



National Défense
Defence nationale



CANADIAN
ARMED FORCES

HIGHLIGHTS

STRONG SECURE ENGAGED

CANADA'S DEFENCE POLICY



Canada

HIGHLIGHTS

**STRONG
SECURE
ENGAGED**

CANADA'S DEFENCE POLICY



EXECUTIVE SUMMARY

Strong, Secure, Engaged presents a new vision and approach to defence by the Government of Canada.

This policy is deliberately ambitious and focuses, first and foremost, on the heart of the Canadian Armed Forces – the brave women and men who wear the uniform. Canada cannot meet its defence needs at home and abroad without the dedicated, motivated and highly skilled people who work tirelessly to defend Canada and promote Canadian values and interests abroad.

This new defence policy provides unprecedented support to our people and their families. We ask a great deal of our people, from deploying on peace operations to responding to humanitarian crises.

The first step in ensuring that our women and men in uniform are prepared and equipped to succeed on operations, and that they are fully supported from recruitment through retirement and beyond, is to give them the resources they need to do their job.

This is the most rigorously costed Canadian defence policy ever developed. It is transparent and fully funded. To meet Canada's defence needs at home and abroad, the Government will grow defence spending over the next 10 years from \$18.9 billion in 2016-17 to **\$32.7 billion** in 2026-27.

The long-term funding commitment that underpins this policy will provide the Canadian Armed Forces with the force size and equipment required to achieve excellence across the full spectrum of military operations, from humanitarian assistance and disaster relief, to peacekeeping, to combat.

This policy includes long-term investments to enhance the Canadian Armed Forces' capabilities and capacity.

Because of the sacrifices that our military personnel make every day, Canada remains among the safest and most secure countries in the world. However, the international landscape is shifting under tremendous pressures, and the current security environment presents a variety of threats, many that transcend national borders.

In the context of this complex, unpredictable security environment, this policy provides a bold new vision and approach to defend Canada and contribute to a more peaceful world.

Strong, Secure, Engaged offers clear direction on Canadian defence priorities over a 20-year horizon. It increases the size of the Canadian Armed Forces, affirms Canada's unwavering commitment to its long-standing alliances and partnerships, and provides vital new investments to ensure our women and men in uniform have the modern tools they need to succeed in – and return home safely from – operations. This policy transforms how we care for Canada's military members and their families, from the time of recruitment to retirement and beyond. We believe this is critical to Canada's security.



WELL-SUPPORTED, DIVERSE, RESILIENT PEOPLE AND FAMILIES

We have placed an unprecedented focus on ensuring our people and their families are well-supported, diverse and resilient – physically, psychologically and socially. This starts from the moment military members join the Canadian Armed Forces, continues throughout their careers, and extends to that crucial time of transition when members step out of the uniform. Offering steadfast support to our people not only builds a strong and agile defence organization, but also acknowledges the sacred obligation the Government of Canada has to our military personnel, Veterans, and their families. Military families make an incredible contribution to the operational effectiveness of the Forces – they are the strength behind the uniform.

Tax Relief for Deployed International Operations

Canadians know that when our women and men in uniform deploy, they, and their families, make great sacrifices on behalf of their country. With this in mind, in order to ensure that Canadian Armed Forces members are treated equally on deployment, all troops deployed on any named international operations¹ will be exempted from paying federal income tax on their salary to the level of Lieutenant-Colonel.² This is in addition to the allowances awarded to compensate for hardship and risk.



1 The Chief of the Defence Staff is the authority to designate named operations.

2 This measure, which also applies to police, will be retroactive to January 1, 2017.

The change requires an amendment be made to the *Income Tax Act*. Notice of this intent has already been given.

Diversity and Inclusion

To support the women and men of the Canadian Armed Forces, we will substantially improve recruitment, retention, and training of personnel. We will better forecast occupational requirements and engage in more targeted recruiting, including capitalizing on the unique talents and skill-sets of Canada's diverse population. The Canadian Armed Forces will increase the proportion of women in the military by 1 percent annually, to move from the current 15 percent to 25 percent representation by 2026.

\$144.8 million to Support Military Family Resource Centres

We will ensure that military members and their families are well supported, from the moment they join, throughout their careers, and as they transition out of the military. We are committed to providing more flexible, tailored benefits and support that are personalized to the unique circumstances and needs of each member throughout this journey. This includes the implementation of specific initiatives to help minimize the disruptions associated with frequent relocation.

\$198.2 million for new Total Health and Wellness Strategy

We will favour a more comprehensive approach to care – known as “Total Health and Wellness” – and will consider psychosocial well-being in the workplace, the physical environment, and the personal health of members (including physical, mental, spiritual, and familial).

Reinvention of Canadian Armed Forces Transition

We will transform the way the Canadian Armed Forces supports the transition of personnel, whether returning to active duty or transitioning seamlessly to post-military life and the services of Veterans Affairs Canada. And, we will create a new Canadian Armed Forces Transition Group that represents a fundamental reinvention of the way transition is managed. This Group – composed of 1,200 personnel, including specialized staff and holding positions for ill and injured – will work in collaboration with Veterans Affairs Canada to provide our people with the individualized care they need and deserve.



