



STRONG SECURE ENGAGED – CANADA’S DEFENCE POLICY

SSE MONITOR
COMPILED THE SECURITY AFFAIRS COMMITTEE
ROYAL UNITED SERVICES INSTITUTE OF NOVA SCOTIA

#	INITIATIVE	DATE	CURRENT SITUATION	COMMENTS
To ensure the effective recruitment, training and retention of the future work force, the Defence team will:				
1	Reduce significantly the time to enrol 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.	6 Mar 19	Media reports indicate that sexual misconduct (harassment, abuse and assault) is rampant throughout the CAF. Operation Honour was established to address this and the CDS has announced that anyone found guilty of sexually-related offenses will be dismissed from the CAF. MGen Peter Dawe, SOFCOM, examining possibility of recruiting of the street for the elite special forces.	1. Sexual and gender-based misconduct must be eradicated from the CAF if the percentage of servicewomen is to grow significantly. This is expected to necessitate espousal of relevant policies and principles by the leadership and a full measure of disciplinary and administrative measures for implementation against those who persist in harassing and abusive conduct, and educational and counselling services for those who find difficulty in accepting gender and ethnic diversity in the CAF. (TD) 2. Military imagery frequently depicts women and men separately. All elements of the CAF, including male, female, visible minorities, First Nations and LGBTIQ must be shown working together as equal partners of the Defence Team. (TD) https://www.theglobeandmail.com/canada/article-canadian-forces-look-to-recruit-off-the-street-for-elite-special/
3	Restore the Collège militaire royal (CMR) in St-Jean as a full degree-granting institution to help prepare the next generation of Canadian Armed Forces leaders.		Achieved	Students beginning at CMR this year will be in a bachelor's program.

4	Increase the capacity of the Canadian Armed Forces Leadership and Recruit School to accommodate the increased number of recruits associated with a larger force size.	16 Mar 19		RUSI comment: Should this not form part of the CF Mobilization Plan?
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-free salary 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.			

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.	27 Feb 19	What is the status of efforts to lift the Citizenship requirement for applicants To the Canadian Armed Forces?	In the context of recent reports of pilot and sailor shortfalls in CAF manning, and older article: Military looks at foreign recruits to boost ranks. http://www.cbc.ca/news/politics/caf-military-foreign-recruits-1.467588927 27 Feb: (Vance White) replied - Citizenship requirement for applicants to CAF under review 15 Mar: RUSI(NS) published "Canadian Armed Forces Recruiting" https://rusi-ns.ca/canadian-armed-forces-recruiting/
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.			
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.			
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.			
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.		Implemented: Family Crisis Teams	https://www.cafconnection.ca/National/Programs-Services/Health/Take-A-Stand-Against-Family-Violence-Campaign.aspx https://www.cafconnection.ca/Halifax/Adults/Health-Wellness/Health-Promotion/Core-Programs-Online-

				Registration/Family-Violence-Awareness-Supervisors-Training.aspx DAOD 5044-4 Family Violence http://www.forces.gc.ca/en/about-policies-standards-defence-admin-orders-directives-5000/5044-4.page
23	Improve access to psychological services through social workers and referrals to community programs and services.		Implemented	Canadian Forces Member Assistance Program (CFMAP) CFMAP is a 24/7 toll-free telephone advisory and referral service for all CAF personnel and their families, and can provide short-term, confidential, external counselling for those in need. 1-800-268-7708. Military Family Services Military Family Services manages the Military Family Services Program, the Dependent Education Management Program, and addresses issues that affect the quality of life of families on behalf of the Department of National Defence and the CAF. It provides funding and oversight of the Military Family Resource Centres (MFRC) that are located at Bases and Wings across Canada, the United States and Europe. They also provide a 24/7 Family Information Line (1-800-866-4546) that offers bilingual, confidential information and referrals (including mental health) by trained counsellors, an online portal to MRFC, and information useful to all military families.
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: <ul style="list-style-type: none"> • 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 		Under implementation	https://www.cafconnection.ca/National/About-Us/Canadian-Forces-Morale-Welfare-Services/Comprehensive-Military-Family-Plan.aspx https://www.cafconnection.ca/getmedia/5fbcf542-d946-4d6f-b7f9-70ab8c466bb4/State-of-Military-Families-in-Canada-August-2018.pdf.aspx

