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National Defence

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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National
Defence

Défense
nationale

DEPARTMENT OF NATIONAL DEFENCE

2000 – 2001

DEPARTMENTAL PERFORMANCE REPORT

The Honourable Art Eggleton, P.C., M.P.
Minister of National Defence

Canada

MINISTER'S MESSAGE

I am pleased to present to Parliament and the people of Canada the 2000-2001 performance report for the Department of National Defence and the Canadian Forces. Each year, this report provides an opportunity to recognize the tremendous achievements of the dedicated and highly professional men and women who make up Canada's Defence team.

This year's report is more relevant than ever. The September 11 terrorist attacks on the United States have reminded us how important security and defence are to our prosperity and well being. As we stand united with our closest allies in defence of our shared values, I can assure Canadians that the Department and the Canadian Forces will continue to play an integral role in the overall international coalition against terrorism. Here at home, the Defence team will continue to support other government departments and agencies in protecting Canada and safeguarding the safety and security of Canadians. There is no question that the campaign against terrorism will require sustained and determined effort. But as the Prime Minister stated when he announced Canada's commitment to the international coalition, we must "insist on living on our terms, according to our values – not those dictated from the shadows."



The protection of Canada and the safety and security of Canadians is the primary mission of the Department and the Canadian Forces. Defence is responsible for the surveillance and control of our territorial, airspace and maritime approaches. The Department and the Forces also help other government departments and agencies to achieve their mandates through such support activities as assisting in the prevention of illegal fishing, drug smuggling, environmental violations and illegal migration. Moreover, the Defence team provides assistance to civil authorities in areas such as disaster relief, counter-terrorism response and search and rescue. Last year alone, the Canadian Forces responded to more than 8,000 search and rescue incidents and helped to save more than 4,500 lives.

Defence is also part of the Government's broader efforts to protect Canada's critical infrastructure. Our reliance on information technology has made the protection of critical infrastructure such as communications, energy and utilities services, transportation, communications, safety and government sectors more important than ever. To this end, the Prime Minister announced the creation of the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) in February 2001. Reporting through the Department of National Defence, OCIPEP works collaboratively with the Solicitor General of Canada, other government departments and agencies, the provinces, territories and municipalities, the private sector and other countries to provide national leadership on critical infrastructure protection.

As part of Canada's commitment to defending the North American continent, the Canadian Forces work very closely with their American counterparts in the air, on land and at sea. Over the past year, Canadian CF-18 fighter aircraft, through the North American Aerospace Defence Command (NORAD), took part in the interception of numerous aircraft suspected of smuggling and responded to Russian air operations in the Arctic and northern Russia. Our two countries renewed our shared commitment to North American defence by extending the NORAD agreement for another five years. Canadian and American forces also

collaborated in the surveillance and control of the maritime areas surrounding the continent, participated in a host of combined training exercises and shared information and intelligence.

During to the past year, the Canadian Forces also made significant contributions to international peace and security. In December 2000, the Canadian Forces deployed approximately 450 personnel as part of a joint Dutch-Canadian commitment to the United Nations mission in Ethiopia and Eritrea (UNMEE), which was established to monitor the peace agreement between those countries. The Dutch-Canadian force was based on Canada's commitment to the multinational Stand-by High Readiness Brigade (SHIRBRIG). In addition, more than 1,650 Canadian troops continued to serve with NATO's Stabilization Force (SFOR) in Bosnia-Herzegovina. In September 2000, a Canadian Forces Major General assumed command of the Multi-National Division Southwest, with a responsibility for about 6,250 NATO personnel. Canada's commitment to NATO was also demonstrated by our ongoing contribution to the Standing Naval Force Atlantic (STANAVFORLANT) and the NATO Airborne Early Warning Force stationed in Geilenkirchen, Germany.

While Defence continues to meet its commitments at home and abroad, significant progress has also been made in preparing the Canadian Forces for the future. With \$3 billion of additional Government funding over the past three years, Defence has moved to modernize the Forces and strengthen their capabilities in key areas. For example, we have commenced upgrade programs for the CF-18 and CP-140 *Aurora* fleets; purchased world-class reconnaissance (*Coyote*) and light armoured vehicles (*LAV III*); acquired new search and rescue helicopters (*Cormorant*) and submarines; and enhanced our Command, Control and Intelligence Systems. The Department and the Canadian Forces are also moving forward to increase the capital portion of the defence budget to 21 percent by 2004.

Ensuring the Canadian Forces are transformed to meet the challenges of today and tomorrow is not just about acquiring new capabilities and equipment. We must also invest in our people. To this end, the Department and the Canadian Forces have implemented more than 300 institutional reforms to strengthen leadership at all levels, enhance the fairness of the military justice system and increase openness and transparency. Defence has also put in place more than 80 initiatives to improve the quality of life of Canadian Forces members and their families. These initiatives have led to increased salaries for Forces members, improved accommodations and enhanced support to injured and retired members and their families.

The recruitment and retention of quality people remains one of our top priorities. In order to address the current recruiting challenge, Defence has developed and implemented a comprehensive strategy and action plan. The Department and the Canadian Forces have also adopted new ways of attracting, processing and training potential recruits. To ensure that Defence remains an "employer of choice", we have made significant investments in leadership skills, education and training. In the past year, for example, the Canadian Forces implemented the *Officer Professional Development 2020* project, which presents a vision of the officer corps of the future and the associated professional development system required to meet anticipated leadership challenges.

Despite the progress that has been in the past few years, Defence continues to face significant challenges. Recent events clearly show that the international security environment has changed. We face new challenges and threats – from the type of terrorism witnessed on September 11, to threats against our critical infrastructure, to the proliferation of conventional weapons and weapons of mass destruction. At the same time, we continue to face changes unrelated to the terrorist attack on the United States. Modern peacekeeping operations are more complex and dangerous. And, new technologies are transforming the way militaries conduct operations.

In moving forward to meet the challenges of the future, tough decisions will be required. As Minister of National Defence, I have an obligation to ensure that we invest in the defence capabilities that Canada requires now and in the future. This means concentrating on the people, equipment and training needed to provide Canada with modern, globally deployable, combat-capable forces that are interoperable with our closest allies. Innovative thinking will be required; for, history has shown repeatedly that one of the most serious errors a military can make is to prepare for the last war.

As in past years, this report clearly demonstrates that the Department of National Defence and the Canadian Forces continue to perform “above and beyond the call of duty”. In the months ahead, even more will be asked of the men and women of the Defence team. It is through their efforts, dedication and commitment to our country that we will succeed in defending our shared values and way of life. Let us, as Canadians, recognize their contributions and give them our support as they begin this sustained and determined campaign against terrorism.

The Honourable Art Eggleton, P.C., M.P.
Minister of National Defence

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PART I – INTRODUCTION

With a presence in more than 3,000 communities across Canada, the Department of National Defence (DND) and the Canadian Forces (CF) form a vital national institution. Defence performs core functions of government as it carries out its mission, from protecting Canadian sovereignty to ensuring the safety, security and well-being of Canadians and thousands of people throughout the world.

As a partner with the United States in North American security, Defence helps monitor and protect the Canadian approaches to our continent. The Canada–U.S. defence partnership is embedded in the North American Aerospace Defence Command (NORAD), and is an important element in Canada's overall relations with the United States. Canadian and U.S. forces continue to work together on an on-going basis in areas such as training, drug interdiction, and critical infrastructure protection and emergency preparedness.

