eagle 24: Sponsored by the United States Air Force this FVEY exercise was conducted at Kirtland Air Force Base in Albuquerque, New Mexico, and globally through distributed mission training. The exercise provided synthetic, theatre-level joint combat operations training in contested and degraded environments. It also facilitated interaction with land, maritime, air, special operations, cyber, and space elements, involving participants from multiple nations; and
- [THOR'S HAMMER 2024](#): This was a United States-led strategic-level exercise, with a focus on space and cyber capabilities. As a future-oriented NATO activity, it offered the Canadian team valuable insights regarding our partners' evolving strategies for dealing with the pacing challenges posed by potential peer adversaries. The complex scenarios tested the policy boundaries of responsible spacefaring nations and provided insights into how and where to focus the CAF's procurement and force generation efforts. Wargames such as THOR'S HAMMER provide an opportunity to practise finding the balance between actions that will support the terrestrial domains, provide a deterrence effect, and avoid causing escalation, while ensuring the coalition preserves the health of the orbital environment.

Search and Rescue (SAR) activities in FY 2024-25 included:

- [National Search and Rescue Exercise 2024](#) (September 2024): Held at 19 Wing Comox, this exercise involved 110 RCAF personnel and approximately 70 American personnel from the United States Coast Guard and the United States Navy. The exercise launched over 90 missions, refining SAR crew's skills through 60 simulated scenarios. This training enhanced interoperability, coordination, communication, and inter-agency relationships, ensuring SAR crews are well-prepared for real-world emergencies. Additionally, the exercise fostered multinational cooperation, further enhancing operational readiness; and
- [Exercise SOUTHERN BREEZE 24](#) (January to February 2025): Defence participated in the exercise at the United States Coast Guard Air Station Miami Opa Locka, Florida. The training aimed to improve multinational interoperability between the RCAF and United States Coast Guard in SAR operations and combat support.

Military equipment is ready for training and operations

Results achieved

In fiscal year (FY) 2024-25, the Department of National Defence (DND) advanced several key initiatives to strengthen equipment and materiel readiness in support of Canadian Armed Forces (CAF) operations. Projects such as the Modernization and Integration of Sustainment and Logistics (MISL), Automatic Identification Technology (AIT), and Materiel Planning and Forecasting (MP&F) formed the core of a modernized Defence Supply Chain. These efforts improved accountability, streamlined resource management, and enhanced the Canadian Armed Forces ability to have the right equipment in the right place at the right time to support concurrent missions and training requirements.

Digital initiatives to modernize the Defence Supply Chain:

- MISL: The initiative is a key component of ongoing improvements to enhance the effectiveness and efficiency of the Defence Supply Chain. It became operational in March 2025, supported by a detailed deployment plan and phased rollout;

- AIT: The Department progressed this AIT Major Capital Project, with implementation work on all three streams of this project started, including the first contract for the implementation of the Fuel Monitoring Stream of work awarded in March 2025; and contracts for the Materiel Management Stream and In-Transit Visibility Streams were in the final stages of release to contractors; and
- Included the completion of a proof of concept in the third quarter, which demonstrated that SAP's Integrated Business Planning (IBP) application can meet most of the DND/CAF materiel planning and forecasting requirements. This was followed by a series of activities to establish the Project Governance and the preparation of products (e.g. business readiness assessment) to support future Governance Decisions for implementation of IBP.

Together, these efforts form the foundation of a modern, data-driven sustainment ecosystem that will enhance the CAF's agility and operational readiness in a fast-changing global environment.

With the release of [Our North, Strong and Free](#), the National Procurement program has experienced some relief, particularly for Halifax-class ship sustainment.

Overall spending has increased to approximately \$4.2 billion, addressing the growing resource demands of aging fleets, life extensions, heightened operational requirements, technological advances and higher contract costs due to inflation.

The increased funding has enabled the enterprise to begin the work required to sustain the Halifax-class frigate beyond its designed end-of-life. Pressures on the remaining fleets have not changed and are expected to persist for many years. The increased funding also resulted in the availability of key Maritime fleets generated for training and readiness requirements being above the target level in FY 2024-25. Serviceability for Maritime Key Fleets has also increased since FY 2023-24 and is near the target.

The MP&F Initiative yielded strong results this year with the availability of key Maritime fleets for training and readiness exceeding target levels and several notable achievements for Defence. This included the following:

- Took delivery of the fifth Harry DeWolf-class Arctic and Offshore Patrol Vessel (AOPV), the future His Majesty's Canadian Ship (HMCS) *Frédérick Rolette*;
- Welcomed HMCS *William Hall* into naval service with a commissioning ceremony in Halifax, Nova Scotia on 16 May 2024. As the fourth AOPV for the Royal Canadian Navy (RCN), HMCS *William Hall* will strengthen the Navy's ability to enforce sovereignty in Canadian waters, and to meet the future defence challenges in the North; and
- HMCS *Max Bernays* completed a coastal transfer to its assigned home port of Esquimalt, British Columbia, in April 2024. HMCS *Max Bernays* was the first Harry DeWolf-class ship to be based on Canada's West coast and was commissioned into the RCN on 3 May 2024.

The Canadian Army Equipment Readiness Program (CAERP) supports operational readiness by maintaining equipment serviceability. In FY 2024-25, focus was on monthly operator maintenance known as L6 inspections, conducted on the Light Armoured Vehicle 6 (LAV 6) fleet. Completion rate for the LAV 6 fleet operator monthly inspections show a low completion rate. An additional CAERP initiative was initiated to lower the preventative inspection hours for the LAV 6 fleet. The LAV 6 required semi-annual inspections every six months. A working group was created to decrease the average inspection length by four hours per vehicle. This would save approximately 1,900 hours across the Canadian Army (CA), compared to previous years. Unfortunately, the results showed that inspection hours increased rather than decreased. This is mainly due to lack of data discipline, which is being addressed by the CA.

The Canadian Armed Forces Arctic Training Centre primary arctic mobility vehicle, the Bandvagn (BV) 206, was supplemented with three rented civilian-pattern BV vehicles. These additional vehicles were specifically prioritized for ground medical evacuations (medevac) and emergency response operations. Due to the aging and increasingly unreliable BV 206 fleet, the current mitigation measures for emergency ground medevac have become inadequate and pose unacceptable risks to the health and safety of personnel participating in training activities. Recognizing the critical need for reliable transportation in the

Arctic, the Domestic Arctic Mobility Enhancement Project has been initiated to replace the BV 206 vehicles. The new fleet is scheduled to be introduced starting in 2030, ensuring enhanced safety and operational effectiveness for future training seasons.



The average availability of key Land Equipment Program Management fleets was slightly below the target and was particularly affected by industrial capacity and supply chain challenges. Funding shortfalls contributed directly to the falling availability trend creating potential impacts to the CA Force Posture and Readiness and the equipment issued to soldiers in all environments.

In FY 2024-25, Defence made significant progress in laying the groundwork for the Royal Canadian Air Force (RCAF)'s 12-year Training Modernization Campaign Plan (TMCP). Efforts during the year focused on establishing the foundational elements needed to enable long-term success. Key achievements include:

- Campaign Plan Alignment and Governance:
 - The RCAF TMCP was finalized and formally aligned with the broader RCAF Campaign Plan, thereby supporting the operationalization of the RCAF Strategy; and
 - The personnel resources required to establish the Training Support and Innovation Directorate at 2 Canadian Air Division Headquarters to oversee modernization across the training enterprise were identified.
- Learning Ecosystem Development: Conducted a Technology Enabled Learning Readiness Assessment identifying current gaps in interoperability, data flows, and digital learning infrastructure across RCAF training institutions;
- Technology Integration and Proof-of-Concepts: Delivered several proof-of-concept projects, including:
 - Trialed a “cohort-of-one” training initiative at the [Canadian Forces School of Aerospace Control Operations](#) as a proof of concept for reducing training failures for aerospace controllers; and
 - Integration of commercial virtual reality platforms in technician and pilot training environments.

- Innovation and Practitioner Engagement:
 - Scoped the development of a training innovation methodology program for instructors and practitioners to lead change at the local level, supporting grassroots experimentation;
 - Delivered a virtual training modernization conference featuring global thought leaders and local practitioners presenting concepts related to modernizing the training enterprise; and
 - Began development of an instructor professional development curriculum to bridge knowledge gaps in learning technologies and analytics.
- Strategic Partnerships and Influence:
 - Continued active engagement with the International Consortium for Innovation and Collaboration in Learning Engineering and the North Atlantic Treaty Organization (NATO) Individual Training and Education Development Task Force; and
 - Provided subject matter expertise to the Agile Combat Employment initiative, ensuring future operating concepts align with training modernization pathways.

Defence improved existing SAR capabilities with the Fixed Wing SAR (FWSAR) CC-295 aircraft Release to Service being approved in March 2025. The FWSAR project is nearing operational readiness. Prior to release, the CC-295 participated in a live search and rescue mission during a force generation activity, demonstrating operational capability through extensive training.

The Tactical Control Radar Modernization Project will enhance radar capabilities for the CAF, supporting national, NATO, and North American Aerospace Defense Command missions. While the radar component was completed with the delivery and acceptance of the third and final RADAR system in November 2024, the overall modernization project also includes delivery of two command and control systems and construction of two new buildings to support full operational capability. These components will ensure the modernized systems full potential, improving the CAF's air surveillance and defence management.

The average availability of key RCAF fleets was slightly below the target, particularly affected by industrial capacity and supply chain challenges. The Aerospace Equipment Program Management sustainment program was sufficient to meet actual RCAF demand for Yearly Flying Rate. Funding shortfalls contributed directly to the falling availability trend creating potential impacts to the RCAF's Force Posture and Readiness.

Readiness posture and operational cyber resilience through the Cyber Mission Assurance Program:

- The annual Cyber Mission Assurance (CMA) Functional Planning Guidance (FPG) was issued to ensure that a consistent approach was applied in the planning, implementation, and execution of cyber-resilience activities;
- Performance of previous FPGs were reviewed;
- Initial CMA Departmental Administrative Order and Directives are under review with the establishment of the CAF Cyber Command;
- A CMA Stakeholder engagement strategy supported CAF operations HORIZON and REASSURANCE; reinforcing Five Eyes allied relationships; and
- CMA has been integrated into Force Posture and Readiness as well as Force Protection.

Key risks

There are many risks associated with the Ready Forces core responsibility. Three of the key risks are articulated below:

Military Strength — There is a risk that DND/CAF will not have the right military personnel, in the right numbers, at the right place, and at the right time.

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

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

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.

Resources required to achieve results

Table 2.3: Snapshot of resources required for Ready Forces.

Resource	Planned	Actual
Spending	\$11,304,585,891	\$11,960,347,112
Full-time equivalents	42,947	41,661

[The Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) and the [People section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.



Gender-based Analysis Plus

Defence continued to strengthen readiness capacity via collaboration with the Nordic Centre for Gender in Military operations (NCGM) on training 30 new Canadian Gender Advisors. Establishment of monthly Operational Gender and Intersectional Community of Practice meetings occurred following the NCGM course as a means of fostering intra-departmental knowledge sharing and network building. The Canadian Special Forces

Operations Command (CANSOFCOM) philosophy prioritizes people as fundamental to ensuring ready forces, fostering a culture where individuals are motivated, respected, and more ready to perform under pressure. CANSOFCOM continued to employ a Gender and Intersectional Focal Point Network. Gender-based Analysis Plus (GBA Plus) was employed to inform procurement, force development, force sustainment, force employment, and the development and delivery of personnel and family support programming.

The ongoing reinforcement of GBA Plus and Intersectional Analysis is serving to increase operational effectiveness through incorporation in key business practices such as Intelligence Requirement Management, Collection Management System, and the Intelligence Cycle.

The Defence Team continued efforts to promote GBA Plus by progressing opportunities to integrate gender and intersectional perspectives into Royal Canadian Navy (RCN) policies and programs, as well as expanding the Gender Advisor (GENAD) and Intersectional Advisor networks across the RCN. The introduction of a Gender Focal Point (GFP) at Maritime Component Command will ensure that an intersectional lens is applied to routine planning, command and control, coordination and logistical support to naval assets deployed around the world. The RCN continued to remove barriers to inclusion by ensuring operational uniforms were available for all members, promoting training opportunities, as well as progressing guidance regarding gender integrated living accommodations onboard.

In fiscal year 2024-25, the Royal Canadian Air Force (RCAF) began initial work on implementing the RCAF GBA Plus Enterprise approach. Early work has commenced to establish a network of GBA Plus Subject Matter Experts, led by the newly hired RCAF Senior Intersectional Analyst (SIA). The network will include Wing SIAs; as well as GFPs and GENADs. RCAF has qualified 14 North Atlantic Treaty Organization (NATO) GENADs and 20 NATO GFPs.

The Future Aircrew Training (FAcT) program will provide a modernized, inclusive training system that will benefit from embedded GBA Plus processes, which include data collection, analysis and action plans. DND Directorate for Gender Equality and Intersectional Analysis confirmed that the FAcT Program is being monitored at the highest levels as the first Major Project to advance using the GBA Plus Framework. It was agreed that program's GBA Plus requirements would focus on four major areas: aircraft; infrastructure; technology; and training.



United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

The FAcT program team engaged with departmental subject matter experts to ensure all aspects of the [Greening Governmental Strategy](#) were included in the Request for Proposal documentation and supporting the completion of the Strategic Environmental Assessments for new RCAF capabilities.

Training Modernization emphasizes the application of technology-enabled learning, including virtual/augmented/extended reality, part-task trainers and simulators; which will reduce overall aircraft and aircraft maintenance equipment carbon emissions used unnecessarily for training. This is consistent with Government of Canada demand for reduced environmental impact of the Canadian Armed Forces (CAF).

More information on The Department of National Defence's (DND) contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in the [Departmental Sustainable Development Strategy](#).



Indigenous relations

DND/CAF continued to comply with Government of Canada and departmental policies and commitments regarding engagement and consultation with Indigenous peoples in support of reconciliation. While resource limitations remain a challenge, the CAF has made significant progress in building local engagement capacity across all Bases and Wings. These efforts aim to strengthen existing relationships with Indigenous communities and enable meaningful consultation in advance of new activities. Examples include proposed Low Level Flying Training in Labrador and Québec, future Aircrew Training implementation in Manitoba and Saskatchewan, and Range Modernization initiatives in Alberta and Saskatchewan.

Further development of northern zones directly affects predominantly Indigenous communities, and surrounding areas. This will ultimately provide those communities with the knowledge and resources to conduct their own Search and Rescue when required, further reducing response times and reliance on other provincial, federal or CAF assets.

Program inventory

Ready Forces is supported by the following programs:

- 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; and
- The Employer Support Programmes.

Additional information related to the program inventory for Ready Forces is available on the [Results page on GC InfoBase.](#)



In this section

- [Description](#)
- [Quality of life impacts](#)
- [Progress on results](#)
- [Details on results](#)
- [Key risks](#)
- [Resources required to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)

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.



Quality of life impacts

This core responsibility contributes to the [Good Governance](#) domain of the [Quality of Life Framework for Canada](#), specifically supporting the 'Democracy and institutions' sub-domain, as demonstrated through the activities mentioned in the core responsibility description.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 3: Defence Team.

Table 3.1: Canadian Armed Forces is growing towards its end state of 101,500 personnel.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of the Regular Force Establishment that is filled	At least 95%	31 March 2026	2022-23: 88.7% 2023-24: 89.1% 2024-25: 91.9%*
% of Reserve Force positions that are filled	At least 95%	31 March 2026	2022-23: 75.18% 2023-24: 77.58% 2024-25: 78.54%**
% of occupations with critical shortfalls	At most 5%	31 March 2025	2022-23: 70% 2023-24: 72.9% 2024-25: 69%***

* Although the target was not met, Regular Force recruiting intake achievements, combined with attrition remaining at expected levels, contributed to a net growth of 2,000 Regular Force members. During the 2024–25 reporting cycle, the target date for achieving this performance indicator was amended to March 2027.

** Accurate reporting of the percentage of positions filled in the Primary Reserve is not currently possible under the current establishment. The data reflected in this report is based on a calculation of the Average Paid Strength (the average number of reservists paid per month over the year) divided by the Total Strength (the total number of individuals enrolled in the Primary Reserve). During the 2024–25 reporting cycle, the target date for achieving this performance indicator was amended to March 2032.

*** The target was not met due to ongoing shortages in some occupations; however, as a greater portion of the Regular Force Establishment was filled, more occupations are now forecasted to recover within two years. This contributed to an improvement from 72.9% in FY 2023-24. During the 2024–25 reporting cycle, the target date for achieving this performance indicator was amended to March 2032.

Table 3.2: The health and well-being of the Defence team is well supported.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of military personnel who are medically fit for their occupation	At least 90%	31 March 2025	2022-23: 91.8% 2023-24: 90% 2024-25: 90.06%
% 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 2025	2022-23: 43.2% 2023-24: 30.4% 2024-25: 39.4%*
% of Canadian Armed Forces members who feel positive about their job	At least 85%	31 March 2025	2022-23: 60.9% 2023-24: 57.7% 2024-25: 54.6%**
% of public service employees in the Defence Team who describe the workplace as psychologically healthy	At least 80%	31 March 2025	2022-23: 65% 2023-24: No result available 2024-25: 60%***

* Overall, 39.7% of Regular Force and 38.7% of Primary Reserve reported that they felt satisfied with the overall support of their family by the CAF, which may be influenced by factors such as postings, relocations, and operational tempo. The Defence Team aims to provide a reasonable quality of life for service members and their families through programs which support health, well-being, fitness, recreation, spousal support, deployment support, and financial well-being.

** Feelings of positivity regarding ones job is a component of overall job engagement, which may be impacted by a number of factors. The most recent Your Say Matters Reg. Force results show that meaningful work and pride in organizational membership are among the top factors that have the strongest overall relationships with all outcomes, including job engagement. As such, the DND/CAF will continue to support the well-being of Defence Team personnel overall and investing in programs, policies, and benefits which may influence the positive perceptions of ones job.

*** Ensuring that all DND public service employees perceive their workplace as psychologically healthy remains a priority for DND/CAF. Although the target was not met, the results of the Public Service Employee survey for DND employees for this metric was 1% above the public service average, indicating a level of psychological health comparable to other federal organizations. The target is currently under review considering historical trends in the Public Service Employee Survey across the Government of Canada.

Table 3.3: The Defence team reflects the values and diversity of Canadian society.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of the Canadian Armed Forces (CAF) that self-identify as a woman	At least 25.1%	31 March 2026	2022-23: 16.5% 2023-24: 16.5% 2024-25: 16.7%*
% of public service employees in the Defence Team who self-identify as a woman	At least 45%	31 March 2025	2022-23: 42.4% 2023-24: 43% 2024-25: N/A**
% of the Canadian Armed Forces (CAF) who self-identify as a visible minority	At least 11.8%	31 March 2026	2022-23: 11.1% 2023-24: 12.2% 2024-25: 12.5%
% of public service employees in the Defence Team who self-identify as a member of a racialized group	At least 13%	31 March 2025	2022-23: 10.7% 2023-24: 11% 2024-25: N/A**
% of the Canadian Armed Forces (CAF) who self-identify as an Indigenous person	At least 3.5%	31 March 2026	2022-23: 2.9% 2023-24: 3% 2024-25: 2.9%***
% of public service employees in the Defence Team who self-identify as an Indigenous person	At least 4%	31 March 2025	2022-23: 3.3% 2023-24: 3% 2024-25: N/A**
% of the Canadian Armed Forces (CAF) who self-identify as victims of harassment	At most 11.9%	31 March 2025	2022-23: 24% 2023-24: 22% 2024-25: 25.4%****
% of public service employees who self-identify as victims of harassment	At most 10%	31 March 2026	2022-23: 14% 2023-24: No results available 2024-25: 15%****
% of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination	At most 9.2%	31 March 2025	2022-23: 15.7% 2023-24: 16% 2024-25: 18.7%*****
% of public service employees who self-identify as victims of discrimination	At most 5%	31 March 2026	2022-23: 8% 2023-24: No results available 2024-25: 9%*****
Annual number of reported incidents of sexual misconduct in the Canadian Armed Forces	0	31 March 2025	2022-23: 443 2023-24: 397 2024-25: 365*****
% of CAF members who agree that the culture in the CAF surrounding sexual misconduct has improved in the last 12 months	TBD	31 March 2025	2022-23: - 2023-24: 51.8% 2024-25: 49.8%
% of CAF members who agree that the CAF currently reinforces a culture of mutual respect, trust, honour and dignity	At least 90%	31 March 2025	2022-23: 70% 2023-24: 62.2% 2024-25: 51.4%*****
Number of Defence Team members who have attended the Respect in the CAF workshop	TBD	31 March 2025	2022-23: 2164 2023-24: 2241 2024-25: 2049
% of public service employees in the Defence Team who have completed mandatory harassment training	100%	31 March 2026	2022-23: 74% 2023-24: 54.5% 2024-25: 62%*****
Annual number of reported incidents of a sexual nature within the Public Service Employees Defence Team	TBD	31 March 2025	2022-23: 16 2023-24: 15 2024-25: 30*****

* The CAF continues to modernize its policies to support the recruitment and retention of women in the military. This result reflects the percentage of individuals who have chosen to self-identify as women. It does not represent the total percentage of women in the CAF, as some individuals may choose not to self-identify for a variety of reasons.

** The result is currently unavailable, as the Government of Canada's Employment Equity Annual Report is under embargo pending tabling in Parliament. Results are anticipated for the Fall of 2025.

*** The CAF continues to modernize its policies to support the recruitment and retention of Indigenous persons in the military. This result reflects the percentage of individuals who have chosen to self-identify as Indigenous. It does not necessarily represent the total percentage of Indigenous persons in the CAF, as some individuals may choose not to self-identify for a variety of reasons.

**** The target was not met; however, increased reporting may be reflective of greater awareness of what constitutes harassment and the comfort among CAF members in reporting their experiences in response to increased training and education amongst the Defence Team. The Defence Team continues to promote resolution at the lowest level possible in a victim-supportive environment. Data collection informs culture change initiatives, which require sustained, long-term effort. During the 2024–25 reporting cycle, the target date for achieving this performance indicator was amended to 2029 to align with the Comprehensive Implementation Plan. Key initiatives such as the publication of the Sexual and Gender-Based Violence spectrum, Hateful conduct spectrum, and the Harassment and Violence in the Workplace – Negative Behaviors Matrix, as well as training from the Workplace Harassment and Violence Prevention Centre of Expertise, will continue to promote awareness and eliminate harassment across the Defence Team.