DEFENCE FUNDING AND CAPABILITY INVESTMENT

To meet Canada's defence needs at home and abroad, the Government will grow annual defence spending over the next 10 years from \$17.1 billion in 2016-17 to \$24.6 billion in 2026-27 on an *accrual basis*. This translates to a rise in annual defence spending on a *cash basis* from \$18.9 billion in 2016-17 to **\$32.7 billion** in 2026-27.

Increase defence budget to \$32.7 billion by 2026-27

This level of funding is affordable, achievable, and has been informed by a rigorous, evidence-based analysis of Canada's defence needs and the resources required to effectively deliver upon them over a 20-year horizon.

To deliver on the Government's commitment to transparency, results, and accountability, we will publish the next Defence Investment Plan publicly.

Long-term Capability Investment

These investments will allow long-term investment in Canadian Armed Forces capabilities. Funding will be provided to the Royal Canadian Navy (RCN) to acquire the full complement of 15 Canadian Surface Combatant ships required to replace its existing frigates and retired destroyers – one of the largest acquisitions in Canadian shipbuilding history. The Canadian Army (CA) will undergo a recapitalization of much of its land combat capabilities and its aging vehicle fleets, while modernizing its command and control systems. Additionally, it will expand its light forces capability which will allow it to be more agile and effective in complex operational theatres, such as peace operations. The Royal Canadian Air Force (RCAF) will acquire 88 advanced fighter aircraft to enforce



Canada's sovereignty and to meet Canada's North American Aerospace Defense Command (NORAD) and North Atlantic Treaty Organization (NATO) commitments while recapitalizing many of its aircraft fleets such as the CP-140 Aurora anti-submarine warfare and surveillance aircraft. Finally, the Canadian Special Operations Forces Command (CANSOFCOM) will expand its operational capacity and invest in capabilities that enable rapidly deployable and agile Special Operations Forces (SOF) to provide their unique skills both at home and abroad.

71,500 Total Regular Force Size

The Regular Force will grow by 3,500 (to 71,500) military personnel. This growth will enable critical investments in important areas such as space and cyber, intelligence and targeting, and, most importantly, support to the health and welfare of military personnel. These investments will provide the necessary flexibility to enable the Canadian Armed Forces to operate across the spectrum of operations, and leverage new technologies to maintain Canadian Armed Forces interoperability with allies and an operational advantage over potential adversaries.

NEW VISION FOR DEFENCE:

STRONG at home, SECURE in North America, ENGAGED in the world.

Informed by the challenges and opportunities we see in the world around us, this policy defines how the Government of Canada will support and employ the Canadian Armed Forces to defend Canadian interests and contribute to a more secure and peaceful world.

This policy is grounded in a thorough assessment of the global security environment – one that is marked by the shifting balance of power, the changing nature of conflict, and the rapid evolution of technology. Increasingly, threats, such as global terrorism and those in the cyber domain, transcend national borders. These trends undermine the traditional security once provided by Canada's geography. Defending Canada and Canadian interests thus not only demands robust domestic defence but also requires active engagement abroad.

In recognition of this dynamic, Canada's defence policy presents a new strategic vision for defence: *Strong, Secure, Engaged*. This is a vision in which Canada is:

- **Strong at home**, its sovereignty well-defended by a Canadian Armed Forces also ready to assist in times of natural disaster, other emergencies, and search and rescue;
- **Secure in North America**, active in a renewed defence partnership in NORAD and with the United States;
- **Engaged in the world**, with the Canadian Armed Forces doing its part in Canada's contributions to a more stable, peaceful world, including through peace support operations and peacekeeping.

TO SUCCEED IN AN UNPREDICTABLE AND COMPLEX SECURITY ENVIRONMENT, DEFENCE WILL:

- Actively address threats abroad for stability at home;
- Field an agile, well-educated, flexible, diverse, combat-ready military;
- Develop sophisticated awareness of its operating environment to better predict and respond to crises;
- Act as a responsible, value-added partner with NORAD, NATO and Five-Eyes partners;
- Work with the United States to ensure that NORAD is modernized to meet existing and future challenges;
- Balance traditional relationships with the need to engage emerging powers;
- Field advanced capabilities to keep pace with allies and maintain an advantage over potential adversaries;
- Address the threat stemming from terrorism and the actions of violent extremist organizations, including in ungoverned spaces;
- Bolster its ability to respond to increasingly severe natural disasters at home and abroad; and
- Increase presence in the Arctic over the long-term and work cooperatively with Arctic partners.

In order to meet these objectives, Canada needs an agile, multi-purpose, combat-ready military, operated by highly trained, well-equipped women and men, secure in the knowledge that they have the full support of their government and their fellow Canadians.



A NEW APPROACH TO DEFENCE: ANTICIPATE. ADAPT. ACT.

To implement our new vision, Canada will also adopt a new approach to defence – one that values the ability to anticipate new challenges, adapt to changing circumstances, and act with exemplary capability and professionalism while supporting peace and security around the world.

