



National  
Defence

Défense  
nationale

CANADIAN  
ARMED FORCES



FORCES ARMÉES  
CANADIENNES

# Department of National Defence and the Canadian Armed Forces

## 2026-27 Departmental Plan

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



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# Department of National Defence and the Canadian Armed Forces 2026-27 Departmental Plan

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## **At a glance**

This departmental plan details the Department of National Defence and the Canadian Armed Forces (DND/CAF) priorities, plans, and associated costs for the upcoming three fiscal years.

These plans align with the priorities outlined in the [Mandate Letter](#), as well as the DND/CAF [Vision, mission, raison d'être and operating context](#).

## **Strategic operating context**

The global security environment is becoming increasingly complex and volatile, placing growing pressure on Canada's sovereignty and national security. Adversaries possess advanced capabilities that can threaten Canadians with minimal warning, while climate change is transforming the Arctic into a zone of strategic competition. Rapid technological innovation is intensifying global competition for military advantage, and hostile actors continue to test Canada's resilience through cyber-attacks, disinformation, and other destabilizing activities.

In June 2025, the Government of Canada committed to investing 2% of its Gross Domestic Product (GDP) on defence by 31 March 2026. This additional investment accelerated efforts to rebuild, rearm, and reinvest in the Canadian Armed Forces (CAF), supporting a military that is ready, resilient, and relevant to detect, deter, and defend against emerging threats. This funding has already strengthened the foundations of Canada's defence by driving recruitment and retention, modernizing infrastructure, sustaining core fleets, and fortifying the digital backbone. These planned investments will complement capabilities to be delivered through [Our North, Strong and Free](#) (ONSAF) and the modernization of the North American Aerospace Defense Command (NORAD).

Canada also committed to investing 5% of the GDP on core defence capabilities and on defence and security related dual use investments by 2035. National Defence will enable the CAF to have secure, timely, and reliable access to the capabilities required to defend Canada, protect sovereignty, and address both current and future threats.

As defence investments grow, the immediate priority will be to strengthen the Defence Team's foundation, its people, infrastructure, and equipment sustainment. At the same time, Defence will address critical capability gaps and advance procurements outlined in ONSAF. These actions will enable the CAF to detect, deter, and defend threats to Canada and North America, particularly in the Arctic. They will also support Canada's treaty obligations in the Euro-Atlantic and contribute to security in the Indo-Pacific and other key regions.

Defence investment is also an investment in Canada's economy. These commitments strengthen the economy by creating skilled jobs, stimulating innovation, and reinforcing domestic supply chains in key sectors. They help translate defence spending into broader national benefits, enhancing both Canada's military capability and its long-term economic competitiveness.

## Key priorities

The Department of National Defence and the Canadian Armed Forces identified the following key priorities for 2026-27:

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

## Comprehensive Expenditure Review

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

As part of meeting this commitment, the Department of National Defence and the Canadian Armed Forces (DND/CAF) is planning the following spending reductions:

- **2026-27:** \$459.4 million
- **2027-28:** \$459.7 million
- **2028-29:** \$460.3 million

No job losses are anticipated as a result of these reductions. DND/CAF remains in a period of growth, supported by significant long-term defence investments that continue to strengthen operational readiness, capabilities, and the civilian and military workforce needed to deliver them.

DND/CAF will achieve these reductions by doing the following:

- **Fleet Divestments:** Retire selected fleets that are nearing the end of their service lives, face rising sustainment costs, and that either no longer align with future Canadian Armed Forces operational requirements or for which replacement capabilities have already been identified. These divestments will reduce expenditures on fleet sustainment, operations, training, and personnel, while avoiding major recapitalization and modernization costs. Retiring these increasingly costly platforms, which have diminishing strategic value, will ensure that resources are focused on acquiring and fielding modern capabilities for the Canadian Armed Forces. The breakdown of expected savings by fleet and platform type will only be confirmed after divestment decisions have been finalized and begin to be implemented.
- **Real Property and Infrastructure Optimization:** Readjust the real property portfolio through divestment of underutilized, obsolete or surplus assets. This will reduce spending on operations and maintenance, utilities and services, and Payments in Lieu of Taxes, while streamlining the overall real property footprint. Where appropriate, divested assets may be repurposed by other levels of government or the private sector, creating additional public value.
- **Energy Performance Contracts Systems Efficiencies:** Expand the use of the proven Energy Performance Contract model to retrofit defence facilities with energy-efficient systems financed by third-party Energy Service Companies who are repaid directly from

guaranteed utility cost savings. The reductions will primarily affect the Real Property Operations and Maintenance budget, where utilities remain a major cost driver. This is a scalable and low-risk solution that reduces recurring costs, modernizes defence infrastructure, and advances Canada's climate commitments while ensuring fiscal discipline.

- **Governance and Internal Services Modernization:** Modernize governance practices and internal services to address systemic inefficiencies that create bottlenecks and contribute to project delivery delays that result in increased costs. Measures include introducing automation and digitizing workflows; consolidating duplicative HR, finance and IM/IT processes; and streamlining approvals for low-risk, low-value projects. Reducing these administrative burdens will allow DND/CAF and its partners to focus on execution rather than process and accelerate the delivery of new capabilities.

The figures in this departmental plan reflect these reductions.

## **Highlights for the Department of National Defence and the Canadian Armed Forces in 2026-27**

“Defence Spending and Investments: How National Defence Benefits Canadians”

In fiscal year (FY) 2026-27, the Department of National Defence and the Canadian Armed Forces (DND/CAF) will allocate over \$50 billion to protect Canadians, strengthen Canada’s sovereignty, and support economic growth. This funding sustains a workforce of more than 93,000 full-time military and civilian personnel and makes Defence one of the largest employers in the federal government. It also supports tens of thousands of additional jobs across Canadian industry in sectors such as advanced manufacturing, technology, and professional services. These investments will generate long-term growth opportunities contributing to a resilient, innovation-driven economy.

Budget 2025 marked a generational investment in national defence and security, including an \$81.1 billion multi-year investment to rebuild, rearm, and reinvest in the CAF. Funding is ramping up to modernize Arctic infrastructure, advance NORAD modernization, and procure advanced capabilities. At the same time, the department continues to implement targeted efficiencies to ensure resources are aligned to current priorities.

Defence is also evolving to strengthen Canada’s maritime security. The 2025 integration of the Canadian Coast Guard into the Defence portfolio, while maintaining its civilian mandate, enables closer operational coordination and enhances Canada’s ability to safeguard its waters, coastal communities, and national sovereignty.

Across FY 2026–27 and beyond, investments are focused on rebuilding military readiness, renewing aging infrastructure and fleets, modernizing digital and cyber systems, expanding domestic munitions and sustainment capacity, and strengthening Canada’s defence industrial base. Together, these efforts are enabling the CAF to operate effectively in a more contested security environment, defend Canada and North America, and contribute credibly alongside allies.

These investments deliver tangible benefits for Canadians. Every dollar spent on Defence generates ripple effects across the economy, supporting Canadian suppliers, driving innovation, and strengthening domestic supply chains. Investments support good jobs and skills development, strengthen communities through infrastructure renewal, and improve Canada’s ability to respond to emergencies and security threats. A stronger, more modern defence posture underpins

Canada's security, economic stability, and long-term prosperity; while ensuring the CAF have the resources and support needed to defend Canada, protect Canadians, and contribute to global security.

In 2026-27, total planned spending (including internal services) for DND/CAF is **\$51,703,553,000** and total planned full-time equivalent staff (including internal services) is **104,951**.

## **Summary of planned results**

The following provides a summary of the results the department plans to achieve in 2026-27 under its main areas of activity, called "core responsibilities."

### **Core responsibility 1: Operations**

The Canadian Armed Forces (CAF) play vital roles in defending Canada at home, contributing to continental defence, and promoting peace and stability abroad. The CAF must be prepared to detect, deter, and defend against evolving threats in all domains while addressing challenges to North America's security. At home, the CAF will remain ready to support Canadians by responding to Requests for Assistance from the Government of Canada, so that help is available in times of crisis.

Globally, the CAF deploys forces for capability-building operations, humanitarian missions, defence engagement, and peacekeeping to protect Canada's security and prosperity, which continues to be challenged by competition and instability. Priorities include asserting Northern and Arctic sovereignty as a cornerstone of domestic and continental defence, supporting NATO assurance and deterrence measures and reinforcing Canada's commitment to regional stability in the Indo-Pacific. The CAF will also maintain its contributions to United Nations peacekeeping missions as part of Canada's enduring commitment to multilateral engagement, addressing global peace and security challenges, and strengthening the rules-based international order.

**Planned spending:** \$5,000,065,978

**Planned human resources:** 3,515

More information about [Operations](#) can be found in the full plan.

### **Core responsibility 2: Ready Forces**

The ability to carry out the missions mandated by the Government of Canada remains the core business of Defence and one of the most important responsibilities of the Chief of the Defence Staff. An understanding of force readiness is essential to providing sound military advice on the CAF's ability to protect and defend Canada, Canadians, and Canadian interests at home and abroad. Defence will continue to strengthen readiness across all domains (land, air, maritime, space, and cyber) to enable the CAF to deliver on assigned missions. Building on the readiness frameworks introduced in previous years, Defence will develop and refine these frameworks to better direct, measure, and analyze CAF readiness at both the operational and institutional levels. Investments in personnel, training, and equipment will help prepare CAF members, keep them well-supported, and equip them to respond effectively to evolving threats and operational demands.

As part of this effort, the Canadian Army Modernization is reshaping land power to meet emerging threats. The establishment of the Defence of Canada Division and the Manoeuvre Division provide ready forces to defend Canada's sovereignty: one focused on national security and domestic

defence, and the other designed to deliver agile, lethal, division-level effects for major combat operations at home or around the world. Defence will also enhance joint and combined readiness through exercises and partnerships with allies, promoting interoperability and the ability to integrate seamlessly in multinational operations. Improvements to force generation and sustainment systems will help maintain ready forces for when they are required, while balancing operational tempo with the health and resilience of CAF personnel.

These efforts will support Defence in maintaining ready and resilient forces capable of responding rapidly and effectively to domestic emergencies, continental defence commitments, and international operations.

**Planned spending:** \$14,611,217,935

**Planned human resources:** 43,894

More information about [Ready Forces](#) can be found in the full plan.

### **Core responsibility 3: Defence Team**

Defence will continue to build a diverse, resilient, and operationally ready CAF by advancing reconstitution efforts, with a focus on recruitment and retention to achieve the authorized force strength. Efforts will also support the evolving needs of CAF members, their families, and civilian employees across the Defence Team. Planned actions to support military families include provision of enhanced childcare services to CAF personnel and their families, with special attention to the unique and emergency context of CAF childcare needs.

Defence will also continue implementing significant pay, compensation and benefits initiatives announced in August 2025. The first measure is a pensionable pay raise, implemented in November 2025, while additional measures are planned throughout FY 2026-27, recognizing the efforts and dedication of CAF members and responding to the challenges of recruitment and retention in a competitive environment.

**Planned spending:** \$5,377,166,004

**Planned human resources:** 22,704

More information about [Defence Team](#) can be found in the full plan.

### **Core responsibility 4: Future Force Design**

Defence will continue its in-depth analysis of the long-term military operating environment, focusing on the characteristics of future conflict, warfare, and warfighting. This analysis considers both adversary and allied perspectives to assess the challenges Canada must consider when developing military capabilities. Coupled with the future operating environment, capstone military concepts will guide the alignment of CAF Force Development and Design with the evolving future operating environment.

**Planned spending:** \$1,480,674,756

**Planned human resources:** 2,068

More information about [Future Force Design](#) can be found in the full plan.

### **Core responsibility 5: Procurement of Capabilities**

Defence will advance new and modernized capabilities as outlined in ONSAF and through NATO commitments to increase defence investments, building on foundational commitments from [Strong, Secure, Engaged](#) and the NORAD Modernization Plan. These efforts will equip the CAF

to operate effectively in an increasingly complex and contested global environment, with a particular focus on Arctic sovereignty, technological innovation, and strategic deterrence.

In response to evolving threats and to align to emerging government priorities, Defence will advance capability acquisition and support with the recently announced [Defence Industrial Strategy](#). Working with partners, the department is streamlining acquisition processes, reinforcing Canada's defence industrial base, and enhancing collaboration with domestic industry.

Defence will continue to balance procurement costs with operational requirements, delivery timelines, and socio-economic benefits, while addressing persistent challenges such as global supply chain disruptions, rapid technological evolution, and industry capacity. Through these coordinated efforts, Defence will secure timely and reliable access to key capabilities, reinforcing Canada's sovereignty, supporting economic growth, and sustaining the CAF's ability to meet operational demands at home and abroad.

**Planned spending:** \$12,768,501,870

**Planned human resources:** 3,501

More information about [Procurement of Capabilities](#) can be found in the full plan.

## **Core responsibility 6: Sustainable Bases, Information Technology Systems and Infrastructure**

Defence will continue to build a resilient, adaptive, and mission-ready real property portfolio that sustains CAF activities across Canada, including in the North and Arctic. This will be achieved through strategic recapitalization, modernization, and the adoption of sustainable delivery models that reflect evolving operational needs. Housing will remain a key priority, with a focus on enhancing the quality of life for CAF members and their families through improved housing services and responsible infrastructure management. In parallel, the department will strengthen partnerships with other government departments, provinces, territories, Indigenous rights holders, Northern communities, allies, think tanks, and industry, to help guarantee infrastructure initiatives that are consistent with legal and policy commitments and create opportunities to align efforts. Defence will also advance the [Defence Climate and Sustainability Strategy](#) by delivering energy-efficient projects and working to advance new and renewed infrastructure that supports net-zero and climate-resilient objectives.

Defence infrastructure projects are anticipated to generate increased employment opportunities across the country, including in remote and Northern regions as defence investment in these areas expands. These initiatives are expected to support a broad range of skilled trades, construction services, and related professions, contributing to local economic activity and community resilience while modernizing Defence infrastructure.

The Digital Foundation portfolio supports sustainability, modernization, and operational readiness across by modernizing enterprise platforms, strengthening cybersecurity, and expanding secure connectivity across Defence, including remote and Arctic regions. In partnership with Shared Services Canada, the Defence Team is modernizing networks across more than 480 sites and advancing secure, scalable cloud services to support NORAD modernization, operational platforms, and data-driven infrastructure planning. Cyber resilience is reinforced through zero-trust architecture and centralized identity and access management across multi-security environments.

**Planned spending:** \$7,280,548,195

**Planned human resources:** 16,897

More information about [Sustainable Bases, Information Technology Systems and Infrastructure](#) can be found in the full plan.

## **Core responsibility 7: Marine Navigation**

The Canadian Coast Guard (CCG) will continue to transition to digital, real-time, and integrated marine navigation services to help prevent collisions and groundings, strengthen Canada's maritime domain awareness, and uphold the sovereignty of Canadian waters. CCG will also conduct a preliminary assessment of existing marine navigation data challenges in the Arctic region, in anticipation of the implementation of e-Navigation. These efforts will include mapping out data and data-sharing requirements, infrastructure requirements, and developing a comprehensive strategic framework. From coast to coast to coast, CCG will continue to seek opportunities for co-development, co-design, and co-delivery with Indigenous partners to improve programs and service delivery.

**Planned spending:** \$307,634,322

**Planned human resources:** 1,687

More information about [Marine Navigation](#) can be found in the full plan.

## **Core responsibility 8: Marine Operations and Response**

CCG will strengthen its ability to manage marine risks, respond effectively to emergencies, protect ecosystems, and build enduring partnerships with Indigenous and coastal communities. CCG will also continue to renew and maintain the fleet of vessels under the National Shipbuilding Strategy and the Fleet Sustainability Initiative and implement interim measures to support the delivery of essential services until new vessels arrive. Efforts to strengthen Indigenous involvement in developing, managing, and implementing initiatives that protect coastal waters and support participation in search and rescue operations will continue.

**Planned spending:** \$3,652,797,401

**Planned human resources:** 4,728

More information about [Marine Operations and Response](#) can be found in the full plan.

For complete information on the Department of National Defence and the Canadian Armed Forces total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

## From the Minister



The Honourable David J. McGuinty  
Minister of National Defence

I am honoured to present the Defence Team’s Departmental Plan for 2026-27, which outlines how the Department of National Defence (DND) and the Canadian Armed Forces (CAF) will continue to protect Canadians, defend our sovereignty, and contribute to global security. This plan also reflects our commitment to delivering results for Canadians through a modern, inclusive, and operationally ready military.

The Government of Canada took decisive steps over the past year to strengthen Canada’s defence posture in response to evolving global threats. We are making generational investments in Canada’s security, sovereignty, and resilience. In Budget 2025, we announced \$81.8 billion over five years, starting in 2025-26, to rebuild, rearm, and reinvest in the CAF.

In the year ahead, these investments will enable the Defence Team to make progress on implementing [Our North, Strong and Free](#). New initiatives, including improvements to compensation and benefits for CAF members, modernizing the recruitment process, and enhancing support for military families will continue our efforts to strengthen CAF capabilities. Investments for [North American Aerospace Defense Command modernization](#) will enable Canada to detect, deter, and defeat aerospace threats while maintaining interoperability with our allies. This includes upgrading surveillance systems, enhancing command and control capabilities, modernizing air weapons systems, and building infrastructure to sustain a strong military presence in the North — where sovereignty and security challenges are evolving rapidly. We will also continue to advance Indigenous reconciliation through meaningful engagement on defence-related projects.

Internationally, Canada continues to stand shoulder to shoulder with our allies. [Operation REASSURANCE](#) remains Canada’s largest overseas mission in support of the North American Treaty Organization’s deterrence and defence posture in Central and Eastern Europe. As part of [Canada’s Indo-Pacific Strategy](#), we are continuing to expand Canada’s presence in the region through [Operation HORIZON](#), engaging in multilateral exercises, bilateral defence agreements, and deployments across sea, land, air, cyber, and space domains. These efforts reinforce Canada’s commitment to global peace and regional stability.

Innovation is central to our modernization agenda. Through the [Department of National Defence and Canadian Armed Forces Artificial Intelligence Strategy](#), we are integrating artificial intelligence (AI) responsibly and ethically into defence operations and business practices. By 2030, we aim to be a secure, agile, AI-enabled organization. Investments in digital infrastructure will enhance data-driven decision-making, interoperability with key partners, and mission readiness.

In 2025, the Government of Canada accelerated defence spending and procurement by establishing the [Defence Investment Agency](#) and in February 2026, announced the [Defence Industrial Strategy](#). These measures will strengthen domestic defence manufacturing, speed up delivery of critical capabilities, modernize infrastructure, and reduce red tape in military procurement. Major projects — such as strategic airlift, new assault rifles, and digital information systems — will support our military, grow our economy, create jobs, and spur innovation.

We also marked a historic milestone with the [Canadian Coast Guard](#) (CCG) joining the Defence Team as a civilian special operating agency. This integration enhances maritime security and

coordination across government. The CCG will continue its vital missions while expanding its role in safeguarding Canada's waters and strengthening our presence in the North.

These are only some of the important priorities that will shape our path in the year ahead. With our unified purpose and resolve, I am confident that the Defence Team will rise to meet every challenge and make meaningful progress with professionalism, integrity, and dedication.

Original signed by:

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

The Honourable David J. McGuinty, P.C., M.P.

Minister of National Defence

# **Plans to deliver on core responsibilities and internal services**

## **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 the North American Aerospace Defense Command. 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.



[Image 1: Operation NANOOK-NUNAKPUT](#)

Members of Land Task Force NUNAKPUT practice rappel drills during Operation NANOOK-NUNAKPUT in Pond Inlet, Nunavut, 3 September 2025.

Photo: MCpl Antoine Brochu, Canadian Armed Forces Combat Camera.

## 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.

## Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Operations. Details are presented by departmental result.

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of requests for assistance that are fulfilled	2022-23: 100% 2023-24: 100% 2024-25: 100%	100%	31 March 2027
% of force elements that are deployed within established timelines	2022-23: 100% 2023-24: 100% 2024-25: 100%	100%	31 March 2027
% of stated objectives met by domestic operations	2022-23: 95% 2023-24: 100% 2024-25: 100%	100%	31 March 2027
Extent to which the Canadian Armed Forces is effective in domestic operations	2022-23: Target achieved 2023-24: Target achieved 2024-25: Target achieved	The Canadian Armed Forces is effective in the conduct of domestic operations	31 March 2027

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of requests for Canadian Armed Forces aeronautical search and rescue assistance that are fulfilled	2022-23: 99% 2023-24: 99% 2024-25: 99%	100%	31 March 2027
% of Search and Rescue (SAR) missions where CAF primary SAR assets achieved their response posture within established timelines	2022-23: Not available* 2023-24: Not available* 2024-25: Not available*	100%	31 March 2027
% of Search and Rescue missions in which SAR aircrafts arrive at the incident location after initial tasking within minimum established timelines	2022-23: Not available* 2023-24: Not available* 2024-25: Not available*	90%	31 March 2027
% of Search and Rescue missions in which SAR aircrafts arrive at the incident location after initial tasking within maximum established timelines	2022-23: Not available* 2023-24: Not available* 2024-25: Not available*	100%	31 March 2027

\* Indicator is new as of fiscal year 2026-27 and does not have historical results.

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of stated objectives met by Arctic operations and exercises	2022-23: 95% 2023-24: 100% 2024-25: 100%	100%	31 March 2027

**Table 1.4: North America is defended against threats and attack.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of stated objectives met by continental operations	2022-23: 100% 2023-24: 100% 2024-25: 100%	100%	31 March 2027
% of Canada’s commitments and obligations to the North American Aerospace Defence Command agreement that are met	2022-23: 98.1% 2023-24: 92.8% 2024-25: 94.7%	100%	31 March 2027
Extent to which the Canadian Armed Forces is effective in continental operations	2022-23: Target achieved 2023-24: Target achieved 2024-25: Target achieved	The Canadian Armed Forces is effective in the conduct of continental operations	31 March 2027

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of stated objectives met by international operations	2022-23: 95% 2023-24: 98% 2024-25: 100%	100%	31 March 2027
Extent to which the Canadian Armed Forces is effective in international operations	2022-23: Target achieved 2023-24: Target achieved 2024-25: Target achieved	The Canadian Armed Forces is effective in the conduct of international operations	31 March 2027
% of defence expenditure as a share of Canada’s gross domestic product	2022-23: 1.20% 2023-24: 1.33% 2024-25: 1.45%*	At least 2%	31 March 2027
% of major new equipment spend as a share of Canada’s total defence expenditure	2022-23: 11.33% 2023-24: 15.10% 2024-25: 17.85%*	At least 20%	31 March 2027

\* Results for 2024 are estimates.

Additional information on the [detailed results and performance information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

### Plans to achieve results

The following section describes the planned results for Operations in 2026-27.

## Canadians are protected against threats to and attacks on Canada

### Results we plan to achieve

The defence of Canada and Canadians is the top priority of the Canadian Armed Forces (CAF). The CAF's planned actions for safeguarding this mission include:

- [Operation LIMPID](#) and Operation LATITUDE: Maintain agile and responsive capabilities for effective surveillance of Canada's approaches;
- Develop and implement the Canadian All-Domain Defence Plan to integrate the CAF's maritime, land, air, space, and cyber domain capabilities to deliver an agile and unified response to threats to Canada and North America;
- Support local civilian authorities during the 2026 FIFA World Cup games in Toronto, Ontario, by enhancing existing security, maintaining emergency preparedness and assisting with logistical coordination;
- Establish and evolve the Joint Operations Centre, a command and control centre that provides operational situational awareness and is a shared resource across the Department of National Defence (DND)/CAF and, when required, with other government departments and agencies;
- [Operation LENTUS](#): Reinforce civilian resources with unique defence capabilities, including DND/CAF personnel and equipment, when responding to request for assistance from the Minister of Public Safety of Canada during domestic emergencies and disaster relief operations, and at the request of the federal government in coordination with provincial and territorial authorities;
- [Operation PALACI](#): Support Parks Canada's avalanche control program in Rogers Pass, British Columbia; and
- Remain postured to identify, confront and defeat threats to Canada and Canadian interests at home and abroad through the ability to integrate special operations forces effects, both within the inter-agency domain and through strengthened collaboration with allies and partners.

### Leveraging intelligence to protect Canadians

Timely and relevant intelligence is essential for identifying threats, assessing capabilities, and understanding the operating environment. Defence will advance intelligence capabilities through the following efforts:

- Advancing the coordination of defence intelligence activities and systems to deliver the required capabilities, equipment and personnel are in place to achieve operational effects in support of Canada's defence objectives;
- Conducting target development and analysis in collaboration with allies and other government departments to identify early threats to Canada;
- Implementing the Defence Open-Source Intelligence Action Plan to deliver near-real-time open-source intelligence to enable decision-making and operations;

- Initiating the modernization of Counter-Intelligence capabilities to detect, counter, and exploit threats posed by espionage, sabotage, subversion and foreign interference to DND/CAF personnel, information, and capabilities;
- Delivering a resilient Top Secret Network architecture and interoperability between Polaris and Canadian Top-Secret Network 2.0, enabling secure intelligence support to operations and coalition partners; and
- Providing strategic intelligence briefings and products to senior DND/CAF and Government of Canada officials, aligned with departmental and national intelligence priorities.

#### Enhancing readiness posture and operational cyber resilience

Cyber threats are a growing risk to Canada’s military, with adversaries relying increasingly on digital technologies to carry out their attacks. Defence is strengthening its cyber posture through key initiatives:

- Operationalizing the pan-DND/CAF Cyber Mission Assurance (CMA) Program to safeguard mission-critical cyber-dependent assets through integrated Force Protection planning, threat-vulnerability-risk assessments, and layered protective measures;
- Advancing the CAF Cyber Mission Assurance Strategy, which embeds CMA into CAF readiness and supports operations such as Operations [HORIZON](#) and [REASSURANCE](#) by maintaining continuity of operations, survivability of deployed capabilities, and readiness against cyber threats;
- Strengthening Defence infrastructure resilience via the Cyber Real Property Assurance Program, so that bases/wings, facilities, and critical systems are protected from cyber and hybrid threats through exercises such as DIGITAL FORTRESS in coordination with the Canadian Centre for Cyber Security;
- Enhancing domestic and international partnerships by conducting joint activities to align risk mitigation approaches; and
- Supporting the Defence Supply Chain Resilience Strategy by leveraging the Canadian Program for Cyber Security Certification to enhance defence industry’s cyber-resilience.

### **People in distress receive effective search and rescue response**

#### **Results we plan to achieve**

As a partner of the [National Search and Rescue Program](#), the Canadian Armed Forces (CAF) remains focused on its primary responsibilities of providing domestic aeronautical [search and rescue \(SAR\)](#) services and coordinating the domestic aeronautical and maritime SAR system responses through the three Joint Rescue Coordination Centres in [Victoria, British Columbia](#); [Halifax, Nova Scotia](#); and [Trenton, Ontario](#).

The CAF will also continue partnering with the [Civil Air Search and Rescue Association \(CASARA\)](#) on activities associated with CAF-coordinated domestic aeronautical SAR operations by:

- Training volunteers;
- Conducting joint SAR operations;
- Implementing capabilities such as remotely piloted aerial systems to improve SAR operations;

- Coordinating the national training academy;
- Overseeing the national safety program; and
- Continuing the development of Northern zones.

As advancements in technology and changing conditions allow individuals to access remote and challenging environments, the CAF SAR system will continue to adapt by integrating modern equipment and technologies that have proven effective in locating individuals in distress within Canada's internationally committed areas.

Over the coming year, the SAR enterprise will further deploy cellphone detection and sensor systems on CC-130 Hercules aircraft and those operated by the CASARA. Work will also continue to equip the new Kingfisher Fixed-Wing SAR aircraft with these capabilities, and advance upgrades through the Cormorant Mid-Life Upgrade program to strengthen the operational effectiveness of the CAF's expanding SAR fleet.

As part of the overall renewal of the Defence SAR enterprise, the SAR Mission Management System Replacement Project will replace legacy software used to coordinate marine and aerospace rescue assets, with delivery in 2026 and continuous improvements throughout the life of the software.

At the request of local and regional police authorities, the [Canadian Rangers](#) will continue providing support to ground search and rescue operations in Northern, remote, isolated, and sparsely populated communities.

## **Canada's Arctic Sovereignty is preserved and safeguarded**

### **Results we plan to achieve**

The Arctic remains a region of significant strategic importance, not only for Canada's defence but also for the broader security of North America. The safety and defence of the Arctic are a priority for Canada, the North American Aerospace Defense Command (NORAD), and the North Atlantic Treaty Organization (NATO), especially as tensions rise along the northern and western flanks.