***** The target was not met; however, increased reporting may be reflective of greater awareness of what constitutes discrimination and the comfort among victims of discrimination in reporting their experiences in response to increased training and education amongst the Defence Team. Data collection informs culture change initiatives, which require sustained, long-term effort. During the 2024–25 reporting cycle, the target date for achieving this performance indicator was amended to 2029 to align with the Comprehensive Implementation Plan. There are many programs and initiatives presently in place within the Defence Team, including the Defence Advisory Groups, the creation of the Anti-Racism Framework, commemorative and educational events, and professional conduct scenario-based learning vignettes focused on addressing discrimination.

***** While DND/CAF strives to create a victim-supportive environment, reporting remains a personal decision influenced by numerous factors, and not all who experience misconduct will choose to report. This indicator reflects reporting patterns, the victim's sense of comfort and support in reporting, and the overall reporting culture rather than the prevalence of misconduct.

***** Data collection informs culture change initiatives, which require sustained, long-term effort. During the 2024–25 reporting cycle, the target date for achieving this performance indicator was amended to 2029 to align with the Comprehensive Implementation Plan. Training and education on professional conduct and ethics is frequently assessed and updated to ensure content is modernized, accurate, and accessible, and delivered in a quality manner. The Professional Conduct and Culture Training and Education Framework, which provides guidance for military Developmental Period training programs across the CAF, was finalized. In addition, the Building Our Future program at the Royal Military College has been fully implemented. These efforts aim to teach and reinforce the level of professional conduct expected of all CAF members.

***** Mandatory harassment training must be renewed every three years to ensure all personnel remain informed of current policies and practices. Fluctuations in annual results typically occur when large portions of the population reach their renewal period or when a new version of the course is released. Improvements are expected in future years, as the measurement strategy will be revised to calculate compliance based solely on active employees.

Table 3.4: Military families are supported and resilient.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of Canadian Armed Forces families who feel they meet the challenges of military life	At least 85%	31 March 2025	2022-23: 81.7% 2023-24: 81.7% 2024-25: 81.7%*
% 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 2025	2022-23: 64.3% 2023-24: 57.7% 2024-25: 65.4%**

* This result remains unchanged from previous years as the Quality of Life Survey is only administered every three years. The next survey is scheduled for 2027. CFMWS continues to enhance the well-being and resilience of military families at home and abroad by providing a wide variety of in-person and virtual services through the Military Family Services Program, such as relocation support, spousal employment support, and family counselling and healthcare support.

** Overall, 65.6% of Regular Force and 64.9% of Primary Reserve reported that they felt satisfied with the overall support of their family by the CAF, which may be influenced by factors such as postings, relocations, absences and operational tempo. The Defence Team has continued its efforts in investigating what factors most greatly impact military families and continue to invest in programs to support their well-being.

Table 3.5: Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers	At least 2%	31 March 2025	2022-23: 1.58% 2023-24: 1.71% 2024-25: 1.89%*

* This result has been trending upwards, reflecting continued growth in youth engagement following a decline during the COVID-19 pandemic.

[The Results section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Defence Team in 2024–25 compared with the planned results set out in the Department of National Defence and the Canadian Armed Forces Departmental Plan for the year.

Canadian Armed Forces is growing toward its end state of 101,500 personnel

Results achieved

The Canadian Armed Forces (CAF) have taken bold steps to significantly modernize recruitment efforts, reduce delays, and rebuild the military to an authorized strength of 71,500 Regular Force and 30,000 Reserve Force members prior to 31 March 2032.

In fiscal year (FY) 2024-25, the CAF enrolled 6,706 new members into the Regular Force, surpassing the goal of 6,496 recruits. This was the highest number of enrolments into the Regular Force in the last 10 years, representing a 55% increase from FY 2023-24. Taking attrition into account, this resulted in the CAF growing by 2,000 members. Additionally, 4,735 new members were enrolled into the Primary Reserve.

These milestones highlight the encouraging, yet still evolving, impact of the CAFs recruitment process improvements, alongside its ongoing commitment to building a more modern and effective military by strengthening recruitment and retention, enhancing training capacity, and prioritizing diversity and inclusion.

Increasing the CAF’s personnel base:

- ***The CAF received 68,345 applications in FY 2024-25 across all occupations. Marketing emphasized distressed trades, paid education opportunities, Indigenous recruitment, and the Reserve Force;***
- National outreach through the “[This is For You](#)” campaign raised awareness among Canadians and permanent residents, supported by targeted advertising for hard-to-fill occupations;
- The [Canadian Armed Forces Leadership and Recruit School](#) in Saint-Jean-sur-Richelieu, Quebec, trained 27 platoons concurrently, a capacity not seen since 2009, while Canadian Forces Base Borden, Ontario, doubled its training serials. The [Canadian Armed Forces Leadership and Recruit School](#) in Saint-Jean-sur-Richelieu, Quebec, trained 27 platoons concurrently, a capacity not seen since 2009, while Canadian Forces Base Borden, Ontario, doubled its training serials. In total, 5,732 Regular Force candidates arrived to attempt basic training and of these candidates, 4,611 graduated and moved on to attend occupational training;
- Created a Royal Canadian Navy (RCN) strategic attraction team to bolster potential applicants and increase RCN enrolments;
- Expanded the Naval Experience Program, increasing intake from 144 to 320 participants and enhancing transition pathways into full-time naval careers; and

- Introduced Realistic Job Previews at the interview stage to improve candidate understanding and reduce early attrition.

Modernizing systems:

- Launched the Online Applicant portal (March 2025), significantly improving the candidate and recruiter experience while laying the foundation for a broader digital recruitment system;
- [CAF Recruitment Process Modernization update](#): Several policy reforms were implemented to streamline the application process, including the introduction of a probationary period, removal of the Canadian Forces Aptitude Test, and updates to pre-screening requirements;
- Planning began for an artificial intelligence-enabled voicebot to support candidate engagement and triage inquiries. Additionally, the Precision Processing initiative was launched to prioritize competitive files and threshold occupations;
- Continued implementation of [Plan Qulliq](#), a task force positioned as a catalyst for change, to encourage grassroots feedback and engagement; and
- Partnered with civilian training institutions to explore additional training capacity for technical occupations.

Reinforcing a culture that enables sustainable growth:

- Increased flexibility for prior learning assessments and recognition of civilian credentials;
- Strengthened liaison services to support applicant engagement and improve awareness of subsidized education and commissioning opportunities;
- Launched the Canadian Army Retention Board to address environment-wide attrition factors and inform long-term retention strategies;
- Realigned Canadian Ranger patrol structures and stabilized enrolment at 4,840 against an authorized strength of 5,640;
- Engaged with personnel policy stakeholders to address systemic challenges related to compensation, training infrastructure, and community-specific barriers;
- Conducted occupation-by-occupation analysis across all personnel phases to guide targeted interventions toward achieving 100% Trained Effective Strength by 2029;
- Increased FY 2025-26 intake targets by 30%, supported by dedicated attraction and liaison teams and modernized incentives;
- Reallocated 148 pilot-assigned duties to other trades to optimize use of personnel;
- Maintained re-enrollment efforts and leveraged Reserve Force opportunities to retain members and support geo-stability; and
- Supported modernized pay scales for pilots and Search and Rescue Technicians.

As part of reconstitution efforts, two key orders were issued. The first was an omnibus order addressing reconstitution tasks already underway that did not require additional planning guidance, while the second provided direction for the generation of personnel. Collectively, these orders guided the planning and implementation of 70 out of 95 identified reconstitution tasks across multiple organizations within the Command. An additional eight action plans were developed to address 20 more tasks, while the remaining 15 were transitioned into core, ongoing business operations.

The health and well-being of the Defence Team is well supported

Results achieved

In fiscal year (FY) 2024-25, the Department of National Defence and the Canadian Armed Forces (DND/CAF) made significant progress supporting the health and well-being of the Defence Team. A broad range of initiatives were advanced to promote the physical, mental, and occupational health of both military and public service personnel.

Supporting the Defence Team's physical health:

- The Office of Disability Management improved the availability and timeliness of services related to illness, impairment and injury for DND public service employees and their managers;
- The Canadian Forces Health Services:
 - Formalized a Continuing Professional Development Program to ensure CAF health professionals have ongoing access to high-quality training and leadership development. This initiative supports both clinical expertise and leadership growth across all health occupations and ranks, and will be further expanded in the coming year to better reach junior leaders;
 - Developed a Medical Return to Duty Access Process which falls under the CAF's [Return to Duty Program](#) to support the timely return of injured members to meaningful duty;
 - Established the Defence Patient Advisory Committee to bring the voices of CAF members and their families directly into health care decision-making. [The Person-Partnered Care framework](#) is also being incorporated into health promotion and wellness programs, reinforcing a culture of collaboration, trust, and shared responsibility in care;
 - Continued to enhance health services to address the unique needs of women and diverse members through a dedicated [Women and Diversity Health Program](#). New clinical staff were added to local health centres, and ongoing efforts included research, education, and policy updates to eliminate systemic barriers in care;
 - Contributed to national policy updates that clarify and modernize standards related to medical fitness and occupational health, which improved transparency and ensured that policies keep pace with current health practices. Ongoing work will continue to enhance guidelines that support recruitment, retention, and overall member wellness; and
 - Advanced on a strategic campaign to strengthen operational medical support, through the [Operational Sustainment Modernization Strategy](#) across the CAF. Key planning milestones were reached, including senior-level approvals and staffing of an implementation team. This supports future-readiness by aligning medical capabilities with evolving operational demands.
- Continued efforts to implement the [CAF Sports Strategy – A Game Changer](#). The Armed Forces Council endorsed the CAF Sports Way Ahead (January 2025). This helped further align program efforts from grassroots to the international level. For example, a grant program increased access to sports facilities beyond traditional programming and performance reporting was enhanced with further refinements to be made in the coming year;
- Launched the [Women and Gender-Diverse Physical Fitness and Wellness Program](#) (also called the Women's Wellness Program) and implemented the [Prenatal and Postpartum Program](#). These programs support CAF members during the unique life stages of pregnancy, postpartum and menopause;
- Continued to conduct research and development for a helmet that reduces the impacts of blasts and integrates visual augmentation systems equipment for Canadian Special Operations Forces Command personnel; and

- Continued to implement the Optimizing Performance Force and Family Program. The program's performance measurement framework was fully implemented, and actions were taken to address health, wellness and performance trends among Special Operations Forces members and their families. These actions were aimed at decreasing the prevalence of injury, reducing injury recovery times, optimizing performance and enhancing family resilience.

[The Canadian Armed Forces Transition Group](#) declared Full Operational Capability (FOC) on 22 February 2025. While the FOC milestone signified a major accomplishment, some gaps remain due to resource constraints, competing priorities, and financial pressures. These gaps, which include enhancements to the Reserve Force release process, are being actively managed and mitigated.

A disparity of support between members of the Regular Force and the Reserve Force operating in a full-time capacity exists. A Reserve Transition Support (RTS) policy was developed and the approval process initiated to address the policy gaps affecting Reserve Force members. This will allow eligible members of the Primary Reserve, the [Cadet Organizations Administration and Training Service](#) and the [Canadian Rangers](#) who are serving on an uninterrupted period of full-time Reserve Service exceeding 180 days to be offered a period of RTS following an injury or illness, regardless of whether it is attributable to service. Members will remain on RTS until they are either deemed fit for general duties within the Reserve Force, or are released from the CAF.

Supporting the Defence Teams occupational health:

- The Employee Assistance Program issued new guidance and services for managers and teams experiencing grief or loss;
- Three psychometric assessments were administered to 361 members being promoted to and within the General Officer / Flag Officer (GO/FO) ranks and for the first time, to members being promoted to the Col/Capt(N) ranks. To further support the selection for promotion and appointment processes 57 confirmatory assessments were administered within the GO/FO cadre. These four distinct assessments administered with the support of contractors, offer deeper insight into the character of individuals entrusted to lead the Defence Team. These assessments apply rigour and science by using tools that provide a comprehensive appraisal of the dimensions of character and attributes necessary for a leadership team that reflects the CAF's professional values;
- The delivery of 161 "[Respect in the CAF](#)" workshops with 2,060 participants from Defence Team members, including 1,753 CAF members; and
- Expanded the function and lines of operation of an existing team in the creation of the Director Living Accommodations Program which will coordinate all DND Living Accommodations policies, programs, and activities including the development of DND's Living Accommodations Strategy. In addition, the regulatory and policy framework review in response to the Office of the Auditor General's 2015 Audit on the DND Housing Program was completed.

Addressing health and well-being recommendations from external reports:

The [Comprehensive Implementation Plan](#) (CIP) was announced in June 2024 and sets out a five-year, four phase, plan for how the Defence Team will prioritize and address recommendations from four external reports. The plan enables the monitoring of policy and program changes, with the objective of creating a safe and healthy workplace for Defence Team Members. Recommendations noted in the external reports are addressed through the plan strategically and sequentially to have the most direct and immediate impact on Defence Team well-being, with oversight from the Defence Strategic Executive Committee, the most-senior level decision making committee at Defence.

In FY 2024-25, Phase 2 was implemented and focused on restorative activities to support survivors and affected persons, while tackling recruitment and training challenges that have hindered culture change. Diversity, Equity, and Inclusion cultural aspect continued to be a focus, as well as establishing a Minister's Advisory Committee that will determine the way forward and provide an advisory capability to the Minister and CAF leadership, as per National Apology Advisory Committee (NAAC) recommendation 8. Work on

the Third Independent Review of the National Defence Act (IR3) report also continued with the development of legislative packages.

CIP Phase 2 saw the implementation of 15 Independent External Comprehensive Review (IECR) recommendations, which included six that had been advanced from Phase 3. These recommendations included recruitment efficiencies (IECR [22](#), [25](#)), improved consistency, and integrity of the promotion process (IECR [30](#), [31](#), [35](#), [39](#)) and the repeal of the Duty to Report (IECR [11](#)).

By December 2024, 105 recommendations were addressed across all four external reports, representing a 51% completion rate:

- IECR (34/48 [recommendations](#) addressed);
- IR3 (29/107 [recommendations](#) addressed);
- Minister's Advisory Panel on Systemic Racism and Discrimination Report (Advisory Panel Review (APR)) (34/43 [recommendations](#) addressed); and
- NAAC report, (8/8 [recommendations](#) addressed).

All recommendations from APR and IECR (less IECR 5, which requires legislation) are expected to be addressed by December 2025. Recommendations requiring legislative changes will extend beyond December 2025.

Overall, work is progressing in accordance with the CIP, with some recommendations being implemented ahead of schedule, and others requiring more time for completion. Where implementation delays did occur, it was due to resource constraints, unforeseen interdependencies between recommendations that surfaced during detailed planning or complex initiatives that required additional consultation or time to advance. The External Monitor has acknowledged substantive progress while also highlighting areas where policy streamlining and data consistency require continued efforts.

Accomplishments impacting on the overall health and well-being of the Defence Team:

The Sexual Misconduct Support and Resource Centre (SMSRC) provides programs and services to support the health and well-being of Defence Team members and their families who have been directly or indirectly affected by sexual misconduct. Some key highlights for FY 2024-25 include:

- Launched a client experience survey aimed at highlighting strengths and areas for improvement by gathering both qualitative and quantitative information from end users. Results will be used to improve client services;
- Developed a structured delivery model for the [Peer Support Program](#). This model is built on several key components:
 - Clearly defined program objectives and eligibility criteria that account for the unique aspects of military context;
 - An operational framework that includes the selection and training of peers to ensure active listening and appropriate support;
 - The integration of monitoring and evaluation protocols to adapt the program based on feedback and emerging needs; and
 - A coordinated system among specialists, peers, and managers to ensure consistent and continuous support.
- Finalized the long-term model for the [Independent Legal Assistance Program](#). SMSRC has hired a lawyer to provide legal assistance on case files, providing eligible individuals with direct access to legal information, legal advice, and legal representation;
- Continued implementation on the research agenda of the Applied Research and Resource Team agenda that aims to identify individual, contextual, and cultural factors associated with the perpetration of sexual misconduct and to better understand support provided to individuals reintegrating into or releasing from the CAF. Three research studies are currently underway;

- Continued implementation of the [Restorative Engagement Program](#), which has seen a significant reduction in the waitlist for Class Member participation. The program has adopted several new options for Defence Representative participation, which has brought efficiency and increased participation. An evaluation of the program was launched in late 2024; and
- Continued administration of the [Community Support for Sexual Misconduct Survivors Grant Program](#), and launched a third call for applications in Fall 2024, resulting in the submission of 27 applications.

Modernizing the complaints and CAF grievance process:

- The Canadian Forces Grievance Authority (CFGGA) modernized business processes and assumed full line-of-sight over every grievance in the system. With end-to-end visibility the CFGGA adopted a data-driven approach to assess and enhance the efficacy of the grievance system. The implementation of further enhancements is expected to continue in FY 2025-26 and 2026-27;
- The release of the Digital Grievance form in February 2024 allows grievors to securely submit a grievance directly from their personal devices with the user-friendly form, resulting in 2.5 times as many grievances being submitted compared to the previous five-year average. The increase in submissions can be attributed in part to the ease of accessibility and straightforwardness of submitting a grievance form from a personal device; and
- Foundational work progressed on a comprehensive end-to-end Complaints Management System as part of the Complaints Process Transformation. Baseline mapping for a common data architecture, initial design of case management functionality, and a prototype for common intake was designed and tested. A privacy impact assessment was also initiated.

A network of Culture Evolution Coordinators across the CAF worked to support the implementation of updates to professional conduct and culture policies and programs. The Royal Canadian Air Force (RCAF), in alignment with the DND/CAF Culture Evolution Strategy, published a Culture Evolution Implementation Plan focused on creating operational advantage by building inclusive and cohesive teams.

The RCAF continues to evolve its personnel management practices, creating more robust talent management practices and evolving scoring criteria to recognize multiple career paths and a broader timeline for experience. Recognizing the need for increased stability, the RCAF is beginning to consider experiences in previous ranks for current points during merit boards and as well as specifically including consideration for work life balance of the member and their subordinates.

The Defence Team's key stakeholders worked together from an anti-racist, trauma-informed, and legal perspective to negotiate the Systemic Racism Class Action Final Settlement Agreement (SRCA FSA) with Class Counsel. The SRCA FSA was approved by the Federal courts on 10 January 2025. Some key highlights for FY 2024-25 include:

- Established the governance structure for the implementation of the SRCA FSA, which includes a Steering Committee to provide strategic oversight, an Implementation Working Group and a court-mandated SRCA Coordinating Committee. [The SRCA Coordinating Committee](#) provides oversight of the implementation of Systemic Relief Measures, in alignment with the SRCA FSA;
- Circulated [a Call Out](#) (March 2025) to the CAF community for expressions of interest in participating as Class Member representatives in the SRCA Coordinating Committee;
- Executed the [Phase I Notice](#), and the Phase II Notice Plan to communicate the [Court Approval of the Settlement](#); and
- Collaborated with the Department of Justice, to finalize a claims form. The trauma-informed design process leveraged anti-racist and anti-ableist principles to help Class Members see

themselves in the process and make sure that the needs of potential members with disabilities are respected and reflected.

The Defence Team Coaching Program (DTCP) was an important component of culture change in FY 2024-25. DTCP fostered leadership development and promoted inclusive behaviours within the Defence Team.

In FY 2024-25, 468 members participated in individual, group, or team coaching programs. DTCP reached more than 800 DND/CAF members through the Growth and Mindset Education and Discussion series.

The Defence Team restorative services practitioners continued to strengthen teams, rebuild trust, and promote long-lasting institutional change. In FY 2024-25, Restorative Services provided approximately 100 restorative opportunities to Defence Team members, to support individuals healing from harm and navigating complexities, in a trauma-informed and psychologically safe way. Twenty-five briefings were delivered across DND/CAF which helped inform, unify, and guide the Department's culture evolution.

During FY 2024-25, the [Workplace Harassment and Violence Prevention \(WHVP\) Centre of Expertise](#) continued work through its three lines of intervention:

- 1. Prevention:** As part of the [WHVP policy's](#) three-year review, the online [Safety Committee Training](#) was revised and updated to provide ongoing support to local Safety Committees in completing the WHVP assessment. The WHVP Centre of Expertise continued to offer one-on-one support to local Safety Committees requesting additional assistance with the WHVP assessment;
- 2. Respond:** Collaborated with stakeholders and participated in 10 sessions on topics including 2SLGBTQI+ inclusion, trauma resiliency, Indigenous identity, and professional conduct scenarios on discrimination, hosted "Ask Me Anything" sessions with the Defence Advisory Groups and the Defence Team Black Employee Network to listen to members' lived experiences. Feedback was used to modify practices, ensuring trauma-informed approaches that consider experiences of discrimination; and
- 3. Resolve:** Resolved 41 reported cases of discrimination through negotiated collaborative resolutions and 43 cases went forward for investigation. These investigations prompted measures such as training on unconscious biases, revising roles and responsibilities, and developing internal policies to address workplace discrimination.

Accomplishments impacting on the overall health and well-being of the Defence Team:

- Updated and published the [Harassment and Violence in the Workplace – Negative Behaviors Matrix](#);
- Published the Sexual and Gender-Based Violence and Hateful conduct spectrums in November 2024, which outline continuums of behaviours that impact the workplace environment and culture;
- Published the Misconduct Incident Management Decision Tool in November 2024 to clearly outline the administrative, disciplinary, and criminal processes related to misconduct where the respondent is a CAF member;
- Reviewed and updated the [Interim Victim's Liaison Officer \(VLO\) Policy](#) in FY 2024-25 as part of the regular policy review cycle. The VLO course was also redesigned to address issues with the accessibility of prerequisite training requirements to better align assessment formats, add practical learning activities, and update the professional appearance of the training materials;
- Continued work on the development of the Defence Team Anti-Racism Framework, aligning implementation efforts with the [Canada Action Plan on Combatting Hate](#), the [Canada Anti-Racism Strategy 2024-2028](#), and the [Minister's Advisory Panel on Systemic Racism and Discrimination Final Report](#);
- Work began on a draft Defence Administrative Orders and Directives (DAOD) to combat systemic racism by developing and updating Defence Team policies, programs, and services, to respond to

the needs of Indigenous, Black, and racialized Defence Team members. Work on the draft DAOD is ongoing and is expected to be completed in 2026;

- Delivered several information/engagement sessions to introduce the Anti-Racism learning hub, an online collection of tips, practical tools, and educational materials, and to disseminate anti-racism tools and resources;
- Hosted a screening of Professor Andy Knight’s documentary “Trusted to Serve” for the Defence Team. The documentary provided a look into the lived experiences of those who have faced racism and discrimination within the CAF.
- Over 1,250 Defence Team members virtually attended the 2025 DND/CAF International Day for the Elimination of Racial Discrimination event. Dr. Jason Lyall, author of *Divided Armies: Inequality and Battlefield Performance in Modern War*, provided the keynote address, examining the links between inequality and battlefield effectiveness; and
- [The Defence Advisory Groups](#) (DAGs) supported the volunteer national and local co-chairs through engagement on policy and program issues relevant to their areas of expertise. Tools were developed to streamline the consultation process, and in the Spring of 2024 a workplan for each DAG was completed. The DAG Terms of Reference were revised to reflect an updated mandate, structure, and governance, and a standardized elections process was also developed and implemented.
 - In addition to regular DAG meetings all co-chairs attended the Representation and Inclusion sub-committee of the Defence Team People Management Committee to discuss issues and priorities common to all groups. Defence also supported a bi-annual DAG – Deputy Minister (DM) and Chief of the Defence Staff (CDS) roundtable, where the DAG National Co-Chairs shared their perspectives directly with the DM and CDS on current affairs and issues affecting their designated group members.