	<p>deploying or during periods of absence;</p> <ul style="list-style-type: none"> • 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. 			
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.			
Investments in the Royal Canadian Navy				
29	Recapitalize the surface fleet through investments in 15 Canadian Surface Combatants and two Joint Support Ships.		CSC contract announcement anticipated late 2018. Steel for first JSS cut spring 2018.	
30	Acquire five to six Arctic Offshore Patrol Ships.		Progressing. AOPS 1 launched Sep 2018.	MND announced financing for a sixth ship early in November 2018.
31	Operate and modernize the four Victoria-class submarines.		Modernization of the 4 boats announced. Work commences in 2026.	RCN making social media posts in support of submarines. New comms systems installation approved costing \$2.5B. Completion date set for 2025.
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.		RFP for naval drones posted. HMCS Charlottetown operated a target drone (including for other than target) in Op NANOOK 2018	
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.		PWGSC issues letter of intent for GBAD to industry for protection of land based forces. Closing date for returns Nov 19.	Timelines show an RFP draft for January 2020, RPF out in July 2021, contract let in spring of 2023 and delivery of systems in spring of 2025.

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.	11 Mar 19	<ul style="list-style-type: none"> • In July 2015, the Government of Canada awarded two contracts to Mack Defense, valued at a total of \$834 million, to deliver new trucks, trailers, armour protection systems and in-service support. • More than 1500 trucks, 300 trailers, and 150 armoured protection systems are being delivered across Canada 	https://www.canada.ca/en/department-national-defence/news/2019/03/cfb-gagetown-takes-possession-of-new-logistics-trucks.html

			<p>over the next two years.</p> <ul style="list-style-type: none"> • The new trucks have the ability to carry up to 9.5 tonnes. • The first trucks were delivered to Gagetown in November 2018. The base currently has 37 trucks and 16 trailers. 	
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.		<p>Ottawa issues draft tender Oct 29/18.</p> <p>Dassault withdraws from competition leaving SAAB, Airbus, Boeing and Lockheed-Martin as the four contenders</p>	Proposal is for new fighter introduction in 2025.

45	<p>Acquire space capabilities meant to improve situational awareness and targeting, including:</p> <p>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;</p> <p>sensors capable of identifying and tracking debris in space that threatens Canadian and allied space-based systems (surveillance of space); and,</p> <p>space-based systems that will enhance and improve tactical narrow- and wide-band communications globally, including throughout Canada's Arctic region.</p>	<p>In support of this, Member of Parliament for York Centre Michael Levitt, on behalf of Defence Minister Harjit S. Sajjan, announced today that the Department of National Defence, through Public Services and Procurement Canada, has awarded two contracts to Raytheon Canada Limited and the University of Toronto Institute for Aerospace Studies' Space Flight Lab (UTIAS SFL) under the All Domain Situational Awareness (ADSA) Science & Technology (S&T) Program for a total of \$46.2 million.</p> <p>Raytheon Canada Limited has been awarded a contract for \$31.2 million for the construction of transmit and receive electronics for a study of over-the-horizon radar detection at long range. A contract for \$15 million has also been awarded to UTIAS SFL for the development of a prototype of a multipurpose</p>	
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			microsatellite equipped with state-of-the-art sensor technology for air and maritime surveillance.	
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).		Life extension for the CC-150 in 2026 announced.	
48	Replace utility transport aircraft (CC-138 Twin Otter replacement).			
49	Acquire next generation multi-mission aircraft (CP-140 Aurora maritime patrol aircraft replacement).		18 CP-140 were introduced in 1981. A life extension program has been completed and the fleet is planned to operate until 2030.	<p>1. NDHQ planning should begin to replace the CP-140 circa 2024.</p> <p>Two options exist: purchase COTS such as the Boeing P-8 Poseidon and evaluate any of the 7 other aircraft entering the market (Airbus/Lockheed Martin/Northrup Grumman/SAAB/Alenia and Embrarer.</p> <p>The second option is to become a member/partner of the NATO Maritime Multi-Mission Aircraft (M3A) consortium.</p> <p>2. It is believed that a letter of intent has been sent. Current partners are: FR/GE/GR/IT/SP and TU. (ML)</p>
50	Invest in medium altitude remotely piloted systems		The RPAS project supports three initiatives outlined in Strong, Secure, Engaged - Canada's Defence Policy: initiative 50 confirms that the government will invest in "medium altitude remotely piloted systems" for the Royal	