#### Improving and modernizing regional defence infrastructure and all-domain capabilities

Defence will establish greater military presence, reach, and responsiveness in the Arctic to better position the Department of National Defence and the Canadian Armed Forces (DND/CAF) to assist with disasters, threats and challenges to Arctic and Canadian sovereignty. Plans will continue for the implementation of the Northern Operational Support Hub network through collaboration and consultation with external federal partners, territorial governments, Indigenous partners, and Northern communities, to support [the CAF's permanent presence across the Arctic](#).

Upon completion, the Hub locations will establish scalable capabilities that can be quickly activated to provide cost-efficient, multi-modal all-domain support for Northern CAF operations, while enabling the ongoing activities of federal and local partners where appropriate.

#### Supporting the sovereignty and security of the North and the Arctic

- [Operation NANOOK](#): CAF's signature annual northern operation. DND/CAF will continue to reinforce Canada's commitment to Arctic sovereignty by addressing security challenges in the North through multiple lines of effort. DND/CAF will prioritize fostering respectful and constructive relationships with Northern communities potentially affected by CAF operations. Emphasis will be placed on continuing meaningful engagement with Indigenous

partners whose traditional territories and ways of life are closely tied to Canada's security and sovereignty. These activities will occur in Joint Task Force North's area of responsibility:

- Operation NANOOK-NUNAKPUT: Contributes to Arctic all-domain awareness by projecting forces along Canada's Internal Arctic Archipelago and integrating northern partners into a series of detection, deterrence, defence and surveillance activities;
  - Operation NANOOK-NUNALIVUT: The CAF adopted the Inuktitut name Nunaliut, meaning "Land that is ours," for this annual operation which consists of comprehensive military activities designed to assert Canada's sovereignty and enhance defence capabilities in the High Arctic. The CAF will work and train with a variety of allies and partners to enhance interoperability and effectiveness in areas of mutual interest;
  - Operation NANOOK-TATIGIIT: This operation is designed to support community safety and preparedness by exercising emergency management plans and improving operational readiness. Each iteration is task tailored to the Territorial Emergency Management Offices and participating agencies goals;
  - Operation NANOOK-TUUGAALIK: This operation is focused on building capabilities in the Arctic, enhancing presence in the Northwest Passage, supporting Royal Canadian Navy readiness, and advancing maritime polar interoperability with allies and partners. It also contributes to Arctic domain awareness by projecting forces in the Area of Operations and integrating regional northern partners into a series of presence and surveillance activities;
  - Operation NANOOK-TAKUNIQ: Activities will be executed with a focus on all-domain training and capability development to further enhance the capacity of the Canadian Rangers, as Canada's Eyes and Ears in the North, and to enhance their interoperability with Arctic defence partners, and with existing technical and surveillance capabilities; and
  - Operation NANOOK-QIMAAIVIVUT: This new operation will enable deterrence efforts through investments in capabilities and skills related to deployment, sustainment, survivability, and mobility in the Arctic. Activities will demonstrate active investment, innovation, infrastructure inspections and cold weather camps, and quick-impact projects.
- Force-generate a company-sized element to participate in Northern Exercise, a Canadian Army (CA) controlled arctic exercise, in winter 2027, to enhance the CA's contingency readiness in the North;
  - Participate in ARCTIC EDGE 26, a multilateral exercise involving the CAF, United States Northern Command, and Special Operations Command North, to develop and sustain force capabilities in the Canadian Arctic context;
  - Operation LATITUDE: Focuses on increasing domain awareness in the Western Arctic, in addition to enhancing interoperability with the United States military in the context of continental defence. Operation LATITUDE responds to growing geopolitical interest in the Arctic due to climate change and increased maritime access; reinforces Canadian sovereignty and continental defence; builds combined joint command-and-control

relationships and crisis response capabilities; and demonstrates readiness to detect, deter, and defend against threats to North America;

- Force-generate the Arctic Response Company Groups to be available for domestic operations;
- Underpinning planned northern operations will be individual training, including the Arctic Operations Course, which is supported by the Canadian Rangers. This course prepares CAF personnel to operate in the region from cultural, climate and geographic perspectives;
- Maintain a persistent presence of the 1<sup>st</sup> and 2<sup>nd</sup> Canadian Ranger Patrol Groups in 67 communities north of the 60<sup>th</sup> parallel, including 23 within the Arctic Circle. The Canadian Rangers support the CAF and assist the Government of Canada's presence in the Arctic by providing a CAF presence, a local operational capability, and support to community resiliency;
- Utilize deployable sensors on all three coasts, including underwater surveillance and at a satellite ground station in the high Arctic, enhanced by foreign intelligence capabilities;
- Collaborate with all levels of government and external agencies in the employment of a multi-faceted and holistic approach to Northern security and Arctic sovereignty;
- Geospatial intelligence will continue to enhance Arctic domain awareness and operational support to Operations NANOOK and LIMPID, strengthening sovereignty and allied burden-sharing; and
- The Continental and Arctic Integrated Mission Team will continue to build Arctic strategic situational awareness for senior DND/CAF and Government of Canada officials through the production of intelligence products and briefings.

#### Developing Canada's Arctic Defence Policy

In accordance with Canada's 2024 defence policy, [Our North Strong and Free](#); the [2024 Arctic Foreign Policy](#); the NORAD Modernization Plan; and the [Arctic and Northern Policy Framework](#), policy direction and guidance to improve DND/CAF capabilities, mobility, and reach in the Arctic and the North will be supported by:

- Leading the review of Canada's position on NATO in the Arctic;
- Engaging NATO to advance Canada's priority interest in a secure and stable Arctic region;
- Deepening collaboration with Arctic states and exploring new partnerships with like-minded non-Arctic states;
- Advancing and strengthening governance of Arctic fora among like-minded Arctic states; and
- Maintaining and advancing internal and domestic cooperation and coordination on Arctic defence issues, including with Indigenous and Northern partners and governments.

DND/CAF will align its defence priorities with Arctic and Northern perspectives, including those of provincial and territorial governments, municipalities, and Indigenous peoples.

### Strengthening Arctic Cyber Resilience

DND will strengthen its role in preserving and safeguarding Canada's Arctic sovereignty by enhancing network resilience, improving operational readiness, and deepening whole-of-government and allied partnerships, with a focus on:

- Maintaining resilient communications to sustain persistent and secure network connectivity to support command, control, and cyber defence in the Arctic;
- Advancing a unified Arctic cyber posture by working with other government departments, territorial and local authorities, and other partners to establish shared objectives, incident response protocols, and integrated doctrine;
- Enhancing operational effectiveness by participating in joint exercises and fostering collaboration with the United States and other allies, enabling CAF Cyber Command to extend its capabilities in the North, protect critical infrastructure, and deter hostile activity; and
- Building partnerships with Canadian and international partners to improve arctic domain and situational awareness, and to facilitate the identification and response to cyber threats.

### **North America is defended against threats and attacks**

#### **Results we plan to achieve**

To defend [North America, North American Aerospace Defense Command \(NORAD\)](#) employs a range of capabilities and conducts activities, including:

- Demonstrating the Department of National Defence and the Canadian Armed Forces (DND/CAF)'s ability to defend North America through integrated operations, across domains with mission partners;
- Detering adversaries with credible defence capabilities;
- Reinforcing NORAD's mission of aerospace warning and control, and maritime warning, with a focus on northern access and security in North America's northern regions;
- Providing proactive and reactive responses to aircraft that may pose a threat to North America, as well as to major national and international events, through Operation NOBLE EAGLE; and
- Processing, assessing, and disseminating intelligence to warn of maritime threats to, or attacks against North America utilizing mutual support arrangements with commands and agencies in the United States and Canada.

The Continental Defence Steering Committee (CDSC) is the Defence Team's primary steering committee for strategic policy and planning related to continental defence. This includes issues such as NORAD, Integrated Air and Missile Defence, all-domain defence planning, the Arctic and the North, the defence of critical infrastructure, maritime security and other domestic operations. The CDSC serves as a forum to support holistic development and implementation of policies, plans and operations for the defence of Canada and North America. It strengthens information sharing and provides senior officials with a venue to seek advice and support on evolving threats, opportunities, challenges, operational capabilities, and strategic coordination across the Defence portfolio.

DND/CAF will continue the development of the Canada All Domain Defence Plan. To support refinement and operational relevance, the Defence Team will seek opportunities to conduct proof-of-concept activities within the CAF and in collaboration with other government departments and agencies, international partners and allies, including NORAD and the United States Northern Command (USNORTHCOM).

Following the removal of all restrictions on the Air and Missile Defence of Canada, the department will advance work on adopting an integrated approach to protecting Canada's sovereignty, population, and critical infrastructure from the full spectrum of current and emerging threats.

By maintaining a Defence Critical Asset List the CAF will continue to maintain a clear understanding of which assets and infrastructure must be protected to avoid disruptions in the provision of DND/CAF critical services and assets in all domains.

#### Advancing the modernization of continental defences

National Defence will continue to work closely with the United States on shared priorities for the defence of North America, including through the implementation of [Canada's NORAD modernization plan](#) and relevant continental defence initiatives announced in [Strong, Secure, Engaged](#) and [Our North, Strong and Free](#).

[NORAD modernization projects](#) remain phased, long-term initiatives requiring ongoing collaboration with partners and stakeholders, including Indigenous partners. Key focus areas include: fielding next-generation surveillance capabilities such as [Over-the-Horizon Radar](#); and establishing dedicated science and technology capacity for the defence of North America, through [research and development initiatives](#) like quantum-enabled defence capabilities.

These investments strengthen Canada's sovereignty and its capacity to project power from a secure and resilient home base, while reinforcing the North Atlantic Treaty Organization's (NATO) western flank amid continued global challenges to the rules-based international order.

NORAD and USNORTHCOM are actively advancing the United States Department of Defense's Combined Joint All-Domain Command and Control system, alongside Canada's [Pan-Domain Command and Control](#) initiative. Both efforts harness cloud technologies, artificial intelligence, and machine learning to strengthen decision-making and enable seamless operational integration across domains.

NORAD remains committed to advancing its strategic priorities through agile development initiatives. In close collaboration with Defence project sponsors, Defence Research and Development Canada, and industry partners, NORAD actively monitors progress, champions capability requirements, and seeks out innovative solutions to meet evolving defence needs.

Concurrently, collaboration continues with USNORTHCOM to enhance long-range persistent aerospace and maritime surveillance capabilities.

#### Intelligence-driven approaches to defending North America

- Launch a sovereign Intelligence Mission Data Production Trial in fiscal year 2026-27 to provide essential reprogramming data for the F-35 and other fifth-generation platforms, directly supporting NORAD modernization and CAF operational requirements;
- Identify strategic threats to Canada and North America and provide situational awareness on current and emerging threat situations through intelligence products, briefings, and strategic warning problems; and

- Produce and disseminate timely and relevant strategic intelligence products with key international partners, including Five Eyes allies and NATO.

For more information on NORAD modernization and Canada’s contribution to continental defence, please visit:

- [NORAD modernization projects and areas of investment](#);
- [Funding for Continental Defence and NORAD Modernization](#); and
- [Our North, Strong and Free: A Renewed Vision for Canada’s Defence](#).

## Canadian Armed Forces contribute to a more stable and peaceful world

### Results we plan to achieve

The Department of National Defence and the Canadian Armed Forces (DND/CAF) will contribute to a more stable and peaceful world together with Canada’s allies and partners. This will be achieved through the development, acquisition, and fielding of the capabilities needed to deter and defeat threats, and to win in conflict if required. In support of this goal, DND/CAF will continue to advance interoperability with allies, develop the defence and security capabilities of partner forces, respond to natural disasters and humanitarian crises, operate effectively in all environments, deter aggression, and contribute to peace support operations.

In support of Euro-Atlantic security and stability, DND/CAF will contribute to efforts aimed at deterring major conflicts by leveraging combat operations readiness. Specifically, in fiscal year (FY) 2026-27 DND/CAF will:

- [Operation UNIFIER](#): Following the [Prime Minister’s announcement of the renewal of Operation UNIFIER](#) through 2029, the CAF will provide a variety of [training to Ukrainian forces](#), including basic recruit training for the Security Forces Ukraine, training in Combat Engineer skills, Combat Medic training, and Junior Officer Leadership development training;
- [Operation REASSURANCE](#): Following the [Prime Minister’s announcement of the renewal of Operation REASSURANCE](#) through 2029, the CAF will maintain support to the North Atlantic Treaty Organization’s (NATO) assurance and deterrence task force measures in Central and Eastern Europe:
  - Land Task Force – Latvia: Continue enhancement of personnel and equipment to Multinational Brigade-Latvia to expand capacity and range of pan-domain capabilities;
  - Air Task Force – Prestwick (ATF-P): Continue deployments of aircraft and personnel to enhance the operational sustainment support facilitated by ATF-P, including the provision of aeronautical support to NATO; and
  - Maritime Task Force – NATO Standing Naval Forces: Continue to support the [NATO Standing Naval Forces](#) through the episodic deployment of naval vessels and personnel on Standing NATO Maritime Group One or Two, as well as the Standing NATO Mine Countermeasures Group One or Two.
- Maintain the National Elements of Task Force Latvia Headquarters, National Command Element, National Support Element, Theatre Signals Unit, Engineering Support Unit, and the Latvian Allied Augmentation Team;

- Increase presence in the Baltics to deter Russian aggression by demonstrating multinational interoperability;
- Participate in the multinational [Operation NOBLE DEFENDER](#), which demonstrates the North American Aerospace Defense Command's high readiness and seamless capability to deploy personnel and orchestrate the use of sea, land, air, space, and cyberspace capabilities for continental defence. This operation reinforces the interoperability of the CAF and the United States Armed Forces, alongside key Arctic allies and partners;
- [Operation OPEN SPIRIT](#): Contribute to NATO maritime mine countermeasures operations by supporting clearance diving and explosive ordnance disposal to clear remnants of war along shorelines and underwater along the Baltic Sea coastline and in the western Black Sea;
- [Operation KOBOLD](#): Continue the CAF's peacekeeping contributions to United Nations missions in Kosovo. DND/CAF to provide five staff officers to support NATO and regional stability in the western Balkans;
- [Operation SNOWGOOSE](#): DND/CAF to provide one embedded staff officer to support its headquarters in Cyprus; and
- Continue to perform a leadership role in support of the NATO Climate Change and Security Centre of Excellence as the host and Framework Nation, which includes contributing a director and 15 other personnel. In cooperation with Global Affairs Canada (GAC), Defence will host two Steering Committee (SC) meetings in FY 2026-27 and will take over as SC Secretariat for the year.

In support of maintaining peace and stability within the [Indo-Pacific region](#), DND/CAF will:

- Continue to strengthen relations with regional partners and allies, contribute to interoperability through joint training, exchanges, and information sharing, and deploy more conventional and special operations forces to the region;
- [Operation HORIZON](#):
  - Continue to exercise international navigational rights in the South China Sea and the Taiwan Strait to safeguard the freedom and safety of commercial trade movements in international waterways;
  - Deploy Long Range Patrol aircraft in support of [Operation NEON](#) and Exercise KEEN SWORD;
  - Participate in [Exercise VALIANT SHIELD](#);
  - Increase CAF participation in international exercises, and the strengthening of defence relationships with regional partners through security cooperation; and
  - Continue the rotational deployment of three warships, maintaining Canada's augmented naval forward presence in the Indo-Pacific to conduct more cooperative deployments, maritime exercises, and port visits with allies and partners.
- Employ CAF members in the Joint, Multinational United Nation Enforcement Coordination Centre as part of [Operation NEON](#) and continue Canada's contribution to the [Multinational United Nations Command](#) based in the Republic of Korea;

- [Operation RENDER SAFE](#): Conduct clearance diving and explosive ordnance disposal in collaboration with international partners to search for, locate, and dispose of explosive remnants from World War II along the coastline of the Solomon Islands; and
- Establish a Senior Military Representative for the Indo-Pacific. This General Officer represents an important instrument to anchor Canada's defence presence in this region. With strategic Chief of the Defence Staff representation in the region, DND/CAF will inform Canada's regional military engagements, bilateral, and multilateral defence relations, and will support interdepartmental integration with key partners.

In support of maintaining peace and stability within Latin America and the Caribbean region, in FY 2026-27 DND/CAF will conduct the following activities:

- [Operation CARIBBE](#): Canada's contribution to United States (U.S.) Multi-National Enhanced Counternarcotics Operations under Joint Interagency Task Force South (JIATFS). JIATFS is a U.S. national task force responsible for conducting interagency and international detection and monitoring operations and facilitating the lawful interdiction of illicit trafficking. The CAF supports the U.S. Coast Guard (USCG) in fulfilling its law enforcement mandate through supporting lawful interdictions of illegal trafficking vessels. Operation CARIBBE remains a separate and distinct operation from other U.S. military activities in the region and supports the USCG in fulfilling its law enforcement mandate to interdict illicit trafficking vessels;
- Deploy a Royal Canadian Navy Harry DeWolf-class Arctic and Offshore Patrol Vessel to reinforce North American security and strengthen regional cooperation and interoperability. This deployment will focus on disrupting narcotics trafficking and enhancing maritime security, contributing to greater international peace, economic stability, and the protection of global trade;
- Exercise TRADEWINDS: Provide capability building activities and training in support of the Caribbean Task Force, including humanitarian assistance and disaster response scenarios and the development of regional diving capabilities;
- Participate and work with the Caribbean Disaster Emergency Management Agency and the Caribbean Community Regional Response Mechanism to provide support during the hurricane season; and
- [Operation ACKEE](#): With support from GAC's Anti-Crime Capacity Building Program, the CAF will support Canada's initiative to build Jamaica Defence Force capacity and capability to combat trans-regional threats and criminal activity in the Caribbean Basin, and to contribute to the further development of Caribbean partner forces' interoperability.

In support of maintaining peace and stability within the Middle East:

In FY 2026-27, DND/CAF will demonstrate collective defence and resolve against malign influence and aggression in the region. Specifically, the Defence Team will conduct the following activities:

- [Operation AMARNA](#): Conduct activities to strengthen regional defence partnerships, including the continued deployment of CAF personnel in leadership positions within the Combined Maritime Forces Headquarters to contribute towards internal capacity-building initiatives. Additionally, the CAF will continue its support to NATO Mission Iraq and capacity building efforts through the Canadian Training Assistance Teams in Jordan and Lebanon;

- [Operation PROTEUS](#): Support the Office of the Security Coordinator for Israel and the Palestinian Authority through the continued deployment of CAF personnel to Task Force Jerusalem;
- [Operation JADE](#): Support the United Nations (UN) Truce Supervision Organization by providing up to five military observers, staff officers, or a combination of both; and
- [Operation CALUMET](#): Provide military staff officers and key leadership personnel to support the peacekeeping efforts of the Multinational Force and Observers.

In support of maintaining peace and stability within Africa, DND/CAF will conduct the following activities during FY 2026-27:

- Contribute to joint force projection through the Bab el-Mandeb Strait to maintain the Sea Lines of Communication and the safety of vessels moving between the Mediterranean Sea and the Indian Ocean;
- Continue and review CAF contribution to international peace operations and stabilization missions with the UN and other multilateral partners as part of [Operation SOPRANO](#), [Operation CROCODILE](#), and [Operation PRESENCE](#); and
- Provide up to 70 personnel to conduct episodic training activities related to the UN to assist in addressing systematic challenges related to peacekeeping.

Contributing to the training efforts of non-NATO countries:

DND's [Military Training and Cooperation Program](#) (MTCP) will contribute to Canada's defence policy objectives by delivering targeted training and capacity-building initiatives that reinforce international defence cooperation and contribute to international peace and security. It achieves these objectives by strengthening bilateral and multilateral defence relationships with Canada's partners, enhancing the capabilities of defence institutions and security forces, and enhancing their ability to work with the CAF.

In FY 2026-27, MTCP will continue managing funding for the Indo-Pacific Strategy and support to Ukraine, and will also manage the new funding envelope for [Operation AMARNA](#).

Work is underway to facilitate the conduct of Directorate of Military Training Coordination cyber courses to international military audiences.

In addition, the Defence Team will expand existing military capacity building initiatives and launch new training programs that advance joint priorities and interoperability with regional partners, such as Indonesia, Malaysia, the Philippines, Singapore and Vietnam, including within the space of the Women, Peace and Security agenda.

To achieve digitalization and networking of space and cyber for the digital age, the Defence Team will:

- Work to deepen allied relations to expand cyber security cooperation and understanding in both Europe and Indo-Pacific regions;
- Exercises – Conduct joint exercises with both European and Indo-Pacific partner nations, to strengthen effective cyber interoperability. The degree of interoperability between the CAF and partner nations differs based on pre-existing or new relationships;
- Conduct cyber operations and provide Signals Intelligence, and Joint Electromagnetic Warfare support as part of Operations HORIZON, REASSURANCE and UNIFIER; and

- Continue to leverage participation in Operations HORIZON, NEON, REASSURANCE and UNIFIER, with a focus on the following activities:
  - Continuing deployment of Cyber Task Forces in support of Operation REASSURANCE and Operation UNIFIER;
  - Expanding engagement with non-traditional European and Indo-Pacific partner nations; and
  - Participating in international exercises, including working jointly with Five Eyes, Indo-Pacific, NATO, and European partner nations.

### **Gender-based Analysis Plus**

The Defence Team will continue to implement [Canada's Third National Action Plan \(CNAP III\) on Women, Peace and Security](#) (WPS) by integrating intersectional perspectives into institutional policies, processes, as well as domestic and international operations. These efforts will support gender-responsive analysis and inclusive approaches to strengthen operational effectiveness and readiness across all domains. Key actions include:

- Evaluating and progressing Gender Advisors (GENAD) and Gender Focal Point (GFP) positions in Canadian Armed Forces operations to:
  - Increase operational effectiveness;
  - Increase opportunities to participate in operational planning and exercises;
  - Develop and deliver GFP training for deployed task forces; and
  - Vancouver Principles: Adapt the Gender Advisor framework to integrate interim Military Child Protection Focal Point capabilities as a bridging strategy, and develop baseline training for CAF members on reporting functions for all operations.
- Continuing to support collaboration with NATO and international partners to address cross-cutting issues identified within CNAP III on WPS;
- Developing processes and procedures to mitigate, prevent, and report conflict-related sexual violence; and
- Monitoring performance indicators under the Action Plan and use research, lessons learned, and data to strengthen its approach to WPS related issues.

Further Gender-based Analysis Plus (GBA Plus) activities include:

- Enhancing pre-deployment readiness by integrating GBA Plus and human security into operational preparation; and
- Strengthening networks that support the integration of intersectional perspectives through continuous engagement across the Defence Team, internal monitoring and external outreach.

### **Indigenous relations**

The Department of National Defence and the Canadian Armed Forces (DND/CAF) remains committed to building strong relationships with First Nations peoples, Inuit, and Métis in Canada, on the foundation of recognition of rights, respect, and partnership. DND/CAF, including [Joint Task Force North](#), will continue to engage and consult with Indigenous rights-holders during the

operational planning of military activities, including throughout the Northern Operational Support Hub project, and explore ways to further support Indigenous communities and governments where possible. Working closely with Indigenous partners and Northern communities in defending the region, Defence remains steadfast in aligning its activities with the objectives in the [United Nations Declaration on the Rights of Indigenous Peoples Act](#), the [Inuit Nunangat Policy](#), and [Canada's Arctic and Northern Policy Framework](#).

## Planned resources to achieve results

**Table 1.6: Planned resources to achieve results for Operations.**

Resource	Planned
Spending	\$5,000,065,978
Full-time equivalents	3,515

[Complete financial](#) and [human resources information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## Program inventory

Operations is supported by the following programs:

- Operations in Canada;
- Operations in North America;
- International Operations;
- Global Engagement;
- 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](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Indigenous relations](#)
- [Planned resources to achieve results](#)
- [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.



Image 2: [Operation CADENCE 2025](#)

During Operation CADENCE, a flight engineer aboard a CH-146 Griffon utility tactical transport helicopter from the Combat Support Squadron of the Air Task Force ensures the pilot is accurately informed of the remaining altitude before touching down on the tarmac at the helicopter landing site at Nakiska Mountain (Kananaskis), Alberta, 8 June 2025.

Photo: MCpl Steeve Picard, Canadian Armed Forces.

### 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.

## Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Ready Forces. Details are presented by departmental result.

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of force elements that are ready for operations in accordance with established targets	2022-23: 61% 2023-24: 67% 2024-25: 61.3%	At least 90%	31 March 2032
% of planned readiness achieved for core concurrent mission set	2022-23: 27% 2023-24: 29% 2024-25: 30%	At least 90%	31 March 2032

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of maritime key fleets that are serviceable to meet training and readiness requirements in support of concurrent operations ****	2022-23: 51.2% 2023-24: 45.73% 2024-25: 59.6% *	At least 75%	31 March 2036
% of land key fleets that are serviceable to meet training, readiness and operational requirements ****	2022-23: 56% 2023-24: 49% 2024-25: 51% **	At least 80%	31 March 2036
% of aerospace key fleets that are serviceable to meet training, readiness, and operational requirements ****	2022-23: 43.88% 2023-24: 48.9% 2024-25: 42.3% ***	At least 85%	31 March 2036

\* The target was not met in FY 2024-25; however, performance improved due to several factors, including the completion of HMCS *St. John's* work period and the remediation of first-of-class issues in the Harry DeWolf-class Arctic and Offshore Patrol Vessels.

\*\* The target was not met in FY 2024-25 due to an aging fleet and high operational tempo. Serviceability is expected to improve as new fleets are introduced, and older ones are divested.

\*\*\* The target was not met in FY 2024-25 due to a number of factors including personnel shortages, supply chain disruptions, and the increasing maintenance demands of aging platforms. These challenges are expected to persist in the near term, with improvements anticipated as new platforms achieve full operational capability.

\*\*\*\* The target and date to achieve have been updated to align with [Canada's Defence Industrial Strategy](#), which outlines comprehensive measures that will align defence investments to improve the readiness of key fleets and ensure Canada is well-positioned to provide the CAF with timely, secure, and reliable access to the capabilities required to protect against current and future threats.

Additional information on the [detailed results and performance information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## Plans to achieve results

The following section describes the planned results for Ready Forces in 2026-27.

### Canadian Armed Forces are ready to conduct concurrent operations

#### Results we plan to achieve

In accordance with the [Directive for Canadian Armed Forces \(CAF\) Force Posture and Readiness](#), Defence will direct Force Generation activities towards prioritized operational outputs to develop the ready, resilient, and relevant forces required to deliver on the mission sets and concurrent

operations directed by the Government of Canada. To achieve this, the CAF will continue building across its four key pillars: People, Equipment, Training, and Sustainment.

#### Bolstering personnel capabilities to meet today's demands

In fiscal year (FY) 2026-27, the Royal Canadian Navy (RCN) will transform the Naval Reserve and the Naval Training System for distributed and scalable intake and training, to build the crews for current and future fleets, and to build a navy that is ready in case of war. Currently, 75% of the RCN's Regular Force personnel are trained and ready to serve at Trained Effective Strength (TES), with 62% of the Reserve Force at TES, which is below target. The following initiatives will strengthen the RCN's ability to reduce time-to-employment while also enabling earlier deployment at sea:

- Increasing training capacity through the development of the Basic Naval Qualification, with a pilot course delivery planned;
- Increasing the Basic Training List strength through targeted recruitment, retention, and accelerated qualification programs to restore full operational readiness; and
- Increasing integration with the Subsidized Training and Education Plan and Accelerated Enrolment Program.

The Canadian Army (CA) currently has 77% of its members fully trained and ready to serve TES, with the majority supporting Operation REASSURANCE. To maintain domestic and international readiness demands, personnel capabilities must be increased with Army Reserve members.

Given the capability gaps and low TES numbers hindering the CA's ability to meet growing operational demands, the Defence Team will address these challenges by:

- Continuing to prioritize mission critical resources through a deliberate allocation strategy focused on sustaining essential capabilities domestically;
- Maintaining equipment to support operational training and leveraging Field Service Representatives to provide on-site maintenance support; and
- Phasing out aging fleets in alignment with the introduction of new fleets, while ensuring capability gaps are minimized.

The Royal Canadian Air Force's (RCAF) TES is currently 84.7% overall. The remaining trained member shortfall requires a focused effort on attraction, retention, and accelerated training pipelines to rebuild operational capacity and meet future demands. This shortfall is being addressed through three key personnel priorities:

1. Achieving TES by 2029 through targeted recruiting, retention, and skilled re-enrollment initiatives;
2. Modernizing occupations via the Future Occupation Working Group to align with emerging capabilities; and
3. Conducting a strategic Force Structure Review to optimize the organization for future air and space operations.