Accessibility, health and well-being updates:

- Developed policies, guidance, and procedures for maintaining oversight of implementation of the Accessibility program for the Defence Team;
- Drafted a Defence Administrative Orders and Directives on Accessibility, presently in the internal consultation phase;
- Published the [2022 Corrective Defence Team Accessibility Plan](#) and the ;
- Supported commemorative events for National AccessAbility week (May 2024), and International Day of Persons with Disabilities in December; and
- Implemented [the accessibility feedback process](#) required by the [Accessible Canada Act](#), which provides accessibility-related feedback on programs and services without having to submit a formal complaint.

The Defence Team reflects the values and diversity of Canadian society

Results achieved

In fiscal year (FY) 2024-25, the Department of National Defence (DND) advanced its commitment to building a diverse, inclusive, and equitable Defence Team by implementing targeted Employment Equity, Diversity, and Inclusion (EEDI) initiatives. With a focus on increasing representation among equity-seeking groups and promoting inclusive hiring, leadership at all levels worked to ensure its workforce better reflects the diversity and values of Canadian society. By fostering a healthy, inclusive and respectful culture, it affirms the determination of the department to maintain a resilient, relevant force, ready to meet the challenges of today and tomorrow. The following results highlight the actions taken to embed diversity and inclusion across the organization:

Advanced Employment Equity:

- Launched the new 2024-27 DND Employment Equity, Diversity, and Inclusion Plan for the Public Service Workforce on 14 January 2025. The plan represents a refocus on foundational obligations under the [Employment Equity Act](#). An accompanying [Deputy Minister and Chief of the Defence Staff \(DM/CDS\) Directive on EEDI](#) for the Public Service Workforce was also published;
- Achieved Employment Equity (EE) recruitment goals by supporting three advertised hiring processes targeting the following groups: Indigenous candidates, Defence Scientists with disabilities, and Policy Officers from various EE groups. These statistics were used to identify gaps and subject matter experts were assembled to remove barriers; and
- Provided training, formal guidance, and practical tools to the staffing community and sub-delegated managers. These efforts strengthened staffing and reinforced manager accountability for employment equity. These initiatives marked significant progress in building a more diverse and inclusive workplace.

Promoted diversity across DND/ Canadian Armed Forces (CAF):

- Conducted the Royal Canadian Navy's [Raven Program](#) which integrates military training with Indigenous cultural teachings. The program has successfully passed 31 of 40 participants, with 44% of all graduates indicating their intention to pursue a career in the CAF;
- Continued to create opportunities through the Executive Development Program for Black, Indigenous, and other racialized employees, persons with disabilities, members of the 2SLGBTQI+ community, and women. The program welcomed its third cohort, adding 13 new participants. Additionally, four participants graduated and advanced to executive roles, strengthening diversity in leadership; and
- Supported the Clerk's Forward Direction and [Call to Action plan](#), by launching the Executive Sponsorship Program. The Program supports employees from diverse backgrounds with career development and progression. Thirty Black, Indigenous and racialized executives, and aspiring executives participated in the program's initial launch, and 50 diverse aspiring executives are set to participate in FY 2025-26.

Driving progress on improved values and ethics:

- Responded to the [Clerk of the Privy Council's Renewed Conversation on Values and Ethics](#), and focused efforts on reviewing, simplifying and updating DND's Code of Values and Ethics, while continuing to advance Defence Team-wide training and awareness activities. These efforts included publishing more than 150 [professional conduct scenario-based learning vignettes](#) used by leaders and managers for small group conversations on ethics and culture; and

- ***Advanced the Instructor Personal Growth Program by qualifying an additional 202 personnel, bringing the total qualified personnel since inception in FY 2022-23 to 727.***

The program highlights the critical role of instructors ensuring their students live by the [Canadian Armed Forces Ethos](#), enhances instructor emotional intelligence, improves the ability of instructors to manage their emotions and behaviours, and allows them to better understand the actions, attitudes, and emotions of others within the workplace.

Modernized training and education related to professional conduct:

Since the internal launch of the Culture Evolution Strategy (CES) in Fall 2023, organizations across the Defence Team have demonstrated consistent progress in its implementation. Innovative tools have begun to be implemented such as information portals, newsletters, and data-driven reporting dashboards to ensure movement towards positive, impactful results. Feedback mechanisms have also been put in place to ensure internal conversations concerning Defence Team culture and climate are ongoing and constructive. Over 90% of DND/CAF organizations are actively implementing CES essential programs

and practices to build baseline capacity and lay the foundation for sustained cultural transformation. Steady progress is being made toward full implementation, which can be seen in the following initiatives:

- Established a Culture Evolution Coordinator (CEC) network and community of practice to scale culture resources and support a robust client-support system. The [Fourth External Monitor Status Report](#) noted that the creation of these distinct positions, such as CECs, is contributing to a more structured and consistent approach to culture change;
- Designed, developed, and launched the CEC course. Delivered training across the DND/CAF, and for observers from the Royal Canadian Mounted Police and the Canada Border Services Agency;
- Finalized the Professional Conduct and Culture Training and Education Framework, which provided guidance for military Developmental Period training programs across the CAF;
- Launched the Gender-based Analysis Plus (GBA Plus) for Leaders workshop, and trained 192 Defence Team leaders on GBA Plus evaluation of operations, policies, and projects;
- Fully implemented the Building Our Future (BOF) program at the Royal Military College (RMC) following the repeal of Duty to Report, which focuses on sexual misconduct prevention and response strategies for cadets. The program includes scenarios and discussions on the Sexual and Gender-Based Violence Spectrum, bystander intervention strategies, and trauma-informed approaches to support affected persons;
- Updated the Respect in the CAF (RitCAF) training materials to include the repeal of Duty to Report, a refocus on a holistic Defence Team, and GBA Plus reviewed- scenarios and content presented from diverse perspectives;
- Certified the consistency and accuracy of training delivery through Staff Assistance Visits for the RitCAF workshops and the BOF training program;
- Conducted regular quality assurance observations of both GBA Plus in Defence Context and GBA Plus for Leaders workshops completed throughout the year;
- Continued to progress through the Command Culture Network consisting of the Command Culture Advisory Board (CCAB) and Unit Culture Advisory Teams (UCAT). In FY 2024-25 the CCAB and several UCATs explored options for governance and business continuity planning to ensure the UCATs continue to evolve to meet the unique needs of each unit, while remaining aligned with Command intent. [The Canadian Special Forces Operations Command Command Culture Statement](#) was expanded upon in the annual Commander's Direction and Guidance (D&G). In addition, subordinate commanders began integrating culture statements into their unit-level annual D&G; and
- A Character Application and Transformation course has been established and focused on building practical skills in mid-level leaders to support implementation of culture evolution. Additionally, work to improve delivery of the Defence Ethics Program at the unit-level through networking and sharing of best practices among ethics coordinators is ongoing. A community of practice for members with expertise and formal education in Character-Based Leadership (CBL), seeking to expand awareness and understanding of how CBL can be used to support culture evolution has also been established.

Honouring Canadians who have served:

In FY 2024-25, DND/CAF ran the [National Sentry Program \(NSP\)](#) from 11 June to 16 August 2024 and from 7 October to 10 November 2024. The NSP reinforces Canada's commitment to remember and honour Canadians who served in the twentieth century's major wars, including both World Wars. The NSP also honours those who have contributed to Canada's long-standing tradition of military excellence through to the present day.

Through [Operation DISTINCTION](#), the CAF offered meaningful tribute to the noble sacrifices of soldiers, sailors and aviators made in past operations, including:

- [Marking the 80th anniversary of D-Day and the Battle of Normandy](#); and
- [Bringing home the unknown WW1 soldier from France to Newfoundland](#).



The CAF supported the [2025 Invictus Games](#) in Vancouver and Whistler, British Columbia. The event saw approximately 550 ill and injured veterans and serving armed forces personnel from 22 nations compete in 11 adaptive sports.

Military families are supported and resilient

Results achieved

In fiscal year 2024-25, the Department of National Defence (DND) reaffirmed its commitment to supporting the well-being and resilience of military families by advancing a range of wellness services and targeted support initiatives. These efforts addressed the unique challenges of military life, including frequent relocations, spousal employment, and access to childcare.

In-person and virtual services available to military families, at home and abroad:

- The [Military Family Resource Centre \(MFRC\)](#), a confidential, personal, bilingual and free service offering information, support, referrals, counselling, and crisis management to the Canadian Armed Forces (CAF) community. Other services delivered by MFRC include the [Military Spousal Employment Network](#), career coaching and career fairs, educational guidance counselling, tutoring, telemedicine licenses for relocating families, and crisis text service through the Kid's Help Phone;
- Relocation support, including the challenges faced as they transfer between jurisdictions in areas of health care, dependent education, daycare, and spousal employment, including the Military Family Doctor Network;
- The Regional Family Transition Advisors were introduced to support families as CAF members transition from military to civilian life. A robust family and intimate partner violence prevention and support program, including an annual Healthy Relationship Campaign, is partnered with gender-based violence and Gender-based Analysis Plus programs and support;
- [CareerCOACH+](#) provided career counselling to over 600 participants with access to confidential virtual one-on-one career coaching and over a dozen resources in a digital learning library for self-paced learning;
- [Seamless Canada](#) Steering Committee led two federal, provincial and territorial conferences (May 2024 and January 2025). To maintain momentum between conferences, Seamless Canada launched a provincial and territorial working group focused on the transferability of Individual

Education Plans between jurisdictions. Housing was added to the Seamless Canada initiative in January 2025;

- The Optimizing Performance Force and Family Program and Special Operations Forces Military Family Services continued to support the unique needs of CAF families across three pillars: Mental Health Resilience, Absence/Deployment Support and Community Integration. The Canadian Special Operations Forces Command (CANSOFCOM) Units hosted activities involving CANSOFCOM families, showing and acknowledging the importance of their continued efforts and support to special operations; and
- A Joint DND and Employment and Social Development Canada Memorandum to Cabinet on childcare for the CAF was approved on 26 February 2025. This built on the research conducted on the state of childcare access and requirements for military families. Child Care Navigators were established as part of a pilot to enhance access to, and grants for, emergency childcare spaces.

Support for military spousal employment:

- [Military Spousal Employment Network](#) (MSEN), a national virtual recruiting platform to connect work-seekers and employers offered four virtual hiring events. The MSEN grew to 46 employers and supported over 2,000 unique candidate logins. This year saw 1,100 new work-seeker registrations and 6,000 jobs posted on the MSEN platform every day;
- Virtual group skill-building and entrepreneurship workshops supported 636 participants both domestically and internationally. 89% agreed or strongly agreed that they gained knowledge that will have a positive impact on their career development; and
- Strengthened support for military spouses by expanding eligibility criteria for the [Military Spouse Employment Initiative](#) (MSEI), and developed an action plan with enhanced promotion and communication efforts. Since October 2024, 858 qualified candidates have been added to the MSEI inventory. DND continues to collaborate with other government departments to support military spouses currently employed in the Public Service.

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

Results achieved

Defence continues to refresh and optimize the [Cadet and Junior Canadian Ranger Programs](#) and the cadet experience for today's Canadian youth by implementing programming that is better aligned with resources. The department is focused on controlled growth with an increasingly diverse membership and expanded reach into Canadian communities. This will provide the opportunity to reinforce the fundamental program aimed at 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.

Final implementation of the Management Action Plan:

- Improved program support by ensuring sufficient resources, capacity, and expertise are in place to achieve objectives;
- Enhanced program management and oversight through the review and finalization of policies, guidance, and directives;
- Reviewed program scope to ensure consistency between resources, expected outcomes, and business planning; and
- Improved communication strategies to promote and increase knowledge and awareness of the Department of National Defence (DND) youth programs.

Enabling Canadian youth to grow, lead and transition into adulthood through training and programs:

- [Cadet Summer Training 2025](#): In December 2024, DND announced plans for the 2025 Cadet Summer Training program, offering a variety of courses designed to develop leadership skills,

citizenship, and self-confidence among youth aged 12 to 18. The program includes in-person courses at [Cadet Training Centres](#) across Canada, as well as digital learning opportunities through the [Technology and Digital Learning Centre](#);

- [Indigenous Summer Programs](#): DND continues to support Indigenous youth through initiatives that provide Indigenous youth with military exposure and cultural teachings, fostering leadership skills and resilience; and
- [Canadian Rangers and Junior Canadian Rangers Programs](#): The Canadian Rangers and Junior Canadian Rangers programs offer military exposure and Indigenous cultural teachings to youth, particularly in remote and Indigenous communities.

Throughout fiscal year 2024-25, the Cadet and Junior Canadian Ranger Programs faced several challenges, including resource constraints and the need for improved communication strategies. Despite these challenges, significant progress was made in enhancing program support, management, and outreach. The launch of new initiatives including the Cadet Summer Training 2025 demonstrate the department's commitment to continuous improvement and the positive impact on Canadian youth.

Key risks

Several risks can affect the department's ability to achieve its Departmental Results, including:

Defence Team Conduct — 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.

The risk above can affect the department's ability to achieve the Departmental Results of the Defence Team 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 Defence Team core responsibility can also be found in other core responsibilities which deliver building blocks that enable the results of the Defence Team.

Resources required to achieve results

Table 3.6: Snapshot of resources required for Defence Team.

Resource	Planned	Actual
Spending	\$4,212,785,688	\$4,521,073,589
Full-time equivalents	20,902	21,118

[The Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) and the [People section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.



Gender-based Analysis Plus

Gender-based Analysis Plus (GBA Plus) is applied throughout programs in the space of recruitment, defence team management, family support, and professional development. Further efforts have been made to increase the collection and analysis of gender and intersectional data to better understand the representation across the organization, the enrolment and participation of candidates and students, including barriers and lived experiences. The organization continues to engage with Gender Advisors (GENAD) and Gender Focal Points to support the integration and application of GBA Plus to ensure the department understand the

experiences of our members and can better respond to their needs. GENADs continue to build capacity across the organization.

Departmental training on GBA Plus tools has increased awareness and understanding of intersectional gender analysis and how it is integrated into people management policies. In fiscal year 2024-25, 1,409 public service employees completed the Introduction to GBA Plus Course through the Canada School of Public Service. The Department also increased its efforts to collect data through self-identification awareness campaigns and continues to explore approaches for assessing program impact to improve GBA Plus, particularly those designed to support employees from equity-seeking groups in the people management space.

The Royal Canadian Air Force (RCAF) has prioritized members consulting on and reviewing personnel policies and retention initiatives for additional GBA Plus training and these teams routinely consult RCAF Senior Intersectional Analyst for guidance on incorporation of GBA Plus into decision making processes. The RCAF has established a GBA Plus Subject Matter Experts as member of various committees where personnel-related discussions are routinely made, including the RCAF Dress Committee and RCAF Honours and Awards Committee, to ensure that intersectional factors are fully understood and considered. RCAF Culture Evolution Coordinators have been prioritized for defence-specific GBA Plus training to support conduct of quality intersectional analysis at the unit and Wing level.

The Sexual Misconduct Support and Resource Centre created a new Quality, Standards and Program Management Team. The Team provides leadership in supporting programs, processes and initiatives to align with Government of Canada and National Defence requirements on GBA Plus, and with quality management principles, and evidence-and trauma-informed best practices. Information about workshops and learning to advance knowledge of GBA Plus and intersectionality was proactively communicated to employees. Employees participated in learning events on topics such as plain language communications; applying GBA Plus in the military context; accessibility; Positive Space; anti-racism and other issues central to applying GBA Plus. An internal Inclusion, Diversity, Equity and Accessibility Working Group piloted awareness-raising and capacity-building events, with a particular focus on building safe spaces for dialogue.



Indigenous relations

In fiscal year (FY) 2024-25, Defence strengthened relationships with Arctic and Northern Indigenous governments in support of the North American Aerospace Defense Command modernization investments in the North and in support of the implementation of *Our North, Strong and Free* through its participation in bilateral and multilateral forums, as well as through support to the Minister of National Defence and other senior officials in their engagements with Northern Indigenous governments.

Defence also continued to advance the relationship with the Inuit-Crown Partnership Committee. National Defence and Inuit agreed to begin co-developing activities around multi-purpose infrastructure and Inuit access to defence procurement, consistent with the work plan for the Sovereignty, Defence and Security priority area. A focus was placed during this fiscal year on the implementation of the Inuit Nunangat Policy within National Defence to ensure that Inuit perspectives are considered in all activities that may affect Inuit. Defence supported multiple ministerial and senior-level engagements with Arctic and Northern Indigenous leaders. These included activities facilitated through the Indigenous Consultative and Partnership Council, as well as during the Minister of National Defence's [visits to Iqaluit in May 2024 and Inuvik in August 2024](#). [Additional engagement occurred](#) in October 2024 with the Northwest Territories Council of Leaders.

The department advanced Indigenous recruitment by promoting whole-of-government pools and inventories through the Indigenous Career Navigator Program (ICNP). Supported by two full-time Indigenous Career Navigators, the ICNP provided tailored guidance on staffing and inclusive human resources strategies, including pre-application sessions for Indigenous applicants.

In alignment with the [Clerk's Call to Action](#), the Department of National Defence launched an Indigenous-focused recruitment initiative to support retention. This process qualified 62 candidates and resulted in 10 appointments, with additional hires underway. Career Navigators played a key role in delivering targeted support to both candidates and hiring board members.

The Commander of the Canadian Army, in their role as the Defence Team Champion for Indigenous Peoples, actively supported the advancement of reconciliation and relationship-building with Indigenous members and communities. The Commander participated in key events such as Indigenous Summer Program graduations, the National Day for Truth and Reconciliation, Indigenous Veterans Day, and the Invictus Games. Indigenous Advisors also engaged in community outreach, awareness initiatives, advisory boards, and commemorative events, strengthening trust and cultural understanding.



The Canadian Army delivered four Indigenous Summer Programs in 2024, combining military training and cultural teachings over six to eight weeks. A total of 158 candidates graduated from the following programs:

- ***CARCAJOU (2nd Canadian Division) had 46 of 51 candidates;***
- ***BOLD EAGLE (3rd Canadian Division) had 72 of 93 candidates;***
- ***GREY WOLF (4th Canadian Division), included 28 of 37 candidates; and***
- ***BLACK BEAR (5th Canadian Division) included 17 of 23 candidates.***

Program inventory

Defence Team is supported by the following programs:

- 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; and
- Cadets and Junior Canadian Rangers (Youth Program).

Additional information related to the program inventory for Defence Team is available on the [Results page on GC InfoBase](#).



Core Responsibility 4: Future Force Design

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Progress on results](#)
- [Details on results](#)
- [Key risks](#)
- [Resources required to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)

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.



Quality of life impacts

This core responsibility contributes to the [Good Governance](#) domain of the [Quality of Life Framework for Canada](#), specifically supporting the 'Democracy and institutions' sub-domain, as demonstrated through the activities mentioned in the core responsibility description.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 4: Future Force Design

Table 4.1: Defence capabilities are designed to meet future threats.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Degree to which the Defence Investment Plan (IP) accounts for future capability requirements as identified in the Force Capability Plan (FCP)	At least 2 on a 3-point rating scale	31 March 2025	2022-23: N/A 2023-24: N/A 2024-25: 1*
Degree to which future capability requirements identified in the Force Capability Plan (FCP) have been accounted for in Force Development and Design (FD&D) planning	At least 2 on a 3-point rating scale	31 March 2025	2022-23: N/A 2023-24: N/A 2024-25: 1**
Degree to which the capability deductions contained within the Force Capability Plan (FCP) are coherent with those of our allies and partners	At least 2 on a 3-point rating scale	31 March 2025	2022-23: N/A 2023-24: N/A 2024-25: 2

* Precise data to support this indicator is still under development. The Capital Investment Program Plan Review includes data for 67 funded projects in the Identification, Options Analysis, and Definition phases. The data includes mapping of 77 identified capability gaps, 36 of which are being addressed to some degree by 54 of the 67 identified funded projects contributing to the same gaps. As Defence continues to refine and prioritize gaps in key areas and increased departmental funding increases allocation to priority projects, this indicator is expected to improve in the coming years.

** Precise data to support this indicator is still under development. The Capital Investment Program Plan Review includes data for 166 funded and unfunded projects in the Identification, Options Analysis, and Definition phases. The data includes mapping of 77 capability gaps identified by the capability-based planning process, 56 of which are being addressed to some degree by identified projects. As Defence continues to refine and prioritize gaps in key areas, this indicator is expected to improve in the coming years.

Table 4.2: Defence and security challenges are addressed through innovative solutions.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of DND/CAF strategic initiatives and projects that are supported by Defence Science and Technology	At least 75%	31 March 2028	2022-23: No results available 2023-24: No results available 2024-25: No results available*
% 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 2025	2022-23: 79% 2023-24: 79.5% 2024-25: 81.6%

* No results are available, as this indicator is undergoing revision to reflect a new methodology and data source.

[The Results section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Future Force Design in 2024-25 compared with the planned results set out in the Department of National Defence and the Canadian Armed Forces departmental plan for the year.

Defence capabilities are designed to meet future threats

Results achieved

In fiscal year (FY) 2024-25, the Department of National Defence and the Canadian Armed Forces (DND/CAF) advanced a range of initiatives to ensure Canada's defence capabilities remain aligned with the demands of an evolving global security environment. Significant progress has been made in strengthening preparedness, improving resilience, and positioning the Defence Team to effectively address future threats.

Investments in innovation:

- Advanced planning for the Northern Operational Support Hub by identifying Yellowknife and Iqaluit as key locations of interest. The [Joint Task Force North](#) and the Program Management Office collaborated to define subsequent operational research requirements;
- Supported the Airport Drone Mitigation, Integration and Response Exercises tabletop exercise in Vancouver Harbour, British Columbia, which explored responses to drone incursions affecting critical infrastructure;
- Advanced a Low Earth Orbit [Innovation for Defence Excellence and Security](#) (IDEaS) challenge to explore innovative radio frequency and optical satellite links, supporting secure and reliable Arctic satellite systems; and
- Developed the Electro-Optical Virtual Proving Ground (EO VPG), a new simulation capability using live, virtual, and constructive environments to evaluate threat scenarios and improve aircraft survivability.