Defence is a key instrument for the protection and promotion Canada's interests and values on the world stage. Defence is critical to delivering on Canada's international commitments to the United Nations (UN) and the North Atlantic Treaty Organization (NATO), and it plays an important role in the Government's efforts to advance a more secure world and promote human security. The CF are internationally recognized for their contributions to peace support operations, civil-military relations, military training assistance, and de-mining and humanitarian aid.

At home, DND and the CF are responsible for the surveillance and control of our territorial, aerospace and maritime approaches. They are also responsible for providing assistance to civil authorities in areas such as search and rescue, the protection of fisheries, borders and critical infrastructure, environmental surveillance, counter-terrorism response, emergency preparedness and disaster relief. Defence also contributes to the achievement of many national priorities. It supports economic growth, research and development, innovation and knowledge, Aboriginal programs, and youth training and employment.

Defence policy

Current defence policy is articulated in the [1994 White Paper on Defence](#). Defence's mission is to defend Canada and Canadian interests and values, while contributing to international peace and security."

The key tenets of the White Paper are as follows:

- the possibility of a global conflict is extremely remote, but the world continues to be highly unstable and unpredictable;
- the three roles of the Canadian Forces are to defend Canada, defend North America in partnership with the United States, and contribute to international peace and security; and
- Defence is to maintain multi-purpose, combat-capable sea, land and air forces.

Strategy 2020

Developed in 1999 as a strategic framework for Defence to help guide the institution well into the next century, *Shaping the Future of Canadian Defence: A Strategy for 2020* identifies both the challenges and opportunities facing Defence and articulates a strategic vision, direction and objectives for the future. In essence, *Strategy 2020* serves as a bridge between current policy and the future security environment. It helps guide Defence's planning, force structure and procurement decisions, as well as our investments in personnel, education and training.

Defence's vision statement, expressed in *Strategy 2020*, is as follows:

The Defence Team will generate, employ and sustain high-quality, combat-capable, inter-operable and rapidly deployable task-tailored forces. We will exploit leading-edge doctrine and technologies to accomplish our domestic and international roles in the battle space of the 21st century and be recognized, both at home and abroad, as an innovative, relevant, knowledge-based institution. With transformational leadership and coherent management, we will build upon our proud heritage in pursuit of clear strategic objectives.

As part of the Department's on-going efforts to strengthen and modernize its management practices, Defence has developed a new Planning, Reporting, and Accountability Structure (PRAS). The PRAS is the structure against which Defence reports and accounts to Parliament for the resources it receives and the results it achieves. This structure has been used by Defence to shape and define its mission, to ensure all of its core business is accomplished effectively and efficiently, and to help prioritize resource allocation.

Using the policy direction from 1994 *White Paper on Defence* and the strategic change objectives presented in *Strategy 2020*, Defence developed two broad categories of work – two agendas – within DND and the CF. These are the "Sustain Agenda," which reflects the core, day-to-day business of Defence, and the "Change Agenda," which identifies strategic priorities for change as Defence adapts to meet emerging challenges and prepare the Forces for the future.

The "Sustain Agenda", as presented in *Report on Plans and Priorities (RPP) – 2000*, features eight **Defence Objectives (DOs)**. These DOs are:

1. To conduct surveillance and control of Canada's territory, aerospace and maritime areas of jurisdiction;
2. To provide emergency and humanitarian relief;
3. To assist Other Government Departments (OGDs) and other levels of government in achieving national goals;
4. To respond to requests for Aid of the Civil Power;
5. To participate in bilateral and multilateral operations;
6. To provide support to broad Government programs;
7. To provide strategic defence and security advice and information to the Government; and
8. To maximize defence capabilities through the efficient and effective use of resources.

While it is vital that defence be able to carry out and deliver on its core tasks, it is also important for Defence planners and leadership to invest in the future and adapt to change. Defence's "Change Agenda," or strategic priorities, is articulated in the *Report on Plans and Priorities (RPP) 2001*.

A number of **Change Objectives (COs)**, developed to track Defence's performance in executing its "Change Agenda," were articulated in *RPP 2000*. Senior leadership consolidated priorities for Defence's "Change Agenda" during FY 2000-2001. As a result, the eight strategic priorities presented in *RPP 2000* were reduced to five in time for inclusion in *RPP 2001*. This new set of COs will be used for the purposes of this report. Priorities are:

1. Putting People First;
2. Optimizing Canada's Force Structure;
3. Maximizing Value for Money – Modern Management in Defence;
4. Fostering Canada's Defence Relationships; and
5. Contributing to National Priorities.

Overview of the Report

The remainder of this report examines, in greater detail, the performance of DND and the CF throughout Fiscal Year (FY) 2000-2001 as it relates to the plans and priorities identified in the [2000-2001 Report on Plans and Priorities \(RPP 2000\)](#). The report is structured as follows:

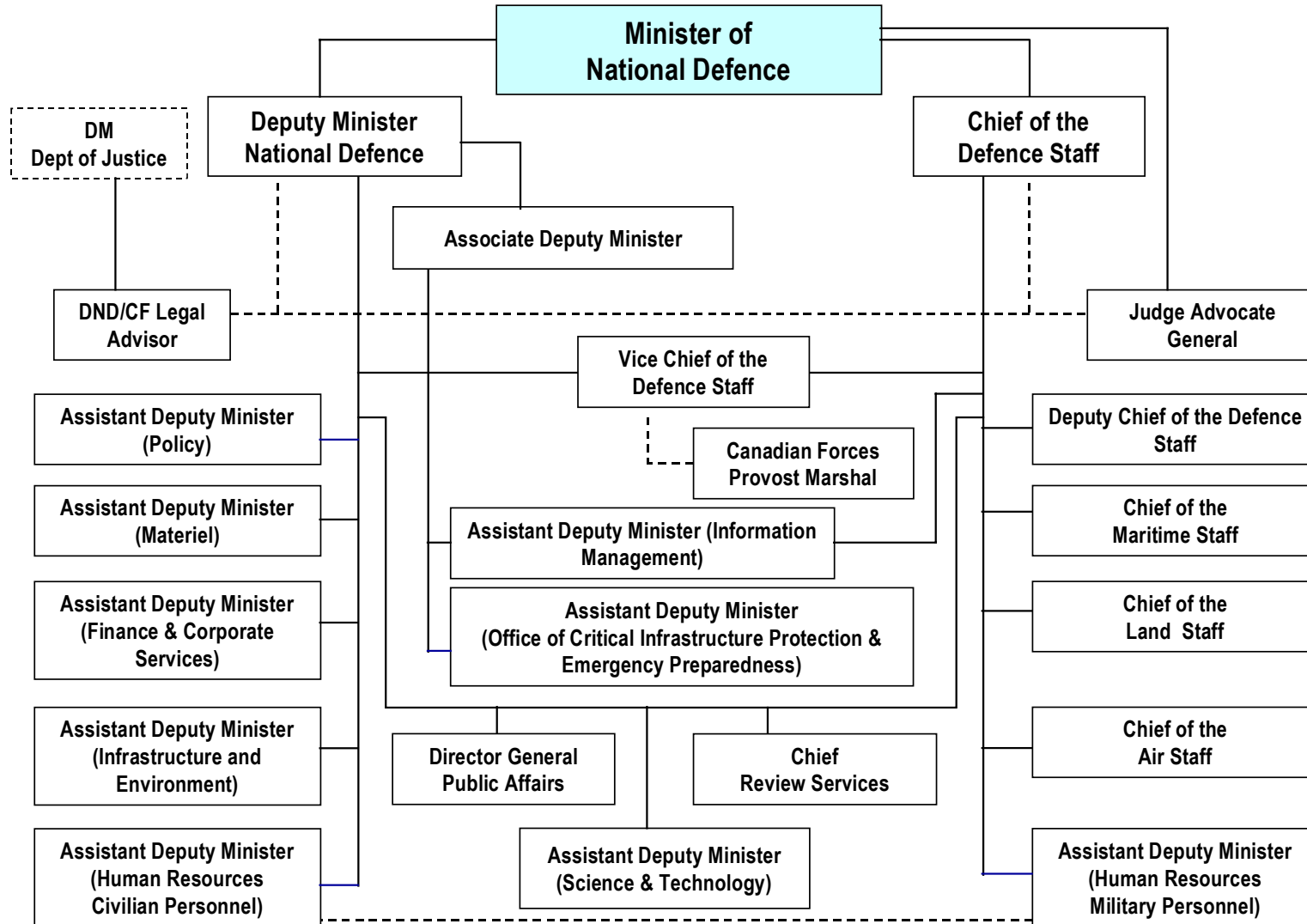
- **Part II** presents Defence's accomplishments over the last year within the context of its "Sustain Agenda." Accomplishments are reported against the eight Defence Objectives (DOs) outlined above;
- **Part III** outlines Defence's accomplishments during FY 2000-2001 as they pertain to its "Change Agenda." Accomplishments are reported against priorities identified under the Change Objectives (COs);
- **Part IV** reports on materiel management, procurement, Defence's Sustainable Development Strategy (SDS), and storage tanks;
- **Part V** outlines Defence's financial performance information;
- **Part VI** presents supplementary information about the overall Defence program; and
- The four annexes of this report provide additional information on:
 - The National Search and Rescue Program (NSP) in FY 2000-2001;
 - CF Operations conducted in FY 2000-2001;
 - Capital equipment projects for FY 2000-2001; and
 - Recipients of Honours and Decorations, DM Commendations and the DM/CDS Renewal Awards for FY 2000-2001.

Strategic Outcomes – DND and the CF

The primary function of the following table is to communicate to Canadians a summary of strategic outcomes desired by Defence. Please note that the achievement of the strategic outcomes is demonstrated by the attainment of the Defence Objectives and Change Objectives, which are elements of the Planning, Reporting and Accountability Structure supporting Defence's mission (see page 5).

To provide Canadians with:	To be demonstrated by:	Achievements reported on page:
<p>Multi-purpose, combat- capable maritime, land and air forces capable of defending Canada and Canadian interests and values while contributing to international peace and security.</p>	<ul style="list-style-type: none"> ➤ Conducting surveillance and control of Canada's territory, airspace and maritime areas of jurisdiction 	7
	<ul style="list-style-type: none"> ➤ Assisting OGDs and other levels of Government in achieving national goals 	8
	<ul style="list-style-type: none"> ➤ Responding to requests for Aid to Civil Power 	8
	<ul style="list-style-type: none"> ➤ Participating in bilateral and multilateral operations 	9-10
	<ul style="list-style-type: none"> ➤ Providing support to broad Government programs 	10-11
	<ul style="list-style-type: none"> ➤ Providing strategic defence and security advice and information to the Government 	11-12
	<ul style="list-style-type: none"> ➤ Maximizing defence capabilities through the efficient and effective use of resources 	12
	<ul style="list-style-type: none"> ➤ Putting People First 	13-16
	<ul style="list-style-type: none"> ➤ Optimizing Canada's Force Structure 	16-19
	<ul style="list-style-type: none"> ➤ Modern Management in Defence 	19-21
	<ul style="list-style-type: none"> ➤ Fostering Canada's Defence Relationships 	21-22
	<ul style="list-style-type: none"> ➤ Contributing to National Priorities 	22-23
<p>A civil emergency preparedness capability, humanitarian assistance and disaster relief.</p>	<ul style="list-style-type: none"> ➤ Providing emergency and humanitarian relief 	7-8

Organization as of July 2001



PART II – DELIVERING ON CORE DEFENCE TASKS (THE SUSTAIN AGENDA)

Throughout FY 2000-2001, civilian and military members of the Defence Team worked together to ensure that Defence delivered on its core mission and tasks. Indeed, the men and women of the Department the CF continued to serve above and beyond the call of duty. While progress was made in FY 2000-2001 in establishing a more sustainable operational tempo, particularly with the rationalization of Canada's contribution to the Balkans, the past year was demanding.

As of 1 April 2000, more than 4,000 CF personnel were deployed on 21 operations. This number was gradually reduced to just over 2,500 personnel by fall 2000. However, by the end of March 2001, our commitments had increased again to more than 3,000 personnel on 19 operations. In all, more than 8,600 CF personnel served on international peace support missions during FY 2000-2001. Further, our participation in international operations continued to represent a higher ratio of the total force structure deployed on peace support operations than that of most other like-minded countries. At home, while no requirement arose for a major operation, we continued to maintain our core activities in spearheading search and rescue, monitoring and controlling Canadian aerospace and coastal approaches, supporting other government departments, and assisting domestic authorities. Defence's key achievements in each of these areas are outlined below.

Surveillance and Control of Canada's Territory and Aerospace

Defence plays a central role in protecting Canadian sovereignty. The CF conducts numerous routine operations every year to maintain surveillance and control of Canadian territory, aerospace and coastal approaches. During FY 2000-2001, the CF completed 155 ship-days and nearly 1,800 flying-hours in sovereignty operations and in support of other government department (OGD) programs and federal law-enforcement operations.

As part of these efforts, [NORAD](#) continued to be a centrepiece in supporting Canadian and continental air sovereignty operations. NORAD identified more than 2.5 million aircraft in FY 2000-2001 and intercepted 70. Eleven of these intercepted aircraft were suspected drug smugglers. NORAD also detected more than 150 missile and space booster launches. The Air Force also prepared for and successfully completed its first NORAD Operational Evaluation since the Canadian NORAD Region was relocated from North Bay to Winnipeg where it is twinned with the 1 Canadian Air Division Headquarters.

As part of Canada's responsibilities under the **NORAD Agreement**, the CF also took part in **Operation NORTHERN DENIAL** in late 2000. Canada and the U.S. deployed fighter and support aircraft to northern Canada and Alaska in response to Russian long-range aviation activity in northern Russia and the Arctic. The CF formations involved in this operation were 4 Wing Cold Lake and 17 Wing Winnipeg. Three CF-18 fighter aircraft, one *Hercules* refuelling aircraft, and more than 100 personnel deployed to the Forward Operating Location in Inuvik, Northwest Territory. Operation NORTHERN DENIAL demonstrated NORAD's capability and resolve to ensure sovereignty of North American aerospace.