These efforts, combined with CAF-wide initiatives focused on restoring readiness and strengthening personnel capacity — through accelerated recruitment, simplified enrolment, targeted outreach, and quality-of-life improvements — position the RCAF to sustain and expand its operational capacity through 2030 and beyond.

In FY 2026-27, the CAF's notable planned exercises include:

- Exercise STEADFAST DETERRENCE 26 and Exercise STEADFAST DUEL 26: Exercises led by the North American Treaty Organization (NATO) to train both Alliance and national headquarters personnel in the execution of NATO plans designed to counter a peer-adversary contesting the Alliance in peace, and in crisis. Canada's participation will focus on integration of national and NATO processes within the context of [Operation REASSURANCE](#);
- Exercise VIGILANT SHIELD 27: A bi-national command post exercise between Canada and the United States designed to assess and enhance the readiness of North American Aerospace Defense Command and the United States Northern Command (USNORTHCOM), along with their components and mission partners, in defending North America from attacks across all domains — including air, land, maritime, space, and cyberspace;
- Exercise INTERNAL LOOK 27: A United States Central Command-sponsored coalition exercise designed to inform, coordinate and refine the battle staff and national headquarters' warfighting processes required to respond to a regional crisis in the Middle East. Canada contributes headquarters and exercise-participant elements;
- [Operation REASSURANCE](#): Ongoing deployments of the RCN to NATO Standing Maritime Groups in Europe, supporting deterrence and collective defence;
- Operation NEON: Maintains Canada's continued participation in the multinational enforcement of United Nation sanctions against North Korea in the Indo-Pacific;
- Operation HORIZON: Advances CAF sustained presence in the Indo-Pacific region through multinational exercises, regional engagement, and capacity-building activities that reinforce partnerships and security cooperation;
- Exercise MAPLE RESOLVE: A high-readiness exercise that will prepare CA elements for deployment on Operation REASSURANCE;
- Exercise OAK RESOLVE: A NATO validation exercise conducted by the Enhanced Forward Presence Battle Group in Latvia;
- Exercise UNIFIED RESOLVE: A computer-assisted exercise conducted by the brigade headquarters to prepare staff for deployment on Operation REASSURANCE;
- Joint Pacific Multinational Readiness Centre: A United States Army high-readiness exercise conducted in Alaska. The CA will participate to enhance cold-weather warfighting capabilities in a joint multinational context;
- Exercise MAPLE INTREPID: A command-post exercise conducted by multiple Canadian Brigade Groups to validate readiness for national security operations, disaster and humanitarian assistance, and support to law enforcement agencies;
- Exercise PRECISE RESPONSE: A live agent and interoperability training exercise conducted on behalf of NATO with Defence Research and Development Canada at Canadian Forces Base Suffield for chemical, biological, radiological, and nuclear response practitioners (both specialist and non-specialist);

- Exercise ARDENT DEFENDER: A joint, international, inter-agency Counter Explosive Threat and Explosive Ordnance Disposal exercise that aims to confirm individual and collective skill sets across the CAF and increase interoperability between NATO Allies;
- ARCTIC CHALLENGE EXERCISE: Builds strategic links with Arctic allies and provides tactical-level experience and a venue to garner best practices in transitioning to the CF-35A Future Fighter;
- ASAREX: Builds strategic links with allies on search and rescue capabilities in the Atlantic. It provides tactical-level experience and an opportunity to share best practices between civilian and military entities;
- RIMPAC: The Rim of the Pacific Exercise aims to increase the operational and tactical proficiency of its participating militaries by practicing a wide array of maritime operations. The specific objectives are to strengthen partnerships, enhance interoperability, promote regional stability, and test new technologies. It provides a venue to garner best practices in transitioning to the CP-8A Poseidon Canadian Multi-Mission Aircraft;
- Apollo Griffin: United States Space Command's (USSPACECOM) training event designed to strengthen the command's collaboration with joint and allied partners. USSPACECOM, working with allies and partners, plans, executes, and integrates military space power into multi-domain global operations to deter aggression, defend national interests, and when necessary, defeat threats;
- AsterX27: A French space exercise with participation from allied countries, held in Toulouse, France, with a strategic focus on improving cooperation with allied nations. The exercise also provides tactical space operators and operational command and control units to plan, brief, execute, and debrief together through a challenging and realistic scenario;
- Coalition Space Flag 26-2: Prepares combined joint forces to integrate all space-power disciplines and maintain space superiority against advanced threats. By replicating realistic operational environments, the exercise hones mission planning and execution at both tactical and operational levels;
- Global Sentinel: USSPACECOM's premier future-focused security cooperation effort designed to strengthen and grow international partnerships, improve operational collaboration, and promote responsible behaviour in the space domain;
- Polaris Hammer: Focused on the command and control of space warfighting and specific operations within a campaign;
- Resolute Space: United States Space Force's largest service-wide exercise, demonstrating preparedness for complex, large-scale military operations in a contested and dynamic environment against high-end threats;
- Thor's Hammer: A biannual, future-focused NATO electronic warfare exercise to test compatibility and effectiveness using current space capabilities, focusing on resilience of space architectures and the ability of partners and NATO Allies to conduct combined space operations in a contested environment;
- Valiant Shield: A multinational, biennial field training exercise focused on integrating interoperability into a multi-domain environment. The exercise builds real-world proficiency

in sustaining joint forces by detecting, locating, tracking, and engaging units at sea, on land, in the air, in space, and in cyberspace in response to a range of mission areas;

- Exercise VITAL ARCHER 26: A bilateral exercise led by the Canadian Special Operations Forces Command (CANSOFCOM) and the USNORTHCOM, focusing on counterterrorism and countering weapons of mass destruction. It will involve government agencies across both nations' national security enterprises and intergovernmental partners at the provincial and municipal levels; and
- Exercise STEADFAST DEFENDER: The Defence Team supports and contributes to NATO's readiness, deterrence, and defence measures in Europe.

#### Utilizing intelligence-driven operational readiness tools

- Modernize the intelligence workforce for pan-domain data centric operations;
- Enhance counter-intelligence readiness through a centrally directed enterprise that delivers threat reduction outcomes across the spectrum of operations;
- Update and streamline Canada's joint intelligence doctrine to reflect today's operations. Core publications guiding intelligence, intelligence operations, signals intelligence, and Joint Intelligence, Surveillance, and Reconnaissance will be revised. NATO's open-source intelligence doctrine will be adopted with Canadian caveats to support interoperability and readiness;
- Monitor potential CAF operating environments and provide operational planners with strategic situational awareness through intelligence products and briefings; and
- Conduct counter-intelligence investigations in Canada and overseas, supporting domestic requirements and force generation for deployed operations.

As Defence advances its modernization efforts, new capabilities will be integrated into training and readiness activities, with deliberate emphasis placed on enhancing CAF and Allied interoperability. Concurrently, improvements to CAF digitization will enable a more data-driven and evidence-based approach to readiness decision making.

#### Growing the CAF Cyber Command

DND will continue to recruit and enable Cyber Operators by attracting motivated and skilled personnel from across military occupational specialties, while supporting the employment of reservists with specialized skill sets.

Additionally, the Defence Team will seek training opportunities by participating in cyber force readiness exercises, with a focus on international collaboration to enhance interoperability. DND/CAF aims to simulate real-world scenarios to test cyber-capabilities across virtual and live environments. Planned exercises for FY 2026-27 include Exercise CYBER WARRIOR, an annual United Kingdom-hosted Five Eyes cyberspace training exercise, and Exercise CYBER GUARD, part of the Elite Constellation series of global exercises.

Defence will continue to train and equip agile, high-readiness Special Operations Forces capable of conducting special operations in support of Government of Canada priorities at home and abroad. CANSOFCOM will remain ready to respond to emerging crisis situations or contingencies that threaten Canada and Canadian interests.

## Military equipment is ready for training and operations

### Results we plan to achieve

Following increased levels of Fleet and Equipment Readiness funding, the Department of National Defence and the Canadian Armed Forces (DND/CAF) will reduce pressures from essential but previously unfunded sustainment activities and mitigate inflationary impacts within the defence industry. These efforts will lower risk to the material readiness of existing capabilities. Improved availability, capability, and resilience are expected to become evident as industry capacity adjusts to absorb increased demand. Resolving the accumulated under-sustainment is expected to require years of continued investment.

In support of training and operations, DND/CAF maintains an inventory of ammunition of various calibres. Annual replenishment activities and bulk orders of ammunition build a strategic stockpile while meeting training and operational needs. Companies that participate in the Munitions Supply Program are central to maintaining a sovereign industrial ammunition production capability. The Defence Team will continue to work with industry to provide the necessary support for manufacturing ammunition and to establish additional long-term production capacity.

The Royal Canadian Navy (RCN) will maintain a combat-ready fleet capable of defending Canada's coastline, projecting naval power, safeguarding national interests, and supporting allied operations domestically and across the globe.

In fiscal year (FY) 2026-27, key RCN actions will include the following:

- Sustaining the Halifax-class frigates, Canada's major surface combatant, through maintenance and corrective and preventive engineering to maintain the ships' effectiveness until their end of life; and
- Commissioning His Majesty's Canadian Ship (HMCS) *Robert Hampton Gray*, the sixth Harry DeWolf-class Arctic and Offshore Patrol Vessel. HMCS *Robert Hampton Gray* will complete post-delivery trials and commission into active service in Esquimalt, British Columbia, in 2026. This will mark the full operational capability of the fleet of icebreakers, enhancing Canada's Arctic presence.

Improving the Canadian Army's (CA) equipment ownership culture:

In FY 2026-27, the CA will initiate a significant transformation in equipment management, prompted by the predominant centralization of armoured vehicles within divisions, highlighting the need for a more distributed managerial approach. Key actions to allow resources to be allocated where they are needed most will focus on:

- Critically evaluating equipment preventive maintenance requirements without compromising safety or fleet health; and
- Better aligning CA equipment serviceability targets with operational outputs.

Enhancing Fleet Serviceability and Readiness:

DND/CAF will work to resolve armoured vehicle imbalances and improve armoured vehicle serviceability. Increased National Procurement funding is expected to enhance fleet serviceability and readiness through both sustainment and new equipment fielding. Specific actions include:

- Modernizing Royal Canadian Electrical Mechanical Engineers (RCEME) and equipment sustainment by shifting to condition-based maintenance using sensors and data analytics;

implementing QR coding across all major fleets for efficient parts tracking; and enabling digital connectivity for technical reach-back and diagnostics through integrated command, control, communications, computer, and intelligence surveillance systems. These efforts are complemented by linking tactical maintenance systems with enterprise platforms for real-time visibility of equipment status and supply chains;

- Strengthening overall sustainment capacity of RCME trade structures by reviewing new pay incentives and career progression measures introduced to improve retention, while Reserve components are being integrated;
- Beginning Light Armoured Vehicle repair and retrofit, and continuing Leopard repair and overhaul in FY 2026-27. The Logistics Vehicle Modernization project will enhance readiness by replacing aging logistics vehicles with modern, modular platforms that improve payload, mobility, and protection, with deliveries starting in 2027. This modernization reduces downtime, increases flexibility, and supports domestic and expeditionary missions;
- Launching the Common Heavy Equipment Replacement Project to recapitalize heavy support equipment for mobility, counter-mobility, and sustainment tasks, including engineering and specialty logistics vehicles; and
- Increased National Procurement:
  - Prioritizing resource allocation to sustain capabilities essential for protecting Canadians and fulfilling international commitments, including to the North Atlantic Treaty Organization and the North American Aerospace Defense Command; and
  - Reducing the number of vehicles that are not mission-ready by concentrating actions on restoring equipment readiness and aligning serviceable platforms with operational outputs.

In FY 2026-27, key RCAF actions will include the following:

- Canadian Advanced Synthetic Environment Phase 2: This project will provide advanced hands-on equipment to enhance the training of aerospace maintenance technicians. Final operational capability is anticipated in 2026;
- Future Aircrew Training: Through the ongoing implementation phase, Canada will begin acceptance of PC-21, H-135, and D8-400 aircraft, while Initial Cadre Training commences for these platforms and the already accepted Grob 120TP. Courseware development will continue and will be completed for the Basic Flying Training Stream; and
- Investment activity will continue for:
  - Chinook Mid-Life Block Upgrade: This project will enhance and modernize Canada's CH-147F Chinook helicopter capability;
  - Griffon Limited Life Extension: This project will conduct testing and software integration in anticipation of delivery of upgraded CH-146C Mk II aircraft to 1 Wing units in future years; and
  - Tactical Control Radar Modernization Project: Delivery of ancillary equipment, including associated command, control, and communication systems and shelters will continue through to 2029.

## Gender-based Analysis Plus

The Defence Team will continue to integrate intersectional perspectives into the planning and management of all operations, guided by Canada's Third National Action Plan on Women, Peace and Security (WPS). Efforts will enable gender responsive analysis and inclusive approaches to strengthen operational effectiveness and readiness across all domains.

Key actions include:

- Developing and refining training, guidance and development models to embed intersectional perspectives into operational and tactical planning, leveraging Gender Focal Point networks to evaluate and strengthen training and wellness programs that support operational readiness;
- Establishing WPS-related Standard Operating Procedures for Noncombatant Evacuation Operations and Humanitarian Assistance and Disaster Relief, drawing from recent operational experience and allied best practices;
- Evolving institutional practices and culture to advance gender-responsive operational planning and crisis response; and
- Updating policies on hateful conduct, informed expert consultations and survey data, to reinforce prevention and intervention strategies against hateful conduct, polarization, extremism, radicalization, and embed best practices in training and leadership development. This effort represents a deliberate commitment to enable the success of Army Modernization.

## Indigenous relations

The Future Aircrew Training Program team will continue to engage with Métis and First Nations communities in Manitoba and Saskatchewan to meet the 5% Indigenous Participation Plan target. In delivering these new capabilities, the Canadian Armed Forces has a responsibility to maintain constructive relationships with Indigenous partners as well as provincial and territorial governments, while supporting the fulfillment of treaty obligations and policy commitments. This includes identifying opportunities for Indigenous businesses and creating tangible benefits for local communities.

## Planned resources to achieve results

**Table 2.3: Planned resources to achieve results for Ready Forces.**

Resource	Planned
Spending	\$14,611,217,935
Full-time equivalents	43,894

[Complete financial](#) and [human resources information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## **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 and Information Systems 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](#).

## Core responsibility 3: Defence Team

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Indigenous relations](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

### 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.



Image 3: [Operation CARIBBE](#)

Members of His Majesty's Canadian Ship *William Hall* conduct flight deck Physical Training with the ship's embarked Personnel Support Programs Fitness Instructor while supporting counter-narcotics patrols in the Caribbean Sea during Operation CARIBBE, 29 May 2025.

Photo: Canadian Armed Forces Imagery Technician.

### 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.

## Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Defence Team. Details are presented by departmental result.

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of the Regular Force Establishment that is filled	2022-23: 88.7% 2023-24: 89.1% 2024-25: 91.9%	At least 95%	31 March 2027
% of Reserve Force positions that are filled	2022-23: 75.18% 2023-24: 77.58% 2024-25: 78.54%	At least 95%	31 March 2032
% of occupations with critical shortfalls	2022-23: 70% 2023-24: 72.9% 2024-25: 69%	At most 5%	31 March 2032

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of military personnel who are medically fit for their occupation	2022-23: 91.8% 2023-24: 90% 2024-25: 90.06%	At least 90%	31 March 2027
% of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for service members and their families	2022-23: 43.2% 2023-24: 30.4% 2024-25: 39.4%	At least 85%	31 March 2028
% of Canadian Armed Forces members who feel positive about their job	2022-23: 60.9% 2023-24: 57.7% 2024-25: 54.6%	At least 85%	31 March 2028
% of public service employees in the Defence Team who describe the workplace as psychologically healthy	2022-23: 65% 2023-24: Not available* 2024-25: 60%	At least 80%	31 March 2030

\* Data not available as the Public Service Employee Survey (PSES) is only administered every two years.

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of the Canadian Armed Forces (CAF) that self-identify as a woman	2022-23: 16.5% 2023-24: 16.5% 2024-25: 16.7%	At least 25.1%	31 March 2027
% of public service employees in the Defence Team who self-identify as a woman	2022-23: 42.4% 2023-24: 43% 2024-25: Not available*	At least 45%	31 March 2027
% of the Canadian Armed Forces (CAF) who self-identify as a visible minority	2022-23: 11.1% 2023-24: 12.2% 2024-25: 12.5%	At least 11.8%	31 March 2027
% of public service employees in the Defence Team who self-identify as a member of a racialized group	2022-23: 10.7% 2023-24: 11% 2024-25: Not available*	At least 13%	31 March 2027
% of the Canadian Armed Forces (CAF) who self-identify as an Indigenous person	2022-23: 2.9% 2023-24: 3% 2024-25: 2.9%	At least 3.5%	31 March 2027
% of public service employees in the Defence team who self-identify as an Indigenous person	2022-23: 3.3% 2023-24: 3% 2024-25: Not available*	At least 4%	31 March 2027
% of public service employees in the Defence Team who self-identify as a person with a disability	2022-23: Not available* 2023-24: 5% 2024-25: Not available*	At least 9%	31 March 2027

\* The results for these indicators are derived from the Annual Report on Employment Equity in the public service for fiscal year 2024-25, which have been embargoed by the Treasury Board Secretariat until the tabling of this report in parliament, anticipated for March 2026.

**Table 3.4: The Defence team reflects the values of Canadian society.**

<b>Departmental Result Indicators</b>	<b>Actual Results</b>	<b>2026-27 Target</b>	<b>Date to achieve target</b>
% of the Canadian Armed Forces (CAF) who self-identify as victims of harassment within the past 12 months	2022-23: 24% 2023-24: 22% 2024-25: 25.4%	At most 11.9%	31 March 2029
% of public service employees who self-identify as victims of harassment within the past 12 months	2022-23: 14% 2023-24: Not available* 2024-25: 15%	At most 10%	31 March 2029
% of the Canadian Armed Forces (CAF) who self-identify as victims of discrimination within the past 12 months	2022-23: 15.7% 2023-24: 16% 2024-25: 18.7%	At most 9.2%	31 March 2029
% of public service employees who self-identify as victims of discrimination within the past 12 months	2022-23: 8% 2023-24: Not available* 2024-25: 9%	At most 5%	31 March 2029
Annual number of reported incidents of conduct deficiencies of a sexual nature, harassment of a sexual nature, or crimes of a sexual nature in the Canadian Armed Forces	2022-23: 443 2023-24: 397 2024-25: 365	NIL	31 March 2029
Annual number of sexual harassment and/or sexual violence occurrences reported by Public Service Employees within the Defence Team under the Workplace Harassment and Violence Prevention (WHVP) Program	2022-23: 16 2023-24: 15 2024-25: 30	NIL	31 March 2029
% of CAF members who agree that the culture in the CAF surrounding sexual misconduct has improved in the last 12 months	2022-23: Not available** 2023-24: 51.8% 2024-25: 49.8%	At least 65%	31 March 2029
% of CAF members who agree that the CAF currently reinforces a culture of mutual respect, trust, honour and dignity	2022-23: 70% 2023-24: 62.2% 2024-25: 51.4%	At least 90%	31 March 2029

\* Data not available as the Public Service Employee Survey (PSES) is only administered every two years.

\*\* The indicator was developed in FY 2023-24 and therefore previous results are unavailable.

**Table 3.5: Military families are supported and resilient.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of Canadian Armed Forces families who feel they meet the challenges of military life	2022-23: 81.7% 2023-24: 81.7% 2024-25: 81.7%	At least 85%	31 March 2027
% of Canadian Armed Forces members who are satisfied with the overall support their family receives from the Canadian Armed Forces	2022-23: 64.3% 2023-24: 57.7% 2024-25: 65.4%	At least 85%	31 March 2028

**Table 3.6: Youth in Canada are provided with experience and opportunities that enable a successful transition to adulthood.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of the target Canadian youth population that participates in Cadets and Junior Canadian Rangers	2022-23: 1.58% 2023-24: 1.71% 2024-25: 1.89%	At least 2%	31 March 2027

Additional information on the [detailed results and performance information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

### Plans to achieve results

The following section describes the planned results for Defence Team in 2026-27.

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

#### Results we plan to achieve

In fiscal year 2026-27, the Canadian Armed Forces (CAF) will continue to advance personnel growth toward its end state of 101,500 members by modernizing recruiting systems, strengthening retention, and enhancing professional development. These initiatives will support how the CAF attracts, enrolls, and supports a diverse, skilled and operationally ready force.

#### Modernizing Recruitment Systems

- Reconfiguring the Canadian Forces Recruiting Group operating model and, in partnership with industry, develop and implement a modern Digital Recruiting System by 2027 to replace legacy platforms. The new system will enable real-time intake management, data connectivity, automated screening, and will significantly reduce applicant processing timelines;
- Advancing the Online Application Portal 2.0 in 2026 to minimize in-person visits to recruiting centres;
- Collaborating with an industry-leading company to design a comprehensive digital system for the entire personnel generation enterprise by 2030, covering occupational health, attraction, applicant processing, onboarding, and initial training;
- Implementing a new Digital Onboarding System that supports administrative onboarding, CAF culture and ethos training, early-career learning, preparation for basic military training, and initial occupation training;

- Delivering a Candidate Management system to improve Basic Training List oversight and connect training institutions, managers, and occupational advisors in a digital environment;
- Strengthening the use of data analytics to track applicant processing, training pipeline progress, and overall personnel generation effectiveness; and
- Refining Common Enrolment Medical Standards and improving medical screening procedures to reduce delays while upholding Universality of Service.

#### Recruiting and Retention Initiatives

- Continuing work with industry to attract talent into priority occupations in 2026;
- Continuing to implement compensation and benefit measures announced in August 2025 that recognize the efforts and dedication of CAF members and respond to the challenges of recruitment and retention in a competitive environment;
- Progressing towards enrolment targets of 25.1% women, 11.8% visible minorities, and 3.5% Indigenous Peoples;
- Enrolling permanent residents and streamlining recognition of foreign education and credentials;
- Embedding clinicians to conduct timely, in-person enrolment assessments and improve the speed and quality of medical evaluations in recruiting centres;
- Supporting retention by aligning rehabilitative services and Return-to-Duty pathways with operational readiness targets and wellness goals; and
- Using health-related attrition data to inform retention strategies and strengthen the broader retention ecosystem.

#### Professional Development

- Implementing 25% of the 49 recommendations from the [Canadian Military College Review Board](#) report (2025) by 31 March 2027, in response to the [Independent External Comprehensive Review](#) (Arbour Report), while the remaining recommendations will be addressed in future years;
- Expanding professional education opportunities including conversion of the Canadian Forces College Joint Command and Staff Program for master's degree accreditation;
- Providing summer second-language training for 75% of CAF students enrolled in subsidized education programs such as the Regular Officer Training Plan and the University Training Plan for Non-Commissioned Members; and
- Piloting a Digital Learner Identification system to provide CAF members with a secure, persistent identity across all learning environments, enabling seamless tracking of courses, informal learning and external certifications throughout their careers, while enhancing readiness tracking and workforce planning.

#### Personnel Management and Recognition Modernization

- CAF Value Proposition: Create and maintain a comprehensive framework using a total rewards philosophy, integrating compensation, benefits, career development, and work-life balance programs to recognize CAF members and their families for their service to Canada;

- **Employment Model Modernization:** Modernize the CAF employment model to align with Canada’s evolving labour market and future operational needs, enabling flexible, balanced career paths that respect members’ work-life choices while maintaining operational effectiveness;
- **Personnel Management System:** Continue modernizing the Military Personnel Management System by integrating digital technologies, automation, and data-driven practices to enhance interoperability, cybersecurity, and operational efficiency;
- **Administrative Reviews and Release Policies:** Update policies to improve throughput, reduce bottlenecks, and decentralize decision-making; and
- **Honours and Awards:** Promote an efficient application process that supports timely recognition for CAF members, veterans, and their families.

The Royal Canadian Navy (RCN) will:

- Advance integrated initiatives to strengthen force generation, recruitment, and retention. The Naval Experience Program offers Canadians an immersive one-year pathway with hands-on exposure to naval life and accelerated enrolment into Regular and Reserve Force occupations. To enhance readiness and achieve 100% force reconstitution by 2028, the RCN is prioritizing the Naval Reserve as the primary recruitment and augmentation vehicle for the Regular Force, while modernizing training pipelines through the Naval Training System Transformation initiative. Additional efforts include modernizing occupation structures and shore establishment roles to align with new fleet capabilities, including the Arctic and Offshore Patrol Vessels and the Canadian Surface Combatant, and renewing focus on retention, career flexibility, and quality of life. These measures are supported by modernized crewing models, improved accommodation and family programs, and greater use of technology in training that will help sustain a motivated and deployable maritime workforce.

The Canadian Army (CA) will:

- Reform the initial training pathway. A new core competencies course, delivered immediately following basic training, will prepare soldiers to live and operate in the land environment. Upon completion, soldiers will be immediately employable within divisions, gaining experience and mentorship while awaiting corps and branch-specific training. The CA is reviewing and streamlining occupational training to keep it focused, efficient, and aligned with operational requirements, accelerating overall growth and readiness. A healthy Army Reserve remains essential to expeditionary and domestic operations. In parallel, the Canadian Rangers establishment has been realigned to have a sustainable authorized strength of 6,820 personnel across five Canadian Ranger Patrol Groups. Through the Canadian Rangers Enhancement initiative, streamlined enrolment and targeted recruitment in priority communities will enable growth to 5,100 Rangers in the near future.

The Royal Canadian Air Force (RCAF) will:

- Advance three priorities in parallel, including work to achieve 100% Trained Effective Strength by 2029 through tailored recruiting, retention, and skilled re-enrollment strategies that strengthen operational depth. Concurrently, the RCAF is modernizing occupations through the Future Occupation Working Group to align workforce structures with evolving

capabilities. In addition, the RCAF will conduct a strategic Force Structure Review to optimize organizational design in response to emerging air and space requirements. Together, these efforts reflect a deliberate shift away from the status quo and lay the foundation for a modern, agile, and operationally ready Air and Space Force.

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

### **Results we plan to achieve**

In fiscal year (FY) 2026-27, Defence will continue to design, deliver, and evaluate wellness programs and services that support the health, fitness, and overall well-being of Defence Team members. Efforts will focus on expanding targeted wellness initiatives, improving recovery pathways, broadening access to inclusive sports programming, and applying an intersectional approach to health policy and service delivery.

#### Wellness and Fitness Programs

- Advance the Women and Gender-Diverse Physical Wellness Program to provide evidence-based fitness and wellness support across all career phases;
  - Program expansion: Launch national programming related to menopause and tailored physical performance platforms;
  - Inclusivity and accessibility: Increase staff and community engagement to identify and reduce barriers to participation; and
  - Measurement and evaluation: Strengthen data collection, research partnerships, and evaluation processes to assess program outcomes.

#### Reconditioning Program

- Progressively expand the Reconditioning Program to enhance operational readiness and support members recovering from illness, injury, or medical limitations;
  - Referral and collaboration: Strengthen referral-based systems and coordination with the Canadian Forces Health Services group;
  - Equitable access: Address regional disparities to promote consistent service delivery across all locations;
  - Monitoring and reporting: Enhance case management and performance tracking; and
  - Early intervention: Develop targeted injury prevention programs for high-demand occupations, such as aircrew.

#### Sports Programs

- Expand the Canadian Armed Forces (CAF) Sports Program to increase participation, inclusivity, and long-term impact;
  - Grassroots engagement: Strengthen local programming and pilot new sports activities;
  - Inclusivity and accessibility: Increase opportunities for underrepresented groups;
  - Talent pathways: Establish clear progression routes for athletes, coaches, and officials; and

- Barrier mitigation: Broaden grant programs to support participation beyond formal CAF sports.

#### Health Services Delivery and Modernization

- Strengthen comprehensive, inclusive, and resilient health service delivery across physical, mental, and rehabilitative domains to better support recovery, retention, and CAF operational readiness. Initiatives include:
  - Modernize the health service delivery model: Advance development of the new Electronic Health Records System to support secure data access, clinical decision-making, and interoperability with provincial systems;
  - Inclusive health programs: Expand programs tailored to diverse populations, including gender-diverse and equity-seeking groups, while aligning medical fitness policies with operational demands and population health trends;
  - Return-to-Duty modernization: Partner with the CAF Transition Group to modernize the Return-to-Duty Program, including enhanced case management, and improved access to occupational therapy; and
  - Recovery and retention: Improve coordination of care for member reintegration after illness or injury, strengthening recovery outcomes, retention, and overall readiness.