Adoption of emerging technology:

- Demonstrated artificial intelligence (AI) and machine learning technologies during [Project Convergence Capstone 2024](#), enabling automated threat detection through imagery and electromagnetic networks in support of allied operations;
- Evaluated information environment tools and narrative-driven military communications with the Five Eyes (FVEY) partners to improve operations and incorporate lessons learned from the Russian invasion of Ukraine;
- Continued investment in hypersonic and advanced cruise missile defence technologies focused on early detection, tracking, and both kinetic and non-kinetic countermeasures;
- Released a national design guide for nature-based infrastructure to manage flood and erosion risks in coastal regions, developed in collaboration with the National Research Council, Indigenous communities, academic institutions, and multi-disciplinary experts;
- Partnered with the United States Department of Homeland Security Science and Technology Directorate to test and evaluate AI-powered ground sensors that detect wildfire smoke using volatile organic compounds and particulate matter; sensors were deployed across Canada and evaluated during controlled burns;
- Conducted Phase 3 trials of the Polar Over-the-Horizon Radar system to inform future architecture and awarded the Phase 4 contract in March 2025;
- Conducted a space-based Intelligence, Surveillance and Reconnaissance experiment during [Operation NANOOK 2024](#), testing semi-automated radar capabilities for Arctic surveillance and interoperability;
- Assessed a Canadian-developed low-light imaging sensor for high-altitude Arctic surveillance, with successful airborne and high-altitude balloon tests. Further trials in Arctic conditions are planned;

- Conducted ongoing testing at Canada's large-scale hypersonic test facility at the Valcartier Research Centre (VRC), Quebec, launching projectiles at high Mach numbers safely inside a test chamber, enabling DND/CAF and allies to study hypersonic missile threats; and
- Conducted safety and performance testing on over 80,000 Canadian Rocket Vehicle 7 rockets at the VRC to enable secure transfer to Ukraine.

Enhancing collaboration with partners:

- Shared the Mentored Experience Accumulation Differential model with the United States Air Force, which is adapting it to assess its air fleets;
- Expanded collaboration with Australia to include the United States and the United Kingdom on modelling military occupation pipelines for Navy and Air Force personnel;
- Formed a tri-organizational Air Countermeasure Team to oversee the continuous development and exploitation of EO VPG technologies for the Royal Canadian Air Force;
- Hosted the Interconnect event at the VRC, where CAF members and industry partners tested cutting-edge surveillance technologies, including drones, augmented reality systems, and camouflage, in a collaborative, semi-urban scenario;
- Participated in the FVEY-hosted Information Environment Exercise OMEN, in Orlando, Florida, where DND/CAF showcased its narrative analysis prototype, Cluster Analysis and Data Exploration Toolset, which received strong interest from international partners; and
- Conducted an electronic warfare research trial to successfully detect and counter advanced threats to RCN ships, during Exercise Rim of the Pacific, supporting naval deployments through the application of new technologies and the associated training in operations.

In FY 2024-25, DND/CAF continued to strengthen Canada's defence posture in the Arctic by investing in infrastructure, equipment, and science and technology initiatives to support year-round operations and future readiness.

A dedicated North American Aerospace Defense Command (NORAD) Modernization Science and Technology project team was established to oversee and coordinate research aligned with DND/CAF and NORAD priorities. To support a sustained CAF presence across Canada, including the North, DND/CAF advanced planning and readiness for several key projects under the NORAD Modernization portfolio, which includes the following:

- Completed a study to optimize fighter hangar configurations by using small aircraft hangars to improve aircraft taxiing on airfields;
- Continued work on a study to assess F-35 simulator requirements, including the number, type, and configuration of simulator facilities needed to support both transitional and long-term training for the fleet; and
- Conducted sensitivity analyses on data and processes used during the options analysis phase for selecting the [Strategic Tanker Transport Capability \(STTC\)](#) main operating bases (East and West), and the forward operating base. The analysis confirmed that select locations were strongly supported by scoring criteria.

DND/CAF also advanced plans to modernize and expand research at Camp Gascoyne Inlet on Devon Island, Nunavut. Improvements aim to increase capacity for hosting researchers and to extend the operational season for Arctic Defence science activities.

Defence continued to advance efforts in quantum technologies as part of the NORAD Modernization science and technology (S&T) investment and in line with the [Quantum Science & Technology Strategy Implementation Plan](#). Key accomplishments include the following:

- Conducted joint field trials with allies to evaluate a Canadian-developed quantum magnetometer designed to provide position, navigation, and timing information without relying on GPS. The test,

conducted in a realistic military setting, improved DND/CAF's understanding of how quantum sensing can enhance navigation in GPS-denied environments;

- Progressed the renovation and construction of new quantum research laboratories at several DND/CAF sites to expand capabilities in quantum sensing research and experimentation; and
- Selected semi-finalists and awarded grants through the IDEaS NORAD Modernization S&T challenge to support Canada's quantum research and development ecosystem and accelerate progress toward continental defence applications.

In FY 2024-25, the department launched the first cycle of the Concept-Driven, Threat-Informed Planning Process, which identified key capability gaps related to emerging and anticipated threats. Insights from this process were used to update the Force Capability Plan, ensuring it is better aligned with Canada's future operating environment.

To improve internal capability planning and integration, DND/CAF also completed the following:

- Continued development of the Force Development and Design System User Guide to support a more consistent approach across the Defence team;
- Delivered new Force Development training through an Options Analysis Course to strengthen analytical capacity within the organization;
- Aligned DND/CAF's force development methodology with that of key allies by adopting the capability gap assessment framework used by both the United States and the North Atlantic Treaty Organization (NATO);
- Initiated optimization of the Defence Capability Board to improve oversight and coordination of capability decisions; and
- Began using digital tools to enhance the integration and management of capability development activities across the department.



DND completed the first cycle of the Defence Team Structure Design process, which ran from December 2023 to August 2024. This review identified key barriers to generating ready forces. The findings were validated by subject matter experts, shared with Defence leadership, and informed departmental discussions such as the Future Force 2025 wargame on workforce planning, training needs, and force production.

To improve long-term force development, DND/CAF also launched a formal process to create a Future Structure Plan (FSP). This new framework aligns future workforce development proposals with joint operational requirements, providing a more comprehensive view of the personnel needs across the Regular Force, Reserve Force, and civilian workforce. The FSP strengthens the ability of force development planners to support strategic human resource planning and define organizational structure requirements for operations in competition, crisis, and conflict.

Building on the recommendations from the Defence Team Establishment Plan, the Vice Chief of the Defence Staff (VCDS) approved the creation of 319 new positions in FY 2024-25. This included both new roles and reallocation of existing positions to better support departmental priorities, improve staffing flexibility, and inform future recruitment planning.

In FY 2024-25, DND/CAF made progress in enhancing joint and combined command and control (C2) capabilities, supporting interoperability with allies and enabling digital transformation across the department. Key accomplishments include:

- Published the [Pan-Domain Command & Control Concept Paper \(PDC2\)](#) on 9 December 2024. The document defines high-level requirements to guide force generators and developers in building interoperable, joint and combined C2 capabilities. These capabilities were strengthened by contributing to international experimentation and establishing new internal structures to advance digital transformation;
- Established the Joint Capabilities Steering Committee and sub-working groups to coordinate the development and enhancement of joint digital capabilities across the CAF, ensuring alignment and interoperability with the United States, FVEY partners and NATO;
- Issued a Fragmentary Order 001 to the 2023 Implementation Directive, emphasizing the need to accelerate digital transformation and improve accountability for outcomes. As part of this campaign, DND/CAF appointed digital champions and stood up the Digital Campaign Plan Working Group to oversee progress;
- Developed key performance indicators to assess CAF digital maturity through a systems-level analysis;
- Refined the Digital Services Board's governance processes, establishing clearer procedures to support digital decision-making and investment prioritization; and
- Provided enhanced support to the [Canadian Defence Academy](#) and related organizations to document digital literacy and talent management practices, as part of broader efforts to support CAF reconstitution. Modifications to organizational structures are expected.

DND/CAF was a key participant in Project OLYMPUS, a United States-led year-long multinational initiative aimed at advancing Combined Joint All-Domain Command and Control and CAF's Pan-Domain Command and Control. The project aligned several allied interoperability efforts, including the Mission Partner Environment Interoperability Initiative, Global Information Dominance Experiment and Exercise Bold Quest, and informed Canadian capital projects and system integration activities and charted a path towards day-zero interoperability. Canada contributed digital prototypes and tested new data-sharing capabilities, focused on data-centric interoperability, alongside the United States, United Kingdom, Australia, Germany, and France. Experimental systems developed under Project OLYMPUS remain in use and continue to inform ongoing innovation and future efforts and similar experiments. Canada's leadership was recognized in the final report: "We extend our deepest gratitude to our international partners, particularly Great Britain and Canada."

Building on Project OLYMPUS, DND/CAF collaborated with the United Kingdom and the United States on Operation HIGHMAST, a United Kingdom-led Carrier Strike Group deployed to the Indo-Pacific. Under a February 2025 VCDS directive Canada developed and deployed two experimental command and control systems—one aboard HMCS *Ville de Québec* and another at Digital Services Group facilities in Ottawa, Ontario, for the April 2025 deployment. These systems federate with allied cloud environments to enhance secure, data-centric interoperability and continue advancing Pan-Domain Command and Control. Canada was the only nation, aside from the United Kingdom, to deploy a sovereign capability during this operation.

Along with counterparts from the FVEY Military Cooperation Group, Defence signed a classified FVEY Strategy and Implementation Plan to improve allied pan-domain capabilities. The directive assigned internal coordination responsibilities to the Chief of Combat Systems Integration, in close collaboration with the Strategic Joint Staff group. To oversee these initiatives and align with evolving modernization priorities, the Directorate of Pan-Domain Command and Control Integration was established in September 2024.

In FY 2024-25, the Royal Canadian Navy (RCN), the Canadian Army (CA), and the Royal Canadian Air Force (RCAF) advanced key initiatives that contribute to building a modern, integrated, and mission-ready future force. These efforts supported the continued delivery of defence operations while aligning with

modernization priorities set out in [Our North, Strong and Free](#) (ONSAF), and Canada's commitments to NORAD and international partners. Key accomplishments included the following:

- Initiated growth and sustainment activities to extend the service life of the Halifax-class frigates, supported by new ONSAF funding;
- ***Expanded the Canadian Army Application to approximately 3,000 users across the CA, introducing enterprise tools such as the CA Data Layer, Ammunition Monitoring Management Optimization Application, and CA Collective Training Application;***
- Began development of a proprietary AI solution under the Directorate of Digital and Army Combat Systems Integration;
- Deployed 500 tablets and 700 cellphones through the Cloud Tactical Awareness Kit to connect Regular and Reserve Forces under a common operating picture, integrating public safety personnel for domestic operations planning, including Operation CADENCE, which supports the Royal Canadian Mounted Police security effort for the [G7 Summit 2025](#);
- Initiated a bold and necessary modernization plan to develop warfighting advantage across the CA's six core functions: Force Command, Force Employment, Force Generation, Force Development, Force Management, Force Sustainment. This effort prioritizes rebuilding combat power, aligning with Allied standards, and enabling division-level operations. Forty-nine capital projects are underway or in development, with key focus areas including digitized command and control, Ground Based Air Defence, Long-Range Precision Strike, Indirect Fire Modernization, Arctic Mobility, and the Improved Soldier System;
- Explored options for an [Integrated Air and Missile Defence](#) system of systems for Canada, including threat modeling and capability gap analysis;
- Advanced the Air Weapons Control Coverage Expansion project, aimed at replacing the obsolete NAV CANADA's UHF Military Radio System with a modern networked capability enhancing communication in the Arctic;
- Invested in new training infrastructure under the Operational Training Infrastructure Enterprise Modernization project to support the [NORAD Modernization](#) efforts;
- Announced the Main Operating Bases for the STTC project in Trenton, Ontario, and Edmonton, Alberta; and
- Continued progress on space domain priorities, including procurement of Surveillance of Space 2, Space Command and Control, and Enhanced Satellite Communications, strengthening FVEY, NATO, and Indo-Pacific engagement, and sustained participation in multilateral forums such as the United Nations Open-Ended Working Group and the Combined Space Operations Initiative.

The department continued to strengthen cyber capabilities and defend against digital threats to Canada and support operations across all domains. Key accomplishments include:

- Established the CAF Cyber Command to oversee the development and employment of military cyber capabilities;
- Finalized the CAF Force Employment Concept for Cyber Offensive Operations, which outlines how the CAF will conduct cyber operations as part of broader joint and allied missions;
- Enhanced internal cyber defence capacity by strengthening systems, networks, and organizational resilience in coordination with key federal partners, including the [Canadian Centre for Cyber Security](#) and the [Communications Security Establishment](#);
- Advanced collaboration with other Government of Canada departments responsible for cyber security to ensure integrated and coordinated defence-wide cyber capabilities; and
- Participated in multinational cyber exercises with NATO and FVEY allies to validate emerging concepts, improve interoperability, and align doctrine for cyber operations.

Defence continued to advance the development of a specialized cyber workforce by focusing on occupation design, career progression and training infrastructure, which included:

- Continued delivery of the initial training for the Cyber Operator occupation, to support the long-term establishment of a technically skilled cyber workforce;
- Finalized the occupational task framework for the future Cyber Officer role, advancing career design and long-term planning for regular and reserve force personnel;
- Formalized the Cyber Training Unit as an official military school and successfully executed a pilot training program for Cyber Operators at the intermediate skill development level; and
- Pursued a range of training support contracts to secure necessary infrastructure, accommodations, instructional staff, and information technology assets. While staffing and procurement challenges impacted timelines, work continued to address these requirements with the support of partners across the Defence Team.

Together, these efforts contributed to the continued development of DND/CAF's cyber capability, with sustained emphasis on building a flexible, sustainable, and well-supported cyber force for future operational readiness.

In FY 2024-25, the department established the DND/CAF Artificial Intelligence Centre, which became fully staffed within its allocated resources. The centre is actively supporting the Defence Operational AI Lab through joint projects and sharing expertise. Efforts continued to operationalize the [DND/CAF AI Strategy](#), with an Implementation Directive and a Defence AI Ethics Framework currently pending approval. A departmental approach to AI governance is undergoing consultations with key internal and external partners to ensure coordinated and responsible implementation.

In FY 2024-25, the Canadian Special Operations Forces Command advanced digital transformation efforts through the Gradient Ascent initiative, which contributed to joint innovation and capability development across the CAF. Gradient Ascent accomplished the following:

- Accelerated digital force development across the CAF to support mission readiness and adaptability;
- Enabled pan-domain innovation through open collaboration, fostering the co-development of digital capabilities across environments;
- Delivered AI-enabled microservices to improve operational and institutional workflows;
- Enhanced situational awareness through intelligent dashboards that support decision-making at all levels;
- Bridged horizon scanning to capability development, ensuring emerging technologies inform future force design; and
- ***Gradient Ascent operationalized a “share to win” approach, providing lessons learned, reusable code, and digital tools to the RCN, the CA, and the RCAF. This approach reduced duplication, improved interoperability, and fostered digital trust across the department.***

Defence and security challenges are addressed through innovative solutions

Results achieved

In fiscal year (FY) 2024-25, the Department of National Defence and the Canadian Armed Forces (DND/CAF) continued to leverage innovation to address complex defence and security challenges. Through investments in cutting-edge research, collaboration with industry and academic partners, and the adoption of emerging technologies, Defence enhanced its operational effectiveness and resilience.

In support of these efforts, DND/CAF collaborated with Defence Research and Development Canada on research and innovation initiatives aimed at enhancing all-domain awareness, pan-domain command and control, and systems-of-systems integration. This partnership enabled the development and

demonstration of space-based defence capabilities, including satellite communications, and contributed to efforts to understand, detect, and counter emerging threats.

The [Innovation for Defence Excellence and Security \(IDEaS\)](#) program, which has a 20-year mandate and over \$1 billion in funding, complements internal research activities by engaging external innovators to develop practical solutions to Canada's defence and security challenges.

In FY 2024-25, the IDEaS program launched several innovation initiatives across its contests and competitive projects elements, including:

- [Fast forward: Forecasting global emerging threats](#);
- [IDEaS NORAD Modernization S&T contest](#);
- [Stay connected: Seamless transitions between mobile broadband networks](#);
- [Extended communication coverage: Exploiting connections of Earth and space systems](#); and
- [Unmasking biothreats: Identifying biological agents in the field](#).

The IDEaS program also awarded contracts and contribution agreements to support promising solutions, including:

- A Component 2 contract to the University of Ottawa under the challenge [Predicting and Optimizing Personnel Performance](#);
- Nine Component 1b contracts, including:
 - Three under [Best of both worlds: Human autonomy teaming for effective decision making](#);
 - Two under [Loud and clear: Assured naval radio communications in complex electromagnetic environments](#);
 - Two under [Under pressure: Just-in-time medical resupply in austere environments](#); and
 - Two under [Land to sea with low GHGs: Arctic eco-safe transit of personnel and cargo from ship to shore](#).
- Two contribution agreements for advanced robotics selected from the [Robot Round-up – Advanced robotics platforms and control solutions](#) challenge, following early project demonstrations and evaluations;
- Five contribution agreements under the [Safer passage during minefield breaching operations in Ukraine](#) challenge; and
- A contribution agreement with Ecopia Tech Corporation to demonstrate artificial intelligence (AI) applications for geospatial data analysis in defence contexts.

The IDEaS program also supported ongoing work under several other challenges, including:

- Six contribution agreements under the [Preparing for a quantum world: Defence applications of quantum technologies](#), to support research cluster (Micro-net) development;
- Eight contribution agreements under the [Faster, Stronger, More Secure: Advancing 5G Capabilities and Concepts for Defence and Security](#) challenge; and
- Three contribution agreements awarded to Canadian manufacturers capable of producing 155 mm munitions with the aim of modernizing munitions, supporting domestic production and modernizing Canada's munition supply chain.

To promote post-program adoption, IDEaS hosted its third [IDEaS Marketplace](#) on 31 May 2024 in Ottawa. The event gave innovators an opportunity to showcase their technologies to DND/CAF stakeholders and connect with government and industry decision-makers.

The department advanced innovation and capability development through the IDEaS program, international research partnerships, and support to the North Atlantic Treaty Organization's (NATO)

Defence Innovation Accelerator of the North Atlantic (DIANA). Key accomplishments in FY 2024-25 include:

- Continued to transform concepts, options, prototypes into potential capabilities through the IDEaS program; with a focus on hands-on demonstration and validation;
- Under the [Counter Uncrewed Aerial Systems \(CUAS\) Sandbox 2024](#), Defence hosted the third CUAS Sandbox in Suffield, Alberta, featuring 15 innovators from five countries who demonstrated and tested counter-drone technologies; and
- Under the [CUAS Concept Development](#) element, projects were conducted for low Technology Readiness Levels game-changing CUAS concepts. Following the conclusion of Phase 1, two companies were selected to receive additional funding for Phase 2. This opportunity was also re-issued for a second round of submissions, with an additional 12 companies selected (six by IDEaS and six by the North American Aerospace Defense Command (NORAD) Modernization), of which all 12 projects were initiated.

The Defence Team expanded the use of challenge-based research to engage external innovators. Through the IDEaS program, DND/CAF launched new contests in key areas such as quantum technologies, CUAS, and autonomy. In parallel, DND/CAF leveraged Innovation, Science and Economic Development Canada's [Innovative Solutions Canada](#) program to pursue challenge-based contracts in quantum and autonomy. The department will continue to expand the use of these collaborative tools to further harness Canada's innovation ecosystem.

DND/CAF established a new partnership with the Australian Defence Science and Technology group through the signing of the [Australia-Canada Advanced Counter-Hypersonic Experiment](#) agreement. This collaboration focuses on the joint development of detection, tracking, targeting, and countermeasure technologies to address [emerging missile threats](#). Both countries are contributing up to \$237 million over five years, supporting shared priorities in Integrated Air and Missile Defence. This initiative also reinforces Canada's commitment to the Indo-Pacific region, as outlined in [Our North, Strong and Free](#).

To better manage the growing number of global partnerships, DND/CAF implemented an enhanced prioritization and accountability framework for international science and technology collaboration. This system helps identify the highest-value partnerships and ensures strategic alignment with national defence objectives.

As a result, Defence is better positioned to meet its obligations with key partners, particularly under the Five Eyes (FVEY) alliance, NATO initiatives, bilateral and multilateral arrangements that deliver the greatest value to Canada.

DND/CAF continues to support the implementation of NATO's DIANA. In FY 2024-25, progress included:

- Establishing the DIANA Strategic Planning Office (SPO), including initiating staffing actions to support DIANA's path to Full Operational Capability;
- Operationalizing the North American regional headquarters in Halifax, Nova Scotia, including opening of the permanent office and establishing a liaison function with DND/CAF;
- Organizing a formal in-person DIANA Board of Directors meeting, scheduled to take place in Halifax in Fall 2025; and
- Positioning the DIANA SPO to provide subject matter expertise and ongoing support to NATO initiatives, including the [NATO Innovation Fund](#) and the [NATO Innovation Hub](#).

In FY 2024-25, the Defence Team advanced a range of dual-use S&T initiatives to improve operational effectiveness, sustainability, and protection for the CAF such as:

- Research and Development to understand and reduce environmental impact by improving live fire detonation efficiency;
- Researched to explore alternative power and energy solutions for air and navy mobile platforms;

- A scoping study on alternative energy sources, including deep-well geothermal, hydrogen, and fuel sensors designed for extreme low temperatures;
- Development of a prototype microgrid system to reduce diesel dependency in remote locations;
- Improvements to maintenance processes for vehicles and aircraft, using tools and technologies that increase fleet availability and reduce operation costs;
- Tests and evaluations were conducted on advanced materials and suit systems to enhance Chemical, Biological, Radiological and Nuclear protection;
- Ongoing investment in cutting-edge detection, identification and monitoring technologies for emerging biological and chemical threats, delivered in collaboration with academia, industry and international allies;
- ***Human performance research focused on improving training through virtual and augmented reality (VR/AR), especially for pilot instruction. Findings demonstrated VR headsets were effective for specific flight maneuvers, while a parallel study identified instructor readiness gaps in using modern tools;***
- Research also explored AI-enabled systems, including trust, shared awareness, ethical considerations, and continued Research and Development to support both DND/CAF and the broader public safety community; and
- Cold-weather testing in support of soldier modernization, including thermal and moisture trials of advanced clothing with United States partners, and data collection on leadership, clothing, and equipment performance during CAF-led Arctic exercises. Through the [International Cooperative Engagement Program for Polar Research](#), Canada contributed to research on aviation life support equipment for the F-35 in Arctic conditions.