ANTICIPATING emerging threats and challenges is fundamental to Canada's security. The Defence team will improve its ability to provide timely information to decision-makers, allowing the Government to identify and understand emerging events and crises, respond appropriately, and minimize the destructive effects of prolonged conflict.

Global satellite communications, including in the Arctic

The Canadian Armed Forces will acquire next generation surveillance aircraft, remotely piloted systems – commonly referred to as “drones” – and space-based surveillance assets to significantly expand its Joint Intelligence, Surveillance, and Reconnaissance capacity. These new platforms will be integrated with existing assets into a networked, joint system-of-systems that will enable the real-time flow of information that is so essential to operational success.

Increased defence intelligence expertise and capacity

This targeted investment in equipment will be accompanied by a significant new investment in the defence intelligence experts who collect, analyze, and disseminate information.

\$102.5 million investment in outreach to external experts

To complement our efforts to better understand the dynamic root causes of conflict – including social and economic factors – and complex geopolitical developments, the Defence team will also launch a revitalized partnership with external experts to capitalize on the extensive expertise of Canadians. This will include new support and funding for scholarship programs for Masters and Post-Doctoral students interested in defence and security, and engagements and events that promote dialogue in the defence community.



ADAPTING to the rapid pace of change in today's fluid security environment is fundamental to operational success. Canada's new approach to defence adopts new technologies and methods, and transforms the way people are managed and employed.

Expanded capabilities in space and cyber

Canada will modernize its space capabilities and will take steps to protect these critical assets against sophisticated threats, while continuing to promote the peaceful use of outer space. We will assume a more assertive posture in the cyber domain by hardening our defences, and by conducting active cyber operations against potential adversaries in the context of government-authorized military missions. Cyber operations will be subject to all applicable domestic law, international law, and proven checks and balances such as rules of engagement, targeting and collateral damage assessments.

Fleet of remotely piloted systems

Given the unique value provided by remotely piloted systems, the Canadian Armed Forces will also invest in an extensive range of new capabilities for the RCN, the CA, and the RCAF. This will include remotely piloted aerial systems. More fundamentally, the core capabilities

of the RCN, CA and RCAF will be placed on a fully modern, robust footing, with a procurement renewal plan buttressed by stable, consistent and transparent funding. This will keep Canada secure and our sailors, soldiers and airwomen and men properly cared for and supported – both during their time in service, and as they transition to post-military life.

\$313 million over five years for the Innovation for Defence Excellence and Security (IDEaS) Program

To promote a longer term culture of innovation, we will launch a new Innovation for Defence Excellence and Security (IDEaS) program to create clusters of defence innovators conducting leading-edge research and development in areas critical to future defence needs. The Defence team will foster a competitive environment and challenge innovators to develop solutions to emerging problems, allowing innovators to approach challenges from their own unique perspectives and remove artificial constraints that stifle creativity. New ideas will be supported through investment in research and flexible procurement arrangements. This will allow the Government to work in partnership with industry to develop and test new products to meet evolving capability needs while also positioning firms to pursue new export opportunities in the global market.

30,000-strong Reserve Force: Full-Time Capability, Part-Time Service

This policy enables the Reserve Force to achieve a full-time capability through part-time service. The size of the Reserve Force will be increased by 1,500 to 30,000. The Reserve Force will receive new operational roles and will become further integrated into the total force. The Canadian Armed Forces will also create a more agile model that supports the transition between full- and part-time service that meets the needs of the member and the institution.

\$225 million to reduce carbon footprint

The Government will make fundamental changes to the business of defence to improve management practices and reduce its greenhouse gas emissions. Canada will invest \$225 million by 2020 in a range of infrastructure projects to reduce its carbon footprint, including demolishing outdated buildings with limited operational value. All new construction and major recapitalization projects will be the Silver Leadership in Energy and Environmental Design (LEED) standard or equivalent. The Department



of National Defence will also transition part of the non-military fleets to hybrid and electric by 2020.

Over 80 percent of defence procurement contracts to be managed by Defence

The Defence team will introduce reforms to streamline the procurement process. These reforms will reduce departmental approval times by 50 percent, increase contracting authority to allow 80 percent of procurement contracts to be managed internally, align innovation in the Canadian defence industry to defence procurement needs, increase transparency with industry and the Canadian public, and strengthen the procurement workforce.

To **ACT** decisively with effective military capability is the ultimate goal of Canada's new approach to defence. The Government of Canada is making a long-term investment in the Canadian Armed Forces – the largest commitment of capital funding and modernization in decades. The Canadian Armed Forces will be prepared to renew Canada's strong commitment to NORAD and NATO, acting in multiple theatres simultaneously, while also bolstering disaster relief, search and rescue, contributions to peace operations and capacity building.

Strong, Secure, Engaged delivers on the Government of Canada's enduring commitment to defend Canada, work with the United States in the shared defence of North America, and be a credible and engaged international actor. This new vision and approach will improve the employment, support, and care of the Canadian Armed Forces and deliver results for all Canadians.