#### Transition Support and Partnerships

- The Military Transition Engagement and Partnerships capability will continue to strengthen the CAF's ability to support members throughout their careers, including in their transition to civilian life, along with their families across all domains of well-being;
  - Modernize and expand the [National Resource Directory](#) to enhance access to a trusted ecosystem of verified external organizations, providing tailored support from recruitment (e.g., CAF members speaking in workplaces) through to transition;
  - Strengthen strategic partnerships across the seven domains of well-being to deliver regionally responsive support and contribute to institutional resilience and member well-being; and
  - Harmonize transition services to provide the highest level of support for ill and injured members and their families.

Additionally, the Department of National Defence (DND) will continue to deliver on its commitment to the well-being of public service employees through expert disability management and the full range of Employee Assistance Program services. These include counselling, coaching, support for workplace injuries, medical accommodations, and the return-to-work program, administration of the Government of Canada Accessibility Passport, and guidance on medical retirement. By continuously supporting and improving these services, DND reaffirms its commitment to the health and wellness of public service employees, helping to build a healthier, more inclusive Defence Team.

In FY 2026-27, DND/CAF will enter the final phase of the [Comprehensive Implementation Plan](#), advancing sustainable culture change and modernization of the military justice system. A key priority includes completing work under Military Justice Modernization to address outstanding recommendations from the [Third Independent Review of the National Defence Act](#), with the goal of closing the remaining 41 recommendations by December 2028.

To reinforce this, Defence will enhance victim support in alignment with recent [amendments to the National Defence Act](#), which introduced the Declaration of Victims Rights into the Code of Service Discipline. Initiatives include:

- Victim's Liaison Officer program: Continue supporting victims' rights to information, participation, protection, and restitution, while updating training, reporting mechanisms, and support services; and
- Harassment and Violence Prevention: Align the CAF Harassment Prevention and Resolution program with the [Workplace Harassment and Violence Prevention program](#), following the adoption of [Defence Administrative Orders and Directives 5014-0](#) on 1 March 2025. This alignment incorporates the Canadian Labour Code definition of harassment and violence, promoting an inclusive workplace free from harassment, discrimination, and violence.

In FY 2026-27, Defence will work toward a more accessible, equitable, and inclusive Defence Team:

- Accessibility: Implement the 2025-2027 Accessibility Plan to identify, remove, and prevent barriers, while expanding the Defence Team Accessibility Office through a new Accessibility Hub that provides resources, information, and progress tracking aligned with the Government of Canada Accessibility Measurement Strategy;
- Gender Integration: Lead the North Atlantic Treaty Organization Allies in developing and ratifying the Doctrine of Integrating Gender Perspectives in Military Operations, reinforcing interoperability and advancing Women, Peace, and Security principles;
- Anti-Racism: Apply the DND/CAF Anti-Racism Framework, in alignment with [Canada's Anti-Racism Strategy 2.0](#) and the Government of Canada Anti-Racism Framework, to address systemic barriers and promote equity;
- Culture Evolution: Launch the second iteration of the Culture Evolution Strategy to sustain progress and align plans, resources, and practices with Defence Team values and ethics; and
- Official Languages: Continue strengthening linguistic rights and bilingual service delivery across the Defence Team.

In FY 2026-27, DND/CAF will continue advancing initiatives that support culture change, member well-being, and operational effectiveness across the Defence Team. Key priorities include:

- Grievance System Modernization: Launch the Grievance Centre of Expertise at initial operating capacity in April 2026 to support chains of command in the effective administration of grievances. Policy updates and digitization will improve timeliness, transparency, and trauma-informed resolution, with a focus on addressing issues at the lowest level possible;
- Complaints Process Transformation: Advance a recalibrated program framework that centralizes complaint handling, embeds trauma-informed and accessible practices, integrates Gender-based Analysis principles, and provides leadership with data-driven insights to drive systematic reform;
- Defence Team Coaching Program: Expand coaching services to support up to 400 individuals, deliver 50 team and group sessions, and provide up to 2,000 psychometric

assessments per year. Increased access will strengthen leadership competencies, support culture change, and enable evidence-based leadership development;

- Leadership Support Teams (LST): Enhance unit effectiveness through surveys, Unit Morale Climate Assessment Surveys, the Climate and Well-being Pulse Survey, and in-person engagements. LSTs will analyze diverse perspectives, identify systemic barriers, and support the development of inclusive, responsive solutions;
- Restorative Services: Expand the Centre of Expertise in Restorative Services, which addresses harm-based situations through restorative practices to rebuild trust, strengthen teams, and reinforce institutional capacity for long-term culture change; and
- Conflict and Complaint Management Services: Continue delivering tailored conflict resolution services for individuals, managers, and chains of command, embedding equity, diversity, and inclusion principles to better support equity-deserving groups.

In FY 2026-27, the Sexual Misconduct Support and Resource Centre will strengthen its role as a trusted, independent resource for the Defence community by expanding trauma-informed services, extending its mandate to support those affected by racism, scaling proven programs, deepening expertise in anti-racism and cultural humility, and enhancing service quality through client feedback and evidence-informed practice.

With permanent funding secured, Defence will administer the [Community Support for Sexual Misconduct Survivors Grant Program](#) to broaden services for those affected by sexual misconduct, including:

- Expand and integrate [support services](#): Maintain the 24/7 bilingual support line and the Response and Support Coordination Program, and extend access to all Defence community groups, including CAF members and DND employees, the Canadian Coast Guard, Junior Canadian Rangers, Cadets, and family members aged 16+, under the broadened mandate to support those affected by racism;
- Advance [restorative engagement](#): Conclude the [Sexual Misconduct Restorative Engagement Program](#) and complete close-out activities; develop and implement the [Restorative Engagement Program on Systemic Racism](#), as required by the [CAF Systemic Racism Class Action Final Settlement Agreement](#); and continue the work of the Centre of Expertise in Restorative Services to address harm-based situations through restorative practices that rebuild trust, strengthen teams, and reinforce institutional capacity for long-term culture change;
- Strengthen legal and peer support: Provide trauma-informed Independent Legal Assistance directly to individuals affected by sexual misconduct in a DND/CAF context and establish a roster of qualified civilian lawyers to complement the legal team and complete the transition away from the reimbursement model; and expand the [Peer Support Program](#) to better serve those affected by sexual misconduct and military sexual trauma; and
- [Enhance insight and service design](#): Advance the Client Experience Strategy by analyzing client feedback to drive continuous service improvement; conduct [community consultations](#) to improve responsiveness of direct support services; and continue prevention-focused research to inform and contribute to institutional culture change.

The Canadian Special Operations Forces Command (CANSOFCOM) will continue to implement the Optimizing Performance, Force and Family program to address the unique health and wellness

needs of CANSOFCOM members, advancing sustainment of high readiness for its personnel and response to operational demands.

The Royal Canadian Air Force (RCAF) will strengthen support systems that promote the health, well-being, and professional conduct of its personnel. Efforts will include maintaining timely, efficient, and policy-compliant reporting mechanisms for conduct-related incidents and grievances, and advancing professional conduct and culture initiatives that foster ethical leadership, respect, and accountability across all levels of command.

In FY 2026-27, the RCAF will focus on establishing benchmarks and monitoring progress in:

- Participation in leader character development and transformation activities;
- Completion of intersectionality and psychological-safety training;
- Delivery of awareness initiatives related to conduct, ethics, and equity, diversity, and inclusion; and
- Implementation of culture evolution activities through existing governance structures, including Culture Evolution Coordinators, committees, and review mechanisms.

## **The Defence Team reflects the diversity of Canadian society**

### **Results we plan to achieve**

In fiscal year (FY) 2026-27, Defence will strengthen organizational accountability and culture transformation by addressing systemic inequities through coordinated and evidence-based action. Building on departmental equity efforts, the Systemic Racism Class Action Coordinating Committee will bring together subject-matter experts and class member representatives to guide, monitor, and report on progress toward meaningful systemic relief measures across the Defence Team.

The Department of National Defence and the Canadian Armed Forces (DND/CAF) will advance an intersectional approach to inclusion with the integration of Gender-based Analysis Plus (GBA Plus) into core business activities. This includes targeted support to key policy functions, continued leadership of the Intersectional Focal Point Network, and expanding the GBA Plus community of practice to strengthen capacity and sustain inclusive decision-making across the Defence Team.

The CAF is committed to meeting employment equity goals for recruitment identified by the Government of Canada for women, visible minorities, and Indigenous groups through the following initiatives:

- Leveraging the unique opportunities and entry paths available to Indigenous Peoples such as the Indigenous Leadership Opportunity Year (ILOY) and Summer Training Programs which include Bold Eagle, Raven, Black Bear, Carcajou/Wolverine, and Grey Wolf;
- Interacting with Indigenous communities through the Canadian Forces Recruiting Group to build and maintain relationships with Indigenous Peoples based on recognition of rights, respect, co-operation, and partnership;
- Hosting webinars on CAF life and career opportunities, including dedicated sessions for Indigenous Peoples (e.g., ILOY, summer training programs) and women, providing information, guidance, and spaces to ask questions directly to recruiting staff;
- Continuing to roll out the “Women in the Forces” page on Forces.ca, showcasing member testimonials, policy updates, and career opportunities; and

- Attending women-focused career fairs to answer questions and share insights on careers in the CAF.

In FY 2026-27, the Defence Team will also strengthen tools and systems that support inclusive, ethical, and responsive workplace practices. Initiatives include:

- Developing a new job aid and checklist for GBA Plus considerations in training design, with endorsement by the Training Development Officer branch for CAF-wide use;
- Promoting sustainability of the Sexual Misconduct Incident Tracker System (SMITS) and the Hateful Conduct Incident Tracking System (HCITS) to avoid service disruptions;
- Enhancing HCITS to align with or exceed SMITS functionality to support broader operational needs; and
- Improving the reliability and accuracy of SMITS and HCITS dashboards to enable timely responses to chain of command requests, Access to Information and Privacy inquiries, media queries, and other high priority demands.

In FY 2026-27, the Defence Team will strengthen internal engagement and governance through a formal engagement framework. This approach will increase awareness of employment equity, diversity, and inclusion (EEDI) priorities while improving the process for tracking and reporting purposes. The department will also collaborate with central agencies and other government departments to align efforts and share best practices, supporting initiatives that reflect the diversity of Canadian society.

To advance its multi-year cyclical recruitment action plan for equity-seeking groups, Defence will:

- Establish subpools in all staffing processes to make sure candidates from designated groups are actively considered at every stage;
- Provide staffing advisors and hiring managers with tools and frameworks that embed equity considerations into staffing conversations;
- Launch targeted recruitment processes focused on racialized and other equity-seeking populations; and
- Strengthen talent acquisition, recruitment, and leadership development initiatives that advance departmental EEDI practices.

DND/CAF will also work to identify and remove systemic barriers affecting Indigenous, Black, and other racialized groups, as well as people with disabilities. Guided by data from the [Employment Systems Review](#) and the Public Service Employee Survey, these efforts will include equipping managers and supervisors with tools, programs, and services needed to help build inclusive workplaces. Measures will include setting inclusion goals, developing an inclusion index, and prioritizing second official language training for Indigenous and racialized public servants.

## **The Defence team reflects the values of Canadian society**

### **Results we plan to achieve**

The Defence Team will strengthen alignment with Canadian values by advancing a culture grounded in respect, accountability, ethical conduct, and dignity for all. These efforts will work to align the behaviours, symbols, and traditions of the Department of National Defence and the Canadian Armed Forces (DND/CAF) with the principles Canadians expect from a modern, trusted, and professional military.

Key initiatives include:

- Implementing the CAF Professional Conduct and Culture Training and Education Framework across multiple CAF training programs;
- Expanding the “Prevent and Respond to Sexual Misconduct” course to both the Royal Military College of Canada Kingston, (Ontario) and Saint-Jean, (Québec) campuses;
- Launching the “Inclusion and Respect in Defence” workshop nationally, including a facilitator training program to support consistent delivery;
- Delivering mandatory Victim Liaison Officer recertification training, required every four years under the [National Defence Act](#), and expanding access to the virtual Culture Evolution Coordinator course across the Defence Team;
- Strengthening awareness of ethical impacts on conduct and culture through updated Defence Ethics training, and incorporating revisions to the [DND/CAF Code of Values and Ethics](#); and
- Supporting the Defence Ethics Program as it updates the DND/CAF Code of Values and Ethics and the Defence Ethics Program Implementation Directive, including:
  - Acting as advisors to integrate ethical principles across departmental activities;
  - Updating all training, Terms of Reference, and communication tools to reflect the revised Code; and
  - Amending relevant Defence Administrative Orders and Directives to enable consistency with the updated ethical framework.

In fiscal year (FY) 2026-27, the Defence Team will continue to advance culture renewal efforts that foster inclusive, respectful, and values-based workplaces and that are reflective of Canadian society. Across the Royal Canadian Navy (RCN), the Canadian Army (CA), and the Royal Canadian Air Force (RCAF), efforts will focus on strengthening trust, accountability, ethical leadership, and belonging, enabling all members to feel valued and empowered to contribute to operational excellence.

Key initiatives include:

- Implementing element-specific culture evolution plans such as the RCN’s Forging a Stronger RCN and the RCAF’s Culture Evolution Implementation Plan, to embed diversity, equity, and inclusion leadership across operations, leadership, and professional development;
- Strengthening engagement with Defence Advisory Groups, Indigenous and coastal communities, and national outreach initiatives such as the [Naval Experience Program](#), to promote equitable opportunities and highlight the contributions of women, Indigenous Peoples, and racialized communities;
- Reinforcing collaboration with allies and partners to advance interoperability, inclusive leadership, and shared learning across the broader defence community;
- Enhancing workplace inclusivity and dignity through initiatives such as expanding Gender Focal Point (GFP) networks, introducing gender-inclusive accommodations, and strengthening the integration of Gender-based Analysis Plus across training and operations. These efforts include building capacity by training and force-generating Gender

Advisors, Human Security Advisors, and GFPs, as well as embedding these principles in key courses such as Civil-Military Co-operation and Information-Related Capabilities; and

- Delivering and expanding training education programs such as the CA's Instructor Personal Growth Program and ethics discussions, which reinforce values-based leadership, emotional intelligence, and respect in the workplace.

In FY 2026-27, DND/CAF will continue to support national commemoration activities, which include:

- Supporting Veterans Affairs Canada (VAC) at domestic and international commemorative events, including:
  - The 110<sup>th</sup> anniversary of the [Battle of the Somme](#); and
  - The 110<sup>th</sup> anniversary of the [Battle of Beaumont-Hamel](#) from 28 June to 1 July 2026.
- Supporting the annual [National Sentry Program](#) at the [Tomb of the Unknown Soldier](#) at the [National War Memorial](#);
- Advancing inclusive commemoration practices by:
  - Acknowledging unceded land;
  - Incorporating the [Eagle Staff](#) into ceremonies; and
  - Coordinating with CAF Indigenous advisors, VAC, and the Director of History and Heritage to include storytellers, dancers, singers, and smudging in events.
- Supporting Team Canada at the Invictus Games 2027 in Birmingham, United Kingdom, with the Soldier On program selecting and training competitors, and Canadian Forces Health Services providing medical support and coverage.

## **Military families are supported and resilient**

### **Results we plan to achieve**

#### Support to Military Personnel and Families

In fiscal year (FY) 2026-27, the [Canadian Forces Morale and Welfare Services](#) team will continue to design, deliver, and evaluate essential wellness offerings for Canadian Armed Forces (CAF) members and their families, with services delivered in person and virtually. Initiatives include:

- Financial counselling and education: Expand financial counselling and advice for members and families experiencing hardship, supported by the Service Income Security Insurance Plan financial advisory team and enhanced through a CAF-exclusive financial education portal;
- Virtual healthcare access: Maintain 24/7 virtual access to Canadian-licensed general practitioners for dependents of CAF members living in Canada through the Military Family Virtual Healthcare Program; and
- Childcare: A \$100 million Government of Canada investment over five years will expand childcare access for CAF families by partnering with local providers, reimbursing family members for training and certification, and establishing a navigator network and website to connect families with programs and resources.

## Military Spouse Employment

To enhance employment opportunities for CAF spouses and partners, Defence will continue to invest in and expand both the Military Spouse Employment Initiative (MSEI) and the Military Spousal Employment Network (MSEN). In FY 2026-27, efforts will include:

- Collaboration: Working with other government departments, including the Royal Canadian Mounted Police and Global Affairs Canada, to address challenges faced by spouses due to frequent deployments and relocations;
- Ambassador Network: Establishing a Military Spouse Ambassador Network to promote awareness and opportunities within Defence;
- Employment Network: Expanding MSEI and MSEN to provide tailored career services — such as coaching, navigation, and employer connections — while embedding contact information in CAF posting messages to increase awareness among the approximately 5,000 military families who relocate annually; and
- Engagement: Increasing outreach through targeted communications, events, and promotional activities in partnership with the MSEN.

## Seamless Canada

To address systemic barriers and improve quality of life for military families, Defence will:

- Support the [Seamless Canada](#) Steering Committee by organizing its biannual conferences, including an in-person event featuring a gala dinner and military experience;
- Support five simultaneous subcommittees that engage with provincial and territorial public service experts to achieve results in the three core areas: child and youth education, childcare, and access to health care; and
- Strengthen engagement with Base/Wing Commanders, Military Family Resource Centers, Honorary Colonel networks, and other government departments where synergies exist.

The Defence Team will continue to implement the Optimizing Performance, Force and Family program, focusing on meeting the unique needs of Special Operations Forces families including mental health resilience, deployment support, transition resources and programming, and community integration through dedicated Military Family Services.

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

### **Results we plan to achieve**

Defence delivers relevant programs and experiences for today's Canadian youth through the [Cadets](#) and [Junior Canadian Rangers](#) programs, promoting accessibility across communities nationwide. These programs foster citizenship, leadership, physical fitness, and interest in Defence activities, helping youth develop skills that support a successful transition to adulthood.

In FY 2026-27, Defence will:

- Modernize training and delivery models to reflect evolving national priorities;
- Strengthen program readiness by improving personnel, equipment, and oversight;

- Expand leadership development and youth empowerment opportunities across all regions; and
- Maintain the 2% youth engagement target, using this benchmark to guide responsible program expansion.

### **Gender-based Analysis Plus**

In fiscal year 2026-27, the Defence Team will focus on sustaining the Gender-based Analysis Plus (GBA Plus) Enterprise Approach, a department-wide framework that integrates GBA Plus into business activities. Efforts will build Defence Team capacity through training, guidance, and practical tools, and advance gender-responsive budgeting across the department.

Key actions include:

- Maintaining Sentinel support networks and embedding GBA Plus into organizational culture assessments, supported by feedback mechanisms that identify barriers and data gaps. Training and education efforts will focus on broad audiences and key culture evolution positions to advance an inclusive and ethical workplace culture;
- Hosting quarterly knowledge sessions for human resources (HR) professionals to share best practices, seek advice, and refine GBA Plus applications in policy and guidance. Leveraging workforce data and employee feedback will help identify systemic barriers and promote equitable access to opportunities that foster a culture of fairness, respect, and inclusivity;
- Aligning resources, accountabilities, and monitoring under the GBA Plus Implementation and Culture Plans to strengthen intersectionality and drive cultural evolution across all initiatives;
- Incorporating GBA Plus into existing HR tracking and monitoring mechanisms to identify and bridge representation gaps and enhance accurate reporting on progress;
- Developing a Strategic HR Plan informed by GBA Plus, embedding intersectional considerations into hiring, selection, and promotion practices;
- Continuing to embed GBA Plus into all new policy and program development activities through mandatory assessments. This will be supported by an intersectional advisory network and regular knowledge-sharing sessions; and
- Continuing to advance the Organizational Culture Plan and embed GBA Plus into readiness, recruitment, and attraction efforts, while sustaining Gender and Human Security Advisor roles and supporting mentorship initiatives — such as the Canadian Army Mentorship Platform — to strengthen inclusion and leadership.

### **Indigenous relations**

The department will continue advancing Indigenous representation and career development across its Public Service workforce. Through strategic partnerships and culturally informed initiatives, the Defence Team will expand opportunities for Indigenous employees and candidates while supporting reconciliation and inclusive growth.

Key initiatives include:

- Expanding and promoting Indigenous talent pools to strengthen recruitment, retention, promotion, and representation at all levels;
- Partnering with the Public Service Commission, the Indigenous Career Navigator Program (ICNP), and Indigenous communities to recruit candidates through targeted outreach and events;
- Supporting the ICNP by providing guidance to managers and assisting Indigenous employees with their career development and mobility; and
- Continuing the review of the Canadian Armed Forces Indigenous Experience Program.

The Cadets and Junior Canadian Rangers (JCR) programs are community-based and rely on support from local businesses, organizations, and leaders. This support includes First Nations, Métis, and Inuit partners and communities, particularly in remote, isolated, and coastal areas where JCRs are co-located with Canadian Ranger Patrols. Contributions vary by community and are defined locally rather than through formal national engagement.

Regional Cadet Support Unit staff have also accessed Indigenous-centered professional development through Aboriginal Sport Bodies, enhancing cultural awareness and community engagement with Indigenous partners. While staff feedback has been positive, challenges remain in guaranteeing consistent access to these opportunities.

The Defence Team Co-Champion for Indigenous peoples will attend the [Indigenous Summer Programs](#) graduation parades in summer 2026, which also includes participation in Indigenous themed events such as [Indigenous Awareness Week](#), [National Indigenous Veterans' Day](#), and the [National Day for Truth and Reconciliation](#).

### Planned resources to achieve results

**Table 3.7: Planned resources to achieve results for Defence Team.**

Resource	Planned
Spending	\$5,377,166,004
Full-time equivalents	22,704

[Complete financial](#) and [human resources information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## **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](#).

## **Summary of changes to reporting framework since last year**

- This Departmental Result (DR) 3.3: “The Defence team reflects the values and diversity of Canadian society” was divided into two separate results: “The Defence team reflects the diversity of Canadian society” and “The Defence team reflects the values of Canadian society”. This change supports clearer reporting on the distinct indicators and prevents the need for an overly long, multi-page table.

## Core responsibility 4: Future Force Design

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Indigenous relations](#)
- [Planned resources to achieve results](#)
- [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.



[Image 4: Operation UNIFIER](#)

A Canadian Armed Forces member deployed on Operation UNIFIER demonstrates drone capabilities during the Advanced Sapper course in Europe, 19 September 2025.

Photo: Canadian Armed Forces Imagery Technician.

### 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.

## Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Future Force Design. Details are presented by departmental result.

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
Degree to which the capability deductions contained within the Force Capability Plan (FCP) are coherent with those of our allies and partners	2022-23: Not available* 2023-24: Not available* 2024-25: 2	Between 2-3	31 March 2027
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	2022-23: Not available* 2023-24: Not available* 2024-25: 1	Between 2-3	31 March 2027
Degree to which the Defence Investment Plan (IP) accounts for future capability requirements as identified in the Force Capability Plan (FCP)	2022-23: Not available* 2023-24: Not available* 2024-25: 1	Between 2-3	31 March 2027

\* Indicator methodology redeveloped in FY 2024-25, and therefore previous results not available.

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of DND/CAF strategic initiatives and projects that are supported by Defence Science and Technology	2022-23: Not available* 2023-24: Not available* 2024-25: Not available*	At least 75%	31 March 2028
% 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	2022-23: 79% 2023-24: 79.5% 2024-25: 81.6%	At least 20%	31 March 2027

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

Additional information on the [detailed results and performance information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## Plans to achieve results

The following section describes the planned results for Future Force Design in 2026-27.

### Defence capabilities are designed to meet future threats

#### Results we plan to achieve

In fiscal year (FY) 2026-27, Defence will advance the transformation of Force Development and Design (FD&D) across the Canadian Armed Forces (CAF) by completing an inaugural three-year cycle of activities and providing a unified aim point for capability development. Guided by foresight and consultation with allies, academics, and other government partners, the Department of National Defence (DND) will strengthen its understanding of the future operating environment.

The CAF's transition to the Concept-Driven Threat Informed Planning process will strengthen the strategic foundation of force development and modernize doctrine to reflect emerging needs. A

centre of excellence will be established to embed best practices and innovation in capability design, while elevating the North Atlantic Treaty Organization's (NATO) Defence Planning Process as a foundational enabler of Canadian force development and multinational capability alignment.

To position future capabilities to address emerging threats, Defence will continue to evolve internal processes. Planned initiatives include publishing an updated FD&D User Guide, expanding Force Development training and course offerings, aligning processes with those of allies, and leveraging digital tools to improve integration. Governance structures will be reshaped to emphasize capability discussions and decision-making, while projects will be rigorously analyzed to maintain alignment with CAF future force priorities. These initiatives will enable Defence to design innovative capabilities that are ready to meet future threats.

#### Artificial Intelligence and Digital Modernization

In FY 2026-27, Defence will advance implementation of the DND/CAF Artificial Intelligence (AI) Strategy and accelerate responsible adoption across the Defence Team. Through the AI Centre, which is transitioning from design to delivery, Defence will:

- Launch the AI Ethics Framework and departmental governance model to guide responsible AI development and deployment;
- Recruit and train specialized AI talent, and embed expertise across Defence organizations to support enterprise and operational outcomes;
- Operationalize the AI Strategy through a directive and supporting toolkits with clear metrics and timelines; and
- Develop secure, standardized AI workspaces and risk-management frameworks to enable trusted, sovereign AI solutions.

Working with Defence Research and Development Canada, the AI Centre will apply a “fighting-from-prototype” approach, rapidly testing and deploying operational AI solutions in live environments. The Centre will also streamline AI procurement, establish technical standards, and develop mission-ready tools that enhance decision advantage, while reinforcing Canada's sovereignty in emerging technologies.

#### Digital and Data Foundations

Defence will continue to strengthen its digital backbone to enable secure, scalable, and data-driven operations. Key initiatives include:

- Advancing MapleStack, a sovereign, AI-powered suite of integrated technologies forming the foundation for modern defence operations across classified, unclassified, and edge environments. Backed by a \$33.5 million seed investment, MapleStack is being tested in military deployments to validate operational readiness and support interoperability, zero-trust architecture, and decision superiority;
- Implementing the Data Ready Defence integration layer to unify enterprise-wide data access under zero-trust principles, providing secure, modular, and scalable data management across Defence systems;
- Expanding the Enterprise Interoperability Program and Enterprise Data Integration Platform to build a sovereign-first, open-source ecosystem aligned with allied standards; and

- Embedding cybersecurity and Emission Security considerations into all digital and Information and Communications Technology investments from the design stage.

These initiatives collectively establish a secure digital foundation that supports information advantage, enhances interoperability, and strengthens Canada's sovereign technological base.

#### Interoperability and Innovation Ecosystem

Defence will enhance collaboration with allies and accelerate innovation through close cooperation with the Joint Project Office and the Bureau of Research, Engineering and Advanced Leadership in Innovation and Science (BOREALIS). In FY 2026-27, efforts include:

- Advancing joint capability development across NATO and the Five Eyes partners, promoting alignment with coalition interoperability standards and Pan-Domain Command and Control objectives;
- Supporting plug-and-play compatibility across departmental and allied systems through standards-based design practices and secure data-sharing frameworks; and
- Leveraging experimentation and emerging-technology research to inform capability integration and operational readiness.

Through Information Capabilities Force Development, Defence will guide cyber-resilient and digitally enabled force development, embedding interoperability, resilience, and innovation into all capability portfolios.

#### Cyber Force Development and Resilience

Defence will continue to evolve a flexible and sustainable cyber force by refining policy, governance, and workforce frameworks. FY 2026-27 priorities include:

- Reviewing and revitalizing the Signals Intelligence (SIGINT) framework to enhance capability delivery;
- Establishing governance for Cyber and Joint Electromagnetic Spectrum Operations effects;
- Developing a framework to support Special Access Program operations, and governance, for cyber and SIGINT development;
- Completing the Cyber Workforce Framework for the new Cyber Officer occupational group;
- Delivering training programs for Cyber Operators from entry through to advanced levels; and
- Formalizing the Cyber Training Unit into an official military school with dedicated infrastructure and staff.

These actions will support DND/CAF in sustaining an integrated cyber workforce of military and civilian professionals capable of delivering effects across all domains.

#### Innovation and Experimentation Pipeline

Through the Innovation for Defence Excellence and Security program, Defence will continue accelerating discovery, testing, and adoption of innovative technologies that address operational and enterprise challenges. FY 2026-27 priorities include:

- Launching new challenges and sandbox trials in areas such as cyber defence, autonomous systems, Arctic operations, and Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance;
- Reducing time-to-field by integrating successful solutions into the Force Development process; and
- Applying frameworks such as the Foresight, Innovation, Concepts, Strategy and Technology process and Future Information Capabilities Framework to identify and prototype high-potential digital technologies.