DND/CAF developed a Cyber Language Understanding and Evaluation framework and evaluated locally deployed large language model knowledge on D Cyber Ops FD cyber training resources. Work to integrate more complex, multistep cyber defence scenarios/tasks are ongoing. In addition, an external agentic evaluation module and a first-of-its-kind security incident analysis dataset have been developed in collaboration with academia. The outcomes will support DND/CAF evaluating AI-powered tools' readiness, understand their strengths and weaknesses in cyber defence automation, make informed decisions about AI's reliability, and implement policies for responsible adoption.

In FY 2024-25 the department accomplished the following:

- Established the Digital Service Board to provide oversight of digital-related initiatives, enhancing internal transparency and aligning digital initiatives and resources with organizational goals;
- Continued to refine and iterate an integrated Digital Operating Model that will eventually accelerate digital transformation efforts by leveraging lessons learned, as well as industry and allied nations' best practices;
- Launched the Digital Transformation Enablement Services procurement vehicle to provide additional outcomes-based resources to DND/CAF organizations, enabling priority digital transformation initiatives; and
- Began to rationalize its Digital Intake Capability (Digital Demand) to gain visibility and to better prioritize and align financial and human resources to support digital initiatives at the working level.

DND/CAF established the Artificial Intelligence Centre which now serves as a centralized hub to align and coordinate AI-related initiatives across the department. Key AI development projects advanced by the centre included:

- Completion of the development phase of the Predictive Expenditure Modeling tool, which is currently being reviewed for production deployment;

- Advancement of the Policy Chatbot, named the Long Wizard Chatbot; from prototype to a production-ready application. Enhancements included support for referencing various document types (e.g. PDF, Word) significant performance improvements, and user testing was conducted with financial policy analysts to validate and refine the AI model. The chatbot is now under review for pilot deployment;
- Transition of the Auto-Analysis of Arctic Research TopICs tool into the Space Information Retrieval for Outer Space News project. The tool enables RCAF analysts to quickly identify news relevant to satellite and rocket launches. Development has been completed, and the application has been delivered to the RCAF 7 Operations Support Squadron for integration into the Space Common Operating Picture platform; and
- Completion of the Document Classifier proof of concept. Findings from this initiative, such as the ability to identify categories of sensitive information, led to the creation of a new tool, Shadow Maker, designed to assist with document redaction in support of the Access to Information and Privacy process.

Key risks

An enterprise risk has been identified which highlights the need for greater accessibility of data and information to support data-enabled and strategic decision making.

Insufficient tools, process and technology are some of the main obstacles for efficient sharing of information and data. While progress is being made on all fronts, enabled by the recent creation of a Digital Transformation Office, without addressing those obstacles, data will remain inaccessible and not be easily interconnected.

Without efficient access to information and data, and an intuitive manner to use and share data, users are more likely to make duplicate and individual copies.

The Defence Team will mitigate these risks through the further establishment of data stewardship roles, to improve data governance, including the implementation and monitoring of DAOD 6500-1 – Data Access. As part of data governance improvement, a request process and details on recourse processes will also be introduced to enable data access; and information management risks will be mitigated through exploration of technologies to enhance the efficiency of information management, organization and sharing.

Resources required to achieve results

Table 4.3: Snapshot of resources required for Future Force Design.

Resource	Planned	Actual
Spending	\$865,727,609	\$1,490,747,381
Full-time equivalents	1,974	2,202

[The Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) and the [People section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.



Gender-based Analysis Plus

The Department of National Defence and the Canadian Armed Forces (DND/CAF) is committed to using Gender-based Analysis Plus (GBA Plus) to identify whether initiatives will have different effects upon or be experienced by some people based on various intersectional components of their identities for the research within North American

Aerospace Defense Command (NORAD) Modernization Science and Technology (S&T) and the Defence and Security S&T program.

The department has several programs that integrate GBA Plus considerations to increase diversity and gender balance. The [Innovation for Defence Excellence and Security](#) (IDEaS) program continued to incorporate GBA Plus considerations, particularly its application and evaluation processes. Defence is also making deliberate efforts to formalize the GBA Plus and Intersectional Focal Point network to integrate intersectional factors into current and future Defence Intelligence projects.

Defence continued to integrate GBA Plus into development and design of future force capabilities. Significant GBA Plus findings were incorporated by Canadian Special Operations Forces Command into projects under the Soldier Systems portfolio to protect, enable, and enhance the Special Operations Forces personnel.

DND/CAF applied GBA Plus conclusions to decision-making for shipbuilding and other maritime equipment acquisitions, ensuring that future classes of ship, such as the River-class destroyer and the replacement for the Victoria-class submarines, will have working and living environments that are inclusive and supportive for all members of the Royal Canadian Navy.



United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

In fiscal year (FY) 2024-25, the IDEaS program continued working with Canadian innovators on challenge-based projects that support the United Nations Sustainable Development Goals. These initiatives reflect DND/CAF's commitment to sustainable innovation and environmental stewardship. Progress included:

- **Goal 7: Clean Energy** – [A Cold Wind Blows: Seeking Smaller, Ruggedized Wind Turbines for the Arctic](#). This challenge delivered valuable data and insights to reduce reliance on diesel-generated power in Arctic environments;
- **Goal 9: Infrastructure and Innovation** – [Green Heat: Low carbon energy generation for heating existing buildings](#). The Green Heat Test Drive began construction on a large-scale, low carbon energy system at Canadian Forces Base Kingston, Ontario, integrated into existing hydronic heating infrastructure. Construction will continue through February 2026, followed by two years of testing;
- **Goal 13: Climate Action** – [Less GHGs on the Seas: Practical Solutions to Measure and Record Energy Consumption](#). A Component 1b project that advanced, seeking tools to accurately measure fuel, energy use, and greenhouse gas (GHG) emissions across the Royal Canadian Navy fleet. The project may be advanced for Component 2 or Test Drive phases:
 - [Land to sea with low GHGs: Arctic eco-safe transit of personnel and cargo from ship to shore](#). Two Component 1b contracts were awarded for innovative solutions to enable safe personnel and cargo transfer from Arctic and Offshore Patrol Vessels without relying on shore infrastructure, with an emphasis on minimizing emissions. Work is ongoing.
- **Goal 14: Life Below Water** – [Under the sea: Real-time detection of marine mammals during sonar operations](#). Three Component 1b projects progressed, focused on real-time awareness of marine mammals to reduce the risk of harm during naval sonar operations.

More information on the Department of National Defence and the Canadian Armed Forces contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy 2023-2027](#).



Indigenous relations

DND/CAF remained committed to advancing inclusive Defence S&T through meaningful engagement with First Nations, Inuit, and Métis partners, and by incorporating GBA Plus considerations into research and innovation activities.

In FY 2024-25, Defence advanced the Defence Research and Development Canada Radio Observatory project, which involved the proposed installation of experimental

equipment to support data collection for research. Indigenous partners on whose lands the project would be located were engaged directly to address safety and environmental concerns. Additional engagement, facilitated through Public Service and Procurement Canada, supported discussions on procurement-related employment, training, and knowledge-sharing opportunities.

DND/CAF also continued operations at the Gascoyne Inlet research camp on Devon Island, within the Nunavut Settlement Area. All activities, including marine-based research in Barrow Strait and Lancaster Sound, were conducted under license from the Nunavut Research Institute, with community engagement coordinated by Defence Construction Canada or Joint Task Force North.

Through the IDEaS program, Defence tracked Indigenous participation by monitoring proposals from Indigenous-owned companies, receiving eight proposals with at least 50% Indigenous ownership in FY 2024-25. Targeted outreach was conducted with Indigenous communities, organizations, and key events such as:

- [Cando](#), a national organization supporting Indigenous economic development;
- [Turtle Island Indigenous Science Conference](#); and
- ArcticNet Annual Scientific Meeting.

Procurement Assistance Canada, on behalf of the IDEaS program also participated in:

- [Indigenous Chamber of Commerce](#) Conference and Symposium;
- [Nunavut Trade Show](#); and
- [Yukon Innovation Week](#).

These efforts collectively supported greater Indigenous representation in defence innovation and procurement, while strengthening relationships with Northern and Indigenous communities.

To further advance reconciliation and inclusive innovation, Defence increased target outreach to Indigenous Rights holders and organizations. These efforts are helping align the Defence and Security S&T Program with the expectations set out in the [United Nations Declaration on the Rights of Indigenous Peoples Act](#). Outreach related to NORAD Modernization S&T investments also gained momentum, with the recent IDEaS NORAD Modernization S&T contest attracting over 400 proposals.



Innovation

In FY 2024-25, Defence continued advancing innovation transition through The IDEaS Test Drive program, which allows high Technology Readiness Level solutions to be tested in real-world defence environments. Innovators receive direct feedback from DND/CAF personnel, supporting refinement and potential future adoption.

Two Test Drives progressed to their final stages:

- The [Ecopia Test Drive](#) was completed with reporting now underway for recommendations and decisions on the future of the project; and
- The [Terra Sense Test Drive](#) completed Phase 2 with a decision made that the test drive objective of evaluating the system was sufficiently complete and that no further testing was required. Final report writing is now underway.

Several transition Test Drives progressed to the final contract negotiation. These include:

- Rheinmetall Canada's solution developed under the "[Collaboration of robotic systems](#)" challenge;
- Beyond Aerospace Ltd.'s solution developed under the "[Verification of full motion video integrity](#)" challenge;
- SB Quantum's solution under the "[Detection and classification of objects of interest](#)" challenge;
- University of Waterloo's solution under the "[Understanding cyber intent](#)" challenge;

- Tacteris’s solution developed under the “[Spring into Action – Fast and adaptive logistics planning for military missions](#)” challenge;
- Larus Technologies’ solution developed under the “[Staying Four Steps Ahead: Understanding and Predicting the Behaviour of Adversaries](#)” challenge;
- Gastops Ltd.’s solution developed under the “[All Systems Go! – Predicting and optimizing maintenance for military platforms](#)” challenge; and
- Global Spatial Technology Solutions Inc’s solution developed under the “[All Systems Go! – Predicting and optimizing maintenance for military platforms](#)” challenge.

Canada will also participate in the newly established North Atlantic Treaty Organization (NATO) Innovation Fund. As the world’s first defence-focused, multi-sovereign venture capital fund, it supports start-ups developing dual-use, emerging, and disruptive technologies critical to defence. These include AI, big data processing, quantum-enabled technologies, autonomy, biotechnology and human enhancement, novel materials, energy and propulsion, and space capabilities. The fund opens additional opportunities for Canadian innovators to contribute to global defence resilience.

In support of the Defence Team’s Strengthen the Digital Backbone initiative, the Canadian Joint Warfare Centre (CJWC) advanced development of the Joint Operations Fusion Lab (JOFL). Once fully operational, the JOFL will leverage AI and digital tools to enhance decision advantage and will serve as the foundation for the Battle Lab Latvia concept, accelerating operational innovation. CJWC also delivered the following key initiatives:

- Provided senior leadership with alternate analysis to inform improvements to Operation REASSURANCE’s command and control structure;
- Revitalized wargaming for education and analysis, including TRILLIUM CURA, a CAF Health Services initiative with Ontario health partners; and
- Replaced CAF’s operational planning reference with a Canadian-annotated NATO document, strengthening interoperability with Allies.

Program inventory

Future Force Design is supported by the following programs:

- 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; and
- Science, Technology and Innovation.

Additional information related to the program inventory for Future Force Design is available on the [Results page on GC InfoBase](#).



Core Responsibility 5: Procurement of Capabilities

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Progress on results](#)
- [Details on results](#)
- [Key risks](#)
- [Resources required to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)

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.



Quality of life impacts

This core responsibility contributes to the [Good Governance](#) domain of the [Quality of Life Framework for Canada](#), specifically supporting the 'Democracy and institutions' sub-domain, as demonstrated through the activities mentioned in the core responsibility description.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 5: Procurement of Capabilities.

Table 5.1: Defence procurement is streamlined.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of projects that meet the approved project development and approval timelines (low risk and low complexity projects)	100%	31 March 2025	2022-23: 86% 2023-24: 83.3% 2024-25: 100%
% of goods and services contracts that are awarded within established performance targets	100%	31 March 2025	2022-23: 95.6% 2023-24: 94.4% 2024-25: 93.9%*

* The procurement cycle time for FY 24-25 was 36.1 days. With the increase of DND's delegated procurement authorities through the Defence Procurement Strategy, procurements have increased in both complexity and value, requiring more engagement with key stakeholders and a longer duration to complete.

Table 5.2: Defence equipment acquisition is well-managed.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of capital equipment projects that remain in most recent approved scope	At least 90%	31 March 2025	2022-23: N/A* 2023-24: N/A* 2024-25: 94%
% of capital equipment projects that remain on most recent approved schedule	At least 90%	31 March 2025	2022-23: N/A* 2023-24: N/A* 2024-25: 44%**
% of capital equipment projects that remain within most recent approved expenditure authority	At least 90%	31 March 2025	2022-23: N/A* 2023-24: N/A* 2024-25: 75%**

* These indicators were redeveloped in FY 2024-25 and the underlying methodology has been improved and now includes a much larger subset of projects. For this reason, current results from FY 2024-25 are not comparable to historical data points as the underlying methodology and criteria to be included in the calculation has changed.

** The target was not met due to a range of factors contributing to project delays. These included aggressive schedule baselines, reprioritization of central resources, staff shortages and reassignments to other projects, procurement timelines and contracting legal issues, technical and qualification issues, interdependencies, and costing challenges.

Table 5.3: Defence information technology acquisition is well-managed.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of information technology projects that remain in approved scope	100%	31 March 2025	2022-23: 100% 2023-24: 100% 2024-25: 100%
% of information technology projects that remain on approved schedule	100%	31 March 2025	2022-23: 89% 2023-24: 90% 2024-25: 81%*
% of information technology projects that remain within approved expenditure authority	100%	31 March 2025	2022-23: 100% 2023-24: 100% 2024-25: 100%

* The target was not met due to delays affecting 4 of 21 projects. Contributing factors included contract award issues, vendor failure to deliver viable solutions, limited vendor support for contracts, and approval delays due to external factors. Despite these challenges, 17 projects (81%) remained on track.

Table 5.4: Supplies are available and well-managed.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of stock that was unavailable to meet forecasted demand	At most 5.28%	31 March 2025	2022-23: 7.61% 2023-24: 7.2% 2024-25: 8.35%*
% of stock disposed that was identified as surplus	At least 23%	31 March 2025	2022-23: 41.5% 2023-24: 93.25% 2024-25: 59.82%**
% of stock where Warehouse replenishment settings require review to achieve better materiel positioning and timely customer satisfaction	At most 3.28%	31 March 2025	2022-23: 3.34% 2023-24: 3.57% 2024-25: 3.18%

* The target was not met primarily due to the development of a modernized report within the Supply Chain Analytics (DSC) solution. This resulted in a change in the dataset and how the availability rate is calculated. The updated indicator now incorporates more DSC activities that were previously not visible, resulting in a higher but more accurate representation of actual availability. The current target, last revised in 2021, no longer reflects the expanded scope of analysis and requires updating.

** While achieving the target, the result decreased compared to last year, which was an outlier due to exceptionally high levels of donations of surplus equipment to Ukraine.

[The Results section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Procurement of Capabilities in 2024–25 compared with the planned results set out in the Department of National Defence and the Canadian Armed Forces departmental plan for the year.

Defence procurement is streamlined

Results achieved

In fiscal year 2024-25, the Department of National Defence (DND) advanced its efforts to modernize and streamline procurement processes, ensuring the Canadian Armed Forces (CAF) are equipped to meet evolving operational requirements.

Strengthening the procurement and project management workforce:

- Enhanced development of the Purchasing and Supply Group (PG) Academy, including continued refinement and delivery of the training framework;
- Graduation of 11 procurement specialists from the PG Academy, with 24 trainees currently participating in the program; and
- Design of new leadership development streams within the PG Academy, including the foundational framework for Supervisor and Manager programs. These streams are undergoing stakeholder consultation and data analysis to support future implementation.

Support for interdepartmental procurement reforms:

- Ongoing implementation of the Risk-Based Approach to contract approvals, in partnership with Public Services and Procurement Canada supporting more flexible and streamlined procurement decisions based on risk.

Defence equipment acquisition is well-managed

Results achieved

Defence continued to make significant progress in delivering critical military capabilities through a wide range of equipment acquisition projects, which advanced major naval, land, air and joint initiatives essential to sustaining operational readiness, supporting modernization goals, and fulfilling Canada's defence commitments. These efforts were carried out in close collaboration with domestic and international partners, with a strategic focus on key capability portfolios and priorities such as the North American Aerospace Defense Command (NORAD) modernization.

Key naval projects and achievements included:

- [River-class Destroyer](#): Construction began on the Production Test Module, marking the start of low-rate production. A contract was awarded to Irving Shipbuilding for the construction of Batch 1 ships. Ship design progressed to enable full-rate production in April 2025;
- [Arctic and Offshore Patrol Ship](#): Ship 5, His Majesty's Canadian Ship (HMCS) *Frédéric Rolette*, was delivered (August 2024), and Ship 6, the future HMCS *Robert Hampton Gray*, was launched (December 2024);
- [Joint Support Ship \(JSS\)](#): Key milestones included the launch of JSS 1, HMCS *Protecteur*, the initialization of equipment and outfitting which remains ongoing, delivery of Sea to Shore connector equipment, and the start of initial cadre training. The main engine loadout was completed for JSS 2, HMCS *Preserver*. Three contracts were successfully closed out; and
- [Victoria-class Submarine Modernization](#): The Galley Improvement Project design has been completed by COTA Aviation, an Indigenous company located in Parksville, British Columbia. The

project team is looking at all installation opportunities to provide new galleys to the fleet as soon as possible. The Periscope Modernization Request for Proposal was issued in November 2024 and closed on 20 May 2025. The bid evaluation team is in place and ready to proceed with the implementation of this important operational capability. The Flank Array Modernization project was cancelled due to concerns with respect to scheduling, complexity and return on investment.

Key land projects and achievements included:

- [Logistics Vehicle Modernization](#): Following project approval and contract award (May 2024), multiple design reviews were completed for both light and heavy vehicle variants;
- [Armoured Combat Support Vehicle](#) (ACSV): The Critical Design Review was completed for both the Maintenance Recovery and Engineering vehicle variants. Initial Operational Capability was declared in January 2025. Fifty-seven ACSVs were delivered in fiscal year (FY) 2024-25 (29 troop/cargo variants, 23 command posts and five ambulances); and
- [Light Armoured Vehicle Reconnaissance Surveillance System](#): Reliability testing and design enhancements continued to improve the durability and performance of key systems, including hardware, software, and integration components.

Key air projects and achievements included:

- [Fixed-wing Search and Rescue Aircraft Replacement](#): Certification testing continued for cold soak, human factors, anti-icing and other campaigns. Aircrew and maintenance training advanced, and the rescue phase of Initial Operational Testing and Evaluation was completed. The CC-295 Kingfisher was released for service on 14 March 2025 and is now ready to begin operational service. The project continues to expand its in-service support across Canada to Canadian Forces Bases Greenwood, Winnipeg and Trenton;
- [Future Fighter Capability](#): Production began on the first CF-35A Main Wing Assembly in Italy. Progress was made toward accepting the first aircraft in Canada under an Interim Operations Plan. Infrastructure design reviews were completed for Bagotville, Quebec, and Cold Lake, Alberta. L3Harris Military Aviation Services was identified as the strategic partner for air Vehicle Depot, and the Office of the Auditor General launched a performance audit of the project;
- [Canadian Multi-Mission Aircraft](#): Key project milestone in the latter half of FY 2024-25, included finalization and approval of CP8A Livery and Type Designation, and multiple Statements of Operating Intent; conducting first and second CP8A Program Management Reviews; achieving Defence Procurement Strategy 2 for long-term In-Service Support; releasing a Request for Information and conducting an Industry Day for long-term In-Service Support; and awarding the contract for Modified Design-Builder for Greenwood Training Facility;
- [CP-140 Aurora Incremental Modernization](#): Two Block IV aircraft were delivered, for a total of 11 in service. The flight-test program concluded, and initial Operational Capability was reached in March 2025. Full operational capability is expected summer 2025;
- [CF-18 Hornet Extension](#): Aircraft modifications progressed, with 83 of 84 aircraft completed. Software development, flight testing, and airworthiness certification remained on schedule. Initial Operational Capability was achieved in June 2024;

Canada's next Multi-Mission Aircraft

Canada will replace its legacy CP-140 Aurora fleet with the P-8A Poseidon.

Payload	
• 5 anti-submarine torpedoes	
• 4 anti-ship missiles	
• 129 A-size sonobuoys	
• 5 air-droppable survival kits	
Current operators	
United States, United Kingdom, Australia, New Zealand (all Five Eyes allies) and other defence partners.	
Basing	
14 Wing Greenwood, N.S.	
19 Wing Comox, B.C.	
First Delivery	2026
Fleet size	Up to 16
Crew	8
Ferry Range	7,242 km
Air-to-Air Refuellable	Boom
Max Gross Take-off Weight	85,820 kg
Max Speed	907 km/h
Ceiling	12,496 m
Wingspan	37.7 m
Height	12.83 m
Length	39.5 m

Canada

- [Remotely Piloted Aircraft System](#): Initial aircraft assemblies entered production. Canada joined the MQ-9 International Cooperation Support Partnership, and a new fleet designation—CQ-9B Guardian was approved. A contract for the Air Maintenance Detachment (West) was awarded, and the Technical Preliminary Design Review was completed;
- [Strategic Tanker Transport Capability](#): Design review with Airbus was completed. The CC-330 Husky fleet flew 1,500 hours in support of domestic and international missions. Edmonton, Alberta, was confirmed as the preferred site for the Main Operating Base (West), and two infrastructure contracts were awarded to 8 Wing Trenton. The remaining three (of five) used A330-200 aircraft were received by Canada, with one of those aircraft entering conversion at Airbus in Spain;
- [CH-148 Cyclone Procurement](#): One Block 2 aircraft was delivered, and three aircraft were upgraded to Capability Release 2.1. Integrated Mission System qualification progressed, and acceptance testing for an upgraded simulator was completed; and
- [Cormorant Mid-Life Upgrade](#): Production began on three helicopters in the United Kingdom, with readiness activities completed. The Simulator Critical Design Review was finalized, and manufacturing reached the power-on phase.