Provide Emergency and Humanitarian Relief

At home, while no major domestic emergency or humanitarian crisis occurred in FY 2000-2001, Defence undertook a number of activities in support of the Government's efforts to promote safer communities for Canadians. The Government created an [Office of Critical Infrastructure protection and Emergency Preparedness \(OCIPEP\)](#) in February 2001, in recognition of the increasing importance of infrastructure protection. Two DND organizations – [Emergency Preparedness Canada \(EPC\)](#) and the Critical Infrastructure Protection Task Force (CIPTF) – merged, along with the Government of Canada Information Protection Co-ordination Centre pilot project. OCIPEP's aim is to

enhance the capacity of individuals, communities, businesses and governments to deal effectively with the risks in their physical and cyber environments. For additional information on OCIPEP, refer to **Part VI** of this report.

The most significant deployment in support of Canadian domestic authorities took place in response to a severe tornado near Pine Lake, Alberta on 14 July 2000. More than 120 CF personnel conducted ground and water searches to locate casualties and assist in the on-site treatment of survivors. Most CF personnel returned to their home locations 17 July 2000.

Defence also provided substantial support to the National Search and Rescue Program (NSP). The CF is responsible for the effective operation of the co-ordinated aeronautical and maritime search and rescue system in Canada. In FY 2000-2001, Canada's three Rescue Co-ordination Centres and two Marine Rescue Sub-Centres, all operated in co-operation with the Canadian Coast Guard, responded to more than 8000 search and rescue (SAR) incidents. In all, 4,595 lives were saved during the year¹. Defence also organized and participated in Search and Rescue Exercise (SAREX) 2000, an annual trilateral exercise for Canadian, U.S. and Russian military SAR specialists that focuses on training for a major air disaster in the Far North. For additional information on the NSP refer to **Annex A** of this report.

Internationally, the CF transported nearly 180 tonnes of humanitarian supplies to various locations around the world in support of humanitarian aid and disaster relief. Although there was no requirement to deploy the CF Disaster Assistance Response Team (DART), the DART participated in three major exercises to maintain its high level of readiness.

Assistance to Other Government Departments (OGDs)

Defence plays a significant role in assisting OGDs in areas such as fisheries protection, drug interdiction and environmental protection. Support is provided through specialized equipment, highly skilled personnel, and advice in certain areas of expertise. In every case, support to OGDs is provided on an "as requested" basis.

During FY 2000-2001, the CF provided considerable assistance to the [RCMP](#) for counter-drug operations. These RCMP operations, with CF aviation and maritime support, led to the seizure of more than 2,000 tonnes of illegal drugs by law enforcement officials. CF aviation and associated ground support were also provided to the RCMP Marijuana Eradication Program, resulting in the elimination of more than 71,000 marijuana plants with an estimated street value of more than \$180 million.

In close co-operation with [Environment Canada](#), the CF continued their vigilant watch for ships discharging pollutants such as bilge water and bunker fuel that can kill marine life and foul Canada's shoreline. According to Environment Canada, the CF files more than 85 percent of all pollution violation reports in Canada every year. The CF also assisted the Department of Fisheries and Oceans ([DFO](#)) by conducting numerous aerial patrols of Canada's fishing areas. The CF conducted *Operation DRIFT NET 2000*, which provided aerial surveillance to DFO, in the form of High Seas Drift Net (HSDN) surveillance patrols, to enforce the UN Moratorium on HSDN fishing.

Aid of the Civil Power

Throughout Canadian history, provinces have been able to call upon the armed forces to maintain or restore law and order where it is beyond the power of civil authorities to do so. Under Section 275 of the *National Defence Act*, the CF "are liable to be called out for service in aid of the civil power in any case in which a riot or disturbance of the peace, beyond the powers of the civil authorities to suppress is, in the opinion of an attorney general, considered as

¹ The number of lives saved in FY 2000-2001 was misreported in the *Annual Report of the Chief of the Defence Staff 2000-2001* due to a typographical error.

likely to occur." The Chief of the Defence Staff has final approval on the nature of the response. The CF do not replace the civil power; they assist it in the maintenance of law and order. No requests for Aid of the Civil Power were received in FY 2000-2001.

Bilateral and Multilateral Operations

Canada contributes to bilateral and multilateral operations through support to peacekeeping and other peace support operations, NATO, NORAD, UN, and arms control verification.

The CF's largest international operation in FY 2000-2001 occurred in the Balkans, where the CF have more than 1,800 members deployed as part of the North Atlantic Treaty Organization's (NATO) efforts to bring peace and security to the region. Although this commitment remains significant, it involves 1000 fewer CF personnel than a year ago – a reduction that reflects several important developments designed to strengthen the ability of both Canada and other NATO countries to sustain operations in the region.

The first of these key developments was the rationalization of NATO operations in Kosovo and Bosnia-Herzegovina. As part of this effort, Canada ceased its battle group operations in Kosovo in June 2000, so as to concentrate and increase its forces in Bosnia-Herzegovina. Also, because the overall security situation in the region improved, Canada recalled the six CF-18 fighter aircraft deployed to Aviano, Italy in December 2000.

At the same time, the CF moved forward with the Contractor Support Project, implemented in March 2000, under which the Forces started outsourcing carefully selected support functions to private-sector contractors. This project has reduced the personnel requirement by 150 CF members, and has helped ease pressure on support and specialist trades. Outsourced functions include: warehousing, transportation, bulk-fuel management, vehicle maintenance, food service, communications, camp maintenance, electricity and water supply and distribution, waste management, facilities operation, fire services, and environmental protection.

Significantly, the CF have also assumed greater leadership responsibilities within the NATO Stabilisation Force (SFOR) in Bosnia-Herzegovina. As part of the larger Balkans rationalization process, Canada now shares command of the Multi-National Division Southwest with the United Kingdom and the Netherlands. In September 2000, a Canadian Major-General assumed the command position for a one-year term, with responsibility for about 6,250 military personnel.

In addition to these significant efforts, Defence contributed to Canada's commitments to NATO by:

- providing a high-readiness infantry battalion group for the Supreme Allied Commander – Europe's Immediate Reaction Force (Land);
- assigning a mechanized brigade group, along with a task force headquarters, on standby to NATO's Augmentation Forces;
- earmarking a second mechanized brigade group for NATO;
- contributing one ship to Standing Naval Force Atlantic (STANAFORLANT), NATO's immediate reaction naval force. HMC Ships *Halifax*, *Preserver* and *Fredericton*, with CH-124 *Sea King* helicopter detachment embarked, served individually with STANAVFORLANT at different times during FY 2000-2001;
- participating in a multinational maritime readiness exercise, in which CF maritime patrol squadrons tested their abilities to conduct aerial patrols and surveillance as part of a combined NATO force;
- providing about 400 personnel to work in NATO staff positions; and
- providing other NATO-member countries with military training opportunities in Canada on a cost-recovery basis.