Together, these initiatives will strengthen Canada’s innovation ecosystem, enhance technological sovereignty, and support the CAF in remaining ready, resilient, and equipped to meet future threats.

#### Modernizing Defence Intelligence for a Pan-Domain Future

In FY 2026-27, DND/CAF will advance initiatives to enhance pan-domain awareness, strengthen decision advantage and deepen allied interoperability through data-centric, federated architectures. The department will build on the Defence Intelligence 2030 framework by developing the Defence Intelligence 2040 concept, aligning with [Our North, Strong and Free](#) and Canada’s Intelligence Priorities. Work will be guided by concept development, wargaming and experimentation to anticipate future operating environments.

In addition, Defence will operationalize the Directorate of Defence Intelligence Data to provide enterprise data governance and a digital foundation for the Integrated Intelligence Enterprise, fostering management, interoperability, and usability across the Defence enterprise, including for Integrated Mission Data.

In FY 2026-27, the Canadian Special Operations Forces Command (CANSOFCOM) will continue to collaborate with partners and allies to develop capabilities designed to address the threats of tomorrow while supporting CANSOFCOM members in remaining interoperable when deployed globally.

#### Modernizing the Royal Canadian Navy for a Multi-Domain Maritime Future

The global maritime security landscape is evolving rapidly. Renewed great-power competition, increased activity in the Arctic and North Atlantic, and hybrid threats demand a transformative response. In FY 2026-27, the Royal Canadian Navy (RCN) will accelerate its transition to a modern, multi-domain, and combat-credible maritime force, strengthening sovereignty, readiness, and allied interoperability through:

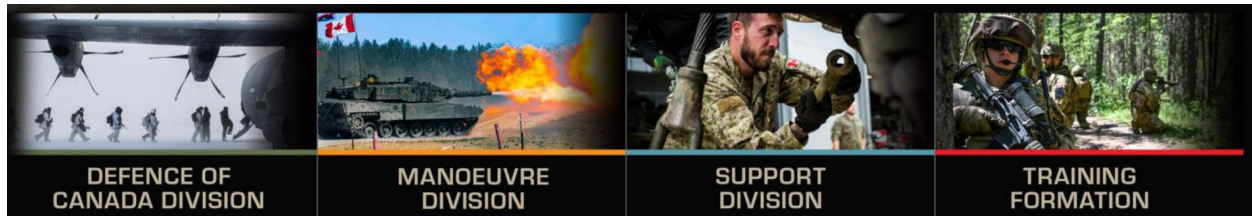
- River-class Destroyer: The RCN’s top fleet-renewal priority will advance through detailed design, procurement of long-lead components, land-based testing preparations, and groundwork for full construction later this decade;
- Canadian Patrol Submarine Project: Following down-selection to two qualified suppliers, the project will progress towards the acquisition of 12 conventional submarines for delivery no later than 2035;
- Arctic Sovereignty and Maritime Presence: Expanded deployment of Harry DeWolf-class Arctic and Offshore Patrol Vessels will increase northern patrol days and domain awareness, enhancing Canada’s capacity to assert sovereignty and respond to emergencies;

- Uncrewed Systems: Delivery of the first Uncrewed Aircraft Systems under the RCN Intelligence, Surveillance, Target Acquisition and Reconnaissance project, with continued focus on uncrewed surface and underwater vehicles; and
- Multi-Domain Integration and Allied Interoperability: Deepening integration with joint maritime domain awareness, surveillance, and command-and-control systems to support responsiveness, allied interoperability, and global operational readiness.

### Modernizing the Canadian Army for Future Operations

The global security environment is evolving rapidly. Accelerating technological change, renewed great-power competition, and the resurgence of high-intensity conflict have underscored that “[the Army we have is not the Army we need](#)”. For decades, the Canadian Army (CA) was structured primarily to contribute to limited overseas missions, rather than to fight, survive, and lead in major combat operations. As a result, the CA lacks the equipment, support systems, and depth required to defend Canada in a future crisis or conflict.

To address this, the CA has launched a [comprehensive modernization initiative](#) to position Canada’s land forces so they are designed, equipped, and structured to meet current and future threats. During FY 2026-27, the CA will continue this generational transformation, re-imagining how it is organized, equipped, trained, sustained, and integrated to generate modern land forces capable of operating across the full spectrum of competition, crisis, and conflict, both at home and abroad.



[Image 5: The Canadian Army \(CA\) is modernizing to counter evolving global threats and safeguard national sovereignty.](#)

1. Defence of Canada Division: Soldiers disembark from a large military aircraft onto a snowy or foggy landscape.
2. Manoeuvre Division: An armoured tank fires a round, creating a bright explosion, with a Canadian flag visible above it.
3. Support Division: Personnel in camouflage uniforms work with military equipment in a close-up setting.
4. Training Formation: Uniformed personnel move through a forested area carrying rifles and tactical gear.

This modernization effort focuses on four core pillars: Personnel, Equipment, Training, and Sustainment, to deliver agile and lethal land power in defence of Canada and in support of international operations. Initial structural changes will begin in summer 2026 and are expected to be completed by summer 2027, transitioning from a geographically based organization to one that is purpose-built and effects-driven, consisting of:

- A dedicated defence force, serving as the backbone of national mobilization;
- The frontline combat force, providing fully equipped, deployable units for major combat operations;

- A sustainment and support foundation, anchored in Army bases and directly connected to the national supply chain;
- A training and education system, responsible for preparing soldiers and leaders through progressive, professional military development; and
- Advancing the Army’s Capability Investment Priorities, by delivering advanced systems, platforms, and technologies required to support Canada’s land forces in remaining interoperable with allies and ready to meet emerging threats.



Image 6: Canadian Army Modernization Priorities

On the left, a circular graphic displays the Canadian Army emblem with the word “STRUCTURE” along the outer arc. On the right, five priorities are listed, each with a corresponding icon:

1. Long-Range Precision Strike (Land): A new long-range strike capability.
2. Indirect Fire Modernization: Modern mortars and artillery systems to enhance range, speed, and firepower.
3. Ground-Based Air Defence: Reinforced air-defence capabilities to protect personnel and infrastructure.
4. Domestic Arctic Mobility Enhancement: Improved mobility and operational capability in Arctic and Northern environments.
5. Integrated Command & Control Systems: Systems that connect soldiers, sensors, and platforms across domains and with allies.

#### Advancing Digital Command and Control Capabilities in the Royal Canadian Air Force

Defence will advance digital platforms and command and control (C2) capabilities to enhance decision-making, situational awareness, and operational readiness, which include:

- The Royal Canadian Air Force (RCAF) data platform: Expand ingestion and analysis of raw data to provide timely, trusted insights across the department;
- The Canadian Beacon Registry (CBR): Further develop the registry, a cloud-based platform that supports the registration of emergency beacons. When activated, the CBR enables the Canadian Mission Control Centre and Joint Rescue Coordination Centre to quickly access beacon data, reducing search and rescue response times and improving outcomes;

- Cloud Based Command and Control (CBC2): Building on the initial operational capability achieved in 2024, CBC2 will expand the use of secure cloud technologies, artificial intelligence / machine learning, and human-machine teaming to strengthen bi-national (Canada-United States) situational awareness and command and control. Agile development practices, including bi-weekly software deliveries, will continue to drive rapid capability improvements; and
- Resource Environment for Air Force Command and Control Hub (REAC2H): The RCAF is developing REAC2H, a platform that enables developers to build, deploy and host C2 software and security controls. In FY 2026-27, REAC2H will expand its hosted applications and, in partnership with the Digital Services Group, integrate a new data fabric to support enterprise-wide C2 requirements.

## Defence and security challenges are addressed through innovative solutions

### Results we plan to achieve

In fiscal year (FY) 2026-27, Defence will strengthen Canada’s science, technology, and innovation ecosystem to address emerging defence and security challenges. Through the Defence Team’s contributions to the Government of Canada’s Indo-Pacific Strategy, the Department of National Defence and the Canadian Armed Forces (DND/CAF) will advance capabilities in quantum technologies, autonomy and artificial intelligence (AI), cyber, electronic warfare, undersea systems, and hypersonic and counter-hypersonic technologies. The Defence Science Counsellor posted to Canberra, Australia, will continue to engage regional partners to advance shared initiatives such as Over-the-Horizon Radar and missile defence. These efforts will inform continental defence priorities, including North American Aerospace Defense Command (NORAD) Modernization Science and Technology (NMST), and strengthen collective innovation across the Indo-Pacific.

Innovation remains a critical enabler for maintaining a modern, agile, and interoperable armed forces. Defence will advance operational research, strategic analysis, and experimentation to understand the evolving security landscape, inform evidence-based decision-making, and assess future capability and force structure options. By fostering a culture of innovation through partnerships with allies, industry, academia, and other external collaborators, DND/CAF will invest in technologies that enhance operational effectiveness, strengthen interoperability, and build resilience across all domains. These efforts will support priorities including [Our North, Strong and Free](#), continental defence and NORAD Modernization, and the Defence Industrial Strategy (DIS).

### North American Aerospace Defence Command Modernization Science and Technology

To support NMST, Defence will advance science and technology initiatives through the Innovation for Defence Excellence and Security (IDEaS) program by launching new challenges in priority areas that include:

- Arctic and climate research;
- Quantum technologies;
- Artificial intelligence;
- Autonomous systems;
- Space domain awareness;

- Counter-Uncrewed Aerial Systems;
- Cyber operations;
- Command and Control;
- Counter-hypersonic weapons; and
- Other emerging technologies.

These efforts will future-proof continental defence against aerospace and maritime threats. Bilateral and multilateral governance will align Canadian priorities with those of partners for coordinated investments and effective resource use. External engagement, including the annual NMST event at the Embassy of Canada in the United States, will showcase Canadian strengths and inform binational decisions on emerging capabilities.

#### Defence and Security Science and Technology Program

Through the Defence and Security Science and Technology program and NMST, DND/CAF will accelerate the transition of advanced research and development into CAF platforms, systems, and multi-domain capabilities. The Defence and Security Science and Technology Program will modernize research facilities and initiate new infrastructure projects to drive adoption of disruptive technologies while strengthening resilience against future threats. Defence will also leverage scientific expertise to support CAF operations, promoting alignment of research with operational requirements, and will invest in personnel to maintain Canada's leadership in adapting to emerging technologies.

#### Arctic Defence

The Defence Team will expand research and development capabilities to strengthen Arctic Defence by updating northern research infrastructure, modernizing portable on-ice science equipment, and strengthening partnerships with Indigenous communities, academia, and the North Atlantic Treaty Organization's (NATO) Allies. This work will support NMST priorities in autonomy, power and energy, mobility, climate resilience, and Arctic communications, advancing readiness in challenging northern environments.

#### Quantum Science and Technology

Through [Quantum 2030](#), Defence will accelerate applied science and technology (S&T) to mature quantum solutions and prepare the CAF for future quantum-enabled threats. Investments in highly qualified personnel, research partnerships, and infrastructure will advance Canadian quantum technologies with direct defence applications.

#### Research Security

To safeguard sensitive technologies and mitigate foreign interference, DND/CAF will implement enhanced research security measures. This includes conducting risk assessments, applying tailored mitigation strategies, and securing government-funded research partnerships in line with NATO S&T Research Security Guidance.

#### Accelerating Innovation and Procurement Modernization

The [IDEaS](#) program will enhance the Defence Innovation Portal by enabling secure proposal submission, project evaluation, and integrated reporting. To close the innovation to procurement gap, IDEaS and Public Services and Procurement Canada will grow the Procurement and Operationalization of Innovation and New Technology (POINT) initiative. Following the FY 2025-26

pilot Call for Proposals (CFP), additional POINT CFPs will allow DND/CAF to acquire mature IDEaS-funded innovations, accelerating transition into operational use.

#### Energetic Materials and Munition Production

In FY 2026-27, Defence will advance the Munitions Supply Program by prioritizing key energetic materials and acquiring capabilities for tailored synthesis and small-scale processing. In partnership with industry, Defence Research and Development Canada will pilot test and mature long-range artillery projectile technologies to support future-ready CAF munitions.

#### Commercialization, External Relations, and Intellectual Property Protection

DND/CAF will strengthen commercialization pathways, external relations, and intellectual property (IP) protection to better leverage defence innovation. Key initiatives include modernizing IP management and licensing, integrating research security considerations into publication and partnership decisions, as well as aligning IP practices with long-term CAF capability needs.

#### Innovation for Defence Excellence and Security Program – Targeted Innovation Initiatives

In FY 2026-27, IDEaS will continue to advance cutting-edge technologies through targeted challenges focused on [5G](#), [quantum applications](#), [minefield breaching in Ukraine](#), [forecasting emerging threats](#), and Arctic sovereignty. New initiatives will include the Polar Paradigms and Drone Surge contests, and competitive projects supporting next-generation radar, hydrogen storage, spectrum superiority and hybrid space in low Earth orbit.

IDEaS will also expand its Sandbox program. The 2026-27 [Counter-Uncrewed Aerial Systems Sandbox](#) in Suffield, Alberta, will evaluate technologies for detecting and defeating micro and mini uncrewed aerial systems and integrating them into broader military command and control systems. The program will award up to \$1.75 million in prizes to promising technologies while also advancing Phase 2 [concept development](#) with six Canadian firms.

#### Defence Innovation Accelerator for the North Atlantic (DIANA)

In partnership with NATO, Canada will strengthen its role in the DIANA. In FY 2026-27, the DIANA Strategic Planning Office will reach full staffing, and the permanent North American Regional Office will open in Halifax, Nova Scotia. Defence will also launch the Funding for Canadian Innovators and Accelerators of DIANA program to support Canadian firms participating in DIANA's transatlantic innovation network and accelerate contributions to NATO's innovation agenda.

#### Space Rocketry Challenge

Defence will pursue approval for the Space Rocketry Challenge under the DIS in collaboration with the Treasury Board Secretariat. With planned investments of \$25 million in FY 2026-27 and up to \$50 million annually thereafter, this initiative will strengthen domestic space-launch technologies, develop talent pipelines, and foster an early-stage innovation ecosystem.

#### Dual-Use Technologies

DND/CAF will continue to prioritize investments in dual-use technologies that support both defence and broader security objectives, where feasible. Key areas of focus include:

- Reducing the environmental footprint of military operations;
- Exploring alternative energy solutions for remote locations;
- Strengthening cyber security and the resilience of critical infrastructure;

- Enhancing training and development for CAF personnel;
- Preparing for emerging chemical and biological threats;
- Improving clothing and shelter for operations in harsh environments; and
- Advancing vehicle and aircraft maintenance and security systems.

In FY 2026-27, DND will continue to advance enterprise data management to help guarantee that Defence data is structured, governed, and interoperable. These efforts will advance digital transformation, support NORAD modernization, and enable future force design. Key initiatives include:

- Enterprise Data Model Framework and Data Standardization: Advance the Enterprise Data Model Framework and Data Standardization Framework through project-based onboarding of key business areas to drive standardization and interoperability across Defence;
- Metadata and Enterprise Catalogue Deployment: Implement the Chief Data Officer Directive on Minimum Baseline Metadata and expand the enterprise data catalogue to improve metadata consistency, discoverability, and governance across the Defence Team;
- Stewardship of Digital Assets: Building on the 2025 Chief of the Defence Staff/Deputy Minister Directive for Stewardship of Digital Assets, Defence will prepare for automation and AI-driven solutions by fostering systematic organization, proper classification, and accessibility of information; and
- Auto-classification of records: Expand AI-enabled initiatives to extract and classify information, improving access to trusted data, supporting decision advantage, and meeting legislated response timelines and operational reporting requirements.

The Canadian Special Operations Forces Command (CANSOFCOM) will continue to deliver innovative solutions to complex operational challenges. Building on partnerships with industry, allies, and the science and technology community, CANSOFCOM will pursue the latest technological and scientific breakthroughs to strengthen its future force capabilities.

The focus will be Gradient Ascent, CANSOFCOM's digital and analytics initiative. Gradient Ascent will harness AI and advanced analytics to automate workflows, integrate diverse data streams, and generate timely, actionable insights. This evolution will enhance CANSOFCOM's ability to anticipate, adapt, and decide with speed and precision, promoting sustained information advantage and operational effectiveness in future operating environments.

### **Gender-based Analysis Plus**

The future of defence intelligence and capability design focuses on enabling pan-domain decision-making and operational advantage through innovation, data-driven systems, and inclusive analysis. Artificial intelligence (AI), machine learning (ML), and advanced data tools will be developed and applied to strengthen decision-making, mitigate bias, and reflect diverse perspectives. Gender-based Analysis Plus (GBA Plus) will remain integral to intelligence assessment to support operational planning that is ethical, evidence-based, and inclusive.

Key initiatives include:

- Conducting data collection and impact assessments of AI and ML tools to evaluate and mitigate bias, while monitoring their effects on operational and decision-making processes;

- Applying GBA Plus and intersectional perspectives to intelligence analysis to improve situational awareness and inform policies;
- Conducting GBA Plus assessments on key programs and projects, and providing analysis to inform budget proposals and Treasury Board Secretariat submissions; and
- Integrating GBA Plus into governance and modernization planning, while reinforcing the Professional Conduct and Culture Network and advancing Women, Peace and Security objectives to foster inclusion and ethical decision-making.

## **Indigenous relations**

The Innovation for Defence Excellence and Security (IDEaS) program will continue advancing Indigenous engagement by increasing visibility on participation and fostering more inclusive opportunities. The program tracks companies with 50% or greater Indigenous ownership, leadership, or research teams, and highlights successes such as Qillaq Innovations, an Inuit-owned company in Cambridge Bay, Nunavut, which recently received funding under the [IDEaS NORAD Modernization Science and Technology Contest](#). This project will complete Phase 1 in 2026, and may advance to Phase 2.

Targeted outreach will continue with Indigenous governments, partners, and organizations, and through events, which include:

- [Cando](#), a national Indigenous organization that supports Indigenous economic growth and prosperity;
- [Turtle Island Indigenous Science Conference](#), which brings together scholars, knowledge keepers, and other experts from across North America (Turtle Island) to share advances and experiences in Indigenous science, research, education, and policy;
- [ArcticNet's Annual Scientific Meeting](#), a hub for Arctic research in Canada. The annual conference brings together a broad range of research in and about the Arctic and northern regions of Canada and the world. It is an opportunity to advance collective understanding with an inclusive view of Inuit Nunangat and other northern regions, across the Canadian territories and provinces, circumpolar Arctic regions, and beyond; and
- [The Nunavut Trade Show](#), the largest annual event in the Canadian North, brings together all levels of government, Inuit organizations, Nunavut businesses, investors, entrepreneurs, and southern businesses for networking.

The IDEaS program, in collaboration with Procurement Assistance Canada, will also continue to have a presence at various regional events throughout fiscal year 2026-27, including:

- [The Indigenous Chamber of Commerce \(ICC\) Conference and Symposium](#), focused on networking with Indigenous and non-Indigenous businesses, as well as celebrating Indigenous entrepreneurship. ICC is committed to economic reconciliation, as well as the continual promotion and support of Indigenous businesses in Manitoba; and
- [The Arctic Development Expo](#), which takes place in Inuvik, Northwest Territories, Canada, supporting knowledgeable decision-making to enhance circumpolar life and create innovative solutions for communities across the North and Inuit Nunangat.

In alignment with Defence and Security Science and Technology priorities and the North American Aerospace Defense Command Modernization initiatives, and respecting departmental governance of Indigenous affairs, the Defence Team is developing an Indigenous Engagement Framework. This

framework will guide consistent protocols and best practices for collaboration with First Nations, Inuit, and Métis partners, rights-holders, and other Indigenous governments and communities.

To advance economic reconciliation, Defence has implemented targeted procurement strategies to promote the awarding of at least 5% of Defence and Security Science procurement programs to Indigenous businesses, including both direct contracts and subcontracts with companies listed in the Indigenous Business Directory or covered under Modern Treaties.

### Planned resources to achieve results

**Table 4.3: Planned resources to achieve results for Future Force Design.**

Resource	Planned
Spending	\$1,480,674,756
Full-time equivalents	2,068

[Complete financial](#) and [human resources information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

### 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 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](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Indigenous relations](#)
- [Planned resources to achieve results](#)
- [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.



[Image 7: Operation HORIZON](#)

MCpl Andrew Swimm is hoisted down from CH-148 Cyclone helicopter, Avalanche, to conduct a recovery from the helicopter of a person overboard exercise, onboard HMCS *Ville de Québec*, while sailing as part of the United Kingdom-led Carrier Strike Group, during Operation HORIZON, in the Timor Sea, 13 July 2025.

Photo: Cpl Brendan Gamache, Formation Imaging Services.

### 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.

## Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Procurement of Capabilities. Details are presented by departmental result.

**Table 5.1: Defence procurement is streamlined.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of projects that meet the approved project development and approval timelines (low risk and low complexity projects)	2022-23: 86% 2023-24: 83.3% 2024-25: 100%	100%	31 March 2027
% of goods and services contracts that are awarded within established performance targets	2022-23: 95.6% 2023-24: 94.4% 2024-25: 93.9%	100%	31 March 2027

**Table 5.2: Defence equipment acquisition is well-managed.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of capital equipment projects that remain in most recent approved scope	2022-23: Not available * 2023-24: Not available * 2024-25: 94% **	At least 90%	31 March 2027
% of capital equipment projects that remain on most recent approved schedule	2022-23: Not available * 2023-24: Not available * 2024-25: 44% **	At least 90%	31 March 2027
% of capital equipment projects that remain within the most recent approved expenditure authority	2022-23: Not available * 2023-24: Not available * 2024-25: 75% **	At least 90%	31 March 2027

\* The indicator was redeveloped in fiscal year 2024-25, and therefore previous results are unavailable.

\*\* The indicator was redeveloped in fiscal year 2024-25. The methodology now includes a much larger subset of projects, providing a more comprehensive view of project performance. As a result, the methodology and calculation criteria differ from previous approaches.

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of information technology projects that remain in approved scope	2022-23: 100% 2023-24: 100% 2024-25: 100%	100%	31 March 2027
% of information technology projects that remain on approved schedule	2022-23: 89% 2023-24: 90% 2024-25: 81%	100%	31 March 2027
% of information technology projects that remain within approved expenditure authority	2022-23: 100% 2023-24: 100% 2024-25: 100%	100%	31 March 2027

**Table 5.4: Supplies are available and well-managed.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of stock that was unavailable to meet forecasted demand	2022-23: 7.61% 2023-24: 7.2% 2024-25: 8.35%	At most 5.28%	31 March 2027
% of stock disposed that was identified as surplus	2022-23: 41.5% 2023-24: 93.25% 2024-25: 59.82%	At least 23%	31 March 2027
% of stock where Warehouse replenishment settings require review to achieve better materiel positioning and timely customer satisfaction	2022-23: 3.34% 2023-24: 3.57% 2024-25: 3.18%	At most 3.28%	31 March 2027

Additional information on the [detailed results and performance information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

### Plans to achieve results

The following section describes the planned results for Procurement of Capabilities in 2026-27.

### Defence procurement is streamlined

#### Results we plan to achieve

Defence will continue building procurement capacity and accelerate defence procurement by focusing on the following areas in fiscal year 2026-27:

- Advancing the implementation of the Defence Investment Agency to consolidate defence procurement expertise, support earlier engagement with industry partners, and accelerate the delivery of priority military capabilities aligned with the Canadian Armed Forces (CAF) operational requirements;
- Implementing the Continuous Capability Sustainment program to accelerate the procurement of rapidly evolving technological equipment for the CAF;
- Expanding the procurement workforce through programs including the Purchase and Supply Group Academy’s Fundamental Program;
- Increasing procurement of equipment and materiel needed to sustain fleets and supporting the procurement of future capabilities and equipment to support troops and improve operational readiness;
- Leveraging data provided through the Defence Supply Chain Performance Management Framework to enable timely procurement of equipment and materiel;
- Providing the Department of National Defence (DND) project management community with the required competencies through the Project Management Competency Development Program;
- Evolving the defence investment management framework to support program-based delivery, reducing reliance on stand-alone project approvals to improve timelines, flexibility, and execution; and
- Supporting reforms to defence procurement to streamline DND/CAF capability requirements and acquisition processes.

## Defence equipment acquisition is well-managed

### Results we plan to achieve

Key equipment acquisition projects in fiscal year 2026-27 include the following:

- [River-class Destroyer](#): The project will continue design and production engineering, with a focus on full-rate production of Ship 1. Progress will continue on the design and construction of a land-based test facility at Hartlen Point, Nova Scotia. Planning efforts for Batch 2 will focus on securing the supply chain of key systems in 2026 to mitigate risks to the production schedule;
- [Victoria-class Modernization](#): The project will award contracts for replacement periscopes and survivability improvements to mast systems, deliver improved battery monitoring capability, as well as improvements to the sleeping quarters, washroom facilities, and galley on Canada's in-service Victoria-class submarines;
- [Arctic and Offshore Patrol Ship \(AOPS\)](#): The project will launch Canadian Coast Guard Ship (CCGS) *Donjek Glacier* in April 2026, followed by sea trials in August and delivery in October. The Royal Canadian Navy's AOPS fleet is expected to receive full operational capability in September 2026;
- [Joint Support Ship \(JSS\)](#): The project will launch and achieve successful activation and initial commissioning of the main electrical switchboards on JSS 2. The sea trials for JSS 1 will be conducted;
- [Fixed-Wing Search and Rescue Aircraft Replacement](#): Advance the certification and qualification programs towards completion: continue stand-up activities for the Main Operating Base in Winnipeg in preparation for the start of operations in January 2027; and accept delivery of the 16<sup>th</sup> and final Kingfisher aircraft;
- [Cormorant Mid-Life Upgrade](#): The project will conduct the first flight of the first three production aircraft, accept the new training simulator, and commence training of pilots and maintainers;
- [Canadian Multi-Mission Aircraft](#): The project will begin operator and maintainer training on the P-8A Poseidon, progress provisional accreditation under the Weapon System Management Accredited Technical Organization framework, complete the aircraft type design examination and seek approval of the long-term in-service support strategy;
- [Future Fighter Capability](#): The first aircraft is scheduled to be delivered to the F-35A Pilot Training Center at Luke Air Force Base, Arizona, United States, in late 2026, and Royal Canadian Air Force (RCAF) pilot and aircrew training will also commence. Infrastructure work to support training and fighter squadron facilities in Cold Lake, Alberta, and Bagotville, Quebec, will continue, and the execution of the interim operations plan to enable receipt of the first F-35A in Canada will progress;
- [Remotely Piloted Aircraft System \(RPAS\)](#): The project will produce the first RPAS test article and initiate qualification testing and evaluation, advance airworthiness certification and accreditation, continue construction of the ground control centre, execute cyber mission activities, and conduct sustainment activities, including developing training programs and publications;

- [Strategic Tanker Transport Capability](#): The project will continue implementation of aircraft acquisition contract activities with Airbus Defence and Space, including certification, qualification, flight test readiness reviews, and integrated logistics support activities. The project will maintain in-service support for three used CC-330 Husky aircraft in support of RCAF strategic airlift missions and begin the implementation of long-term in-service support packages with maintenance, materiel, the original equipment manufacturer, and training system support contractors. Infrastructure development and design activities will also continue with CC-330 Husky facilities at Main Operating Base-East (8 Wing Trenton, Ontario), Main Operating Base-West (Edmonton, Alberta), and the northern Forward Operating Location;
- [Logistics Vehicle Modernization \(LVM\)](#): The project will proceed with implementation activities such as contractor-conducted durability trials – heavy (summer and winter portions), light user trial and the heavy user trial (including human factors evaluation trial), logistics demonstration – light capability (including cyber penetration testing and technician/pilot initial cadre training), and LVM first equipment delivery support readiness verification – light;
- [Armoured Combat Support Vehicle](#): The project will complete delivery of the command post, electronic warfare, and maintenance recovery variants to the Canadian Army, and will conduct qualification testing of the fitter/cargo, engineer and mobile repair team variants;
- [The Special Operations Capability and Recapitalization Project](#): The project will continue to work toward scheduled close out in 2027. It includes four capability portfolios that will focus efforts on maintaining high readiness and relevancy of command, control, communications, computers, intelligence, surveillance, and reconnaissance, soldier systems, chemical, biological, radiological, nuclear, explosives and mobility to safely insert and extract Special Operations Forces professional;
- [Surveillance of Space 2 – Ground-Based Optical](#): The project will continue to provide personnel training and infrastructure work and preparation for the three ground-based telescopes positioned at three military bases across Canada; and
- [Next Tactical Aviation Capability Set](#): This project will revitalize tactical aviation in Canada through the acquisition of attack reconnaissance and medium lift helicopters in advance of the retirement of the CH-146 Griffon. Phase 1 will replace the CH-146s currently supporting Special Operations Forces, with Phase 2 (attack reconnaissance), and Phase 3 (medium lift) expanding capabilities in support of the Canadian Armed Forces (CAF).