CANADIAN ARMED FORCES CORE MISSIONS

At any given time, the Government of Canada can call upon the Canadian Armed Forces to undertake missions for the protection of Canada and Canadians and the maintenance of international peace and stability. This policy ensures the Canadian Armed Forces will be prepared to:

- Detect, deter and defend against threats to or attacks on Canada;
- Detect, deter and defend against threats to or attacks on North America in partnership with the United States, including through NORAD;
- Lead and/or contribute forces to NATO and coalition efforts to deter and defeat adversaries, including terrorists, to support global stability;
- Lead and/or contribute to international peace operations and stabilization missions with the United Nations, NATO and other multilateral partners;
- Engage in capacity building to support the security of other nations and their ability to contribute to security abroad;
- Provide assistance to civil authorities and law enforcement, including counter-terrorism, in support of national security and the security of Canadians abroad;
- Provide assistance to civil authorities and non-governmental partners in responding to international and domestic disasters or major emergencies; and
- Conduct search and rescue operations.

The process that culminated in this document began with the most comprehensive public consultations ever undertaken by the Department of National Defence and the Canadian Armed Forces. The Canadian public, defence experts, Parliamentarians, and our allies and partners around the world made substantive contributions. Canadians submitted more than 20,000 entries into an online consultation portal, and defence experts and stakeholders participated in nine roundtable events, including discussions dedicated to industry and innovation, gender perspectives, and indigenous affairs. Parliamentary committees in both the House of Commons and Senate conducted insightful studies and Parliamentarians from all parties held town hall meetings with Canadians across the country. Canadian defence officials also engaged counterparts around the world to exchange best practices. Thank you for your contributions.

This defence policy is informed by what we heard.

CONCURRENT OPERATIONS

This policy ensures the Canadian Armed Forces will be prepared to simultaneously:

- Defend Canada, including responding concurrently to multiple domestic emergencies in support of civilian authorities;
- Meet its NORAD obligations, with new capacity in some areas;
- Meet commitments to NATO Allies under Article 5 of the North Atlantic Treaty;
- Contribute to international peace and stability through:
 - Two sustained deployments of ~500-1500 personnel, including one as a lead nation;
 - One time-limited deployment of ~500-1500 personnel (6-9 months duration);
 - Two sustained deployments of ~100-500 personnel;
 - Two time-limited deployments (6-9 months) of ~100-500 personnel;
 - One Disaster Assistance Response Team (DART) deployment, with scaleable additional support; and
 - One Non-Combatant Evacuation Operation, with scaleable additional support.



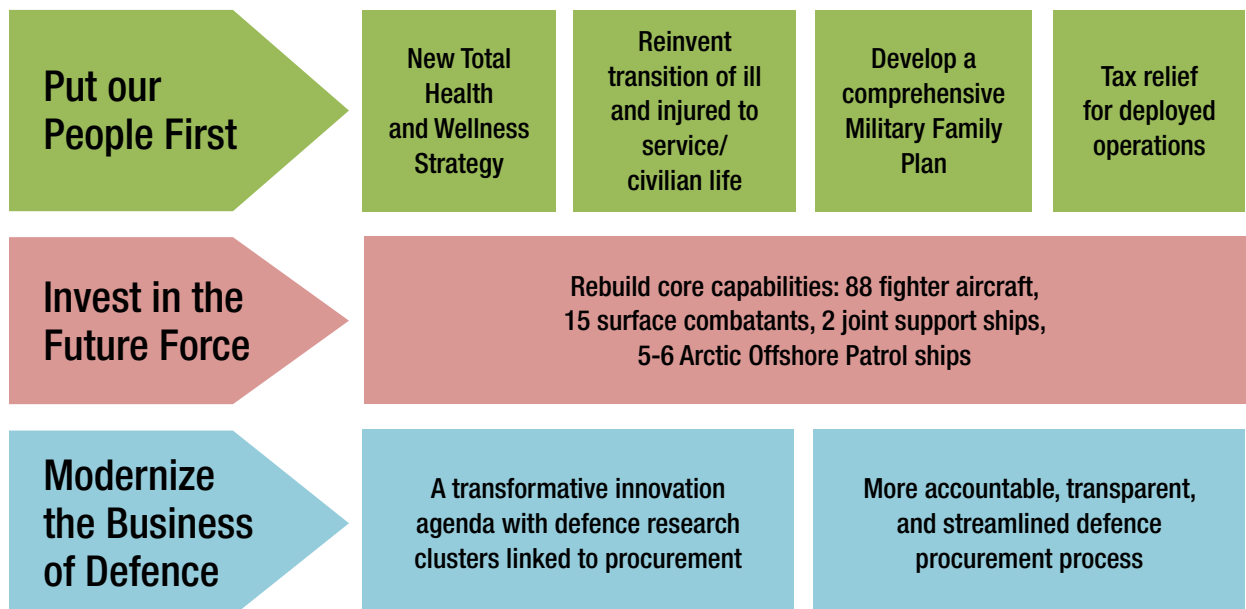
STRONG, SECURE, ENGAGED, AT A GLANCE

STRONG AT HOME	SECURE IN NORTH AMERICA
<ul style="list-style-type: none"> Enhanced air and maritime surveillance and control, including the Arctic Concurrent response to multiple domestic emergencies Support to counter-terrorism Search and rescue support Innovative defence sector 	<ul style="list-style-type: none"> Modernize NORAD with the US Expanded aerospace and maritime domain awareness and control Cutting edge defence research