Throughout FY 2000-2001, Canada also continued to make a meaningful contribution to the Partnership for Peace (PfP), a multilateral training initiative which is fast becoming an important means of fostering relationships between NATO and non-NATO countries and enhancing stability and security throughout Europe. CF personnel participated in 13 PfP exercises in all three environments – sea, land and air. Defence's Military Training Assistance Program is a key component of Canada's efforts in this area. While most of this training was conducted in central and eastern Europe, Canada hosted Exercise CO-OPERATIVE OSPREY 2001. This exercise, co-hosted by the CF and the Lester B. Pearson Canadian International Peacekeeping Training Centre, involved about 180 personnel from 18 nations. Participants worked as staff in a UN-mandated, NATO-led headquarters in an exercise designed to improve interoperability and train military personnel from PfP nations in NATO peace-support operations.

Closer to home, the NORAD agreement between Canada and the U.S. was renewed for five years on 16 June 2000 (effective 12 May 2001). This agreement provides for two missions - aerospace warning and aerospace control. Canada's peacetime commitments to NORAD include four CF-18 aircraft on continuous alert, continuous radar coverage, about 800 personnel in Canada, about 290 CF members in the U.S. – including 40 who serve aboard U.S. airborne warning and control system (AWACS) aircraft. In the event of a crisis or war, Canada is committed to six CF-18s on 48-hours notice for contingency operations, up to 36 CF-18s for air defence operations, basing for up to 66 US fighter aircraft under certain crisis scenarios, and other support. All of Canada's peacetime commitments to NORAD were met in FY 2000-2001.

While NATO and NORAD accounted for the majority of CF activities in FY 2000-2001, Defence continued to support 15 United Nations (UN) missions during the report period, the most significant of these being the United Nations Mission to Ethiopia and Eritrea (UNMEE). Between December 2000 and January 2001, the CF deployed an infantry company group with national command and support elements as part of a joint Dutch-Canadian contribution that monitors the peace agreement between those countries. The Dutch-Canadian contribution was part of the first deployment of the UN's multinational Stand-by High Readiness Brigade (SHIRBRIG). Almost 450 CF personnel deployed as part of Task Force East Africa.

In addition to its naval commitments to NATO, Defence was also involved in a number of multilateral maritime training exercises in FY 2000-2001. The CF participated in three major multilateral exercises held in the Pacific region, training alongside crews from the U.S. and Australian navies. The Canadian Forces Maritime Warfare Centre's (CFMWC) close training relationship with the U.S. Navy facilitated the CF's ability to exchange information with the U.S. Navy. Further, the CFMWC formalized agreements with the Netherlands and the U.S. that will permit the exchange of tactical information in a number of areas. As well, the CF's maritime forces continued to develop relationships with Chile and Argentina in the interests of improving North-South relations.

The CF also assisted in eight arms-control verification operations in support of the Treaty on Conventional Weapons in Europe, the Dayton Peace Accords, the Treaty on Open Skies and the Organization for the Prohibition of Chemical Weapons.

A complete list of operations, including arms control verification missions, conducted during FY 2000-2001 is provided at **Annex B** of this report.

Support to broad government programs

As one of Canada's largest organizations, Defence plays a vital role in supporting broad Government programs in areas such as economic development, Research and Development (R&D), youth training and development, and environmental stewardship.

Defence contributes to Canada's economy through capital equipment expenditures, the purchase of defence-related goods and services, and through its construction program. In FY 2000-2001, the Department purchased \$2.7 billion in defence-specific goods and services such as military vehicles, electronics and ammunition from industries that are reliant on defence expenditure. In addition, \$3.6 billion in general goods and services such as utilities and fuel were purchased from industries that are not heavily reliant on defence expenditure. For a detailed listing of all individual projects, refer to **Tables 7 and 8 in Part V** of this report.

In fall 2000, the Governor-in-Council approved an Order excluding DND and the CF from the application of the [Nuclear Safety and Control Act \(NSCA\)](#), the legislation that regulates nuclear activities in Canada. This Exclusion Order is significant because it makes Defence almost entirely self-regulating with respect to nuclear activities. The Director General Nuclear Safety (DGNS) is responsible for establishing and maintaining an effective, credible, and pragmatic regulatory regime for the control and safe use of nuclear and radioactive material within DND and the CF.

The Department and the CF also performed well with respect to official languages. Twenty-seven percent of the CF's Regular Force and 20 percent of all DND employees identified French as their first official language. Regarding service to the public, 78 percent of the designated units met all their obligations, an improvement of eight percent from last year. Deficiencies persisted in manning bilingual military positions with linguistically qualified personnel. Forty-one percent of the CF's Regular Force bilingual positions were filled with qualified personnel. Eighty percent of the Department's bilingual positions were filled by qualified employees. The CF's bilingual officer corps policy has been reviewed, resulting in a human resources management framework which will measure the gap between an individual's linguistic ability and the position requirements. For additional details refer to the [Department's Annual Official Languages Report to Treasury Board](#).

Throughout FY 2000-2001, Defence continued to make refinements to Access To Information (ATI)-related administrative practices to increase the speed with which requests are conveyed to, and answered by, the Department. Reporting practices continued to be improved to facilitate timely response to individual requests. As well, the rate of "deemed refusals" continued to drop, resulting in a passing grade from the [Information Commissioner](#) in his annual Report Card. Also, Defence continued to provide informal means for public access to ATI records as demonstrated by the continued use of the existing informal ATI process. This process remains well used by those seeking information, with more than 500 informal requests received and responded to during the report period. An information technology-based improvement that would see copies of severed records released in previous ATI cases made available to the public electronically was also studied in FY 2000-2001.

The Department continued to make progress in its efforts to enhance communications, openness and transparency with Canadians in FY 2000-2001. The Canadian Forces Parliamentary Program (CFPP), which offers Members of Parliament (MPs) the opportunity to spend anywhere from a few days to a few weeks with CF personnel on training exercises or overseas operations, was implemented. As of 31 March 2001, 26 MPs had registered to participate in the CFPP, while others expressed interest in the program. Public interest in Canada-U.S. defence relations increased throughout 2000, especially with respect to the five-year renewal of the NORAD agreement and National Missile Defence. Defence enhanced its [Canada-U.S. web site](#) to reflect recent developments in military co-operation and interoperability between the two countries. In addition, stakeholder visits to NORAD headquarters and joint Canadian-U.S. exercises were conducted. Defence conducted 17 media tours to various overseas operations for more than 50 journalists during FY 2000-2001, and also conducted a number of regional and local media trips so journalists could observe CF personnel on training exercises in Canada and the U.S..

Provide Strategic Advice to Government

The CF are a key instrument for the protection and promotion of Canada's interests and values on the world stage. They are instrumental in delivering on Canada's international commitments to NATO and the United Nations, and provide the Government with a wide range of policy options for the advancement of Canada's aims for a more stable

and secure world. Defence provided advice to Government on an on-going basis on international development, potential CF missions, and on critical infrastructure protection and emergency preparedness.

Defence continued to work with OGDs to develop strategies to counter a variety of potential threats such as Weapons of Mass Destruction (WMD) and cyber-attacks from non-state actors to Canadians and Canadian interests and critical infrastructure. The CF also provided advice and expertise on asymmetric warfare-related matters to OGDs participating in foreign delegations.

The [Judge Advocate General \(JAG\)](#) submitted two reports to the Minister – the [Annual Report by the Judge Advocate General to the Minister of National Defence](#) on the administration of military justice, and JAG's [Annual Performance Report](#). These reports provided an assessment of the fulfilment of the JAG mandate under the [National Defence Act \(NDA\)](#). They also provided insight into the degree to which Defence has complied with the rule of law in the conduct of defence activities. There are presently 79 initiatives underway in terms of legal stewardship. Of these, 19 have been completed, 3 are ahead of schedule, 24 are on schedule, 11 are behind schedule, and 22 have not yet been undertaken. These initiatives will play a key role in instituting military justice reform.