Key joint projects and achievements included:

- **Operation REASSURANCE**: The Department of National Defence delivered several Light Tactical Vehicles, Counter Uncrewed Aircraft Systems, Air Defence systems, Portable Anti-Armour Missiles were delivered to Canadian Army Units deployed on Operation REASSURANCE in Latvia, with prioritization continuing for further deliveries and the associated integrated logistic support, plus Loitering Munitions and Brigade Communication and Information Systems. The procurement of these systems underscores Canada's commitment to enhancing military readiness, bolstering operational resilience, and fulfilling the North Atlantic Treaty Organization obligations. It also represents a crucial step in modernizing Canada's defence infrastructure, supporting both international missions and domestic training requirements;
- **Special Operations Capability and Recapitalization Project (SCARP)**: Phase 1 implementation of the project included procurements for maritime mobility and soldier systems. Force Development staff advanced early-stage planning for Phase 2 of SCARP to include more soldier systems, ground mobility, maritime mobility, and command and control system;

- [NORAD Modernization](#): Key initiatives moved through the Identification and Options Analysis phases and collaborated on the Over-the-Horizon Radar and binational Cloud-based Command and Control system. Prototype testing for the CROSSBOW energy shelter system was completed in the Arctic. Gender-based analysis plus assessments were conducted for major projects to identify barriers and ensure inclusive procurement; and
- [The Future Aircrew Training program](#) contract was awarded 28 May 2024. This 25-year performance-based and collaborative service contract will deliver to the Canadian Armed Forces all of the assets (five fleets with simulators) and infrastructure (training centres, hangars) as well as the information management/information technology, asset and facility management services and site support services required to produce the required number of pilots, Air Combat Systems and Airborne Electronic Sensor Operators to Wing standard yearly. The contractor is financially incentivized to maintain high performance standards and introduce innovations. Periodic technological updates are programmed to ensure training remains current and effective over time.

Urgent Operational Requirements procurement, related to Canadian Army (CA) modernization:

- [Portable Anti-X Missile](#): Conducted training for operators and maintainers in Israel and Latvia with delivery of the systems to the Canadian Armed Forces (CAF) members in Latvia expected for August 2025;
- [Counter-Uncrewed Aerial Systems](#): Contract awarded for soldier portable and vehicle integrated mobile systems providing Joint protection of the CAF. Subsequent delivery occurred throughout the Fall 2024/Winter 2025;
- [Air Defence Systems](#) (AD): To provide an immediate AD capability in Latvia, Very Short Range Air Defence systems have been delivered. Training on the system is ongoing in theatre, and a training simulator has been delivered in Canada;
- [Brigade Communications Information System](#): Project addresses critical command and control gaps that will modernize the CA with its interoperable, mobile and robust communications information systems into CA vehicles. The contract was awarded with delivery of systems expected in 2026; and
- [Loitering Munitions](#): Contract awarded for providing deployed CA the capability to target High Value Targets with organic precision fires with delivery expected in 2026.



The Department also identified four capability portfolios on which focused efforts ensure the maintenance of high readiness and relevancy. In fiscal year 2024-25, Force Development staff were assigned to these portfolios, analyzed requirements and prioritized procurements. Numerous procurements within each capability domain were concluded in the minor project program for a total of approximately \$47 million. Force Development staff also conducted analysis and are entering the preliminary stages of identifying requirements for developing more major projects that will contribute to the maintenance of high readiness.

Defence information technology acquisition is well-managed

Results achieved

In fiscal year (FY) 2024–25, the Department of National Defence and the Canadian Armed Forces (DND/CAF) advanced key information technology, cyber, and space capability projects essential to enabling operations and protecting national security. Through an integrated and collaborative approach to capability management and delivery, Defence improved interoperability, streamlined service delivery, and aligned efforts with interdepartmental and allied partners.

Strengthening command and control systems:

- Modernized the Strategic Message Switching System (SMSS) contract assigned to Techno-Sciences Inc (TSi) on 28 March 2025, after Honeywell Global Tracking terminated their search and rescue (SAR) support line of business and reached an intellectual property licensing agreement with TSi. SMSS is working with TSi to develop their search and rescue SAR mission management application that will meet the requirements for a Minimal Viable Product for the Initial Operational Capability planned for April 2026;
- The Royal Canadian Navy (RCN)'s History Log File enterprise supporting Maritime Forces Pacific region has undergone a major upgrade. In addition, the refurbishment of the Signals Intelligence collection site in Masset, British Columbia is expected to conclude in the following fiscal year; and
- Entered into an agreement with NAV CANADA for the sustainment of Air/Ground/Air systems located at NAV CANADA sites to formalize existing sustainment arrangements.

Enhancing secure communications:

- Advanced maritime high frequency communications with the North Atlantic Treaty Organization nations and entered into a Memorandum of Understanding with Belgium for interoperability testing; and
- Completed the Base emergency radio communication system modernization with the newer Project 25 standard having been adopted across Defence. Project 25 is a suite of standards for interoperable digital two-way radio projects.

Expanding space-based surveillance:

- Delivered Medium Earth Orbit Search and Rescue (MEOSAR) and commissioned new SAR Satellites Medium Earth Observation Local User Terminals in Goose Bay, Newfoundland and Edmonton, Alberta. MEOSAR participated in several multinational meetings with our United States partners, including the National Aeronautics and Space Administration, National Oceanic and Atmospheric Administration and the United States Space Force to coordinate the delivery of four Canadian-made SAR Repeaters to the United States;
- Participated in the Space Surveillance Network (SSN) Metrics Integrated Process Team multinational forum to provide an update on the Surveillance of the Space 2 project, engage with SSN stakeholders, and develop requirements for integrating new Space Domain Awareness capabilities; and
- Leveraged the Canadian Space Agency's knowledge and expertise in Space projects to benefit the Surveillance of Space 2 project, leading to enhancements on technical requirements and synergies on a future operations centre. Progressed towards delivery of new Space Domain Awareness capabilities through the Surveillance of Space 2 project, including issuing a competitive Request for Proposals for Ground-Based Optical Telescope sites, and developing a complete draft Request for Proposals for the Space-Based Optical satellite.

Modernizing digital infrastructure to support operational effectiveness:

- The Initial Operating Capability (IOC) date of 31 December 2024 for the Canadian Forces Electronic Warfare Support project was not met due to a contracting delay for a piece of equipment. The delivery of this equipment is now on contract, and IOC will now be achieved in FY 2025-26;
- Delivered the Interim Quantum Safe Cryptographic Capabilities under the [Advanced Cryptographic Capabilities](#) Project. The project is an interim solution to address the quantum computing threat, providing mandatory software upgrades to all impacted secure telephony family, network encryption family, and link encryption family cryptographic devices; and
- Initiated the Classified Security Management Infrastructure Phase 2B project, beginning the transition from the legacy Electronic Key Management System to the Government of Canada's Key Management Infrastructure (GoC KMI). Defence is now using the GoC KMI as the system of

record for key management. The system enables the generation, receipt, and distribution of cryptographic keys using modern algorithms to support secure strategic and tactical communication networks, radios, and telephones across DND and the Government of Canada.

Advancing the Secure Radio and Secure Radio Modernization Project:

- Upgraded all primary Royal Canadian Air Force and RCN Static Sites across Canada and declared Modern Secure Communications capable. Remaining secondary and alternative sites are being evaluated for possible upgrade once requirements have been confirmed;
- Finalized the engineering and testing on the Secure Radio upgrade to the Aurora aircraft. The aircraft can be rapidly outfitted for mission if Modern Secure Communications is operationally required;
- Completed the engineering and testing for the Modern Secure Communications upgrade capability for seven Kingston-class and four Halifax-class ships; and
- Awarded the contract for Modern Secure Communications High Frequency radio. Delivery of the radio has not commenced due to longer than expected production lead time due to the global chip shortage.

Naval Communications Modernization Project updates:

- Signed the Letter of Offer from the United States Government for the Link 16 Multifunctional Information Distribution System, Joint Tactical Radio System Foreign Military Sales Case;
- Conducted a site survey of His Majesty's Canadian Ship *Vancouver* external communication systems with United States Navy personnel to successfully determine the suitability of the United States Navy Digital Modular Radio for the Halifax-class frigates to address the obsolescence issues of the legacy external communications system as part of the full capability delivery;
- Approved the Foreign Military Sale Case Price and Availability in support of the first procurement of the Small Modular Radio Cluster as part of the full capability delivery;
- Completed the Preliminary Design Review of the Interim Capability for the Halifax-class frigates and Victoria-class Submarines;
- Issued call-up against a National Master Standing Offer for an Ultra-High Frequency Line of Sight Satellite Communication radio for the Interim Capability; and
- [Tactical Narrowband Satellite Communications – Geosynchronous Project](#): Signed the Letter of Offer and Acceptance with the United States Government to establish Operation and Support Foreign Military Sale Case, securing six years of access and support the Mobile User Objective System (MUOS) capability. Defence also provided Operator training to over 100 DND/CAF personnel to utilize the MUOS capability.

Supplies are available and well-managed

Results achieved

In fiscal year 2024-25, the Department of National Defence (DND) advanced its efforts to enhance materiel accountability and modernize supply chain operations in support of Canadian Armed Forces (CAF) readiness. With a focus on efficiency, resilience, and responsiveness, these efforts contributed to greater oversight and availability of material to support operations at home and abroad.

Improved inventory management and business process optimization:

- A Materiel Planning solution was delivered to the Equipment Management Teams and has helped rationalize National Procurement efforts by \$300 million; and
- Initiated the development of a Defence Supply Chain Resilience Strategy to mitigate supply chain challenges caused by less predictable geopolitical factors, the rate of inflation affecting nations globally, and the evolving defence and security environment.

Expanded the use of data analytics:

- Average monthly Defence Supply Chain data and analytics users increased by 97% across DND/CAF. The average number of reports run per month increased by 150%. The most used reports relate to transactions, an area that has seen a 17% transactional quality improvement.

Key risks

There are many risks associated with the Procurement of Capabilities core responsibility. Four of the key risks are articulated below:

Military Strength — There is a risk that Defence will not have the right military personnel, in the right numbers, at the right place, and at the right time.

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.

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.

Resources required to achieve results

Table 5.5: Snapshot of resources required for Procurement of Capabilities.

Resource	Planned	Actual
Spending	\$6,245,203,819	\$7,383,814,779
Full-time equivalents	2,714	3,239

[The Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) and the [People section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.



Gender-based Analysis Plus

Defence will continue to build the capacity to conduct, apply and incorporate gender-based analysis plus (GBA Plus) findings into decision making for equipment acquisition and materiel support activities, in alignment with the implementation of the Department of National Defence and the Canadian Armed Forces' (DND/CAF) recently released [Culture Evolution Strategy](#).

As per the Project Approval Directive, all projects are subject to a formal GBA Plus, which is incorporated into project documentation and work, including business case analyses, departmental governance, and Treasury Board and ministerial submissions. This ensures that issues of gender equality, intersectionality, diversity and human rights, and unequal benefit, harm or exclusion, are appropriately identified and addressed. The analysis is iterative during the full length of the project, from inception through to project closeout, including monitoring of impact by intersectional identity factors and any evaluation or review of the project. The 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 focuses on GBA Plus and improving performance and comfort of the soldier. Sustained efforts aim to mature the departmental procurement process to enable definition and implementation

activities. Defence will test the flexibility of this approach with additional procurements of personal protective equipment in support of operation efforts.

The Tactical Integrated Command, Control and Communications Air Project management office's GBA Plus review resulted in plain-language procurement requirements and broadened outreach for five contracts awarded in fiscal year 2024-25 (shelters, radios, surveillance data link equipment, datalink ground entry infrastructure, Mobile tactical datalink equipment). These measures remove potential gender and language-based barriers, ensuring more inclusive and equitable participation in the competitive process. As a result, underrepresented groups gain better access to procurement opportunities within the project's scope.



United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Defence procurement continued to adhere to Canadian environmental standards and integrated energy and environmental considerations into procurement decision-making.

Green procurement requirements were incorporated in Requests for Proposals to address environmental and sustainability factors such as compliance with evolving regulations and reducing the use of toxic substances in equipment. An equipment environmental assessment that identifies inherent environmental risks of an equipment was part of contract deliverables for equipment procured. When purchasing goods and services, DND leveraged the use of green common procurement instruments, such as standing offers and supply arrangements that include environmental considerations.



Indigenous relations

DND/CAF are committed to fostering positive relationships with Indigenous partners to meet treaty obligations and Indigenous policy commitments. This includes ensuring that at least 5% of the total value of defence contracts are held by Indigenous businesses, as mandated by the Minister of Public Services and Procurement Canada and the Minister of Indigenous Services Canada. Success in this initiative relied on meaningful engagement, focusing on beneficial outcomes for both Defence and Indigenous businesses. Our approach involved providing direct contract opportunities to Indigenous businesses, incentivizing their participation in procurements, conducting meaningful engagement, bridging the supply and demand knowledge gap, and enabling measurement and reporting. Through these efforts, Defence aimed to actively involve Indigenous businesses in the procurement process, supporting increased representation of Indigenous businesses in federal procurement, improved access to economic opportunities and advancement of economic reconciliation.

In fiscal year 2024-25, DND awarded between 2-3% of the total value of all contracts to Indigenous businesses. Challenges in meeting the minimum 5% target included significant capacity gaps between DND procurement requirements and Indigenous business availability. Consequently, challenges with the integrity of data on the Indigenous Business Directory and the small number of Indigenous businesses that had successfully registered meant there were few businesses that met the required definitions of an Indigenous business for whom awarded contract values counted toward the 5% target.

Program inventory

Procurement of Capabilities is supported by the following programs:

- Maritime Equipment Acquisition;
- Land Equipment Acquisition;
- Aerospace Equipment Acquisition;
- Defence Information Technology Systems Acquisition, Design and Delivery; and
- Defence Materiel Management.

Additional information related to the program inventory for Procurement of Capabilities is available on the [Results page on GC InfoBase](#).

Core Responsibility 6: Sustainable Bases, Information Technology Systems and Infrastructure

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Progress on results](#)
- [Details on results](#)
- [Key risks](#)
- [Resources required to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)

Description

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



Quality of life impacts

This core responsibility contributes to the [Good Governance](#) domain of the [Quality of Life Framework for Canada](#), specifically supporting the 'Democracy and institutions' sub-domain, as demonstrated through the activities mentioned in the core responsibility description.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 6: Sustainable Bases, Information Technology Systems and Infrastructure.

Table 6.1: Naval, Army, and Air Force Bases enable military operations and defence activities.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of single quarters accommodations that can be used	At least 90%	31 March 2025	2022-23: 92% 2023-24: 84.9% 2024-25: 91.3%
% deviation of average daily meal cost from the standard allowance	At most 15%	31 March 2025	2022-23: 20.2% 2023-24: 24.3% 2024-25: 15.3%*

* Several factors contributed to not meeting this target, such as the inflationary pressure on food costs, the availability challenges with products on local procurement, and data gaps with Training Establishments to support planning. This will reduce waste and lower costs and is being tracked as part of a formation solution.

Table 6.2: Defence infrastructure is well-managed throughout its lifecycle.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of infrastructure in fair or better condition	At least 80%	31 March 2025	2022-23: 64.5% 2023-24: 59.81% 2024-25: 54.67%*
% of maintenance and repair investment in relation to the infrastructure portfolio value	At least 2%	31 March 2025	2022-23: 1.5% 2023-24: 1.4% 2024-25: 1.38%**
% of the total real property value that is identified as surplus	At most 2%	31 March 2025	2022-23: 2% 2023-24: 2.11% 2024-25: 2.11%***

* The target was not met due to rising costs and delayed repairs resulting from insufficient funding, which have contributed to the continued deterioration of DND's aging infrastructure portfolio. However, recent government investments in Defence infrastructure are expected to enable DND to improve the condition and suitability of its real property to better support the needs of a modern Canadian Armed Forces in the future.

** The target was not met due to budgetary constraints which limited DND's ability to invest in improvements. However, new investments are expected to provide sufficient funding in future years, enabling DND to improve the overall condition and suitability of the Defence real property portfolio.

*** The target was not met due to a higher number of assets being added to the surplus property list, driven by advancements in asset tiering and portfolio management approaches. Although DND advanced all planned divestment activities in 2024-25, recent funding will enable DND to remove these surplus assets from the portfolio.

Table 6.3: Defence activities are carried out in a safe and environmentally responsible manner.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
% of Greenhouse Gas Emissions Reduction relative to a 2005 baseline	At least 40%	31 March 2025	2022-23: 35.7% 2023-24: 38.4% 2024-25: 39.1%*
% of reduction in contaminated sites liability based on the closing liability of the previous year	At least 10%	31 March 2025	2022-23: 11% 2023-24: 10.33% 2024-25: 10.93%

*Deadline to meet target as set by the Greening Government Strategy Directive is now March 2026

[The Results section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for Sustainable Bases, Information Technology Systems and Infrastructure in 2024-25 compared with the planned results set out in the Department of National Defence and the Canadian Armed Forces departmental plan for the year.

Naval, Army and Air Force Bases enable military operations and defence activities

Results achieved

In fiscal year (FY) 2024-25, the Department of National Defence and the Canadian Armed Forces (DND/CAF) advanced the resilience, modernization, and operational readiness of Naval, Army, and Air Force bases across Canada. These bases served as critical enablers of military operations and supported force generation, training, and the well-being of Defence Team personnel. Beyond their operational roles, bases remained vital contributors to the economic and social fabric of their surrounding communities.

Progress in maintaining and enhancing Naval bases:

Naval bases maintained close collaboration with various stakeholders and the Canadian Forces Housing Agency throughout FY 2024-25. While infrastructure and accommodations shortfalls remain well understood, plans were advanced or developed to optimize land use within existing budgetary and personnel constraints. DND/CAF also continued to restore the trained effective strength of the CAF by identifying future infrastructure needs, including accommodations and workspaces for new Royal Canadian Navy sailors.

Progress advanced on the alignment of support systems, architecture, accountabilities, responsibilities, and authorities with mandated functions. Despite persistent challenges related to legacy systems, Canadian Forces Base Esquimalt made significant strides by developing a new organizational establishment tool. The tool enables real-time data tracking, supports informed decision-making, and improves the quality of organizational performance metrics.

Progress in maintaining and enhancing Army bases:

In January 2025, the Government of Canada awarded a design contract for a new [\\$98 million facility for the Canadian Army's 21 Electronic Warfare Regiment at Canadian Forces Base Kingston](#), and is expected to be operational by 2028. With construction underway, the project, which will sustain approximately 150 local jobs, will consolidate units into a secure compound to enhance collaboration, training and support for electronic warfare capabilities.

Canadian Army (CA) bases require Wi-Fi capabilities to support portable work devices on DND-controlled networks, as well as personal devices on commercial (public-facing) networks. To advance this objective, \$8 million in Army-wide funding was allocated in FY 2024-25 for regional Service Management Centres to engage Shared Services Canada and plan Wi-Fi installations across the CA, however, due to the scale and complexity of these initiatives at various sites, only two installations were completed of the nine originally planned.

Network infrastructure was successfully upgraded at approximately 40 Canadian Army sites, including bases, garrisons, and armouries, through collaboration with the Digital Services Group, enhancing the Canadian Army's ability to adapt to modern cloud-based tools.

Progress in maintaining and enhancing Air Force bases:

The Royal Canadian Air Force (RCAF) advanced infrastructure upgrades across key wings in operational readiness and long-term [North American Aerospace Defense Command \(NORAD\) modernization](#) goals. These included improvements to hangars, support facilities, runways, taxiways, and utilities, particularly at fighter wings. Notable initiatives included:

- [Defence of Canada Fighter Infrastructure](#);
- [Arctic Over-the-Horizon Radar](#);
- [Future Aircrew Training](#); and

- [Future Fighter Lead-in Training](#).

Despite this progress, aging infrastructure continued to pose challenges. The RCAF advanced utility upgrade plans and implemented several minor capital investments nationwide. Additional resourcing will be required to meet the growing infrastructure demands of future air operations. The RCAF also contributed to the development of the [Defence Real Property Portfolio Strategy](#), aimed at ensuring long-term infrastructure sustainability and affordability.

Advanced initiatives in system engineering, information technology (IT) architecture, and innovation to support departmental priorities:

- Collaborated with Shared Services Canada (SSC) to clarify responsibilities for unclassified video conferencing services, enabling longer-term planning to improve service delivery across the department;
- Improved the process to capture, track and execute operational network requests impacting critical infrastructure and departmental priorities, in partnership with SSC;
- Developed a plan under the Information Technology Infrastructure Capability Major Capability Project to improve classified network access and cooperation between SSC and DND, enhancing service integration;
- Deployed cybersecurity solutions across Defence enterprise networks to improve incident response, containment actions, and threat hunting operations, advancing CAF Cyber Command's cyber resilience posture;
- Enabled Zero Trust Architecture, via remote command and control to support force mobility and secure collaboration with the Five Eyes partners. This included engineering new Impact Level 6 cloud access from the Consolidated Secret Network Infrastructure to the [United States Department of Defense](#) cloud-enabled technologies, mostly in support of NORAD Initiatives;
- Expanded secure cloud services, advancing application migration Protected B-level adoption, and the introduction of a Cloud Cost Recovery Model for clients;
- Improved SSC service integration by doubling wireless installations at DND sites, consolidating accounts across organizations within Defence to align with SSC's \$52 million central invoicing model, deploying SSC's new portal with coast-to-coast staff training, and advocating for increased SSC capacity to manage rising demand for network and hosting services;
- Accelerated business transformation by scaling adoption of Defence 365 tools for digitized workflows (e.g. appointment booking, dashboard-enabled operations) with secure data-centric authentication, in addition to releasing the Zero Trust Security Guidance, outlining principles and a roadmap for enterprise-wide implementation; and
- Enhanced data and cyber protection by expanding Data Loss Prevention across legacy and cloud systems, improving access controls to some of its Software as a Service providers, deploying password-less multi-factor authentication on mobile devices, integrating cyber security requirements into digital contracts, and launching an industrial cyber security certification team under the Canadian Program for Cyber Security Certification.

Defence infrastructure is well-managed throughout its lifecycle

Results achieved

In fiscal year (FY) 2024-25, the Department of National Defence (DND) made important progress in managing and modernizing the federal government's largest real property portfolio. Defence advanced the implementation of the [Defence Real Property Portfolio Strategy \(DRPPS\)](#). Targeted investments in military facilities and sustainability initiatives were made, while progress continued on key infrastructure projects, including runway upgrades, accommodation facilities, and IT enhancements. Ongoing funding constraints and departmental spending reductions required prioritization to sustain operational readiness and service delivery.