DEFENCE FUNDING

Increase defence spending from \$18.9B in 2016-17 to **\$32.7B** by 2026-27

NEW INITIATIVES



ENGAGED IN THE WORLD

CAF prepared to concurrently conduct:

- 2 major sustained deployments
- 1 major time-limited deployment (6-9 months)
- 2 minor sustained and 2 minor time-limited deployments
- 1 DART mission
- 1 Non-combatant Evacuation Operation

Integrate GBA+ and meet gender and diversity targets

Increase of **3,500** Regular Force for key priorities

Increase of **1,500** Reserve Force – full-time capability through part-time service

Increase of **1,150** civilians to support operations

Increase emerging capabilities in cyber, space, and remotely piloted vehicles to maintain effectiveness and interoperability with allies

Capability enhancements, including intelligence, satellite communications, surveillance and logistics

Reduce carbon footprint through green infrastructure and focus on energy efficiency

Modernize infrastructure management through expanded partnership with the private sector

SUMMARY OF NEW INITIATIVES

Well-Supported, Diverse, Resilient People and Families

Recruitment, Training and Retention

To ensure the effective recruitment, training and retention of the future work force, the Defence team will:

1. Reduce significantly the time to enroll in the Canadian Armed Forces by reforming all aspects of military recruiting.
2. Implement a recruitment campaign to promote the unique full- and part-time career opportunities offered by the Canadian Armed Forces, as well as to support key recruitment priorities, including hiring more women, increasing diversity, addressing priority occupations and the requirements of the Reserve Force.
3. Restore the Collège militaire royal in St-Jean as a full degree-granting institution to help prepare the next generation of Canadian Armed Forces leaders.
4. Increase the capacity of the Canadian Armed Forces Leadership and Recruit School, and its supporting organizations, to accommodate the increased number of recruits associated with a larger force size.
5. Develop and implement a comprehensive Canadian Armed Forces Retention Strategy to keep our talented people in uniform with a welcoming and healthy work environment.
6. Undertake a comprehensive review of conditions of service and career paths to allow much more personalized career choices and flexibility.
7. Modernize the Canadian Armed Forces Honours and Awards system to ensure military members' service to Canada is recognized in a more timely and appropriate manner.
8. Implement the first-ever, integrated strategy for human resources to balance the optimal assignment of tasks between the military, defence civilians and the private sector.
9. Provide tax relief for all Canadian Armed Forces members deployed on all named international operations, up to the maximum rate of pay applied to a Lieutenant-Colonel. This would not impact hardship and risk pay or operational allowances regulated by the Military Foreign Service Instructions (MFSI) which will continue. This initiative is retroactive to January 2017.

Leveraging Canada's Diversity

To fully leverage Canada's diversity, the Defence team will:

10. Promote diversity and inclusion as a core institutional value across the Defence team.
11. Appoint a Diversity Champion who will oversee the implementation of all aspects of the Diversity Strategy and Action plan including instituting mandatory diversity training across all phases of professional development.
12. Integrate Gender-Based Analysis – Plus (GBA+) in all defence activities across the Canadian Armed Forces and the Department of National Defence, from the design and implementation of programs and services that support our personnel, to equipment procurement and operational planning.
13. Place a new focus on recruiting and retaining under-represented populations within the Canadian Armed Forces, including but not limited to, women, Indigenous peoples, and members of visible minorities.
14. Aspire to be a leader in gender balance in the military by increasing the representation of women by 1 percent annually over the next 10 years to reach 25 percent of the overall force.

Supporting Health and Resilience

To improve the resilience and health of its members, the Canadian Armed Forces will:

15. Augment the Canadian Armed Forces Health System to ensure it meets the unique needs of our personnel with efficient and effective care, anywhere they serve in Canada or abroad. This includes growing the Medical Services Branch by 200 personnel.
16. Implement a joint National Defence and Veterans' Affairs Suicide Prevention Strategy that hires additional mental health professionals and implements a joint framework focused on preventing suicide across the entire military and Veteran community.
17. Remove barriers to care, including creating an environment free from stigma where military members are encouraged to raise health concerns of any nature and seek appropriate help when they need it.

Promoting a Culture of Leadership, Respect and Honour

To eliminate harmful behaviours and ensure a work environment free from harassment and discrimination, the Defence team will:

18. Complete the full implementation of the 10 recommendations of the Deschamps Report through Operation HONOUR.
19. Provide a full range of victim and survivor support services to Canadian Armed Forces members.
20. Deal with harassment complaints in a clear and timely manner by simplifying formal harassment complaint procedures.
21. Be open and transparent with Canadians and members of the Canadian Armed Forces in communicating progress on this important issue.