The Department provides the integrated CAF ammunition requirements demand signal through the Assistant Deputy Minister (Materiel) group and Public Services and Procurement Canada to industry. Prioritizing procurement across the [Our North, Strong and Free](#) (ONSAF) funding profile must be linked to readiness and a national security imperative. Development of ammunition resilience opportunities aligned to the Defence Industrial Strategy will enable ammunition availability in the near to mid-term.

Defence is responsible for several Digital Defence Supply Chain projects that enable the CAF to conduct concurrent operations from an equipment and material readiness perspective. These projects align with the ONSAF policy addressing digitalization as a foundational component in defending North America, including:

- [Operational Sustainment Modernization Strategy](#): The strategy characterizes joint logistics as the cornerstone of the Sustainment Enterprise, and Ready Forces can only be achieved with significant investment and modernization in joint logistics and the corresponding sustainment enterprise; and
- [Joint Logistics Modernization Campaign Plan](#): This plan provides the CAF and stakeholders within the Joint Logistics Network with a vision and path for modernization. The campaign plan will focus on achieving improvements in four lines of effort: people, processes, technology and systems, and governance.

## Defence information technology acquisition is well-managed

### Results we plan to achieve

The following projects will achieve Full Operational Capability (FOC) in fiscal year (FY) 2026-27:

- Classified Secure Management Infrastructure: Implement the next-generation Type 1 key management system designed to support the modernized End Cryptographic Units, providing a secure and reliable automated system that can respond to the needs of the user community in a timely manner;
- aDEFENCEX: Focused on developing the methodology and enablement tools to effectively execute Enterprise Resource Planning (ERP) business transformation and demonstrate this methodology within the Department of National Defence and the Canadian Armed Forces (DND/CAF) business community, enabling business adoption of SAP Business Suite 4 SAP HANA (S/4HANA). aDEFENCEX will optimize the investment of future SAP ERP systems through agile business transformation planning, business process validation, and system capability validation to deliver unique outcomes and benefits. A DND/CAF collaboration with industry will produce a knowledge base grounded in best industry practices for executing a successful transformation project, which will be used in the future delivery of departmental ERP transformational initiatives;
- Secure Radio: This multi-platform initiative is advancing despite integration and certification challenges. Delays in establishing platform equipment integration contracts and technical hurdles—particularly with Controlled Cryptographic Items across Royal Canadian Air Force and Royal Canadian Navy (RCN) platforms — have impacted timelines. For the RCN, limited platform availability and extended docking periods have further constrained embodiment schedules. Additionally, the procurement of secure handheld radios for Canadian Special Operations Forces Command is pending United States National Security Agency certification and release to Canada. These challenges are being actively managed, and the project remains strategically aligned with FY 2026-27 priorities, with approved funding supporting continued progress;
- Defence Cryptographic Modernization Project — Omnibus: This project will replace the DND/CAF Type 1 End Cryptographic Units aligning Canada’s cryptographic equipment with that of the United States;
- Advanced Cryptographic Capabilities: The publication of the approved-for-use version of the KIV-7M in February 2025 marked a significant milestone, enabling the retirement of legacy waivers and reinforcing secure communications across the North Warning System. The project has been extended by one year to accommodate the re-replacement of KIV-

7Ms, ensuring compliance and continuity. This extension is fully funded and reflects a proactive approach to evolving cryptographic standards;

- Canadian Forces Electronic Warfare Support: This initiative remains strategically vital to enhancing operational readiness and resilience. While two FOC deliverables have experienced an 18-month delay due to contracting challenges, the project is being actively re-profiled to align with revised timelines and funding allocations. The re-profiling reflects a commitment to delivery despite procurement complexities, and positions the capability for sustained relevance in future operations; and
- Tactical Narrowband Satellite Communications — Geosynchronous surveillance (TNS-GEO): Work continues to progress despite delays in delivery of the External Networks Infrastructure, expected by September 2026, from the United States Government. Pending delivery, TNS-GEO is unable to proceed with FOC testing, validation, or delivering the remaining scope. The project is expected to achieve FOC in March 2027. This challenge is being actively managed, and the project remains strategically aligned with FY 2026-27 priorities, with minimal impact on approved financials and overall capability delivery. It will leverage and optimize additional time to further support the user and terminal segment.

## Supplies are available and well-managed

### Results we plan to achieve

[Bolstered by the Prime Minister's announcement on increased defence procurement](#), the Defence Team will work to enhance materiel accountability by implementing modern, effective inventory controls, supply chain management, and inventory evaluation by:

- Using data analytics and the Defence Supply Chain Performance Management Framework to inform decision-making, improve materiel readiness, optimize costs, and prioritize materiel management tasks; and
- Continuing to modernize business processes to make substantive and enduring improvements to the management of materiel and to invest in the development and implementation of Defence supply chain analytic tools for supply chain practitioners.

The Department published the Defence Supply Chain Resilience Strategy which will enable defence supply chains to withstand, recover, and adapt to the challenges of the rapidly evolving global security environment and provide the Canadian Armed Forces with the right materiel, in the right condition, when and where needed, no matter the challenge. The department will establish a Defence Supply Chain Resilience Office to support a robust, redundant, and responsive defence supply chain.

### Gender-based Analysis Plus

Gender-based Analysis Plus (GBA Plus) findings will continue to be integrated into decision-making processes for equipment acquisition and materiel support activities. The Defence Team will maintain its focus on institutionalizing GBA Plus through the coordination of a Senior GBA Plus Strategy Advisor. In fiscal year 2026-27, Defence will continue with a GBA Plus Optimization Project aimed at enhancing the effectiveness and consistency of GBA Plus application across procurement functions. Key initiatives include:

- Continuing implementation of the GBA Plus Optimization Project to enhance the effectiveness and consistency of GBA Plus application across procurement functions;

- Developing updated policy instruments and guidance to embed GBA Plus in all procurement and materiel activities;
- Reviewing and analyzing GBA Plus assessments to identify trends, gaps, and opportunities for improvement;
- Supporting learning teams in applying intersectional perspectives to training and learning materials;
- Conducting regular consultations to explore new approaches for optimizing GBA Plus integration across procurement and materiel functions; and
- Embedding refinements to policy directives and competency frameworks, the expansion of project management and procurement job aids, and the delivery of targeted training to promote the integration of equity and inclusion principles throughout the capability acquisition and support lifecycle.

### **Indigenous relations**

Defence is committed to advancing reconciliation and fostering economic prosperity by increasing Indigenous participation in procurement. In fiscal year 2026-27, the Defence Team will continue working with Indigenous partners, suppliers, and procurement communities to leverage investments that generate lasting socio-economic benefits for Indigenous peoples. Guided by the Government of Canada’s Indigenous Procurement Strategy and in alignment with ministerial mandates from Public Services and Procurement Canada and Indigenous Services Canada, the department aims to meet or exceed the federal target of awarding at least 5% of contract value to Indigenous businesses. These efforts will strengthen relationships with Indigenous communities, support sustainable growth within the Defence supply chain, and contribute to long-term economic resilience.

### **Planned resources to achieve results**

**Table 5.5: Planned resources to achieve results for Procurement of Capabilities.**

<b>Resource</b>	<b>Planned</b>
Spending	\$12,768,501,870
Full-time equivalents	3,501

[Complete financial](#) and [human resources information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## **Program inventory**

Procurement of Capabilities is supported by the following programs:

- Maritime Equipment Acquisition;
- Land Equipment Acquisition;
- Aerospace Equipment Acquisition;
- Defence Information & Communications Technology Systems Acquisition, Design and Delivery;
- Defence Materiel Management; and
- Procurement of Capabilities.

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](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Indigenous relations](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)

### Description

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



[Image 8: Operation LENTUS 2025](#)

Personnel from the 3<sup>rd</sup> Battalion, Princess Patricia's Canadian Light Infantry, arrive at the Prince Albert Armoury, Saskatchewan, in support of Saskatchewan's Request for Federal Assistance for the wildfire response efforts, 26 July 2025.

Photo: MCpl Cass Moon, Canadian Forces Imagery Technician.

### 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.

## Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Sustainable Bases, Information Technology Systems and Infrastructure. Details are presented by departmental result.

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of single quarters accommodations that can be used	2022-23: 92% 2023-24: 84.9% 2024-25: 91.3%	At least 90%	31 March 2027
% deviation of average daily meal cost from the standard allowance	2022-23: 20.2% 2023-24: 24.3% 2024-25: 15.3%	At most 15%	31 March 2027

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% of infrastructure in fair or better condition	2022-23: 64.5% 2023-24: 59.81% 2024-25: 54.67%	At least 70%	31 March 2027
% of the total real property value that is identified as surplus	2022-23: 2% 2023-24: 2.11% 2024-25: 2.11%	At most 2%	31 March 2027
% of maintenance and repair investment in relation to the infrastructure portfolio value	2022-23: 1.5% 2023-24: 1.4% 2024-25: 1.38%	At least 2%	31 March 2027

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

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
% Reduction in Greenhouse Gas Emissions from the Department of National Defence's Real Property and Conventional Fleet relative to 2005 levels of Greenhouse Gas Emissions	2022-23: 35.7% 2023-24: 38.4% 2024-25: 39.1%	At least 100 %	31 March 2050
% of reduction in contaminated sites liability based on the closing liability of the previous year	2022-23: 11% 2023-24: 10.33% 2024-25: 10.93%	At least 10%	31 March 2027

Additional information on the [detailed results and performance information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## Plans to achieve results

The following section describes the planned results for Sustainable Bases, Information Technology Systems and Infrastructure in 2026-27.

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

### Results we plan to achieve

Canadian Armed Forces (CAF) bases and wings serve as critical infrastructure supporting CAF personnel and force generation. They also provide essential services to members of other components of the Defence Team. In addition to their operational role, bases contribute significantly to local economies—not only as major employers, but through the active engagement of the Department of National Defence (DND) in local non-profit and business organizations. CAF bases are central to military life across Canada and in deployed environments abroad.

In fiscal year (FY) 2026-27, DND/CAF will complete the following:

- Enhance naval base operations by analyzing and improving internal systems, processes, and working relationships to maximize organizational efficiencies wherever possible;
- Enable more efficient and effective procurement for the Royal Canadian Navy by implementing the execution of the increased delegated authorities to conduct complex procurement of goods and services up to \$1 million instead of contracting through Public Services and Procurement Canada;
- Continue to advance warehouse modernization at Canadian Forces Base Esquimalt in alignment with the Warehousing Campaign Plan, refining requirements as new information becomes available, and optimizing storage space until the evolving fleet warehousing needs are clearly defined;
- Begin the centralization process under one functional support division responsible for all Canadian Division Support Groups as part of the Canadian Army (CA) Modernization efforts. The CA's 21 bases and training establishments are centres of military life across Canada. These bases not only support CA personnel and force generation, but also support 50,000 personnel from the Defence Team who are involved in operations or routine activities;
- Continue advancing the Northern Approaches Surveillance System through the implementation of the [Arctic Over-the-Horizon Radar](#) program and the Northern Wide-Area Tracking and Continuous Horizon (NORTHWATCH) surveillance program, which provide long-range surveillance of Canada's Arctic and polar regions and the approaches to North America. These programs are part of critical upgrades Canada is making to key North American Aerospace Defense Command capabilities to enhance the detection of activities in air and maritime approaches. NORTHWATCH has replaced the Polar Over-the-Horizon Radar program, reflecting broader options developed through ground and space-based sensors to meet surveillance requirements; and
- Advance the Defence of Canada Fighter Infrastructure initiative, which provides the necessary infrastructure upgrades to wings and Forward Operating Locations to enable future fighter operations.

## Defence infrastructure is well-managed throughout its lifecycle

### Results we plan to achieve

The Defence Team manages the largest and most complex real property (RP) portfolio in the federal government. As requirements rapidly evolve, particularly in support of new military capabilities, increased presence and operational capability in the Arctic and climate resilience, Defence is

taking a more strategic and forward-looking approach to delivering on its real property initiatives by addressing the foundation.

While the Department continues to address the backlog of deferred maintenance and the challenges of aging infrastructure, recent funding announcements reflecting the government's increased focus on [Defence investment](#) will allow the Defence Team to accelerate critical infrastructure projects and modernize key facilities. This funding will also accelerate progress in other priority areas, including Northern Operational Support Hubs, housing, and infrastructure to support new capabilities.

Building on the foundation established under the [Defence Real Property Portfolio Strategy](#), Defence will continue to evolve its approach to real property portfolio planning by aligning its infrastructure investments with emerging threats, operational and capability requirements. As part of the National Real Property Portfolio Plan (NRPPP), this long-term, risk-based framework is enabling the portfolio's ability to better support the Defence mandate, while addressing key challenges related to affordability and sustainability. The NRPPP aims to support:

- Mission continuity;
- Infrastructure initiatives that better support Canadian Armed Forces (CAF) capabilities;
- Investment decisions that better reflect institutional priorities; and
- Optimal utilization of the real property portfolio.

In addition, the Canadian Forces Housing Agency will continue to develop and implement a phased investment program focused on renewal, sustainment, and construction of new housing units to respond to the Department of National Defence (DND) housing requirements.

In fiscal year (FY) 2026-27, Defence will:

- Prioritize critical maintenance and renewal of essential infrastructure across Canada, including housing, runways, piers, armouries, and operational support facilities, driven by planned investments of over \$6 billion across maintenance and repair, minor capital, demolition, and operations programs over the next three years;
- Advance Site Asset Management Plans for long-term infrastructure readiness;
- Advance programs of work in the areas of living accommodations, municipal works, and Range and Training Areas, to make sure they are standardized and forward-looking, and support operational readiness;
- Advance Northern and Arctic infrastructure commitments through enhanced strategic alignments. Defence will continue to deliver and sustain the Northern Operational Support Hubs in Iqaluit, Inuvik and Yellowknife, Northwest Territories, and assess future sites for suitability. The Hubs program is supported by a \$2.67 billion, 20-year investment to strengthen the CAF operational capabilities and sustain year-round presence across the Arctic and Northern regions;
- Continue to implement a national sustainment program, through targeted investment in the existing DND residential housing portfolio; and
- Accelerate the acquisition of assets and land in high-priority areas of the Defence RP portfolio (e.g., housing, training) and accelerate the ability to meet CAF operational requirements.

The Defence Team recognizes that providing safe, affordable, and quality housing for CAF members and their families is critical to operational readiness and personnel well-being. In FY 2026-27, Defence will:

- Continue to prioritize sustainability in housing construction and renovation projects with a focus on net-zero emission-ready standards and energy efficiency;
- Continue the Residential Portfolio Capital Investment Plan (RPCIP) construction program (Phase 1) to increase the supply of DND residential housing units (RHU) through accelerated delivery, with the construction of over 800 units by FY 2029-30;
- Advance the RPCIP Construction Program (Phase 2) currently in development, in response to DND housing requirements, with pre-construction activities to start in FY 2026-27; and
- Supplement the supply of RHUs available to the CAF through innovative housing solutions beyond traditional construction, including partnerships, acquisitions, leasing, reserve residential units, and alternative financing mechanisms.

Defence will continue to deliver infrastructure projects under [Our North, Strong and Free](#) and leverage recent funding commitments to advance a wider range of initiatives aimed at renewing and modernizing infrastructure across Canada. These efforts will support operational readiness, improve both living and working conditions for CAF personnel, and enhance resilience to climate impacts.

In FY 2026-27, DND/CAF will:

- Continue construction of the new “A” Jetty at CFB Esquimalt, as part of Phase 3 of the A/B Jetty Recapitalization Project. With the “B” Jetty finalized and operational in FY 2025-26, focus will shift to replacing the aging “A” Jetty with a modern steel-and-concrete structure;
- Continue the construction of new facilities (98,111 m<sup>2</sup>) and recapitalization of existing facilities (7,214 m<sup>2</sup>) at the Canadian Special Operations Forces Command Dwyer Hill Training Centre in Ottawa, Ontario. This will deliver the necessary infrastructure specifically designed to support growth in personnel and capabilities, as well as enable specialized training to meet high readiness requirements;
- Continue development and implementation of infrastructure upgrades to support the [Strategic Tanker Transport Capability](#) project, such as ongoing major construction at Canadian Forces Base (CFB) Trenton, which involves runway resurfacing, new hangars, training facilities, and fuel depots to accommodate up to seven CC-330 Husky aircraft;
- Continue the development and implementation of infrastructure upgrades to support the new F-35 fighter aircraft fleet, including the construction of the Quick Reaction Alert in Bagotville, Quebec, and the modernization of air weapons training infrastructure;
- Continue developing upgrades to the North American Aerospace Defense Command (NORAD) Forward Operating Locations at Inuvik, Yellowknife and Iqaluit, and at CFB Goose Bay. Upgrades include runway modifications, airfield improvement, hangars, ammunition compounds, warehousing, operations facilities, and life support infrastructure. These enhancements will support a more robust NORAD and CAF presence where required, with potential opportunities for community access and use of facilities where feasible;
- Commence construction at the Combatant Training and Integration Centre at CFB Halifax, which will feature administrative spaces, classrooms, and office space;

- Initiate design of combined Modernize Chemical and Biological Facilities and Neurobehavioral Blast Research Facility projects in Suffield, Alberta, which aim to deliver a state-of-the-art facility to support ongoing and future research activities, strengthen the CAF's ability to respond to chemical and biological threats, and improve blast protection and treatment for personnel;
- Begin demolition of the Halifax Heating and Municipal Service Upgrade at CFB Halifax's Dockyard and Stadacona. The project, set for completion in 2030, will modernize the aged heating and power systems, improve efficiency, and reduce environmental impact;
- Nelles Block Replacement Update: The Minister of National Defence has approved [funding for a new purpose-built facility at CFB Esquimalt](#), which will replace the 74-year-old Nelles Block as the primary training accommodations and galley for junior non-commissioned members (NCM). The new facility, scheduled to be operational by the end of 2030, will be designed to Green Globes standard, improving resource efficiency and reduced environmental impacts while greatly improving living conditions for NCMs. Two Green Globes indicates a "Sound" level of achievement in environmental sustainability, representing a score of 35% to 54% in the Green Globes certification system. This certification from the [Green Building Initiative](#) evaluates factors such as energy efficiency, water conservation, and occupant health and wellness. To support business continuity during construction, a transitional facility will be completed by late 2026, with phased occupancy continuing through 2027. This solution will enable renovations to other aging infrastructure across the base; and
- Identify, plan, and fund infrastructure requirements to bring the new River-class destroyers into service and support them throughout their lifecycle, including the construction of a Land-Based Test Facility at Hartlen Point, Nova Scotia.

To foster trust and secure interoperability with allies, and to support the [CAF Digital Campaign Plan](#), the Departmental Cyber Security Program will continue to enhance its data-centric and cloud security capabilities. Efforts will focus on strengthening security foundations by establishing continuous Authority to Operate, embedding Compliance Engineering practices into system design and operations, and advancing the adoption of a Zero Trust Security model. Additionally, the department is advancing supply chain cybersecurity by establishing a dedicated inspection team under the Canadian Program for Cyber Security Certification, in close collaboration with Public Services and Procurement Canada. This initiative will strengthen oversight, enhance assurance, and safeguard the integrity of critical supply chains, ensuring they remain resilient and secure against emerging and evolving cyber threats.

The department will work in close collaboration with Shared services Canada (SSC) to enhance the Service Delivery Model and strengthen partnerships in support of Information and Communications Technology (ICT) modernization. Key initiatives include:

- Refining and advancing the Departmental Plan for Service and Digital;
- Accelerating Wi-Fi deployment across DND/CAF;
- Improving service delivery to better enable operational effectiveness; and
- Partnering with SSC to advance the ICT modernization work packages and streamline the intake process.

These efforts aim to clarify departmental service demand, consumption, and costing; empowering DND/CAF to proactively secure SSC services and more effectively support Government of Canada transformation initiatives.

For more information on Defence infrastructure projects, please visit the [Infrastructure Projects](#) webpage.

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

### **Results we plan to achieve**

The Department of National Defence (DND) continues to operationalize the [Defence Climate and Sustainability Strategy 2023-2027](#), advancing the department's environmental management and climate action. These efforts enable the [Government of Canada's Greening Government Strategy](#), contribute to the [Federal Sustainable Development Strategy](#), and support the United Nations Sustainable Development Goals by reducing environmental impacts, strengthening resilience, and preparing the Canadian Armed Forces for the defence and security implications of climate change.

In fiscal year (FY) 2026-27, Defence will advance sustainability goals through the following key initiatives:

- Advance clean electricity procurement through Public Services and Procurement Canada-led initiatives, including Power Purchase Agreements and Renewable Energy Certificates, to sustain the federal commitment to 100% clean electricity for federally owned facilities and support additional new clean power on provincial grids;
- Leverage Energy Performance Contracts to improve energy efficiency and reduce energy consumption through targeted conservation initiatives, modernization of central heating plants, and the integration of smart building technologies;
- Advance environmental management and climate action across the Defence portfolio by implementing [Greening Government Strategy](#) commitments for real property, fleets, climate resiliency and procurement, such as net-zero or net-zero-ready construction and retrofits, accelerating zero-emission vehicle uptake and progress towards net-zero supply chains;
- Reduce environmental and human-health risks by assessing and remediating contaminated sites under Phase V of the [Federal Contaminated Sites Action Plan](#) (2025-2030) and the [DND Contaminated Sites Program](#); and
- The Royal Canadian Navy will reduce annual greenhouse gas emissions by constructing a [ground-mounted solar photovoltaic system at 12 Wing Shearwater](#) to help power the Wing's facilities and operations. Once complete, the solar array is expected to generate nearly one million kilowatt-hours of clean energy each year for the base, offsetting the use of commercial energy purchased from the utility grid.

The Canadian Army (CA) will implement its environmental program and the requirements of the [Canadian Army Environmental Policy](#). Activities are conducted in an environmentally responsible manner. Key initiatives include:

- Implement the Army Environmental Program expected outputs for FY 2026-27;
- Integrate environmental considerations into the Capability Development Process;
- Require that all CA units have an appointed and trained Unit Environment Officer;

- Conduct Environmental Management System audits;
- Conduct environmental inspections of CA activities; and
- Confirm that the environmental content of Range Standing Orders meets the standard content published in Annex B of the Canadian Army Environmental Directive 50-01.

In response to Canada's Climate Change Commitments, Defence will start to implement its Operational Fleet Decarbonization Plan focusing on energy efficiency, use of low carbon fuels, and carbon dioxide removal by:

- Delivering operational efficiency initiatives for the CC-177 fleet;
- Examining feasibility assessments of the application of hybrid and/or hydrogen-electric propulsion and other low-carbon energy technologies to the National Safety and Security air fleets; and
- Assessing the return on investment in terms of effectiveness and efficiency of Royal Canadian Air Force (RCAF) virtual training through increased simulator capability.

DND/CAF will also:

- Provide input into Sustainable Aviation Fuels (SAF) research initiatives (e.g., SAF blend percentage, SAF tailpipe emissions) that may be funded through the Low-Carbon Fuel Procurement Program, Greening Government Fund, or directly from the RCAF where applicable, and it will support other government departments in proposing and vetting SAF initiatives for further investigation; and
- As the chair of the Global Air Forces Climate Change Collaboration Mitigation Working Group, facilitate liaison with and support to the Climate Change and Security Centre of Excellence.

### **Gender-based Analysis Plus**

The Department is committed to designing and delivering infrastructure that reflects diversity, equity, and inclusion. A key priority is stabilizing and renewing the existing infrastructure portfolio to support safe, well-prepared assets for inclusive upgrades. As new projects move forward, Gender-Based Analysis Plus (GBA Plus) will be applied wherever feasible, with continued work to fully integrate these principles into planning and delivery. In fiscal year 2026-27, the Defence Team will continue its GBA Plus needs assessment to identify gaps in older infrastructure and strengthen areas of the GBA Plus process that require further integration, such as monitoring and evaluation.

The Canadian Army (CA), in collaboration with its Professional Conduct and Culture Network, will develop performance indicators and evaluation tools to monitor cultural modernization and reinforce GBA Plus integration. Working with Indigenous leaders and stakeholders, the CA will enhance community engagement, particularly in the Arctic, to support infrastructure investments that deliver local benefits, and reflect cultural and gender-responsive planning, including developing tools to measure progress on cultural modernization and GBA Plus application and advancing Arctic engagement to align infrastructure projects with community needs and inclusive principles.

## Indigenous relations

Defence is committed to meaningful and sustained progress on reconciliation through governance, engagement, and capacity-building initiatives that respect Indigenous rights and perspectives. Key actions include:

- Allocating funding through the Indigenous Reconciliation Program to support Indigenous-led projects, co-development initiatives, and community priorities, supporting sustained collaboration on mutually identified outcomes;
- Advancing commitments under the [United Nations Declaration on the Rights of Indigenous Peoples Act](#) Action Plan 2023-2028 in consultation and cooperation with Indigenous partners, including implementation of Department of National Defence (DND)-specific measures;
- Engaging Indigenous governments and organizations early and consistently to support Defence projects and activities to uphold legal obligations, respect policy commitments, and strengthen relationships that support operational readiness; and
- Building cultural awareness and competencies through a coordinated internal capacity-building approach, integrating the “Towards Truth and Reconciliation” resource into professional military education and expanding access to Indigenous learning tools across DND and the Canadian Armed Forces (CAF).

The Royal Canadian Navy will integrate Indigenous perspectives into operations, workforce development, and environmental stewardship which include:

- On the West Coast, continued engagement with more than 26 Indigenous governments through Canadian Forces Base (CFB) Esquimalt and Maritime Forces Pacific led to the creation of Base Safety, Environment, and Indigenous Relations, which now leads culturally appropriate consultation and environmental restoration projects in collaboration with Indigenous communities; and
- On the East Coast, CFB Halifax will continue to strengthen ties with Mi’kmaw communities through territorial acknowledgements, participation in Treaty Day and Truth and Reconciliation events, and workforce initiatives such as Pathways to Shipbuilding, supporting Indigenous employment in marine trades.

These efforts reflect ongoing DND/CAF commitment to respectful engagement, cultural awareness, and inclusive economic development across the Pacific and Atlantic coasts.

The Canadian Army will advance reconciliation by integrating Indigenous expertise into operations, environmental stewardship, and infrastructure planning across its bases and training areas:

- Northern and Remote Operations: Through the Canadian Rangers, who include significant Indigenous representation, traditional knowledge informs northern operations, strengthening environmental stewardship, community resilience, and sovereignty in remote regions;
- Infrastructure and Land Management: Army-led projects are developed in consultation and cooperation with Indigenous governments, rights-holders and other Indigenous partners, in alignment with the *United Nations Declaration on the Rights of Indigenous Peoples Act*. Engagement includes, but is not limited to, consideration of cultural sites, ecological sustainability, and community priorities; and

- Cultural awareness in Base Operations: Bases will support reconciliation by creating opportunities for dialogue by incorporating territorial acknowledgements, host Truth and Reconciliation events, and engaging Elders and Indigenous partners during infrastructure planning and cultural awareness activities. Many bases integrate Indigenous art, symbols, and languages into public spaces to reflect local heritage and foster a distinctions-based approach to relationship building.

The Royal Canadian Air Force (RCAF) will strengthen governance, cultural awareness, and engagement practices to promote operational planning that reflects Indigenous rights, perspectives, and legal obligations. Key priorities include:

- Governance and Guidance: Consultation and engagement directives will be implemented across Wings to establish consistent, policy-aligned practices that respect Indigenous rights and Departmental Indigenous Affairs governance and directives. Operational guidance is under development for activities on existing DND/CAF lands and infrastructure to support Wing leadership in meeting the Crown’s duty to consult, and where appropriate, accommodate Indigenous rights-holders;
- Training and Cultural Awareness: Training for leadership and personnel will expand to enhance cultural understanding and integrate Indigenous worldviews, including distinctions-based perspectives into engagement and project planning. Related initiatives also include advancing gender equity, inclusion, and GBA Plus considerations across operations and program delivery; and
- Strengthened Engagement: Incorporating Indigenous knowledge into engagement efforts through training, advisory support, and collaboration with Indigenous government, rights-holders, and other Indigenous partners, and fostering respectful relationships and informed decision-making across the RCAF.

These actions deepen organizational capacity to advance reconciliation and promote air operations, infrastructure activities, and engagement practices that respect Indigenous rights, perspectives, and legal obligations.