DND also advanced efforts to align real property initiatives with broader Government of Canada priorities, including continued engagement with Indigenous communities and shaping infrastructure investments to support evolving defence requirements. Investments in the renewal, sustainment, and construction of new residential housing further enhanced quality of life for the Canadian Armed Forces (CAF) members and their families.

DND advanced the following strategic areas of focus:

- Finalized the National Real Property Portfolio Plan (NRPPP) framework, with key priorities: Base Supported Capabilities, Mission Continuity, Institutional Priorities, and Portfolio Optimization, which will guide targeted investment decisions over a five-year horizon;
- Integrated NRPPP priorities into infrastructure renewal planning under the updated Defence Policy, [Our North, Strong and Free](#);
- Deepened partnerships with other government departments on infrastructure in the North to ensure a Whole-of-Government, collaborative approach to meeting Government of Canada policy objectives;
- Completed Asset Tiering for the Living Accommodation Category. This matrix-based performance management tool categorizes real property assets into five tiers, enabling consistent investment and disposal decisions aligned with broader portfolio goals and facilitating measurable progress over time;
- Advanced Master Real Property Development Plans to guide complex projects, ensure proper land use planning, and align medium and long-term infrastructure investments with Defence DRPPS objectives. Key sites included:
 - Canadian Forces Base (CFB) Goose Bay, Newfoundland (final draft complete);
 - CFB Greenwood, Nova Scotia (final draft complete);
 - Ottawa, Ontario (first draft expected Summer 2025);
 - Naden - CFB Esquimalt, British Columbia (completed); and
 - CFB Halifax, Nova Scotia (completed).
- ***Invested \$6 million in demolition and completed 100% of planned FY 2024-25 divestment activities (41), reducing its real property footprint and eliminating obsolete assets;***
- Collaborated with Public Services and Procurement Canada (PSPC) and the Canada Lands Company (CLC) under the [Federal Lands Initiative](#) to accelerate the disposal of surplus federal properties for conversion into affordable housing. This initiative supports sustainable development, public accessibility, and balances environmental conservation with community engagement;
- Finalized a Memorandum of Understanding between DND and CLC to enable planning for the redevelopment of the National Defence Medical Centre property in Ottawa, and an Agreement of Purchase and Sale for His Majesty's Canadian Ship *Hunter* facility in Windsor, Ontario, has been drafted, with transfer anticipated in FY 2025-26;
- Added 10 surplus DND properties to the Canada Public Land Bank through collaboration with PSPC;
- Initiated an innovative dual-use housing approach, allowing select operational assets to support both military and civilian use in three urban centres: Victoria, British Columbia, Toronto, Ontario and Halifax, Nova Scotia;
- Advanced Phase 1 of the Residential Portfolio Capital Investment Program under the Defence Residential Housing Program, which is targeting the [construction of 668 Residential Housing Units \(RHUs\) as well as the renovation of additional RHUs over five years](#). Highlights include:

- Commenced construction on six net-zero emissions-ready apartment buildings (36 units) in Edmonton, the first of their kind in the federal portfolio; and
- Awarded modified Design-Build contracts:
 - 120 units in Esquimalt, British Columbia;
 - 200 units across Ontario, in Kingston, Petawawa, and Borden; and
 - 40 units in Gagetown, New Brunswick.
- Completed design work for 10 six-plex apartment buildings (60 units) in Kingston and Borden;
- Advanced designs and site adaptation for 58 units, including rowhouses, semi-detached homes, and apartments in Valcartier, Quebec; and
- Completed renovations on 502 RHUs, including interior retrofits, exterior upgrades, and whole house renovations which improved comfort, indoor air quality, energy efficiency and durability, while also reducing carbon emissions.

Key infrastructure projects advanced or completed to directly support the CAF's operational readiness:

- Achieved a major milestone for the Defence Research and Development Canada (DRDC) laboratory at CFB Valcartier with the completion of the main building and successful occupant move-in. Garage construction is underway;
- Completed the construction of the new Health Centre at CFB Valcartier, and the renovations of the existing facilities are proceeding as planned;
- Completed B Jetty construction and launched A Jetty construction under the \$1.1 billion A/B Jetty Recapitalization Project at CFB Esquimalt to support future fleets through the [National Shipbuilding Strategy](#);
- Completed the \$90 million facility for 4 Engineer Support Regiment at CFB Gagetown, enhancing the Canadian Army's High Readiness Engineer Unit with a 20,000 m² facility;
- Completed construction and project close-out of a secure facility at CFB Petawawa, with all buildings transferred to CAF personnel, and required demolition finalized;
- Advanced the Quick Reaction Alert (QRA) at CFB Bagotville, Quebec, which passed its 65% Design Review with the United States Joint Program Office in February 2025. Construction is underway, including structural steel, foundations, and taxiway/apron development. Initial Operational Capability is expected by December 2027;
- Continued design and construction of the \$188 million Combatant Training and Integration Centre at CFB Halifax to support River-class destroyer operations through advanced training systems;
- Commenced construction of the \$44 million Neurobehavioral Blast Research Facility at CFB Suffield, Alberta, for DRDC, enabling world-class research into blast injury treatment and prevention;
- Progressed construction at the Dwyer Hill Training Centre, Ontario, completing ammunition magazines in September 2024 and contracting initial building packages in Summer 2024. A power grid upgrade agreement was signed with Hydro Ottawa to support security and infrastructure needs;
- Continued runway extension work at Inuvik Airport in collaboration with the Government of the Northwest Territories and Indigenous partners, advancing long-term economic opportunities in the North;
- Initiated construction at the Halifax Armouries to restore structural integrity and modernize facilities for Reserve units;
- Advanced the design of Fighter Squadron Facilities and continued site preparation under the Future Fighter Capability Project at CFB Cold Lake, Alberta and CFB Bagotville. Progressed

infrastructure components under the Defence of Canada Fighter Infrastructure project, completed Power Grid Modernization and information management / information technology upgrades at both locations and initiated design for the QRA hangar at CFB Cold Lake, Alberta;

- Initiated the design phase for a new Junior Non-Commissioned Member Training Accommodation high-rise at CFB Esquimalt. The facility will house 482 single-occupancy rooms, a dining and galley space, administrative support services, and other auxiliary services, with design completion expected by fall 2025;
- Launched the design phase for the Colonel-Gaëtan-Côté (Belvédère Street) and William Street Armouries in Sherbrooke, Quebec, under the Sherbrooke Armouries recapitalization project, a key step in preserving this historic community landmark and delivering modern facilities for Reservists; and
- Commenced the design phase for hangar and airfield infrastructure at Main Operating Base East at CFB Trenton, Ontario, in support of the Strategic Tanker Transport Capability project and the introduction of the CC-330 Husky aircraft fleet.

Defence activities are carried out in a safe and environmentally responsible manner

Results achieved

The Department of National Defence and the Canadian Armed Forces (DND/CAF) strengthened their commitment to environmental responsibility by implementing key initiatives under the environmental program and the [Canadian Army Environmental Policy](#). As the largest contributor to the Government of Canada's greenhouse gas (GHG) emissions, accounting for approximately 50%, the department integrated climate-focused actions into asset management and infrastructure planning, while broadening environmental considerations across procurement, operations, and capability development. In alignment with the [Federal Sustainable Development Strategy](#) Target 12, Defence also advanced green procurement practices, prioritized low-emission suppliers, and reduced landfill waste to support the transition to a net-zero portfolio.

Key sustainability results and initiatives achieved in fiscal year (FY) 2024-25 include:

- Established a department-wide Environmental Management System, accompanied by updated policy guidance to strengthen environmental compliance and consistency across Defence;
- Completed the final draft of the Real Property GHG Emissions Reduction Roadmap, targeting a 90% reduction from 2005 levels and a net-zero portfolio by 2050;
- Assessed and remediated 225 contaminated sites under the [Federal Contaminated Sites Action Plan](#) and the DND Contaminated Sites Program. In addition, six former Defence sites were addressed to mitigate risks associated with [unexploded explosive ordnance](#);
- Advanced the Energy Performance Contract (EPC) program with the following:
 - [Awarded one new contract \(Saint-Jean-sur-Richelieu\)](#), bringing the total number of EPCs to 27. Of these:
 - Nine are completed;
 - Seven are under construction;
 - Ten are in the implementation phase; and
 - One is currently in procurement.
 - Assessed 97% of eligible bases, with 83% progressing to implementation.
- Achieved \$156 million in infrastructure improvements to date, with \$424 million under contract and an additional \$391 million procured;
- EPCs continue to exceed performance expectations, with nine completed projects delivering \$8.4 million in annual savings and reducing emissions by 27,563 tonnes (tCO₂eq). Across all 27

EPCs, projected annual savings total \$43 million and 129,744 tCO₂e in GHG reductions. Procurement has been initiated for a new EPC in Cold Lake, Alberta, with additional sites currently under review;

- Advanced the Smart Building Energy Management Systems program, which leverages human and computer analytics to optimize existing building equipment. An assessment was completed at Canadian Forces Base Esquimalt, with service deployment anticipated in FY 2025-26;
- Integrated environmental considerations into operational readiness planning, including the development and testing of Environmental Emergency Preparedness and Response policy requirements during Defence exercises;
- Approved the Operational Fleet Decarbonization Plan, incorporating GHG forecasts to 2050, and submitted alongside the Pathway to Net Zero strategy to Assistant Deputy Minister (Infrastructure and Environment) for review by the Treasury Board Secretariat's Centre for [Greening Government](#);
- Sustained steady-state operations of the Air Force Fuel Management system, implemented on 1 April 2023 and actively supported by 1 Canadian Air Division Headquarters. Ongoing user feedback has driven iterative system enhancements;
- Advanced Sustainable Aviation Fuel (SAF) procurement efforts despite ongoing global supply constraints and high civilian demand:
 - Continued SAF acquisitions at international locations where available; and
 - Finalized a bulk SAF purchase contract for 4 Wing Cold Lake, Alberta, under the [Low Carbon Fuel Procurement Program](#), using the Book and Claim system. Effective 1 April 2025, the contract secures 4 million litres of neat SAF, with an option for an additional 6 million litres.
- Engaged the [Royal Military College Green Team](#) at 8 Wing Trenton to complete an Aircraft Ground Operations efficiency study, which identified marginal GHG savings of less than 1%; and
- Applied the [Climate, Nature, and Economic Lens](#) to Strategic Environmental Assessments for new Royal Canadian Air Force platforms and capabilities, ensuring long-term sustainability is embedded in capability development.

Key risks

Several risks can affect the department's ability to achieve its Departmental Results, including:

Matériel Procurement — There is a risk that DND/CAF may have difficulty procuring matériel capabilities at the right level to support operations.

Information Technology Procurement — There is a risk that Defence may have difficulty procuring information technology capabilities at the right level to support operations.

Infrastructure Management — There is a risk that Defence may have difficulty managing its infrastructure at the right level to support operations.

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

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 core responsibility.

Resources required to achieve results

Table 6.4: Snapshot of resources required for Sustainable Bases, Information Technology Systems and Infrastructure.

Resource	Planned	Actual
Spending	\$4,490,063,164	\$4,482,599,215
Full-time equivalents	15,444	16,178

The [Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) and the [People section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.



Gender-based Analysis Plus

The Department of National Defence and the Canadian Armed Forces (DND/CAF) continued to progress gender-based analysis plus (GBA Plus) on infrastructure to identify and remove barriers to inclusion for members of the Defence Team. Defence implemented improvements to parking space allocation for members with disabilities; as well as pregnant members, designated dedicated smudging locations, and removed barriers to health care by introducing a Black, Indigenous and People of Colour health clinic.



United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

In line with the Government of Canada's commitment to greening operations, Defence continued implementing the [Defence Climate and Sustainability Strategy](#) in fiscal year (FY) 2024-25. The strategy outlines departmental actions in support of the United Nations 2030 Agenda for Sustainable Development and Canada's [Federal Sustainable Development Strategy](#). Notable results include:

- A 18.1% reduction in GHG emissions from the national safety and security fleet, relative to the 2005 baseline (SDG 13);
- 82.6% of electricity consumed was sourced from clean energy (SDG 12);
- 42% of conventional light-duty vehicle acquisitions were zero-emissions vehicles or hybrids, where available (SDG 12); and
- 10.9% reduction in DND's contaminated sites liability (SDG 12).

More information on the Department of National Defence and the Canadian Armed Forces contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in the [Defence Climate and Sustainability Strategy](#).



Indigenous relations

DND continued to support the whole-of-government approach to advancing the Government of Canada's reconciliation agenda, including the implementation of the [United Nations \(UN\) Declaration on the Rights of Indigenous Peoples Act](#) (UN Declaration Act) and the fostering of a renewed relationship with Indigenous peoples.

In FY 2024-25, key activities included:

- Continued engagement and collaboration with Indigenous partners in the implementation of Shared Priority Action Plan Measure 45, and Inuit Priorities Action Plan Measures 16-19 under

the [UN Declaration Act Action Plan 2023-2028](#), including reporting on FY 2024-25 activities through the Department of Justice;

- Increased internal collaboration and coordination to align DND/CAF activities, policies, and processes with the UN Declaration Act, underscored by the development of policy instruments and tools to support Indigenous engagement and consultation. This was supported through the promulgation of [Defence Administrative Orders and Directives \(DAOD\) 4004-0](#), Indigenous Affairs; the publication of directives and associated standard on Indigenous Engagement and Consultation; as well as through conducting workshops for internal capacity building;
- Advanced work in the Sovereignty, Defence, and Security Priority Area of the [Inuit-Crown Partnership Committee](#), including co-developing the Work Plan that supports joint priorities;
- Delivered cultural awareness and policy guidance and tools across Defence, including updates to Defence learning products to align with legal and policy obligations;
- Provided over \$1 million in funding to 25 First Nations, Inuit, and Métis organizations through the [Indigenous Reconciliation Program](#) to support alignment and build relationships with Indigenous groups on matters of common interest; and
- Provided strategic guidance to stakeholders on litigation management by advising on effective resolution approaches for ongoing legal claims. This proactive support fostered stronger collaboration across other involved departments and partners, facilitated the development of shared solutions, and reinforced positive relationships with Indigenous partners, while aligning with broader Government of Canada priorities.

Program inventory

Sustainable Bases, Information Technology Systems and Infrastructure is supported by the following programs:

- 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 Management and Climate Action;
- Indigenous Affairs;
- Naval Bases;
- Land Bases;
- Air and Space Wings;
- Joint, Common and International Bases;
- Military Police Institutional Operations; and
- Safety.

Additional information related to the program inventory for Sustainable Bases, Information Technology Systems and Infrastructure is available on the [Results page on GC InfoBase](#).



In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous businesses](#)

Description

Internal services refer to the activities and resources that support a department in its work to meet its corporate obligations and deliver its programs. The 10 categories of internal services are:

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

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.

Management and Oversight Services

The Department of National Defence and the Canadian Armed Forces (DND/CAF) completed four audits pertaining to DND/CAF services and initiatives including [CAF relocation services](#), [North Atlantic Treaty Organization operational support authorities](#), [CAF minor project management](#) and [Defence Infrastructure](#). Moreover, the Department has also completed the following six evaluations: [CAF Strategy to achieve fundamental change for the Reserve Force](#), [Strategic Medical Countermeasures Program](#), [Arctic Operations, the Military Police Academy, the Naval Experience Program](#), and [Evaluation of the Capital Assistance Program](#).

The results for each of the audits and evaluations completed in fiscal year (FY) 2024-25 can be found within the relevant hyperlinks above.

Additionally, the Canadian Military Colleges Review Board (CMCRB) was established and empaneled to analyze the benefits, advantages, disadvantages, and costs of continuing to educate Regular Officer Training Plan naval and officer cadets at the Canadian Military Colleges (CMC). The review focused on the quality of education, socialization, and military training at the CMCs, as well as the Cadet Chain of Responsibility system. A Secretariat was established within the Defence Team to support the CMCRB. The Secretariat served as a liaison between DND/CAF organizations, as well as external experts both domestically and internationally, and conducted research and analysis, organized engagements with

stakeholders, provided logistical support, public affairs and communications services, and access to legal advice.

The [CMCRB report](#) included 48 recommendations designed to refocus, restructure, rebalance, and rejuvenate the CMCs. The Defence Team conducted a strategic assessment of the recommendations, and the department has moved ahead with the implementation of several recommendations based on this assessment.

Communications Services

Defence strengthened transparency and public engagement through timely, digital-first communications by managing 1,897 media requests and responding to 2,200 public requests, delivering 381 stakeholder engagements, and reaching over 1 million Canadians through the [National Veterans' Week Speakers Program](#). Improved social media engagement on existing accounts led to an 8.2% audience increase, while advertising campaigns focusing on meeting the Canadian Armed Forces recruitment goals generated 676 million impressions and 544 thousand start application clicks. The department also enhanced its [Canada.ca](#) web presence through usability testing and feedback tools focused on recruitment, pay, and innovation; raised awareness of culture evolution progress, including 14 commemorative events; issued updates on 30 legal proceedings; communicated on operations, emerging issues, plans, and programs through proactive public messaging and products; and produced 260 speeches for ministerial, military and civilian leaders to raise awareness of Canada's defence priorities and global contributions.

Legal Services

The Defence Team, both within and out of the domain of military law, provided legal support, and advanced policy reform and operational support as demonstrated by a selection of key accomplishments, including:

- Supported the implementation of recommendations from the [Third Independent Review](#) and the [Independent External Comprehensive Review](#);
- Supported the advancement of Bill C-66, which proceeded to second reading but was not completed due to the prorogation of Parliament on 6 January 2025;
- Worked to advance consultations concerning the creation of a permanent military court by producing a consultation paper and commencing the consultation process;
- Supported responses to human rights claims brought under the [Canadian Human Rights Act](#), including before the Canadian Human Rights Commission and the Canadian Human Rights Tribunal;
- Planned, developed and implemented the Canadian Armed Forces (CAF)-wide rollout of Justice Administration Information Management System (JAIMS), which included updated Military Justice System Time Standards. As of January 2025, JAIMS is used as the means to administer all unit-level military justice cases; and
- JAIMS' user training strategy was completed in collaboration with the Canadian Forces Training Development Center.

The Defence Team supported the negotiation, execution, implementation and coordination of various complex class actions, and ensured any settled requirements were met or on track (e.g., the [DND-CAF Sexual Misconduct Class Action Settlement](#); CAF [Systemic Racism Class Action](#); Lockhart; Thomas; LGBT Purge Class Action Fourth Supplementary Settlement Agreement; and Delayed Pension Benefits Class Action). This included supporting claims administration processes, exercising due diligence on settlement funds, coordinating projects and other initiatives under settlement agreements, managing horizontal governance on class action files with multiple stakeholders, the negotiation of settlements and legal proceedings across the litigation pipeline and advised on litigation implementation best practices.

Human Resources Management

The Defence Team prioritized workforce diversity, service modernization, and hybrid work readiness, by launching the Employment Equity, Diversity and Inclusion Plan, expanding human resources data tools for decision-making, and cutting external staffing timelines by 29.3% through a review of end-to-end staffing practices. Pay services improved with a 29% reduction in the Phoenix backlog and the closure of over 86,000 cases, while collaboration with Public Services and Procurement Canada continued toward full backlog resolution by 2027. The department supported hybrid work by implementing a return-to-office directive, providing oversight for exceptions through the Compliance and Coherence Committee, and by monitoring workplace trends through performance management.

Financial Management

In Budget 2024, the department secured funding totaling \$8.1 billion over five years (on an accrual basis), starting in 2024-25, and \$73.0 billion over 20 years (on an accrual basis) for Canada's new defence policy, [Our North, Strong and Free](#). The department's financial strategy aligns with the defence policy, ensuring sustained investment in Canada's defence.

The Defence Team's financial management continues to evolve to meet the demands of a changing environment. 2024-25 was a rewarding year for the financial community and the Defence Team. The Department of National Defence (DND) made significant progress in securing funding for major initiatives, such as the River-class Destroyers and the Future Fighter Capability Project.

The Defence Team has adopted a One Finance vision, which aims to strengthen collaboration, alignment and best practices across the financial community in DND and the Canadian Armed Forces. Additionally, financial governance was also strengthened to increase transparency, support decision-making, and ensure accountability and oversight at all levels.

As part of the government's Refocusing Government Spending initiative, DND reduced spending on professional services, travel, and general operating expenses, to meet its savings target of \$810 million in 2024-25.

The Defence Team remains committed to the continuous implementation of strong financial practices.

Information Management

The department advanced its data readiness and governance by developing a draft Data Management Health Check, launching the Enterprise Catalog pilot aligned with metadata standards, and continuing progress on the Enterprise Data Hub through the Data Ready Defence initiative. The department established the Department of National Defence and the Canadian Armed Forces (DND/CAF) Artificial Intelligence (AI) Centre to align AI activities across Defence and supported self-serve analytics through Power BI and Microsoft Fabric playbooks. The DND/CAF Data Standardization Framework was also finalized in support of the Chief of the Defence Staff Directive for Force Posture and Readiness, enabling secure, standardized, and interoperable data systems to improve operational effectiveness and decision-making.

Information Technology

To modernize digital infrastructure and enable secure collaboration, Defence advanced enterprise information technology alignment in fiscal year 2024-25, retiring legacy systems, replacing over 40,000 phone lines, and improving bandwidth for hybrid operations across bases and garrisons. In collaboration with Shared Services Canada, the Department of National Defence deployed secure SharePoint and M365 environments, supported mobile access for reservists and health practitioners, and enhanced cloud security through context-aware access controls and encryption solutions. Information technology governance and compliance were strengthened through engagement with Treasury Board Secretariat and adoption of tools for centralized billing, application monitoring, and onboarding automation for Protected B content and external collaboration.

Resources required to achieve results

Table 7.1: Resources required to achieve results for Internal Services this year.

Resource	Planned	Actual
Spending	\$1,186,033,463	\$1,105,465,396
Full-time equivalents	4,969	5,209

[The Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) and the [People section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

The Department of National Defence and the Canadian Armed Forces results for 2024-25:

Table 7.2: Total value of contracts awarded to Indigenous businesses.

Contracting performance indicators	2024-25 Results
Total value of contracts awarded to Indigenous businesses	\$115,989,713.60
Total value of contracts awarded to Indigenous and non-Indigenous businesses	\$28,843,784,964.75
Value of exceptions approved by deputy head	\$24,603,736,555.45
Proportion of contracts awarded to Indigenous businesses	2.74%
The result does not include the value of subcontracts. DND is not currently able to track and report on Indigenous subcontracting activity. Methodology is being developed to capture the value of Indigenous subcontracts on major defence projects. Establishing a reliable and consistent approach to track and report this activity will be essential to fully reflect Indigenous participation.	