Both the JAG internal reviews and external, independent surveys have demonstrated a rising confidence in the military justice system in the CF and among the people of Canada. A comparative analysis of the 2000 *Department of National Defence Canadian Forces Reputation Analysis* revealed a modest increase in the number of Canadians who agree the military justice system is fair (from 47 percent in 1999 to 51 percent in 2000).

Efficient and effective use of resources

Like all Federal departments and organizations, Defence has an obligation to manage the resources entrusted to them as prudently as possible. Indeed, it is not only important to manage resources wisely today, it is also vital to improve management of resources on a continuous basis. For this reason, resource stewardship is embedded in both Defence's "Sustain" and "Change" agendas. For the purposes of this report, however, we have reported on resource stewardship in **Part III** under **Modern Management in Defence**.

PART III – DELIVERING ON STRATEGIC PRIORITIES (THE CHANGE AGENDA)

While Defence delivers on its core mission, it also faces a number of strategic issues and challenges that must be addressed in preparing the CF for the future. Consequently, Defence must focus part of its energy and resources on ensuring the Forces of tomorrow are ready to meet tomorrow's challenges. Our efforts to that end are embodied in the "Change Agenda."

To successfully address the issues and challenges Defence faces – from operational tempo and workload pressures, to the recruiting challenge, to how best to respond to the Revolution in Military Affairs (RMA) and the changing nature of peace support operations – it must be selective and focused in what it does. To this end, while the strategic objectives in *Strategy 2020* provide direction for the Department's long-term planning, Defence's corporate priorities as articulated on RPP 2001, shape the current "Change Agenda." These priorities are:

1. Putting People First;
2. Optimizing Canada's Force Structure;
3. Maximizing Value for Money – Modern Management in Defence;
4. Fostering Canada's Defence Relationships; and
5. Contributing to National Priorities.

Part III provides an overview of Defence's performance in FY 2000-2001 in each of these areas.

Putting People First

Many Canadians are drawn to the Department of National Defence and the CF by a strong desire to serve their country and make a difference. While all members of the Defence Team make important and significant contributions to delivering the Defence mission, life for CF members is particularly demanding. Members are often separated from their families and friends for extended periods. They are often called upon to work in inhospitable environments in all kinds of weather. By the very nature of their work, CF members also find themselves in situations where the risk to life and limb is high. In return for CF members' service and unlimited liability, Defence must fully support its people and their families.

The CF are supported by 19,000 full-time civilian employees located at Defence establishments across Canada. DND's civilian workforce represents 52 of the Public Service's 72 job categories.

It is vital to provide a positive work environment for all members of the Defence Team – military and civilian alike. From professional development to ensuring people get the training they need, it is vital to nurture an organization's human resources. It is people who deliver and drive change. It is for these reasons that Defence is "putting people first". Key achievements in FY 2000-2001 included:

- further progress on the Quality of Life initiative, with 55 of SCNDVA's 89 recommendations completed by the end of the fiscal year. Substantial improvements were made in the areas of pay and benefits, relocation programs, introduction of a Post Living Differential, and new parental leave regulations;
- improvements to the conditions of service for Reservists;
- Development of a comprehensive Pension Plan;
- introduction of Rx2000, an initiative aimed at reforming CF health care;
- the launch of a new recruiting project to attract highly skilled people to the CF;
- strengthened diversity and harassment prevention programs for civilian and military members of the Defence Team;

- development of a new leadership program for officers and Non-Commissioned Members (NCMs); and
- support to civilian employees affected by Alternative Services Delivery (ASD) initiatives through a national HR policy on employment equity that sets minimum mandatory requirements for job offers for civilian employees affected by ASD.

A key development was the formulation of a Long Term Capability Plan (Human Resources) [LTCP(HR)]. Under the LTCP (HR), over 30 projects have been programmed over the next five years to support HR initiatives in areas such as health care reform, retention and well-being, recruitment, professional development, HR systems reform, and communications.

Defence made significant progress to strengthen military health care with its Rx2000 initiative. The [Canada Health Act](#) specifically excludes CF members from provincial health care insurance plans. Thus, to ensure that appropriate health care services are provided to CF members the Rx2000 project management office on CF health care was established to spearhead reform. Rx2000's key accomplishments in FY 2000-2001 were:

- on-going standardization of health service delivery;
- accreditation of CF clinics through the Canadian Council for Health Services Accreditation (CCHSA), with some modification of CCHSA's evaluation template to incorporate CF-specific needs;
- development of a clinic concept based on the Care Delivery Unit ; and
- creation of a section within the Rx2000 project office that will determine requirements for mental health support throughout the CF.

The Department also took several measures to increase compliance with Health Canada 's requirements for unlicensed drugs², including:

- issuing a directive to account for the activities and reporting requirements for unlicensed drugs and medical products (July 1999),as well as developing a CF Medical Order for these requirements;
- implementing a database to track each administration or use of unlicensed drugs and medical products by Defence personnel (ongoing); and
- posting Patient and Health-Care Provider Information Sheets for unlicensed drugs and medical products on the Canadian Forces Health Services Intranet site (ongoing).

Defence also launched a Recruiting Project for FY 2000-2001 to address the growing recruiting challenge it is facing. The Project established an integrated strategy and action plan for recruiting, production and employment. It devised new measures for recruit processing, attraction, advertising and training, and, equally important, it developed better monitoring and performance measurement tools. The Recruiting Project also incorporated initiatives to attract new recruits from Canada's diverse demographics under the theme "Working Together to Build Our Team". This included diversity recruiting aids, diversity training to military and civilian personnel, and the establishment of partnerships with agencies and groups to help the CF gain greater access to Canada's ethnic and cultural communities.

²CF members face unique conditions when they deploy that may affect their health. Environmental assessments are now conducted prior to each new mission. As well, to protect our troops from unusual and often fatal diseases and illnesses, certain measures must sometimes be taken, such as the administration of prophylactic drugs and vaccines. Many of these drugs and vaccines, because of insignificant domestic demand, are not currently licensed for the Canadian market. This is sometimes in spite of long-established safety records in other countries where the drugs and vaccines are more commonly used. When administering unlicensed drugs to CF personnel, DND follows strict procedures, as required by [Health Canada](#) under the Special Access Program (SAP) and in co-operation with the drug manufacturers. The Department has also established an Office of Regulatory Affairs to liaise with Health Canada and to ensure proper monitoring of products accessed through Health Canada 's SAP.

In co-ordination with recruiting initiatives, the Department also developed a new retention strategy for the Canadian Forces. Key initiatives included:

- a broad range of new HR programs intended to strengthen the social contract with people;
- more flexible terms of service providing greater opportunity for short-, intermediate- and long-term careers; and
- a new employment framework for Reservists to better recognize their skills and provide more flexibility in employment patterns.