Supporting Military Families

To improve support and services offered for military family members, the Defence team will:

22. Implement teams at Wings and Bases across Canada, in partnership with Military Family Resource Centres, to prevent and respond to gender-based violence.
23. Improve access to psychological services through social workers and referrals to community programs and services.
24. Develop a Comprehensive Military Family Plan to

help stabilize family life for Canadian Armed Forces Members and their families who frequently have to relocate. This includes:

- providing an additional \$6 million per year to modernize Military Family Support Programs, such as Military Family Resource Centres, to provide better support to families when members are deploying or during periods of absence;
- establishing relocation expertise to help military families find and access the services they need in a new community; and
- working with federal, provincial and private sector partners to improve the coordination of services across provinces to ease the burden of moving.

Reinventing Transition

To better meet the needs of all retiring personnel, including the ill and injured, the Defence team will:

25. Establish a Personnel Administration Branch of experts in military human resources and personnel administration to focus and improve military human resource services to all Canadian Armed Forces members.
26. Allocate some of the growth in the Medical Services Branch to support transition care.
27. Create a new Canadian Armed Forces Transition Group that provides support to all members to seamlessly transition to post-military life. This Group, commanded by a General Officer and staffed from experts in human resources and personnel administration, will be approximately 1,200 personnel strong and include specialized staff and holding positions for ill and injured who are preparing to return to duty or transition out of the Canadian Armed Forces. The Group will provide a fully engaged, personalized, guided support to transition all Canadian Armed Forces members, with special care and attention being provided to those who are ill or injured, including those with psychological or critical stress injuries.
28. Ensure that all benefits will be in place before a member transitions to post-military life.

Long-Term Investments to Enhance the Canadian Armed Forces' Capabilities and Capacity

Investments in the Royal Canadian Navy

29. Recapitalize the surface fleet through the investments in 15 Canadian Surface Combatants and two Joint Support Ships.
30. Acquire five to six Arctic Offshore Patrol Ships.
31. Operate and modernize the four Victoria-class submarines.
32. Acquire new or enhanced naval intelligence, surveillance, and reconnaissance systems, upgraded armament, and additional systems for current and future platforms allowing for more effective offensive and defensive naval capabilities.
33. Upgrade lightweight torpedoes carried by surface ships, maritime helicopters and maritime patrol aircraft.

Investments in the Canadian Army

34. Acquire ground-based air defence systems and associated munitions capable of protecting all land-based force elements from enemy airborne weapons.
35. Modernize weapons effects simulation to better prepare soldiers for combat operations.
36. Replace the family of armoured combat support vehicles, which includes command vehicles, ambulances and mobile repair teams.
37. Modernize the fleet of Improvised Explosive Device Detection and Defeat capabilities.
38. Acquire communications, sustainment, and survivability equipment for the Army light forces, including improved light weight radios and soldier equipment.
39. Upgrade the light armoured vehicle fleet to improve mobility and survivability.
40. Modernize logistics vehicles, heavy engineer equipment and light utility vehicles.
41. Improve the Army's ability to operate in remote regions by investing in modernized communications, shelters, power generation, advanced water purification systems, and equipment for austere environments.
42. Modernize land-based command and control, intelligence, surveillance and reconnaissance systems.

43. Acquire all-terrain vehicles, snowmobiles and larger tracked semi-amphibious utility vehicles optimized for use in the Arctic environment.

Investments in the Royal Canadian Air Force

44. Replace the CF-18 fleet with 88 advanced fighter aircraft to improve Canadian Armed Forces air control and air attack capability.
45. Acquire space capabilities meant to improve situational awareness and targeting, including: replacement of the current RADARSAT system to improve the identification and tracking of threats and improve situational awareness of routine traffic in and through Canadian territory; sensors capable of identifying and tracking debris in space that threatens Canadian and allied space-based systems (surveillance of space); and, space-based systems that will enhance and improve tactical narrow- and wide-band communications globally, including throughout Canada's Arctic region.
46. Acquire new Tactical Integrated Command, Control, and Communications, radio cryptography, and other necessary communications systems.
47. Recapitalize next generation strategic air-to-air tanker-transport capability (CC-150 Polaris replacement).
48. Replace utility transport aircraft (CC-138 Twin Otter replacement).
49. Acquire next generation multi-mission aircraft (CP-140 Aurora maritime patrol aircraft replacement).
50. Invest in medium altitude remotely piloted systems.
51. Modernize short-range air-to-air missiles (fighter aircraft armament).
52. Upgrade air navigation, management, and control systems.
53. Acquire aircrew training systems.
54. Recapitalize or life-extend existing capabilities in advance of the arrival of next generation platforms.
55. Sustain domestic search and rescue capability, to include life extension of existing systems, acquisition of new platforms, and greater integration with internal and external partners.
56. Operationalize the newly acquired Fixed-Wing Search and Rescue aircraft fleet.

Investments in Special Operations Forces

57. Acquire airborne ISR platforms.
58. Recapitalize existing commercial pattern, SUV-type armoured vehicles.
59. Modernize and enhance Special Operations Forces Command, Control and Communications information systems, and computer defence networks.
60. Enhance next generation Special Operations Forces integrated soldier system equipment, land mobility, and maritime mobility platforms and fighting vehicle platforms.
61. Increase Special Operations Forces by 605 personnel.