			Canadian Air Force (RCAF), the government will also "invest in a range of remotely piloted systems" and "conduct research and development of remotely piloted land, sea and aerial capabilities." RCAF will acquire an appropriate number of UAVs in the timeframe 2026 costed at \$2B	
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.	16 Oct 18	Approval of purchase of 18 RAAF used F-18s to augment fleet until new fighter available. 6 additional aircraft purchased for spare parts. First two RAAF F-18s arrived in Cold Lake on February 17, 2019..	<p>Details in IRo385 from Deputy Minister, DND.</p> <p>As a result of this decision, to make room for the new jets, AETE in Cold Lake will be relocated to Ottawa in summer of 2019.</p> <p>Life extension of the 88 aircraft CH-146 also announced.</p>
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.			<p>Public Services @PSPC_SPAC 15 Mar tweeted: The @CanadianForces respond to approximately 9,000 search and rescue missions each year! These new flares will be used by the @RCAF_ARC during night-time search and rescue operations. http://ow.ly/rfso30o3QqH pic.twitter.com/gX9DJ8i2kH</p> <p>(Government of Canada awards contracts for search and rescue illumination flares https://www.canada.ca/en/public-services-</p>

				procurement/news/2019/03/government-of-canada-awards-contracts-for-search-and-rescue-illumination-flares.html)
56	Operationalize the newly acquired Fixed-Wing Search and Rescue aircraft fleet.			
Investments in Special Operations Forces				
57	Acquire airborne Intelligence, Surveillance and Reconnaissance platforms.	4 Oct 18	DND announces purchase of three MAISR King Air 350ER aircraft for SOFCOM, flown by RCAF based in Trenton ON.	
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.			
To enhance its Joint Intelligence, Surveillance and Reconnaissance capabilities, the Defence team will:				
67	Invest in Joint Intelligence, Surveillance and Reconnaissance platforms, including next generation surveillance aircraft, remotely piloted systems, and space-based surveillance assets.			
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.		Covered in item 45.	
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 flashpoints and emerging threats, better support next generation platforms, and understand rapid developments in space, cyber, information and other emerging domains.			
72	Establish a Canadian Armed Forces targeting capability to better leverage intelligence capabilities to support military operations.	9 Jan 19	Full spectrum targeting combines RCN readiness, missiles and naval gunfire support with Cdn Army and RCAF intel and influence operations in a seamless command level effort.	. VAdm/Vam Ron Lloyd @Comd_RCN 9 Jan tweeted: Full Spectrum Targeting combines @RCN_MRC readiness, missiles & naval gunfire support with @CanadianArmy & @RCAF_ARC intelligence & influence operations in a seamless command-led effort. #BZ to those involved in this tremendous accomplishment! http://www.navy-marine.forces.gc.ca/en/news-operations/news-view.page?doc=full-spectrum-targeting/jopuffckpic.twitter.com/gLUTtB8Rsl
To enhance its relationship with and derive greater benefit from Canada's rich academic and analytic community, the Defence team will:				
73	<p>Increase investment in academic outreach to \$4.5 million per year in a revamped and expanded defence engagement program, including:</p> <ul style="list-style-type: none"> • collaborative networks of experts; • a new scholarship program for Masters and Post-Doctoral fellows; and • an expansion of the existing expert briefing series and engagement grant program. 			