### Planned resources to achieve results

**Table 6.4: Planned resources to achieve results for Sustainable Bases, Information Technology Systems and Infrastructure.**

Resource	Planned
Spending	\$7,280,548,195
Full-time equivalents	16,897

[Complete financial](#) and [human resources information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## **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 and Communications 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](#).

## Core responsibility 7: Marine Navigation

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Indigenous relations](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

### Description

Provide information and services to facilitate navigation in Canadian waters.



Image 9: [Operation NANOOK-NUNAKPUT 2025 – Pond Inlet](#)

Canadian Coast Guard Ship *Pierre Radisson* in Baffin Bay, off the shore of Pond Inlet, Nunavut during Operation NANOOK-NUNAKPUT, 7 September 2025.

Photo: Sgt Alana Morin, Joint Task Force (North), Yellowknife.

### Quality of life impacts

This core responsibility contributes to the [Prosperity](#) domain of the [Quality of Life Framework for Canada](#), specifically supporting the ‘Income and growth’ sub-domain, as demonstrated through the activities mentioned in the core responsibility description.

### Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Marine Navigation. Details are presented by departmental result.

**Table 7.1: Mariners safely navigate Canada’s waters.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
Rate of marine incidents versus vessel movements	2022-23: 0.02% 2023-24: 0.02% 2024-25: 0.02%	At most 1%	31 March 2027

**Table 7.2: A Canadian maritime economy that is supported by navigable waters.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
Rate of marine incidents versus vessel movements	2022-23: 0.02% 2023-24: 0.02% 2024-25: 0.02%	At most 1%	31 March 2027
Percentage of ship ice escort requests south of the 60 <sup>th</sup> parallel north that are delayed beyond level of service response time standards	2022-23: 3.6% 2023-24: 2% 2024-25: 2%	0%	31 March 2027
Average time (in hours) beyond level of service response time standards for ice escort requests south of the 60 <sup>th</sup> parallel north	2022-23: 13.12 2023-24: 6.5 2024-25: 15	0	31 March 2027

**Table 7.3: Enhanced relationships with, involvement of, and outcomes for Indigenous people.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
Number of agreements / arrangements involving Indigenous groups	2022-23: 11 2023-24: 6 2024-25: Not applicable*	At least 6	31 March 2027
Number of Indigenous people employed through agreements / arrangements	2022-23: Not applicable* 2023-24: Not applicable* 2024-25: Not applicable*	Not applicable*	Not applicable*

\* Not applicable indicates that the performance indicator was not in effect at that time, and therefore, historical data may not be available. In cases where historical data is available, past results are presented.

Additional information on the detailed results and performance information for the Department of National Defence and the Canadian Armed Forces program inventory is available on [GC InfoBase](#).

## Plans to achieve results

The following section describes the planned results for Marine Navigation in 2026-27.

### Mariners safely navigate Canada’s waters

#### Results we plan to achieve

The Canadian Coast Guard (CCG) is advancing a comprehensive modernization of Canada’s marine navigation services to enhance maritime safety, environmental protection, and operational awareness through collaboration with key federal, Indigenous, and industry partners. Building on international standards and lessons learned through real-world trials, the CCG is transitioning to digital, real-time, and integrated navigation services that strengthen mariners’ ability to safely operate across Canada’s vast and diverse waterways. These efforts will improve accuracy, reduce

navigational risks, and reinforce Canada's maritime domain awareness, contributing to Canada's national and Arctic maritime security and sovereignty.

In fiscal year 2026-27, the CCG will:

- Advance the [e-Navigation Roadmap](#) by applying [lessons from St. Lawrence S-100](#) sea trials and expanding digital products and data available through the e-Navigation portal to improve real-time decision-making for mariners;
- Enhance interoperability and data-sharing by working with the Canadian Hydrographic Service, Transport Canada, Environment and Climate Change Canada, and the Canadian Ice Service to advance initiatives that will one day provide near real-time weather, hydrographic, and ice information directly to vessels;
- Assess navigation data challenges in the Arctic to inform the long-term implementation of the S-100s and e-Navigation products and services in the Arctic; and
- Advance digital capital projects that automate reporting and monitoring processes, improving the integration of internal systems and enabling a comprehensive, real-time view of marine traffic across Canada's maritime domain.

Through these initiatives, the CCG will strengthen marine safety, improve situational awareness, and safeguard Canada's waterways, navigable, and sustainable for all mariners.

## **A Canadian maritime economy that is supported by navigable waters**

### **Results we plan to achieve**

As commercial shipping expands, climate change accelerates, and maritime activity intensifies in the Arctic, the need for safe navigation has never been greater. The Canadian Coast Guard (CCG) is advancing the modernization of its marine navigation services to promote safe, sustainable, and economically resilient waterways. These efforts support Canada's maritime economy by enhancing trade efficiency, strengthening supply chain reliability, and enabling vessels to navigate with confidence in all regions, including the North.

The modernization of the CCG's marine navigation services will enhance efficiencies across the maritime sector by:

- Enabling vessels to plan more efficient, cost-effective, and low-emission routes;
- Streamlining reporting and compliance requirements to reduce administrative burden on mariners; and
- Utilizing near-real-time marine and environmental data to support critical route planning and decision-making.

As new digital products and services are developed, they will be published on the e-Navigation portal, ensuring broad access to accurate, up-to-date information. The future implementation of the [S-100 international navigation standards](#) will further strengthen Canada's competitiveness in global shipping, improve navigational safety, and support environmentally responsible maritime operations.

These modernization efforts are essential to maintaining Canada's position as a global maritime leader, keeping its waters safe, navigable, and economically productive amid growing demands and environmental change.

## Enhanced relationships with, involvement of, and outcomes for Indigenous people

### Results we plan to achieve

The Canadian Coast Guard (CCG) remains committed to advancing reconciliation and supporting Indigenous self-determination through meaningful partnerships that enhance marine safety and strengthen Canada's maritime system. These efforts will be undertaken in alignment with Crown obligations and commitments under the *United Nations Declaration on the Rights of Indigenous Peoples Act* and the [Inuit Nunangat Policy](#), historic and modern treaties, and the duty to consult and accommodate.

In fiscal year 2026-27, the CCG will expand collaboration with First Nations, Inuit, and Métis partners to increase participation in the development, delivery, and modernization of marine navigation programs. These partnerships will help shape safer, more resilient waterways by meaningfully incorporating Indigenous knowledge, advancing capability development, and improving service delivery across coastal and northern communities.

In the Arctic, the CCG will continue working with Indigenous governments, organizations, and communities to strengthen its regional presence and design programs that meet the unique needs of the North. This includes expanding on-water safety, security, science, sovereignty, and environmental protection initiatives that reflect local priorities and the evolving northern operating environment.

### Gender-based Analysis Plus

Marine navigation programs are advancing the integration of Gender-based analysis Plus (GBA Plus) to strengthen equity, diversity, and inclusion in service delivery and communications. Improved data collection, analysis, and reporting will facilitate the understanding of program impacts and support navigation services to reflect the diverse needs of Canadians.

Key actions include:

- Applying GBA Plus across navigation programs to enhance data collection and performance measurement, using vessel and operational data to inform equitable, inclusive, and effective service delivery;
- Improving performance indicators within icebreaking, waterways management, and marine communications and traffic services to better assess outcomes related to accessibility and diversity;
- Collaborating with Inuit, First Nation, and Métis partners to align and strengthen Arctic operations with community priorities and support the essential resupply system; and
- Expanding the Indigenous Participation and Training Initiative to increase hiring and training opportunities for Indigenous Peoples, Northerners, and women in the Canadian marine industry, preparing them for sustainable careers in marine navigation and Arctic operations.

## Indigenous relations

The Canadian Coast Guard (CCG) is committed to advancing a whole-of-government approach to reconciliation that supports a renewed relationship with Indigenous peoples and is grounded in the recognition of rights, respect, cooperation, and partnership. This includes the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples Act](#) and the [Inuit Nunangat Policy](#).

Through collaborative governance mechanisms, the CCG will partner with Indigenous governments, communities, and organizations to strengthen relationships founded on mutual recognition, respect and cooperation. The CCG remains dedicated to deepening these partnerships and identifying meaningful opportunities to co-develop programs, and enhance service delivery by respecting Indigenous knowledge and perspectives across its operations while respecting Departmental Indigenous Affairs governance and directives.

## Planned resources to achieve results

**Table 7.4: Planned resources to achieve results for Marine Navigation.**

Resource	Planned
Spending	\$307,634,322
Full-time equivalents	1,687

[Complete financial](#) and [human resources information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## Program inventory

Marine Navigation is supported by the following programs:

- Icebreaking Services;
- Aids to Navigation;
- Waterways Management;
- Marine Communications and Traffic Services; and
- Shore-based Asset Readiness.

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

## Summary of changes to reporting framework since last year

- This Core Responsibility, along with its associated Departmental Results (DRs) and indicators, is new to DND's reporting framework following the integration of Canadian Coast Guard functions. Accordingly, the results: "Mariners safely navigate Canada's waters," "A Canadian maritime economy that is supported by navigable waters," and "Enhanced relationships with, involvement of, and outcomes for Indigenous people", have been introduced for the first time, along with their supporting performance indicators. These additions reflect the expanded mandate and ensure accurate, transparent reporting on marine navigation services and Indigenous partnerships now under DND oversight.

## Core responsibility 8: Marine Operations and Response

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Indigenous relations](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

### Description

Provide marine response services and operate Canada's civilian maritime fleet.



[Image 10: Operation NANOOK-NUNAKPUT](#)

Canadian Coast Guard Ship *Pierre Radisson* transits near Pond Inlet, Nunavut, during Operation NANOOK-NUNAKPUT, 7 September 2025.

Photo: MCpl Antoine Brochu, Canadian Armed Forces Combat Camera.

### Quality of life impacts

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

## Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Marine Operations and Response. Details are presented by departmental result.

**Table 8.1: Canadian Coast Guard has the capability to respond to on-water incidents.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
Percentage of responses to environmental incidents that meet established standards	2022-23: 100% 2023-24: 100% 2024-25: 100%	100%	31 March 2027
Percentage of search and rescue responses that meet established standards	2022-23: 99% 2023-24: 99% 2024-25: 99%	At least 99%	31 March 2027

**Table 8.2: Canada's Civilian fleet has the capability to meet established service standards for clients.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
Operational days delivered vs. operational days planned	2022-23: Not available* 2023-24: 93.72% 2024-25: 95.21%	At least 90%	31 March 2027
Percentage of operational days lost due to crewing and logistical issues	2022-23: Not available* 2023-24: 0.54% 2024-25: 0.67%	At most 3%	31 March 2027
Percentage of operational days lost due to unplanned maintenance	2022-23: Not available* 2023-24: 2.22% 2024-25: 2.28%	At most 3%	31 March 2027

\* Data not available at this time due to ongoing significant technical issues with the operational data system, iFleet. An alternative reporting solution is in development.

**Table 8.3: Enhanced relationships with, involvement of, and outcomes for Indigenous people.**

Departmental Result Indicators	Actual Results	2026-27 Target	Date to achieve target
Number of agreements / arrangements involving Indigenous groups	2022-23: Not available* 2023-24: 29 2024-25: 115	At least 58	31 March 2027
Number of Indigenous people trained through agreements / arrangements	2022-23: 291 2023-24: 425 2024-25: 451	At least 221	31 March 2027

\* Not available as a target had not been set for this indicator.

Additional information on the [detailed results and performance information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on [GC InfoBase](#).

## Plans to achieve results

The following section describes the planned results for Marine Operations and Response in 2026-27.

## Canadian Coast Guard has the capability to respond to on-water incidents

### Results we plan to achieve

Canada will continue to strengthen its ability to manage marine risks, respond effectively to on-water incidents and emergencies, protect ecosystems, and build enduring partnerships with Indigenous and coastal communities. The Canadian Coast Guard (CCG) will continue to lead initiatives through fiscal year 2026-27. This work will reinforce Canada's commitment to safe, sustainable, and inclusive marine stewardship.

To advance these goals, the CCG will continue implementing a range of strategic measures such as:

- Increasing the number of trained and resourced responders for marine search and rescue incidents;
- Expanding emergency preparedness and response capabilities to address a broader range of marine pollution incidents, in addition to oil spills, including hazardous and noxious substances;
- Advancing integrated frameworks and area response plans that engage multiple jurisdictions, partners, and scientific data, while promoting Indigenous knowledge where possible to support coordinated responses to marine pollution threats;
- Implementing enforcement authorities under the [Canada Shipping Act, 2001](#) and the [Wrecked, Abandoned or Hazardous Vessels Act](#) through the Monitoring and Compliance program and implementing the polluter pay principle; and
- Assessing, remediating, or removing wrecked, abandoned, or hazardous vessels and wrecks in alignment with the Comprehensive Strategy to Address Vessels of Concern.

As Canada focuses on economic resilience and diversification, national security and defence, climate competitiveness and clean growth, and nation-building infrastructure projects, the CCG's operational capabilities to respond to on-water incidents are essential to delivering on these federal priorities.

## Canada's Civilian fleet has the capability to meet established service standards for clients

### Results we plan to achieve

The Canadian Coast Guard (CCG) fleet provides essential maritime services to Canadians. However, CCG's aging ships are becoming more costly to maintain and are more frequently taken out of operation for unscheduled repairs, placing further strain on the remaining vessels in operation. The CCG is in the process of renewing its fleet, with work progressing steadily under the [National Shipbuilding Strategy](#). The new fleet will be comprised, when feasible, of multi-mission vessels designed for maximum operational flexibility and equipped with the newest marine technology. Throughout fiscal year 2026-27, the CCG plans to achieve several fleet renewal milestones such as:

- Enabling commerce for the Atlantic East coast up to the Great-Lakes during the southern icebreaking season, with the assistance of the [Program Icebreakers](#) and providing Arctic icebreaking support during the summer and shoulder seasons. They will also support Canada's maritime domain awareness and potential future missions related to the CCG's

enhanced maritime security. The CCG will advance work on pre-construction activities with Chantier Davie shipbuilding in Quebec;

- Advancing the “invitation to qualify” process for the Mid-Shore Multi-Mission vessels project and awarding the design contract. Once built, the Mid-Shore Multi-Mission vessels will enable important ecosystem and marine science, hydrography, aids to navigation, and search and rescue functions across Canada, and assist with flood control, shallow harbour breakouts, and maritime security functions;
- Awarding the build contract for the first flight of six Multi-Purpose Icebreakers to Vancouver Shipyards. These ships will provide critical icebreaking services in southern waters during the winter and spring, and will also be capable of operating in the Arctic during the summer months;
- Advancing construction of the Polar Icebreaker at Vancouver Shipyards with the achievement of the keel laying milestone, and continuing progress on the second Polar Icebreaker—known as *Polar Max*—at Chantier Davie shipbuilding. These vessels are designed to maintain a year-round presence in northern waters, with the capability to break ice in the high Arctic and support vital ocean science missions;
- Awarding the build contract for the construction of four new air-cushion vehicles, which are important assets that primarily support aids to navigation, icebreaking, and search and rescue missions;
- Delivering two [Arctic and Offshore Patrol Ships](#) to support international fisheries surveillance, offshore search and rescue, icebreaking, scientific research, humanitarian assistance missions, and aids to navigation. The Canadian Coast Guard Ship (CCGS) *Donjek* is expected to be delivered in 2026, followed by the CCGS *Sermilik* in 2027; and
- Advancing construction of the Near Shore Fisheries Research Vessel (NSFRV) with delivery expected in the fall of 2027. The NSFRV will be CCG’s first diesel-electric hybrid vessel with a battery energy storage system, built to support sustainable fisheries and reduce emissions with cleaner, battery-powered technology.

To keep essential services operating until new vessels are delivered, CCG has implemented interim measures, such as acquiring four commercial icebreakers and ongoing life extensions for existing vessels. Vessel life extension work will involve several ships such as the CCGS *Griffon*, the CCGS *Pierre Radisson* and the CCGS *Terry Fox*, as well as high-and-medium-endurance multi-task vessels.

Investments under the National Shipbuilding Strategy are complemented by the Fleet Sustainability Initiative, which enables CCG’s personnel and infrastructure to efficiently operate the new fleet. This initiative guides the long-term planning in critical areas such as recruitment, training, lifecycle management, and the modernization of wharves.

## **Enhanced relationships with, involvement of, and outcomes for Indigenous people**

### **Results we plan to achieve**

The Canadian Coast Guard (CCG) leads efforts across its core mandates to deliver programs and services that uphold Indigenous rights, reflect community priorities, and meaningfully incorporate Indigenous knowledge — in a manner that is guided by reconciliation principles, national frameworks, and legal obligations. Recognizing that Indigenous communities are often the first

responders to marine incidents in remote areas, the CCG is implementing a range of strategic initiatives to enhance the role of Indigenous partners and improve outcomes for Canada's marine safety system. These include:

- Supporting the development of community-based marine emergency response capacity through the [Indigenous Community Boat Volunteer Program](#), which provides funding to communities to buy boats and safety equipment that is required to participate in the [Canadian Coast Guard Auxiliary](#);
- Creating meaningful opportunities for Indigenous Peoples to participate in decision-making and contribute to marine safety systems, including search and rescue, spill response, environmental monitoring, and hazardous vessel mitigation;
- Expanding training and exercise opportunities through the [Indigenous Community Response Training Program](#) and the [Indigenous Search and Rescue Training and Exercising Program](#);
- Working with Indigenous communities to develop a national framework for sustainable marine response via the Coastal Marine Response Teams initiative;
- Advancing Integrated Marine Response Plans with Indigenous and federal partners to improve coordinated response capabilities while protecting biodiversity, food security, and the health of Canada's fisheries;
- Supporting Pacific North Coast First Nations' participation in the Northern Shelf Bioregion Marine Incident Preparedness, Response, and Recovery Framework by developing tailored operational procedures and training tools that enable effective engagement in this collaborative initiative;
- Advancing Canada's Oceans Protection Plan by participating in a pilot project with the [Heiltsuk Marine Emergency Response Team](#) to enhance marine safety on the Central Coast of British Columbia;
- Continuing engagement with Indigenous communities to develop a framework for addressing hazardous vessels and identifying pilot initiatives under the Marine Environmental and Hazards Response program;
- Developing and implementing the Communication Portal for Integrated Incident Response for both CCG and Indigenous communities — a shared effort to strengthen maritime preparedness, enhance response coordination, and improve safety for all; and
- Enhancing tools, equipment, and digital infrastructure to support effective incident management and coordination with Indigenous and federal partners.

### **Gender-based Analysis Plus**

Marine operations and response programs will continue to integrate Gender-based Analysis Plus (GBA Plus) to strengthen equity, diversity, and inclusion across all activities supporting marine safety, security, and environmental protection. These initiatives aim to reinforce that services are accessible, inclusive, and responsive to the diverse communities served across Canada.

Key actions include:

- Integrating GBA Plus into training, recruitment, and infrastructure initiatives at the national marine training academy, including cultural awareness training, inclusive resources, and learner feedback mechanisms;
- Integrating GBA Plus into Canadian Coast Guard Academy training through inclusive instructional practices, adaptive technologies, and equitable practices that strengthen recruitment by partnering with Indigenous communities, broadening access to events, and apply GBA Plus to infrastructure initiatives to promote a culture of inclusion;
- Translating key outreach and engagement materials into Indigenous languages, including Inuktitut, to make marine career pathways more visible and accessible to Northern and Indigenous communities;
- Applying GBA Plus across Search and Rescue, Marine Environmental and Hazards Response, and other operational programs to identify systemic barriers and enhance service and training access through improved data collection and analysis;
- Enhancing the Communication Portal for Integrated Incident Response to improve accessibility and collaboration with diverse users, including Indigenous communities;
- Using data within the Monitoring and Compliance programs to identify and address regional disparities and promote fair enforcement practices;
- Integrating GBA Plus into staffing, training, and policy development to promote equitable and inclusive operational approaches; and
- Incorporating diversity and inclusion considerations into workforce planning, fleet maintenance, and vessel design through standardized guidance, data collection, and assessment practices that inform future improvements.

## Indigenous relations

As part of its commitment to advancing reconciliation, the Canadian Coast Guard (CCG) will undertake comprehensive consultation and engagement with Métis, Inuit, and First Nations rights-holders and Indigenous organizations regarding its programs, services, and operations. These efforts will be undertaken in alignment with Crown obligations and guided by the [United Nations Declaration on the Rights of Indigenous Peoples Act](#) and the [Inuit Nunangat Policy](#), and will focus on establishing collaborative governance mechanisms and pursuing opportunities to co-develop, co-design, and co-deliver initiatives that support Indigenous participation and priorities in marine emergency preparedness, environmental protection, and response planning.

## Planned resources to achieve results

**Table 8.4: Planned resources to achieve results for Marine Operations and Response.**

Resource	Planned
Spending	\$3,652,797,401
Full-time equivalents	4,728

[Complete financial](#) and [human resources information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## **Program inventory**

Marine Operations and Response is supported by the following programs:

- Search and Rescue;
- Marine Environmental and Hazards Response;
- Maritime Security;
- Fleet Operational Capability;
- Fleet Maintenance;
- Fleet Procurement;
- Canadian Coast Guard College.

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

## **Summary of changes to reporting framework since last year**

- This Core Responsibility, along with its associated Departmental Results (DRs) and indicators, is new to DND's reporting framework following the integration of Canadian Coast Guard functions. Accordingly, the results: "Canadian Coast Guard has the capability to respond to on-water incidents", "Canada's civilian fleet has the capability to meet established service standards for clients", and "Enhanced relationships with, involvement of, and outcomes for Indigenous people", are being reported for the first time, together with their supporting performance indicators. These additions reflect DND's expanded mandate and support clear, transparent reporting on marine operations and response services now under DND oversight.

## Internal services

### In this section

- [Description](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

### Description

Internal Services are those groups of related activities and resources that Federal Government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refer to the activities and resources of 10 distinct services that support program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- Acquisition management services
- Communications services
- Financial management services
- Human resources management services
- Information management services
- Information technology services
- Legal services
- Material management services
- Management and oversight services
- Real property management services

### Plans to achieve results

This section presents details the department's plans to achieve results and meet targets for internal services.

#### Communications services

Clear, transparent, and accessible communications are key to building trust and informing Canadians about how Defence protects Canada's sovereignty and security. To strengthen information services to Canadians, the Department of National Defence and the Canadian Armed Forces (DND/CAF) has integrated access to information, privacy, and public affairs functions. This unified approach is designed to foster transparency, responsiveness, and accountability through more cohesive and collaborative communications.

In fiscal year (FY) 2026-27, communications will focus on coordinated, inclusive messaging about progress on [Canada's defence policy](#) priorities and the generational investments announced in [Budget 2025](#). Key activities include:

- Providing timely updates on policy initiatives, CAF recruitment, major equipment and infrastructure projects, emerging global threats, CAF operations, digital transformation, how Defence is strengthening its abilities in space to cyber domains, and partnerships with industry and allies;

- Showcasing the Canadian Coast Guard’s (CCG) role within the Defence Team and its contribution to safeguarding Canada’s sovereignty and security; and
- Enhancing internal communications through digital platforms and people-focused communications activities which highlight initiatives to support well-being and enable the Defence Team to deliver on its mandate.

#### Financial management services

In FY 2026-27, DND/CAF will advance a disciplined and strategic approach to financial management, supporting the alignment of Canada’s defence priorities under [Our North, Strong and Free](#) (ONSAF), while also advancing the Government of Canada’s Rebuilding, Rearming, and Reinvesting defence posture. This includes advancing beyond the NATO 2% GDP commitment, following a funding boost, bringing total projected spending to \$51.7 billion. Investments focus on personnel, equipment, infrastructure, international partnerships, industrial mobilization and digital transformation.

#### **Strategic Financial Management Focus:**

- Securing and sustaining stable, predictable funding aligned to operational and transformation priorities;
- Enabling timely access to approved resources;
- Delivering on planned investments;
- Completing the transfer and integration of the Canadian Coast Guard;
- Advancing integrated business and financial planning;
- Driving change management and “One Finance”; and
- Strengthening people management and workforce sustainability.

With the CCG formally integrated into DND in September 2025, new operational and financial responsibilities have been introduced. The CCG fleet, infrastructure, and public service workforce now fall under DND oversight, enhancing maritime security and Arctic capabilities. Financial onboarding is being phased in, with a focus on harmonized reporting, internal controls, and service delivery models. The CCG will continue to operate on Fisheries and Oceans Canada platforms, while aligning financial governance and oversight with DND. This transition reflects a commitment to operating as One Team and advancing One Finance — a unified financial management model that promotes transparency, consistency, and strategic alignment across all Defence organizations. To support this expanded mandate, DND is strengthening its financial and resource management oversight and capabilities.

#### **Oversight and Systems Modernization:**

- Advancement of DefenceX Enterprise Resource Planning transformation activities using Systems, Applications, and Products in Data Processing (SAP S/4HANA);
- Sustainment of the Defence Resource Management Information System (DRMIS) under the Defence Resource Business Modernization Programme;
- Enhanced financial oversight and reporting alignment for CCG operations; and
- Strengthened Internal Control Over Financial Reporting.

### Human resources management services

In FY 2026-27, DND will continue to strengthen its civilian workforce to support agile, inclusive, and equipped personnel to meet evolving Defence priorities. Key efforts will focus on modernizing digital human resources systems, streamlining staffing and classification processes, and expanding digital tools to enhance service delivery. The department will also support the integration of CCG employees, advance pay stabilization in collaboration with Public Services and Procurement Canada with the goal of resolving DND Phoenix backlog issues by March 2027 and will expand recruitment outreach to attract diverse talent across Canada through new partnerships with educational institutions and industry. To support the growth of its civilian workforce in critical areas, DND will leverage the Pathway to Mobility deployment inventories to support the placement of employees affected by workforce adjustment in other government departments. This approach reflects DND's commitment to fostering internal talent mobility within the core public administration, supporting organizational growth and workforce sustainability.

DND will also foster a digitally enabled, highly skilled, and mission-ready workforce that reflects Canada's diversity by embracing innovative solutions, adopting modern technologies, improving enterprise interoperability, and embedding data into decision-making. This organizational transformation and cultural shift will unlock the digital and data capabilities the Defence Team needs to support, enable, and deliver a ready, resilient, and relevant military force.

### Information management services

In FY 2026-27, Defence will strengthen its data, artificial intelligence (AI), and information management capabilities to enable responsible decision advantage and operational readiness. Guided by the 2025 Chief of the Defence Staff /Deputy Minister Directive for Stewardship of Digital Assets, Defence will modernize its information architecture through automation and auto-classification to support the accessibility of information, ethical, and data-driven decision-making. Over the next three years, DND will also advance mass digitization efforts to reduce redundant records, improve data quality, and make historical military service files, such as one million Second World War and 500 Korean War casualty records, accessible to Canadians through the National Digital Preservation System by 2027.

DND/CAF will further advance enterprise data management by embedding common data models, implementing enterprise-wide metadata standards, and institutionalizing stewardship roles across Defence organizations. A mid-strategy refresh of the 2024-2027 Data Strategy will prioritize sovereign data stewardship, ethical AI adoption, and enhanced cross-domain data exchange with allies and government partners. These efforts will also improve the horizontal alignment with the Treasury Board Secretariat's policy on Service and Digital, expand digital literacy through targeted training programs, and operationalize a data quality framework that promotes integrity, accuracy, and trust in Defence data.

### Information technology services

In FY 2026-27, Defence will advance its Digital Transformation Program to position digital capabilities as a core enabler of operational readiness and mission assurance. The department will also accelerate the adoption of classified and sovereign cloud services, modernize networks and cross-domain solutions, and retire legacy systems. DND will continue to embed development, security and operations and site reliability engineering practices, enforce enterprise guardrails, and strengthen enterprise architecture oversight to support secure, coherent, and accountable digital solutions that align with Government of Canada standards.

The Information Capabilities Force Development organization will continue to drive enterprise-wide capability planning and innovation, leveraging foresight models and partnerships with Defence Research and Development Canada, Innovation for Defence Excellence and Security program, and academia to support future-ready digital resilience. Defence will also modernize telephony and information technology service management platforms, expand Defence 365 collaboration tools to support hybrid and deployed workforces, and provide reliable, cost-effective information services to National Defence Headquarters and its units. These initiatives will deliver secure, scalable, and integrated digital services that connect DND/CAF, strengthen digital interoperability with the North American Aerospace Defense Command, the Five Eyes alliance, and NATO, and will support the Defence Team in remaining agile and mission-ready in a rapidly evolving digital environment.