In its 2025-26 Departmental Plan, the Department of National Defence and the Canadian Armed Forces estimated that it would award 5% of the total value of its contracts to Indigenous businesses by the end of 2024-25. This target was not met, primarily due to ongoing challenges with securing Indigenous capacity to submit bids for major defence projects. Additionally, the requirement for Indigenous businesses to be registered on a list deemed acceptable by the Government of Canada means that defence contracts awarded to eligible Indigenous businesses that have chosen not to register are excluded from the reported results, despite their legitimate participation.

Spending and human resources

In this section

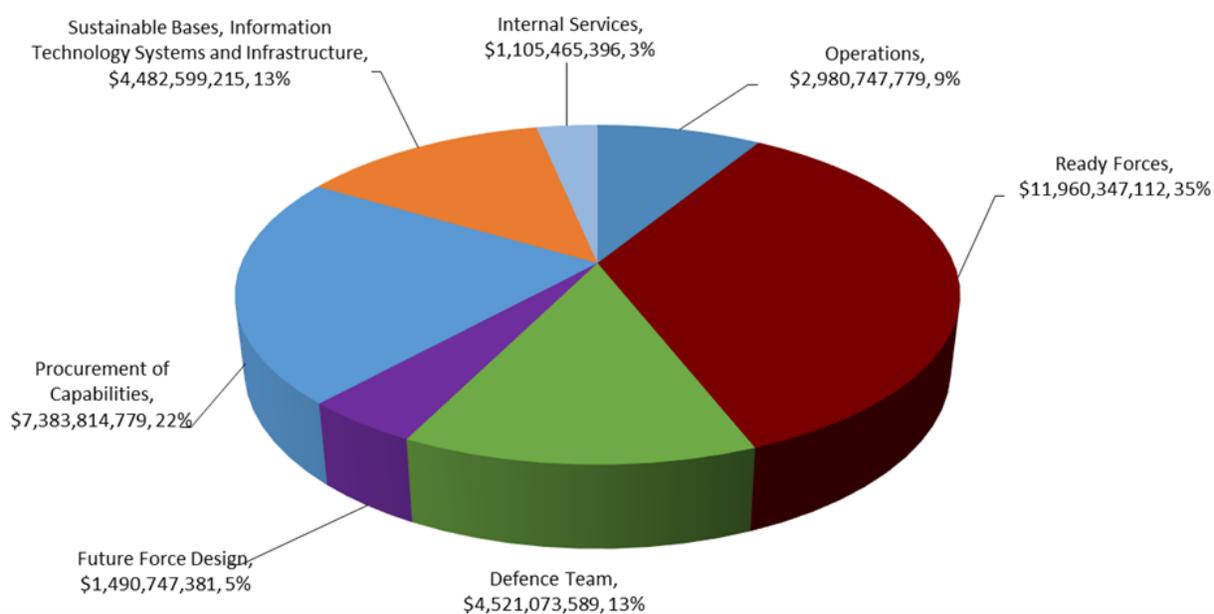
- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

Spending

This section presents an overview of the department's actual and planned expenditures from 2022-23 to 2027-28.

Graph 1: Actual spending by core responsibility in 2024-25.

Departmental Spending for 2024-25 by Core Responsibility (dollars)



Core responsibilities and internal services	Amount
Operations	\$2,980,747,779
Ready Forces	\$11,960,347,112
Defence Team	\$4,521,073,589
Future Force Design	\$1,490,747,381
Procurement of Capabilities	\$7,383,814,779
Sustainable Bases, Information Technology Systems and Infrastructure	\$4,482,599,215
Internal Services	\$1,105,465,396
Total	\$33,924,795,251

Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over five years, starting in 2023-24, and by \$4.1 billion annually after that.

As part of meeting this commitment, the Department of National Defence and the Canadian Armed Forces identified the following spending reductions:

- 2024-25: \$810,449,000
- 2025-26: \$851,437,000
- 2026-27 and after: \$907,539,000

During 2024-25, the Department of National Defence (DND) and the Canadian Armed Forces (CAF) worked to realize these reductions through the following measures:

- Professional Services and Travel Reductions: reductions were focused on discretionary travel, such as governance and planning meetings, while CAF deployments remained unaffected:
 - \$200 million reduction in professional services spending.
 - \$58.6 million reduction in travel expenses.
- General Operating Funds: reductions were aimed at long-term efficiencies across the organization, and targeted areas with a history of underspending:
 - \$354.8 million reduction in general operating expenses.
- Delayed or Deferred Initiatives: reductions included programs awaiting Treasury Board approval, by revising schedules to harvest savings without compromising future capabilities:
 - \$197.1 million saved by deferring initiatives not yet started or funded.

Additional targeted reduction work is underway to identify \$142.7 million in savings for 2025-26 and \$304.8 million for 2026-27.

Budgetary performance summary

Table 8.1: Actual three-year spending on core responsibilities and internal services (dollars).

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
Operations	\$2,280,404,320	\$3,067,779,541	<ul style="list-style-type: none"> • 2022-23: \$2,019,743,879 • 2023-24: \$2,190,545,796 • 2024-25: \$2,980,747,779
Ready Forces	\$11,304,585,891	\$12,256,868,816	<ul style="list-style-type: none"> • 2022-23: \$10,796,359,609 • 2023-24: \$13,368,953,006 • 2024-25: \$11,960,347,112
Defence Team	\$4,212,785,688	\$4,398,664,308	<ul style="list-style-type: none"> • 2022-23: \$3,914,692,450 • 2023-24: \$5,390,707,098 • 2024-25: \$4,521,073,589
Future Force Design	\$865,727,609	\$1,100,796,899	<ul style="list-style-type: none"> • 2022-23: \$835,360,142 • 2023-24: \$1,472,799,282 • 2024-25: \$1,490,747,381
Procurement of Capabilities	\$6,245,203,819	\$7,961,290,738	<ul style="list-style-type: none"> • 2022-23: \$3,860,260,423 • 2023-24: \$4,927,504,771 • 2024-25: \$7,383,814,779
Sustainable Bases, Information Technology Systems and Infrastructure	\$4,490,063,164	\$4,623,828,740	<ul style="list-style-type: none"> • 2022-23: \$4,097,255,100 • 2023-24: \$4,913,996,715 • 2024-25: \$4,482,599,215
Subtotal	\$29,398,770,491	\$33,409,229,042	\$90,607,508,126
Internal services	\$1,186,033,463	\$1,302,284,428	<ul style="list-style-type: none"> • 2022-23: \$1,406,488,492 • 2023-24: \$1,204,970,119 • 2024-25: \$1,105,465,396
Total	\$30,584,803,954	\$34,711,513,470	\$94,324,432,133

Analysis of the past three years of spending

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

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

Significant variances in financial resources are detailed at the core responsibility and program level in the “Supporting information on the program inventory” section of the document. Explanations are provided when the variance is at least \$100 million or when the difference between the actual and the planned amount is 100%.

The variance between planned spending and actual spending in fiscal year 2024-25 can be attributable to incremental funding accessed in-year through the Supplementary Estimates process for spending requirements that were not sufficiently developed in time for inclusion in the Main Estimates. Over the last three years, specific areas related to this variance were due to contributions to Ukraine and North Atlantic Treaty Organization (NATO) programs, military pay and allowance, and capital equipment acquisition and support.

The [Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase](#) offers more financial information from previous years.

Table 8.2: Planned three-year spending on core responsibilities and internal services (dollars).*

Core responsibilities and internal services	2025-26 planned spending	2026-27 planned spending	2027-28 planned spending
Operations	\$2,270,235,517	\$1,576,635,265	\$1,660,059,637
Ready Forces	\$12,320,171,806	\$12,474,018,274	\$12,891,508,465
Defence Team	\$4,406,612,568	\$4,460,009,656	\$4,523,206,812
Future Force Design	\$1,165,339,276	\$1,244,658,441	\$1,163,672,230
Procurement of Capabilities	\$9,548,783,861	\$10,698,049,281	\$10,055,819,183
Sustainable Bases, Information Technology Systems and Infrastructure	\$4,892,993,081	\$5,290,199,348	\$5,376,976,115
Subtotal	\$34,604,136,109	\$35,743,570,265	\$35,671,242,442
Internal services	\$1,060,875,589	\$1,072,613,833	\$1,054,117,179
Total	\$35,665,011,698	\$36,816,184,098	\$36,725,359,621

* The forward-looking figures align with the 2025-26 Departmental Plan and do not reflect the September 2025 integration of the Canadian Coast Guard (CCG) as a Special Operating Agency within the Department of National Defence.

Analysis of next three years of spending

Planned spending is anticipated to increase starting in fiscal year 2025-26 and onwards as per the Prime Minister and Minister of National Defence announcement in June 2025 and is not yet reflected in the planned spending figures in the above table. This investment in defence is aimed at bringing Canada's defence spending to 2% of gross domestic product in fiscal year 2025-26.

[The Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces on GC Infobase](#) offers more financial detailed financial information related to future years.

Table 8.3: Budgetary actual gross spending summary (dollars).

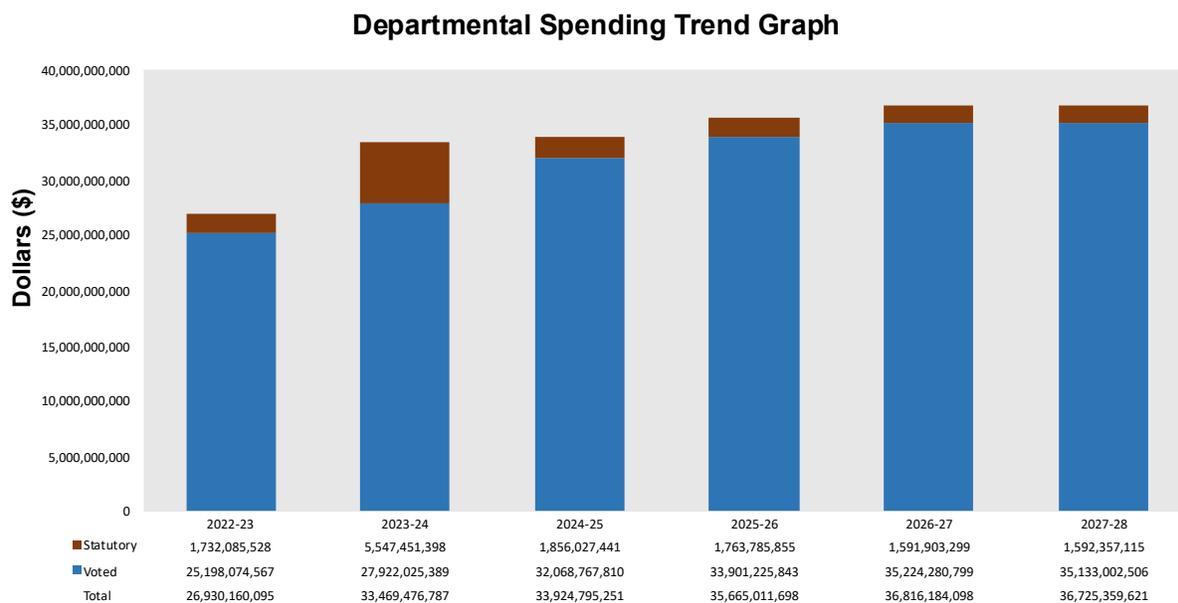
Core responsibilities and internal services	2024-25 actual gross spending	2024-25 actual revenues netted against expenditures	2024-25 actual net spending (authorities used)
Operations	\$2,980,891,147	\$143,368	\$2,980,747,779
Ready Forces	\$11,983,829,320	\$23,482,208	\$11,960,347,112
Defence Team	\$4,584,677,555	\$63,603,966	\$4,521,073,589
Future Force Design	\$1,491,179,969	\$432,588	\$1,490,747,381
Procurement of Capabilities	\$7,383,832,302	\$17,523	\$7,383,814,779
Sustainable Bases, Information Technology Systems and Infrastructure	\$4,708,826,727	\$226,227,512	\$4,482,599,215
Subtotal	\$33,133,237,020	\$313,907,165	\$32,819,329,855
Internal services	\$1,116,018,012	\$10,552,616	\$1,105,465,396
Total	\$34,249,255,032	\$324,459,781	\$33,924,795,251

[The Finances section of the Infographic for the Department of National Defence and the Canadian Armed Forces \(DND/CAF\) on GC Infobase](#) offers information on the alignment of DND/CAF's spending with Government of Canada's spending and activities.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. Consult the [Government of Canada budgets and expenditures](#) for further information on funding authorities.

Graph 2: Approved funding (statutory and voted) over a six-year period.*



Approved funding (statutory and voted) over a six-year period.			
Fiscal year	Statutory	Voted	Total
2022-23	\$1,732,085,528	\$25,198,074,567	\$26,930,160,095
2023-24	\$5,547,451,398	\$27,922,025,389	\$33,469,476,787
2024-25	\$1,856,027,441	\$32,068,767,810	\$33,924,795,251
2025-26	\$1,763,785,855	\$33,901,225,843	\$35,665,011,698
2026-27	\$1,591,903,299	\$35,224,280,799	\$36,816,184,098
2027-28	\$1,592,357,115	\$35,133,002,506	\$36,725,359,621

* The forward-looking figures align with the 2025–26 Departmental Plan and do not reflect the September 2025 integration of the Canadian Coast Guard (CCG) as a Special Operating Agency within the Department of National Defence.

Analysis of statutory and voted funding over a six-year period

In fiscal year 2023-24, Statutory spending was more than planned due to a one-time nominal credit of \$3,298 million to the Superannuation Account at year-end to eliminate the actuarial shortfall. This credit was identified in the actuarial report on the Pension Plan for the Regular Force as of 31 March 2022.

Consult the [Public Accounts of Canada](#) for further information on the Department of National Defence and the Canadian Armed Forces departmental voted and statutory expenditures.

Financial statement highlights

The Department of National Defence and the Canadian Armed Forces [Financial Statements](#) (Unaudited) for the year ended March 31, 2025.

Table 8.4: Condensed Statement of Operations (unaudited) for the year ended March 31, 2025 (dollars).*

Financial information	2024-25 actual results	2024-25 planned results	Difference (actual results minus planned)
Total expenses	\$28,502,901,521	\$29,458,601,642	(\$955,700,124)
Total revenues	\$360,186,396	\$378,807,255	(\$18,620,858)
Net cost of operations before government funding and transfers	\$28,142,715,125	\$29,079,794,387	(\$937,079,266)

* Further details of FY 2024–25 Planned results and associated notes are available in the [Future-oriented Statement of Operations \(Unaudited\) from the 2024–25 Departmental Plan](#).

Analysis of the Condensed Statement of Operations (unaudited) for the year ended March 31, 2025

The Consolidated Statement of Operations and Departmental Net Financial Position provides the net cost of the Department's operations for the year ended 31 March 2025.

Overall, from FY 2023-24 to 2024-25, the Department's net cost of operations before government funding and transfers decreased by \$1,854 million (6.2%). The decrease in actual expenses in 2024–25 compared to 2023–24 actual expenses is mainly due to an actuarial adjustment of \$3.298 million to the Canadian Forces Superannuation Account that occurred in 2023-24, which mostly impacted Ready Forces, Defence Team, and Sustainable Bases, Information Technology Systems and Infrastructure.

These were partially offset by higher expenditures in Operations due to significant transfers to NATO.

Lastly, there was an increase in Procurement of Capabilities expenditures to support major projects such as the River-class Destroyers, the Canadian Multi-Mission Aircraft, and the Joint Support Ship.

The 2024-25 planned results information is provided in the Department of National Defence and the Canadian Armed Forces [Future-Oriented Statement of Operations and Notes 2024-25](#).

Table 8.5: Condensed Statement of Operations (unaudited) for 2023-24 and 2024-25 (dollars).*

Financial information	2024-25 actual results	2023-24 actual results	Difference (2024-25 minus 2023-24)
Total expenses	\$28,502,901,521	\$30,389,055,888	(\$1,886,154,367)
Total revenues	\$360,186,396	\$392,286,845	(\$32,100,449)
Net cost of operations before government funding and transfers	\$28,142,715,125	\$29,996,769,042	(\$1,854,053,917)

*Further details of 2024–25 Planned results and its associated notes are available in the [Future-oriented Statement of Operations \(Unaudited\) from the 2024–25 Departmental Plan](#).

Analysis of the Condensed Statement of Operations (unaudited) for 2023-24 and 2024-25

The Consolidated Statement of Operations and Departmental Net Financial Position provides the net cost of the Department's operations for the year ended 31 March 2025.

Overall, from fiscal year 2023–24 to 2024–25, the Department's net cost of operations before government funding and transfers decreased by \$1,854 million (6.2%). The decrease in actual expenses in 2024–25 compared to 2023–24 actual expenses is mainly due to an actuarial adjustment of \$3.298 million to the Canadian Forces Superannuation Account that occurred in 2023–24, which mostly impacted Ready Forces, Defence Team, and Sustainable Bases, Information Technology Systems and Infrastructure.

These were partially offset by higher expenditures in Operations due to significant transfers to NATO.

Lastly, there was an increase in Procurement of Capabilities expenditures to support major projects such as the River-class Destroyers, the Canadian Multi-Mission Aircraft, and the Joint Support Ship.

Table 8.6: Condensed Statement of Financial Position (unaudited) as of March 31, 2025 (dollars).

Financial information	Actual fiscal year (2024-25)	Previous fiscal year (2023-24)	Difference (2024-25 minus 2023-24)
Total net liabilities	\$10,046,919,390	\$9,893,174,616	\$153,744,774
Total net financial assets	\$4,681,372,576	\$4,822,871,160	(\$141,498,584)
Departmental net debt	\$5,365,546,814	\$5,070,303,456	\$295,243,358
Total non-financial assets	\$59,140,424,378	\$52,077,306,191	\$7,063,118,187
Departmental net financial position	\$53,774,877,564	\$47,007,002,735	\$6,767,874,829

Analysis of Condensed Statement of Financial Position (unaudited) as of March 31, 2025

The Consolidated Statement of Financial Position provides the balances of the Department's assets, liabilities and net financial position as of 31 March 2025.

Overall, from fiscal year 2023-24 to 2024-25, the Departmental net financial position increased by \$6,768 million (14.4%). This is mainly due to continued investments in non-financial assets related to key capital projects.

Further details can be found in the Consolidated departmental financial statements and its accompanying notes.

Human Resources

This section presents an overview of the department's actual and planned human resources from 2022-23 to FY 2027-28.

Table 8.7: Actual human resources for core responsibilities and internal services.

Core responsibilities and internal services	2022-23 actual full-time equivalents	2023-24 actual full-time equivalents	2024-25 actual full-time equivalents
Operations	2,686	2,867	3,067
Ready Forces	43,777	42,208	41,661
Defence Team	18,728	19,820	21,118
Future Force Design	2,064	2,144	2,202
Procurement of Capabilities	2,339	2,874	3,239
Sustainable Bases, Information Technology Systems and Infrastructure	15,614	15,575	16,178
Subtotal	85,208	85,488	87,465
Internal Services	4,656	5,099	5,209
Total	89,864	90,587	92,674

Table 8.8: Human resources planning summary for core responsibilities and internal services.*

Core responsibilities and internal services	2025-26 planned full-time equivalents	2026-27 planned full-time equivalents	2027-28 planned full-time equivalents
Operations	2,764	2,822	2,887
Ready Forces	42,417	43,241	44,151
Defence Team	22,295	22,719	23,187
Future Force Design	2,055	2,052	2,065
Procurement of Capabilities	3,064	3,062	3,087
Sustainable Bases, Information Technology Systems and Infrastructure	15,883	15,971	16,176
Subtotal	88,478	89,867	91,553
Internal Services	4,993	4,974	4,986
Total	93,471	94,841	96,539

* The forward-looking figures align with the 2025–26 Departmental Plan and do not reflect the September 2025 integration of the Canadian Coast Guard (CCG) as a Special Operating Agency within the Department of National Defence.

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

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

Table 8.9: Total planned and actual human resources for Reserve Force Personnel for FY 2024-25.

	Planned 2025-26	Actual 2024-25	Difference (actual minus planned)
Primary Reserve	30,000	23,561	(6,439)
Cadet Organization Administration and Training Service	5,866	5,883	17
Canadian Rangers	5,000	4,825	(175)

Supplementary information tables

The following supplementary information tables are available on the Department of National Defence and the Canadian Armed Forces website:

- [Details on transfer payment programs](#)
- [Gender-based Analysis Plus](#)
- [Response to parliamentary committee and external audits](#)
- [Status report on transformational and major capital projects](#)

Federal tax expenditures

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

Corporate information

Departmental profile

Appropriate Minister: The Honourable David J. McGuinty, P.C., M.P.

Associate Minister: The Honourable Jill McKnight, P.C., M.P.

Deputy Minister: Stefanie Beck

Chief of the Defence Staff: General Jennie Carignan, CMM, MSC, MSM, CD

Ministerial portfolio:

- Department of National Defence;
- Canadian Armed Forces;
- National Defence and Canadian Forces Ombudsman;
- Independent Review Panel for Defence Acquisition;
- Office of the Chief Military Judge;
- Defence Research and Development Canada;
- Communications Security Establishment;
- Military Police Complaints Commission of Canada; and
- Military Grievances External Review Committee.

Enabling instrument(s):

- [National Defence Act](#);
- [Communications Security Establishment Act](#);
- [Emergencies Act](#);
- [Aeronautics Act](#); and
- [Fisheries Act](#).

Year of incorporation / commencement: 1923

Departmental contact information

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

Telephone: 613-992-4581

Email: information@forces.gc.ca

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

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, departments or individuals; and payments to Crown corporations.

capability (capacité)

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

core responsibility (responsabilité essentielle)

An enduring function or role of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

Departmental Plan (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament in spring.

departmental priority (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

departmental result (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

departmental result indicator (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

Full-time equivalent (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

Gender-based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Results Report, government priorities are the high-level themes outlining the government’s agenda as announced in the [2021 Speech from the Throne](#).

horizontal initiative (initiative horizontale)

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

Indigenous business (entreprise autochtones)

For the purposes of a Departmental Result Report, this includes any entity that meets the Indigenous Services Canada’s criteria of being owned and operated by Elders, band and tribal councils, registered in the [Indigenous Business Directory](#) or registered on a modern treaty beneficiary business list.

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

performance indicator (indicateur de rendement)

A qualitative or quantitative measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

plan (plan)

The articulation of strategic choices, which provides information on how a department 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 to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

An Individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

A listing that identifies all the department’s programs and the resources that contribute to delivering on the department’s core responsibilities and achieving its results.

result (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

statutory expenditures (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

target (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

voted expenditures (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.