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

74	<p>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.</p>		<p>The Reserve Force should be larger than 30,000 to permit the realistic and sustained engagement of the part time military forces to undertake specific roles, functions and activities within Canada's defence and security envelope. In many allied nations the reserve component is significantly larger than the regular component.</p>	
75	<p>Assign Reserve Force units and formations new roles that provide full-time capability to the Canadian Armed Forces through part-time service, including:</p> <ul style="list-style-type: none"> • 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	<p>Enhance existing roles assigned to Reserve Force units and formations, including:</p>			

	<ul style="list-style-type: none"> • 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 protection legislation. Subsequently, we will work with provinces and territories to harmonize job protection for Reserves at that level.	15 Jan 19	MND announces full-time summer employment program from 1 May – 31 Aug.	Aim is to exceed 7200 army reservists who participated in the 2018 program.
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 behaviour 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.	4 Mar 19	Although not a DND project, the new ADS-B will achieve coverage over the Arctic,	RUSI(NS) briefing "New Air Surveillance System" https://rusi-ns.ca/new-air-surveillance-system/ Automatic Dependent Surveillance–Broadcast (ADS-B) will greatly enhance CAN & international air control & safety #RCAF @RCAF_ARC
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.			
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.			
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.			
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 to the defence industry associations, including instituting meetings between the Department of National Defence and Canadian industry through the 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 new 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, including by publishing National Defence's Investment Plan.			
100	Ensure that Canadian environmental standards are adhered to in all procurement projects.			
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:		New "green" building projects have been announced. They are: Armouries in Halifax, Cranbrook and St.Hubert.	

	<ul style="list-style-type: none"> 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; and Installing electric charging stations at new or retrofitted buildings for personnel to use with defence fleets and/or personal vehicles. 		Also announced is a new facility to house the Royal Canadian Dragoon in Petawawa.	9900 M2/\$80.6 M program renovates 3 existing buildings, replaces 8 obsolete buildings and will house all under one roof. Completion date 1; 2021.
102	Examine alternative energy options and their potential use for operations.			
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.			
To transform defence innovation in Canada, the Defence team will:				
105	<p>Invest \$1.6 billion over the next 20 years to implement the new Innovation for Defence Excellence and Security (IDEaS) program, including:</p> <ul style="list-style-type: none"> • 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; and • 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. 		<p>In support of Canada's defence policy, Strong, Secure, Engaged, Defence Minister Harjit Sajjan highlighted the successful conclusion of contract awards from the first call for proposals (CFP) for Competitive Projects under the Innovation for Defence Excellence and Security Program (IDEAs) program.</p> <p>The IDEAs program brings innovators to the table to support defence and security. In just nine months since its launch, IDEAs has demonstrated improved access to defence and security innovation by investing \$26.8 million for 160 contracts under the first CFP launched in April 2018.</p> <p>Over 600 proposals to help solve some of Canada's most difficult</p>	

			defence and security challenges were received from innovators across Canada, including academia, small & medium companies, large industries, non-governmental organizations and individuals. Areas of focus included surveillance, cyber, space, artificial intelligence, remotely pilot systems, data analytics, and human performance.	
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.		Achieved	The CADIZ and Canadian Sovereign airspace were aligned on May 24, 2018 at 9:01 Zulu. Item closed. (ML)
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.			
To ensure the continued security of North America, the Defence team will:				
111	Modernize NORAD to meet existing challenges and evolving threats to North America, taking into account the full range of threats.			