Investments in Joint Capabilities

62. Acquire joint command and control systems and equipment, specifically for integrated information technology and communications.
63. Acquire joint signals intelligence capabilities that improve the military's ability to collect and exploit electronic signals intelligence on expeditionary operations.
64. Improve the capabilities of the Joint Deployable Headquarters and Signals Regiment, including the portable structures that house the headquarters when deployed and the equipment employed by that headquarters for command, control and communications.
65. Improve cryptographic capabilities, information operations capabilities, and cyber capabilities to include: cyber security and situational awareness projects, cyber threat identification and response, and the development of military-specific information operations and offensive cyber operations capabilities able to target, exploit, influence and attack in support of military operations.
66. Improve Chemical, Biological, Radiological, Nuclear, and Explosive detection and response capabilities.

Anticipate

Prioritizing Joint Intelligence, Surveillance, and Reconnaissance

To enhance its Joint Intelligence, Surveillance and Reconnaissance capabilities, the Defence team will:

67. Invest in Joint Intelligence, Surveillance and Recon-

naissance platforms, including next generation surveillance aircraft, remotely piloted systems, and space-based surveillance assets (see pages 38-40).

68. Integrate existing and future assets into a networked, joint system-of-systems that will enable the flow of information among multiple, interconnected platforms and operational headquarters.
69. Prioritize Arctic Joint Intelligence, Surveillance and Reconnaissance as a defence research and development priority to produce innovative solutions to surveillance challenges in the North.

Enhancing Defence Intelligence

In order to address the demand for defence intelligence internally, across the Government of Canada, and among our allies, the Defence team will:

70. Establish up to 120 new military intelligence positions, some of which will be filled by Reservists, and add up to 180 new civilian intelligence personnel.
71. Build CFINTCOM's capacity to provide more advanced intelligence support to operations, including through an enhanced ability to forecast flash-points and emerging threats, and better support next generation platforms, and understand rapid developments in space, cyber and other emerging domains.
72. Establish a Canadian Armed Forces targeting capability to better leverage intelligence capabilities to support military operations.

Bolstering Academic Outreach

To enhance its relationship with and derive greater benefit from Canada's rich academic and analytic community, the Defence team will:

73. Increase investment in academic outreach to \$4.5 million per year in a revamped and expanded defence engagement program, including:
 - Collaborative networks of experts;
 - A new scholarship program for Masters and Post-Doctoral fellows; and
 - Expansion of the existing expert briefing series and engagement grant program.

Adapt

A New Vision for the Reserve Force

To enhance the role and capabilities of the Reserve Force, the Canadian Armed Forces will:

74. Increase the size of the Primary Reserve Force to 30,000 (an increase of 1,500) and dramatically reduce the initial recruitment process from a number of months to a matter of weeks.
75. Assign Reserve Force units and formations new roles that provide full-time capability to the Canadian Armed Forces through part-time service, including:
 - Light Urban Search and Rescue;
 - Chemical, Biological, Radiological and Nuclear Defence;
 - Combat capabilities such as direct fire, mortar and pioneer platoons;
 - Cyber Operators;
 - Intelligence Operators;
 - Naval Security Teams; and
 - Linguists.
76. Enhance existing roles assigned to Reserve Force units and formations, including:
 - Information Operations (including Influence Activities);
 - Combat Support and Combat Service Support; and
 - Air Operations Support Technicians.
77. Employ the Reserve Force to deliver select expeditionary missions in a primary role such as Canadian Armed Forces capacity building.
78. Create an agile service model that supports transition between full- and part-time service and provides the flexibility to cater to differing Reserve career paths.
79. Align Primary Reserve Force remuneration and benefits with those of the Regular Force where the demands of service are similar.
80. Revise annuitant employment regulations to attract and retain more former Regular Force personnel to the Reserves.
81. Offer full-time summer employment to Reservists in their first four years with the Reserves commencing in 2018.
82. Work with partners in the federal government to align Federal Acts governing job professionalization

legislation. Subsequently, we will work with provinces and territories to harmonize job protection for Reservists at that level.

Space Capabilities

To adapt to evolving challenges and opportunities in the space domain, the Defence team will:

83. Defend and protect military space capabilities, including by working closely with allies and partners to ensure a coordinated approach to assuring continuous access to the space domain and space assets.
84. Work with partners to promote Canada's national interests on space issues, promote the peaceful use of space and provide leadership in shaping international norms for responsible behavior in space.
85. Invest in and employ a range of space capabilities, including space situational awareness, space-based earth observation and maritime domain awareness, and satellite communications that achieve global coverage, including in the Arctic. (For more detail on Defence investments in space capabilities, please see pages 38-39).
86. Conduct cutting-edge research and development on new space technologies in close collaboration with allies, industry and academia to enhance the resilience of space capabilities and support the Canadian Armed Forces' space capability requirements and missions.