#### Legal services

Defence will continue to advance a modern, fair and transparent military justice system while providing litigation, advisory, and regulatory oversight services that enable the department to meet its operational and strategic priorities. Legal services will cover the full spectrum of military law, including a focus on implementing key recommendations from the [Third Independent Review Authority](#) and the [Independent External Comprehensive Review](#) (IECR), and other ministerially directed reviews, prioritized and tracked through the [Comprehensive Implementation Plan](#). DND/CAF will also contribute to intergovernmental discussions on the operational aspects surrounding the implementation of Recommendation 5 of the IECR, which recommends the removal of [Criminal Code](#) sexual offences from CAF jurisdiction, advance regulatory and policy initiatives, and support the progression of Bill C-11, the *Military Justice System Modernization Act*, alongside the continued implementation of the Justice Administration and Information Management System.

The Department of Justice's Office of the Department of National Defence and Canadian Forces Legal Advisor will continue to provide litigation and advisory services across a wide range of priorities, including support for class action workplace discrimination claims, Indigenous land claims, military assistance to Ukraine, and the integration of the CCG within the Defence Portfolio. Legal teams will also support initiatives that strengthen CAF capabilities, address climate-related security risks, and advance culture transformation in alignment with departmental priorities and Canada's international commitments.

The Departmental Regulatory and Litigation Oversight team will continue to provide strategic coordination and enable compliance with settlement agreements, with a focus on the ongoing management of the [CAF-DND Sexual Misconduct](#) and [CAF Systemic Racism class action](#) settlements. These efforts will help Defence manage legal, financial, and reputational risks, while reinforcing accountability and reinforcing consistent compliance with legal obligations.

#### Management and oversight services

In FY 2026-27, Defence will advance corporate priorities through independent and objective oversight, providing assurance and advice from evaluations, internal audits, and examination of disclosures related to conflict of interest, wrongdoing, and administrative investigations. Efforts will focus on strengthening the departmental Fraud Risk Management Program, with a specific focus on enhancing data analytics. Defence will also expand internal audit and evaluation capacity to address growing demand, support transformational initiatives, and respond to rapidly emerging priorities. These activities will provide evidence-based insight into the effectiveness, efficiency, risk management, and governance of departmental programs.

In addition, the newly created Regulatory Affairs unit provides regulatory oversight and coordination, leads departmental planning and prioritization, serves as the departmental contact with central agencies and delivers tailored services including guidance and regulatory development. Key efforts will focus on reducing regulatory backlog and cataloguing all regulatory instruments within Defence.

## Planned resources to achieve results

**Table 9.1: Planned resources to achieve results for internal services.**

Resource	Planned
Spending	\$1,224,946,539
Full-time equivalents	5,957

[Complete financial](#) and [human resources information](#) for the Department of National Defence and the Canadian Armed Forces program inventory is available on GC InfoBase.

## Planning for contracts awarded to Indigenous businesses

Defence will continue advancing Indigenous participation in procurement by collaborating with Indigenous partners, suppliers, and procurement communities to leverage investments that generate socio-economic benefits. Guided by the Indigenous Procurement Strategy and aligned with ministerial mandates from Public Services and Procurement Canada and Indigenous Services Canada, Defence will work to meet or exceed the Government of Canada requirement that at least 5% of annual contract value be awarded to Indigenous-led businesses. These efforts support reconciliation, foster economic prosperity, and strengthen relationships with Indigenous communities while creating opportunities for sustainable growth within the Defence supply chain.

**Table 9.2: Percentage of contracts planned and awarded to Indigenous businesses.**

5% Reporting Field	2024-25 Actual Result	2025-26 Forecasted Result	2026-27 Planned Result
Total percentage of contracts with Indigenous businesses	2.74%	5%	5%

## Department-wide considerations

- [Related government priorities](#)
- [Key risks](#)

## Related government priorities

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

The Department of National Defence and the Canadian Armed Forces (DND/CAF) is actively contributing to Canada’s implementation of the United Nations (UN) 2030 Agenda for Sustainable Development through a broad range of initiatives that integrate environmental stewardship, innovation, and climate resilience into defence operations. Guided by the [Defence Climate and Sustainability Strategy](#) 2023-2027 and aligned with the [Federal Sustainable Development Strategy](#) (FSDS), work is advancing across the Defence Team to reduce greenhouse gas emissions (GHG), transition to clean energy, protect biodiversity, and foster inclusive and resilient infrastructure. These efforts reflect a whole-of-government approach to sustainability and demonstrate Defence’s leadership in advancing Canada’s commitments to the UN Sustainable Development Goals.

The department will advance several FSDS goals that align with Canada's commitments under the UN 2030 Agenda, including:

- Goal 5: Champion gender equality;
  - Apply Gender-based Analysis Plus (GBA Plus) across all Defence projects, programs, and operations such that policies and decisions consider diverse identities, experiences, and intersectional factors;
  - Expand GBA Plus training and tools to enhance its integration in procurement, infrastructure, research, and operations. Leadership groups and focal points will also incorporate GBA Plus and intersectional perspectives into planning and training, supporting Canada's commitments under the [National Action Plan on Women, Peace and Security](#); and
  - Advance equity and inclusion through initiatives that promote equitable access to opportunities, improve data collection on systemic barriers, and support inclusive workplace culture through evidence-based decision-making.
- Goal 7: Increase Canadians' access to clean energy;
  - Seek innovative [solid-state hydrogen storage solutions](#) to support the decarbonization of military ground vehicles, thus enabling their safe use in operational environments. In fiscal year (FY) 2026-27, solutions for this challenge will be selected and innovators will receive funding based on their Technology Readiness Level;
  - The Canadian Coast Guard (CCG) will:
    - Continue transitioning from diesel generation to renewable and hybrid power systems at off-grid, remote radio communication sites supported by the [Greening Government Fund](#), which aims to reduce GHG emissions and strengthen the flexibility and resilience of power systems in remote areas;
    - Participate in the Federal Nuclear Science and Technology program, by contributing to operational insight to national research on nuclear-integrated hydrogen and methanol fuel systems; and
    - Assess 100% of eligible bases and wings for an [Energy Performance Contract](#) to identify opportunities for improved energy efficiency and emissions reduction. By FY 2026-27, 75% of assessed sites will advance to the implementation phase, supporting broader departmental goals under the Greening Government Strategy.
- Goal 9: Foster innovation and green infrastructure in Canada;
  - Continue construction of the [Green Heat](#) Test Drive at Canadian Forces Base Kingston to equip an existing building with a large-scale, low carbon energy generation/transfer system integrated with its current hydronic heat distribution systems, to be completed by February 2026, followed by two years of testing;
  - The CCG will:
    - Continue advancing innovation to support the Government of Canada's net-zero 2050 goal. Building on design work for the CCG's first-ever [diesel-electric](#)

[hybrid vessel with a battery energy storage system](#) and expanded use of low-carbon fuels, the CCG will move toward system-level demonstrations of next-generation propulsion and energy technologies;

- Develop a Technology Demonstration Plan for hydrogen-based power and propulsion systems with Canadian Nuclear Laboratories, following earlier assessments showing hydrogen-carrier fuels can reduce vessel emissions by up to 50%; and
  - Expand its Low-Carbon Fuel Procurement Program for renewable diesel and biodiesel use across the Atlantic fleet, the CCG's highest-consumption region.
- Goal 10: Advance reconciliation with Indigenous peoples and take action to reduce inequality;
    - Continue to strengthen relationships with Indigenous partners through consultation, collaboration, and co-development with initiatives such as the [Indigenous Reconciliation Program \(IRP\)](#) and departmental engagement frameworks;
    - Support Indigenous-led projects and community priorities through the IRP, fostering collaboration and alignment with commitments under the [United Nations Declaration on the Rights of Indigenous Peoples Act](#) and the [Inuit Nunangat Policy](#); and
    - Procurement strategies will promote economic reconciliation by requiring, on an annual basis, that at least 5% of contract value is awarded to Indigenous-owned or Indigenous-led businesses, in alignment with the [Indigenous Procurement Strategy](#).
  - Goal 12: Reduce waste and transition to zero-emission vehicles (ZEV);
    - By 2027, Defence will strengthen green procurement criteria and processes for military fleet acquisitions to improve energy efficiency, reduce emissions, and enhance environmental performance. Future procurement of Defence capabilities will also prioritize energy and operational efficiency, climate resilience, and alignment with evolving capability requirements;
    - Achieve 100% ZEV acquisitions for Defence's conventional light-duty fleet, supporting the transition to cleaner transportation and contributing to the [Government of Canada's Greening Government Strategy](#) targets;
    - Use 100% clean electricity across its operations by producing or purchasing renewable power, supporting departmental decarbonization efforts and the Government of Canada's Greening Government Strategy; and
    - Reduce its contaminated sites liability by 10% annually through 2027 by continuing site assessment, remediation, and risk management activities that support environmental stewardship and sustainable land use across the Defence portfolio.
  - Goal 13: Take action on climate change and its impacts;
    - Develop and test innovative solutions for the safe transfer of personnel and cargo from Arctic and Offshore Patrol Vessels in areas without shore infrastructure, with a focus on minimizing GHG emissions through the [Land to sea with low GHGs: Arctic Eco-Safe Transit of personnel and cargo from ship to shore](#) challenge;

- Continue to enable procurement to adhere to Canadian environmental standards and integrate environmental performance decision-making where it demonstrates value for money, without compromising operational capabilities;
  - Implement CCG’s Roadmap to Climate Change Resilience through prioritized adaptation and mitigation actions, aligned with the Greening Government Strategy and the National Adaptation Strategy. Additional information on CCG contributions to Canada’s Federal Implementation Plan on the 2030 Agenda and the FSDS will be available in the 2026-29 Departmental Sustainable Development Strategy;
  - Reduce GHG emissions from facilities and fleet by 50% below 2005 levels by 2030, as a key milestone toward achieving net-zero emissions by 2050 under the Government of Canada’s Greening Government Strategy; and
  - Finalize the Land Operational Fleet Decarbonization Plan by 2027, and advance the Path to Net Zero Strategy and Assessment of Climate Change Impacts on CAF Operations to support Canada’s GHG reduction targets and strengthen climate resilience across Defence operations.
- Goal 15: Protect and recover species, conserve Canadian biodiversity;
    - Conserve Canadian biodiversity by assessing 70% of custodial lands (representing approximately 450,000 hectares) to determine their suitability for [Other Effective area-based Conservation Measures](#) recognition by 2027.

Together, these initiatives reflect a coordinated and strategic approach to sustainability across Defence. By integrating environmental performance, innovation, and climate resilience into its operations, DND is helping to advance Canada’s leadership in achieving the UN 2030 Agenda.

More information on DND/CAF contributions to Canada’s Federal Implementation Plan on the 2030 Agenda and the FSDS can be found in the [Defence Climate and Sustainability Strategy](#).

## **Artificial Intelligence**

The Artificial Intelligence (AI) Centre works with industry, academia, and partners, including Defence Research and Development Canada (DRDC), to build sovereign AI capabilities for the Canadian Armed Forces (CAF) warfighters and enable the Defence mission. It develops the standards, frameworks, and governance needed for responsible and ethical AI, while providing access to talent, platforms, tools, contracts, and partnerships that accelerate Defence’s adoption. By creating a scalable, secure environment where trusted data flows seamlessly across Defence networks, the Centre supports better decisions from edge to enterprise. This includes embedded workflows, metadata at the point of creation, automated retention and disposition, and improved search such that information is decision-ready for operators and ingestion-ready for AI. Defence is advancing its AI strategy to equip and enable the warfighter with operational-ready AI capabilities that deliver decision-advantage. Key priorities include:

- Implementing metadata standards, enabling interoperable systems, and optimizing data holdings to prepare the Defence Team for scalable AI adoption;
- Advancing sovereign research and development with DRDC under a “fight from prototype” approach — an agile, iterative approach to Defence deployment/innovation. This model pushes early-stage prototypes directly into operational environments;
- Building secure, governed platforms for rapid development and deployment of AI solutions;

- Embedding evaluation and red-teaming practices — defined as the simulation of real-world cyberattacks and exploits to test an organization’s defenses, uncover vulnerabilities, and improve incident response — to validate ethical AI performance and strengthen resilience;
- Streamlining AI-related procurement and optimizing information technology costs;
- Onboarding enterprise large language models to enhance productivity and free personnel for higher-value tasks;
- Supporting Canada’s 2% Gross Domestic Product, North Atlantic Treaty Organization (NATO) spending commitment through sovereign AI investments; and
- Advancing a suite of integrated AI technologies through targeted development and validation to enable operational deployment, while reinforcing Canada’s sovereign industrial base and generating economic growth via sustained investment and partnerships with domestic technology firms.

Building on these foundational AI priorities and capabilities, Defence is advancing complementary initiatives that integrate emerging technologies and accelerate capability delivery across CAF operations. The Canadian Joint Warfare Centre (CJWC), supported by the Joint Operations Fusion Lab, the Operational Artificial Intelligence Lab, and the experimentation network, drives wargaming, experimentation, training, and doctrine development to strengthen agility and decision-making across CAF operations. CJWC will lead CAF participation in multinational exercises such as BOLD QUEST, NATO’s Coalition Warrior Interoperability Exercise, and the Joint Arctic Experiment, while embedding AI concepts into future readiness initiatives in close alignment with departmental priorities.

In parallel, Defence is mobilizing Canada’s innovation ecosystem through programs such as Innovation for Defence Excellence and Security, a \$1 billion, 20-year investment enabling Canadian innovators to test advanced solutions in real-world environments and transition them into operational capability. Several Test Drives are scheduled for fiscal year (FY) 2026-27 with multiple private sector partners. Defence will also lead the Bureau of Research, Engineering and Advanced Leadership in Innovation and Science (BOREALIS), a whole-of-government innovation framework that accelerates delivery of dual-use and emerging technologies through streamlined governance, rapid response capacity, and secure Defence Innovation Hubs designed to safeguard intellectual property while driving sovereign outcomes. Up to four innovation challenges are planned for FY 2026–27, alongside the advancement of new Defence Innovation Secure Hubs through the [February 2026 call for proposals](#) led by Defence in partnership with industry and academia, reinforcing Canada’s technological advantage and supporting economic growth.

## Key risks

The Defence Team faces four primary key corporate risks, which collectively, impact credibility, modernization efforts, and Canada’s ability to meet defence commitments:

1. Prospect of Conflict: Escalating global or domestic tensions could outpace current force readiness and modernization efforts;
2. Digital and Data Maturity: Legacy systems, fragmented governance, and low data maturity could hinder agility and evidence-based decision-making;
3. Delivery: Overburdened governance, low authority limits, and procurement delays threaten timely capability delivery and carry reputational risk; and

- 4. Professional Conduct: Failure to address misconduct and foster an inclusive environment free from harassment and violence could undermine operational readiness, effectiveness, and public trust.

Mitigation strategies focus on strengthening readiness and resilience through strategic planning and performance tracking, accelerating digital transformation via unified platforms, data stewardship, information technology workforce planning, improving delivery by streamlining governance, piloting lifecycle asset management, delegating authorities, and implementation of the Culture Evolution Strategy. Additional measures include monitoring progress against targets, exploring risk-tolerant approaches, and formalizing lessons learned from pilot programs. These actions, combined with governance reforms, aim to reduce residual risk while enhancing agility, resilience, and institutional trust.

## Planned spending and human resources

This section provides an overview of the Department of National Defence and the Canadian Armed Forces planned spending and human resources for the next three fiscal years and of planned spending for 2026-27 with actual spending from previous years.

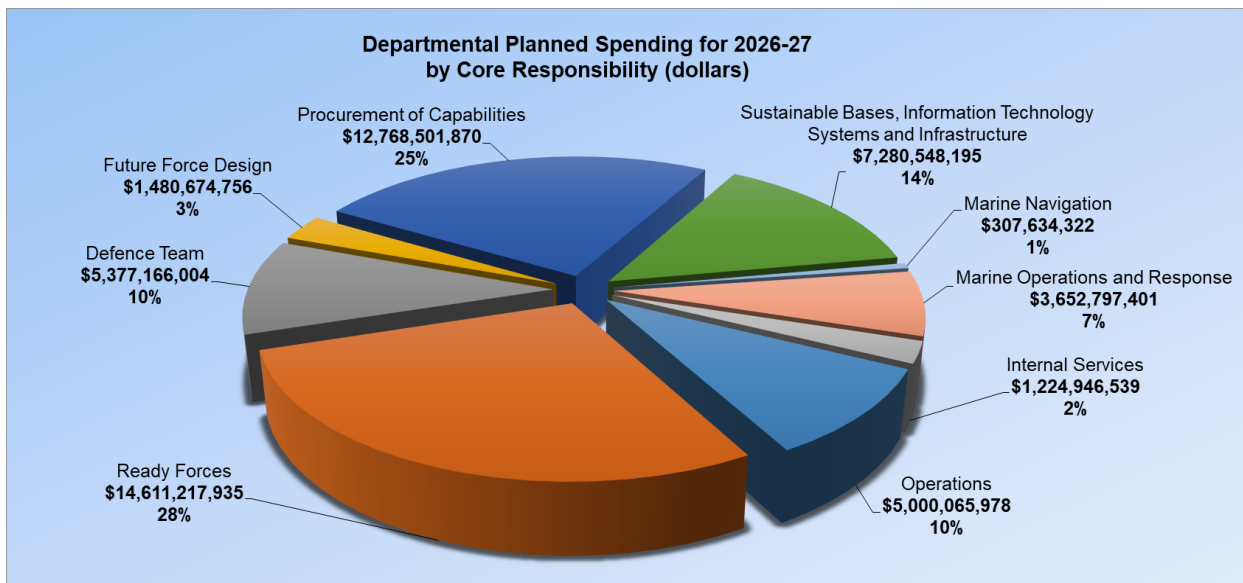
### In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

## Spending

This section presents an overview of the department’s planned expenditures from 2023-24 to 2028-29.

Graph 1: Planned spending by core responsibility in 2026-27.



Text description of Graph1:

<b>Core responsibilities and internal services</b>	<b>2026-27 planned spending</b>
Operations	\$5,000,065,978
Ready Forces	\$14,611,217,935
Defence Team	\$5,377,166,004
Future Force Design	\$1,480,674,756
Procurement of Capabilities	\$12,768,501,870
Sustainable Bases, Information Technology Systems and Infrastructure	\$7,280,548,195
Marine Navigation	\$307,634,322
Marine Operations and Response	\$3,652,797,401
Internal services	\$1,224,946,539

### **Budgetary performance summary**

Table 10.1 Three-year spending summary for core responsibilities and internal services (dollars).

<b>Core responsibilities and Internal services</b>	<b>2023-24 Actual Expenditures</b>	<b>2024-25 Actual Expenditures</b>	<b>2025-26 Forecast Spending</b>
Operations	\$2,190,545,796	\$2,980,747,779	\$4,332,418,450
Ready Forces	\$13,368,953,006	\$11,960,347,112	\$13,332,751,256
Defence Team	\$5,390,707,098	\$4,521,073,589	\$6,935,190,058
Future Force Design	\$1,472,799,282	\$1,490,747,381	\$1,170,782,669
Procurement of Capabilities	\$4,927,504,771	\$7,383,814,779	\$12,403,916,982
Sustainable Bases, Information Technology Systems and Infrastructure	\$4,913,996,715	\$4,482,599,215	\$5,318,383,801
Marine Navigation	\$0	\$0	\$197,821,722
Marine Operations and Response	\$0	\$0	\$1,946,676,365
<b>Subtotal (s)</b>	<b>\$32,264,506,668</b>	<b>\$32,819,329,855</b>	<b>\$45,637,941,303</b>
Internal services	\$1,204,970,119	\$1,105,465,396	\$1,147,999,669
<b>Total (s)</b>	<b>\$33,469,476,787</b>	<b>\$33,924,795,251</b>	<b>\$46,785,940,972</b>

### **Analysis of the past three years of spending**

The core responsibilities for Marine Navigation and Marine Operations and Response became part of the Department of National Defence (DND) as of fiscal year (FY) 2025-26, following the September 2025 integration of the Canadian Coast Guard (CCG) as a Special Operating Agency within DND. All CCG spending prior to this integration will be reflected in the Departmental Plan for Fisheries and Oceans Canada.

There was a significant increase in spending from FY 2024-25 to 2025-26 related to the Prime Minister and Minister of National Defence announcement in June 2025. This investment in defence is aimed at bringing Canada's defence spending to 2% of gross domestic product in FY 2025-26.

More financial information from previous years is available on the [Finances section of GC Infobase](#).

**Table 10.2: Planned three-year spending on core responsibilities and internal services (dollars).**

<b>Core responsibilities and Internal services</b>	<b>2026-27 Planned Spending</b>	<b>2027-28 Planned Spending</b>	<b>2028-29 Planned Spending</b>
Operations	\$5,000,065,978	\$3,324,459,887	\$3,217,574,111
Ready Forces	\$14,611,217,935	\$15,265,243,495	\$15,520,803,736
Defence Team	\$5,377,166,004	\$5,508,459,676	\$5,616,291,703
Future Force Design	\$1,480,674,756	\$1,422,481,248	\$1,346,302,054
Procurement of Capabilities	\$12,768,501,870	\$18,802,524,076	\$17,474,714,976
Sustainable Bases, Information Technology Systems and Infrastructure	\$7,280,548,195	\$7,620,000,118	\$7,835,275,076
Marine Navigation	\$307,634,322	\$280,494,648	\$257,278,921
Marine Operations and Response	\$3,652,797,401	\$3,339,037,119	\$3,509,111,355
<b>Subtotal</b>	<b>\$50,478,606,461</b>	<b>\$55,562,700,267</b>	<b>\$54,777,351,932</b>
Internal services	\$1,224,946,539	\$1,247,061,383	\$1,264,888,052
<b>Total</b>	<b>\$51,703,553,000</b>	<b>\$56,809,761,650</b>	<b>\$56,042,239,984</b>

### **Analysis of the next three years of spending**

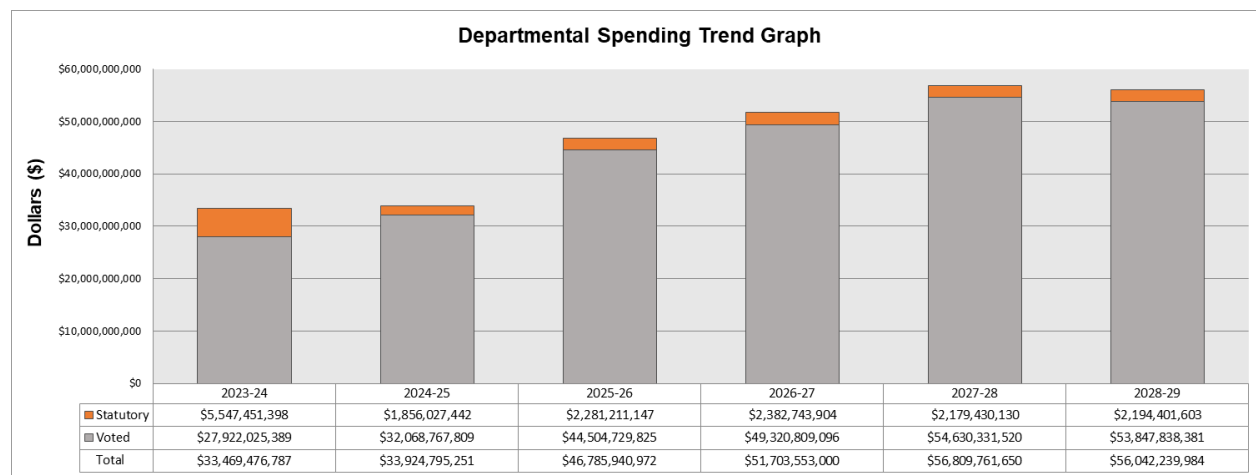
Budget 2025 proposed \$81.8 billion over five years on a cash basis, starting in FY 2025-26, aimed to rebuild, rearm, and reinvest in the Canadian Armed Forces (CAF). This investment in defence is reflected in the forward-looking planned spending figures.

More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

## Funding

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

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



Text description of graph 2:

Fiscal year	Total	Voted	Statutory
2023-24	\$33,469,476,787	\$27,922,025,389	\$5,547,451,398
2024-25	\$33,924,795,251	\$32,068,767,809	\$1,856,027,442
2025-26	\$46,785,940,972	\$44,504,729,825	\$2,281,211,147
2026-27	\$51,703,553,000	\$49,320,809,096	\$2,382,743,904
2027-28	\$56,809,761,650	\$54,630,331,520	\$2,179,430,130
2028-29	\$56,042,239,984	\$53,847,838,381	\$2,194,401,603

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

In fiscal year 2023–24, Statutory spending was higher 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 March 31, 2022.

For further information on the Department of National Defence and the Canadian Armed Forces departmental appropriations, consult the [2026-27 Main Estimates](#).

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Department of National Defence and the Canadian Armed Forces operations for 2025-26 to 2026-27.

Table 10.3: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars).

Financial information	2025-26 Forecast results	2026-27 Planned results	Difference (Planned results minus forecasted)
Total expenses	\$41,299,813,000	\$44,543,642,000	\$3,243,829,000
Total revenues	\$425,736,000	\$423,412,000	(\$2,324,000)
Net cost of operations before government funding and transfers	\$40,874,077,000	\$44,120,230,000	\$3,246,153,000

### Analysis of forecasted and planned results

The variance between the 2026-27 planned results and 2025-26 forecast results is mainly due to an increase in planned spending for major capital projects and increase in both amortization and salary expenses.

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

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2026-27](#), including a reconciliation of the net cost of operations with the requested authorities, is available on the Department of National Defence and the Canadian Armed Forces website.

## Human resources

This section presents an overview of the department's actual and planned human resources from 2023-24 to 2028-29.

Table 10.4: Actual human resources for core responsibilities and internal services.

Core responsibilities and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
Operations	2,867	3,067	3,442
Ready Forces	42,208	41,661	43,016
Defence Team	19,820	21,118	22,251
Future Force Design	2,144	2,202	2,074
Procurement of Capabilities	2,874	3,239	3,459
Sustainable Bases, Information Technology Systems and Infrastructure	15,575	16,178	16,766
Marine Navigation	1,784	1,713	1,653
Marine Operations and Response	4,714	4,715	4,734
<b>Subtotal</b>	<b>91,986</b>	<b>93,813</b>	<b>97,395</b>
Internal services	5,099	5,209	5,829
<b>Total</b>	<b>97,085</b>	<b>99,102</b>	<b>103,224</b>

Table 10.5: Human resources planning summary for core responsibilities and internal services.

Core responsibilities and internal services	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Operations	3,515	3,588	3,655
Ready Forces	43,894	44,680	45,372
Defence Team	22,704	23,090	23,414
Future Force Design	2,068	2,072	2,064
Procurement of Capabilities	3,501	3,521	3,520
Sustainable Bases, Information Technology Systems and Infrastructure	16,897	16,997	17,091
Marine Navigation	1,687	1,721	1,756
Marine Operations and Response	4,728	4,822	4,918
<b>Subtotal</b>	<b>98,994</b>	<b>100,491</b>	<b>101,790</b>
Internal services	5,957	5,962	5,916
<b>Total</b>	<b>104,951</b>	<b>106,453</b>	<b>107,706</b>

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

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

Table 10.6: Total planned human resources for Reserve Force personnel for the next three years, from 2026-27 to 2028-29.

	2026-27	2027-28	2028-29
Primary Reserve	30,000	30,000	30,000
Canadian Rangers	5,100	5,100	5,100
Cadet Organization Administration and Training Service	6,083	6,283	6,483

## 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](#)
- [Status report on transformational and major capital projects](#)

Information on the Department of National Defence and the Canadian Armed Forces (DND/CAF) departmental sustainable development strategy can be found on [DND/CAF's website](#).

## Supporting documents

- [Planned costs for major Canadian Armed Forces Operations](#)

## Federal tax expenditures

The Department of National Defence and the Canadian Armed Forces Departmental Plan does not include information on 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: Christiane Fox

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](mailto: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 performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

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

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

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

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

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

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

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

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person works divided by the standard number of hours set out in the person's collective agreement.

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

Is an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that

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.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

**government priorities** (priorités gouvernementales)

For the purpose of the 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [2025 Speech from the Throne](#).

**horizontal initiative** (initiative horizontale)

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

**Indigenous business** (entreprise autochtones)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada [Mandatory minimum 5% Indigenous procurement target](#) website.

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

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

**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 means of measuring an output or outcome, with the intention of gauging the performance of a department, program, policy or initiative respecting expected results.

**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 those amounts presented in Main Estimates.

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

**program** (programme)

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

**program inventory** (répertoire des programmes)

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

**result** (résultat)

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

**statutory expenditures** (dépenses législatives)

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

**target** (cible)

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

**voted expenditures** (dépenses votées)

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