Defence also conducted a major review of its Military Occupational Structure (MOS) and the processes and activities that are involved in designing and managing military occupations. To provide a focal point for co-ordination in this area, the Military Occupational Structure Analysis and Tailoring (MOSART) project was formed. The MOSART Project now incorporates all military occupational structure activities. Its mandate is to develop and implement a modernized, operational and effective military occupational structure, including broader career fields. All 107 Military Occupations have received a preliminary analysis and review and work is well advanced in the design of career fields.

In addition, an expanded Annual Military Occupation Review Program was re-introduced to identify employment problems, manning difficulties and to provide a forum to address employment issues. While the definition of Universality of Service continues to be governed by section 15(9) of the *Human Rights Act*, with its liability for all members to perform lawful duties, revisions to the internal policy were published to incorporate the duty to accommodate individual religious and ethnic needs.

To strengthen leadership, Defence also moved forward with the introduction of a long-term strategy for the professional development of CF officers called the [Officer Professional Development 2020 \(OPD 2020\) Project](#). The enhancement of officer education and training will occur through a wide set of initiatives to ensure that the officer corps remains capable of operating in an increasingly complex world.

Other initiatives in the area of CF professional development that received approval in FY 2000-2001 included:

- establishment of the CF Leadership Institute;
- improvements to the [Personal Enhancement Program \(PEP\)](#) primarily focussed on enhancing the availability of educational reimbursement for part-time study for both Regular and Reserve Force members;
- creation of the Defence Learning Network project;
- creation of, and funding for, the Advanced Education Program (AEP), for post-graduate study, in recognition of the value of higher education and its contribution to the professional development of the CF's future leaders;
- an expanded search of academic institutions, particularly community colleges, to determine if graduates have the attendant skill sets required in various CF occupations. 17 NCM occupations are expected to benefit from this program; and
- launch of DND's first civilian electronic career site with advertising of DND civilian assignment and deployment opportunities.

On the civilian side, progress was made on key building blocks toward workforce renewal. This work focussed on competency-based management as a basis for developing and retaining employees. A standard set of competencies was developed for the "executive", the "employee" and the "supervisor", and seven pilot projects to test their application were conducted. As well, a departmental competency-based management framework was completed. A "Future Skills" study was also conducted in FY 2000-2001 with a view toward properly positioning DND's large civilian administrative support and operational communities for the future. This study considered the current status of the workforce and looked at the skill changes likely to occur over the next five-to-10 years.

Defence also continued to make considerable inroads in implementing its Quality of Life (QOL) Initiatives during FY 2000-2001. As of the tabling of the [2001 Annual Report to SCONDVA on Quality of Life in the Canadian Forces](#), 55 of the committee's 89 original recommendations had been completed. In addition, a number of other areas became the focus of new QOL activities. In March 2001, many CF members received pay increases and retroactive adjustments to 1999, which effectively restored total compensation comparability between the CF and the Federal Public Service. A review of the Canadian Forces Compensation Strategy, which will include addressing the need for and development of a Military Compensation Review Committee, is underway. As well, the use of acting rank has been expanded to include positions outside operational theatres.

The key QOL initiatives Defence introduced in FY 2000-2001 were:

- Significant changes to the way in which CF members and their families are moved from posting to posting, including refinement of the Integrated Relocation Pilot Program, a Post Living Differential to address differences in the cost of living between individual CF locations and the CF weighted average in Canada, and a Move Education Program to help CF members and their families plan household moves and cope with associated upheaval;
- Maternity and parental benefits were brought into line with those accorded to the Federal Public Service, and action was taken to reflect the most recent Federal Government policy that took effect in December 2000;
- Compassionate Travel Assistance for CF members and specified family members was introduced to support their being re-united with immediate family in times of personal emergency;
- Family Care Assistance was introduced, providing financial assistance for the incremental family care costs incurred by service couples and single CF members when they are called away on duty;
- 15 of 17 SCONDVA recommendations dealing with care of injured and retired CF members were completed; and
- *Pension Act* amendments that came into effect on 27 October 2000 were of immediate assistance to about 1,200 CF members with permanent service-related disabilities that were not acquired in a Special Duty Area. Retired CF members with permanent service-related disabilities now receive pensions from VAC, effective October 2000 or their date of application, whichever is later.

As the QOL project office closes in 2001, the Department is establishing a permanent organization – the Directorate of Quality of Life – to ensure that quality of life initiatives are sustained and to build them into the management framework of the CF as a whole. For more information, see the [2001 Annual Report to SCONDVA on QOL in the Canadian Forces](#).

Some of Defence's other key initiatives included:

- completion of housing requirements studies by the Canadian Forces Housing Agency (CFHA) that concluded 13,000 of the 18,900 units in CFHA's portfolio are needed to satisfy present requirements;
- development of a disposal plan for surplus housing units that will see CFHA reduce its portfolio by 5,900 units over the next five years;
- completion of a feasibility study and option analysis for the Reserve Pension Plan;
- strengthening of internal communications, including the launch of a new *Canadian Military Journal* in April 2000, adjustments to *The Maple Leaf* newspaper's distribution and production, and a redesign of the Department's Intranet site;
- continued progress on the Universal Classification Standard, with completion of 800 model work descriptions that cover 98 percent of work carried out by DND employees.
- introduction of new Harassment Policy and Guidelines;
- revision of the Departmental Policy on diversity to include religious and cultural accommodation as well as other special needs such as family-related responsibilities;
- competency profiles for leadership assessment;

- implementation of Performance Management Agreements for Senior Leaders;
- an annual review of executives by senior management (DM and ADM equivalents);
- study on military leadership standards; and
- development of a professional development strategy for the CF's Non-Commissioned Members.

Optimizing Canada's Force Structure

Defence continues to face significant challenges in preparing the CF for the future. Modern peace support missions are more complex, demanding and dangerous than ever before. Rapid technological change is fuelling a revolution in military affairs, resulting in more sophisticated, potent weaponry and new ways of conducting warfare. As well, there are emerging asymmetrical threats to Canada's critical infrastructure to contend with.

In meeting these challenges, Defence must focus its time, energy and resources on what matters most. This means focusing Defence investments on the military capabilities that best serve Canada's national interests well into the future. It also means focusing on priorities, while sustaining Canada's current defence commitments.

In particular, selected investments to enhance the CF's ability to deploy globally and operate in an integrated way with Canada's military allies are being considered. To this end, efforts to improve the CF's air and sealift capability moved forward as a priority during FY 2000-2001. A working paper on "Strategic Lift Capability for the Canadian Forces" was drafted, and two projects – Afloat Logistics and Sealift Capability (ALSC) and Future Strategic Airlift (FSA) – were initiated. The statements of operational requirements and the options analysis for these projects were well underway by the end of the report period.

To address asymmetric threats and assist military planners, three broad categories of asymmetric threats have been defined: Information Operations (IO), WMDs, and Non-conventional Operations. The CF initiated a study which, to date, has reviewed the potential impact of asymmetric threats, outlined Defence's international and domestic responsibilities, and identified corresponding capability requirements. Further, DND created an Assistant Deputy Minister, Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP).

Defence is also examining force structure options to maximize the Land Force's combat capability in balance with existing resources. An interim field force model, incorporating emerging technologies, has been developed for 2005 planning. Army transformation will concentrate on the new vision for the Army of 2011. Also, a Parachute Capability Study was completed for future consideration.