Cyber Capabilities

To better leverage cyber capabilities in support of military operations, the Defence team will:

87. Protect critical military networks and equipment from cyber attack by establishing a new Cyber Mission Assurance Program that will incorporate cyber security requirements into the procurement process.
88. Develop active cyber capabilities and employ them against potential adversaries in support of government-authorized military missions.
89. Grow and enhance the cyber force by creating a new Canadian Armed Forces Cyber Operator occupation to attract Canada's best and brightest talent and significantly increasing the number of military personnel dedicated to cyber functions.
90. Use Reservists with specialized skill-sets to fill elements of the Canadian Armed Forces cyber force.

Remotely Piloted Systems

To better leverage the unique benefits associated with remotely piloted systems, the Defence team will:

91. Invest in a range of remotely piloted systems, including an armed aerial system capable of conducting surveillance and precision strikes (For more details on planned investments in remotely piloted systems, please see pages 38-39).
92. Conduct research and development of remotely piloted land, sea and aerial capabilities, in close collaboration with industry and academia.
93. Promote the development of international norms for the appropriate responsible and lawful use of remotely piloted systems, in support of Global Affairs Canada.

Improving Defence Procurement

To streamline defence procurement, better meet the needs of the military, and deliver projects in a more timely manner, the Defence team will:

94. Reduce project development and approval time in the Department of National Defence by at least 50 percent for low-risk and low-complexity projects through improved internal coordination, increased delegation, and strengthened approval processes.
95. Work with partners to increase the Department of National Defence's contracting authorities for goods up to \$5 million by 2018, allowing over 80 percent of defence procurement contracts to be managed by Defence.
96. Use procurement to incentivize Canadian research and development in important and emerging technological areas.
97. Increase the transparency and timeliness of communication with defence industry associations, including instituting meetings between the Department of National Defence and Canadian industry through a Defence Industry Advisory Group and other fora.
98. Grow and professionalize the defence procurement workforce in order to strengthen the capacity to manage the acquisition and support of today's complex military capabilities. This includes the addition of over 60 procurement specialists and enhanced training and professional accreditation for defence procurement personnel.
99. Provide Canadians with regular updates on major project and programs to increase transparency, communicate challenges and measure performance.

100. Ensure that Canadian environmental standards are adhered to in all procurement projects.

Greening Defence

To ensure it supports the low-carbon government targets outlined in the Federal Sustainable Development Strategy, the Defence team will:

101. Reduce greenhouse gas emissions by 40 percent from the 2005 levels by 2030, including through the following measures:
 - Investing \$225 million by 2020 in a wide range of infrastructure projects across Canada to reduce our carbon footprint.
 - Transitioning 20 percent of non-military vehicle fleets to hybrid and electric by 2020.
 - Requiring new construction and major recapitalization projects to meet industry-recognized standards for high performing buildings such as the Silver Leadership in Energy and Environmental Design (LEED) standard or equivalent.
 - Expanding the use of Energy Performance Contracts to implement energy efficiencies on bases and wings across Canada.
 - Installing electric charging stations at new or retrofitted buildings for personnel to use with defence fleets and/or personal vehicles.
102. Examine alternative energy options and their potential use for operations.

Repairing and Rebuilding Defence Infrastructure

To modernize the management of the real property portfolio to better serve defence and free up personnel to perform military tasks, the Defence team will:

103. Dispose of underutilized or obsolete buildings. This will improve the efficiency of the infrastructure portfolio, while at the same time help us accelerate the reduction of greenhouse gas emissions.
104. Improve infrastructure on bases and wings, including housing for Canadian Armed Forces personnel. In doing so, we will explore ways to partner with the private sector and will consult with public sector unions.

Innovation for Defence Excellence and Security (IDEaS)

To transform defence innovation in Canada, the Defence team will:

105. Invest \$1.6 billion over the next 20 years to implement the new Innovation for Defence Excellence and Security (IDEaS) program, including :
 - Creating clusters of defence innovators (academics, industry and other partners) to conduct leading-edge research and development in areas critical to future defence needs.
 - Holding competitions that invite innovators to present viable solutions to specific defence and security challenges.
 - Implementing flexible new procurement mechanisms that allow Defence to develop and test ideas and the ability to follow through on the most promising ones with procurement.

Enhancing Arctic Capability

To enhance the Canadian Armed Forces' ability to operate in the Arctic and adapt to a changed security environment, the Defence team will:

106. Enhance the mobility, reach and footprint of the Canadian Armed Forces in Canada's North to support operations, exercises, and the Canadian Armed Forces' ability to project force into the region.
107. Align the Canadian Air Defence Identification Zone (CADIZ) with our sovereign airspace.
108. Enhance and expand the training and effectiveness of the Canadian Rangers to improve their functional capabilities within the Canadian Armed Forces.
109. Collaborate with the United States on the development of new technologies to improve Arctic surveillance and control, including the renewal of the North Warning System.
110. Conduct joint exercises with Arctic allies and partners and support the strengthening of situational awareness and information sharing in the Arctic, including with NATO.

Global Defence Engagement

To ensure the continued security of North America, Defence will:

111. Modernize NORAD to meet existing challenges and evolving threats to North America, taking into account the full range of threats.