As a key part of the Land Force's transformation efforts, the Land Force Reserve Restructuring (LFRR) was initiated. On 6 October 2000, the Minister of National Defence announced the Government's policy direction for the long-term modernization and revitalization of the Land Force Reserve. Its two-phased approach is based on the recommendations of the Minister's Monitoring Committee on Change. In Phase I, Army Reserve strength will rise from 13,000 to 15,500 during the next two years. Recruiting efforts will be bolstered and the enrolment process streamlined. Phase II is expected to consider increasing the Army Reserve to 18,500 members and assigning it new roles, missions and tasks. A LFRR project management office was established during the report period, to be headed by a senior officer who will arrive in FY 2001-2002. Planning also commenced for the deployment of a Reserve sub-unit, as part of Canada's contribution to NATO peace-support operations in Bosnia; the soldiers involved will begin pre-deployment training in 2002.

As part of these efforts, Reserve Force conditions of service and compensation issues are being addressed in several projects and initiatives including: the Reserve Force Employment Project (RFEP), Personnel Enhancement Program (PEP), Reserve Pension Project (RPP), the Quality of Life, and Recruiting and Retention. Reservists are being considered from the outset in the implementation of programs and benefits across the CF. In particular, the RFEP continues to examine all employment differences between the Regular Force and Reserve Force components

with the aim of changing policies to enhance the ability of the Reserve Force to achieve its mission in the future. The goal of the RFEP is to "validate or develop policies that will enhance both the predictability and availability of Reservists in sufficient numbers, with adequate skills and a clear understanding of their moral commitment to participate in Total Force Missions". Work to align the entire compensation strategy with the demands placed on reservists is underway. To date, the project has made changes to the Annuitant Employment Policy, Education Reimbursement for Primary Reserve NCMs and Officers, Medical and Dental Benefits for Cadet Instructor Cadre (CIC) and Canadian Rangers, and the Reserve Employment Framework. Support to Reservists on return from operational tours has been improved through decentralized support from Military Family Resource Centres across Canada. Additional funds were also allocated to extend this service so that support may be provided for up to two years following their return from an operational theatre. For specific Reserve Force performance accomplishments, refer to **Part VI** of this report.

Another significant development was an increase in the strategic capital equipment budget. By FY 2004-2005, it is forecast that the capital budget will grow by more than \$300 million above FY 2000-2001 planning levels. The Capital portion of Defence expenditures in FY 2000-2001 was 19 percent. The objective is to conduct a focused, paced and innovative modernization program with a minimum of 21 percent of the Defence Services Program in Capital by 1 April 2004, on the way to 23 percent, the target set in Defence's *Strategy 2020*. This target is one element of long-term strategic direction aimed at improving resource stewardship by striking a careful balance between the investments needed to maintain current operations and the investments in people, infrastructure and equipment needed to prepare for emerging risks and future challenges.

As a part of its modernization efforts, Defence is continuing to focus on the following capital equipment priorities:

- **Maritime Helicopter** – The purpose of this project is to acquire 28 new maritime helicopters to replace the ageing CH-124 *Sea King* fleet. This project will address the operational deficiencies of the current fleet, eliminate the problem of supporting the older airframe, and provide a fleet large enough for operations. In August 2000, the Government announced its approval to start the acquisition process.
- **Aurora (CC-140) Incremental Modernization** – The CF's *Aurora* long-range patrol aircraft provide essential long-range surveillance for other government departments as well as Defence. This project comprises several elements to refurbish and replace systems required to extend the capability of the *Aurora* long-range patrol aircraft. Of the 21 related sub-projects, three are currently under contract, with seven more set to follow suit soon. By the end of 2001, approximately 60 percent of the CP-140 modernization project will be underway.
- **CF-18 Incremental Modernization** – This omnibus project consists of several projects to modernize the mission computers, software, radar, radios, aircraft identification system, armament, and defensive electronic-warfare systems onboard 80 of Canada's CF-18 fighter aircraft. The project will ensure that the CF maintain the capability to conduct aerospace control and contingency air operations, and provide effective air support. Of the 17 related sub-projects, four are currently being implemented, with the other 13 in various stages of options analysis or development. At least three more of these sub-projects are expected to proceed in FY 2000-2001. Defence expects about 40 percent of the CF-18 modernization project will be underway by the end of 2001.
- **Canadian Military Satellite Communications** – Under this project, DND is planning to acquire an effective long-range communications capability to support the command and control of deployed forces. Upon completion, this project will enhance the CF's interoperability with key allies, particularly the U.S.
- **Joint Space Capability** – This project will address two space-related capabilities: the surveillance of space, which will provide data on space objects of interest to Canada; and surveillance from space, which will enhance Defence's ability to protect Canadian interests.

- **Afloat Logistics Sealift Capability (ALSC)** – This project would not only replace the at-sea logistics support of the *Protecteur* class, but would also provide vessels capable of delivering the lead elements of a Canadian contingency force anywhere in the world accessible by sea. Other roles could include aviation support, logistics over the shoreline, humanitarian crisis response and a joint force headquarters capability.
- **Airlift Capability** – Strategic airlift is becoming increasingly necessary for the CF in the new international security environment. The CF must possess the ability to deploy quickly wherever they are needed. Our current tactical transport aircraft, the CC-130 *Hercules*, lacks the range and lift capacity required for rapid deployment of forces around the world. Under this project, Defence will review options for enhancing its strategic airlift capabilities.
- **Strategic Air-to-Air-Refuelling Capability** – The CF lost their strategic air-to-air refuelling capability when the Boeing 707 fleet was retired in the mid-1990s. This project will investigate options to re-acquire this significant capability.
- **Command-and-Control and Air-Defence Capability Replacement (CADRE)** – While the *Iroquois*-class destroyer remains a very competent design, its command-and-control and air defence capabilities will eventually need to be replaced to maintain the integrity of the Canadian naval task group beyond 2010. The CADRE project was created in 1999 with this objective in mind. To date, a project team has been established and a preliminary evaluation of the options upon which to proceed has been conducted.
- **Land Force Intelligence, Surveillance, Target Acquisition and Reconnaissance Capability (LF ISTAR)** – This project is the Army's premiere new project. It will address the command support capability gap by providing commanders with analyzed intelligence, geomatics, and weather products so they can make timely, knowledge-based decisions. It will be integrated with Joint Command and Control, Intelligence and Surveillance system and provide information to the CF to assist with operational and strategic-level decision-making. Deliveries should start in 2003.
- **Medium Indirect Fire System (MIFS)** – The aim of this project is to provide close support artillery to manoeuvre formations and units. This project seeks to provide a responsive, accurate, lethal and interoperable medium indirect fire system to support land operations. Sufficient systems will be required to replace 58 M109A4 howitzers and to provide an automated, interoperable, integrated command and control system. Deliveries should start in 2006.

Modern Management in Defence

Like all public institutions, Defence has a responsibility to meet the highest standards when managing and administering public funds. As Canada's largest federal organization, it is imperative that Defence help set the standard in providing Canadian's value-for-money.

Defence leadership must show Canadians and Parliament that resource stewardship and management is a priority. For its part, the Department and the CF must maximize Canada's return on its defence investments by ensuring the people, equipment, and training programs they invest in "fit together" based on the defence capabilities Canada needs for the future.

Within this context, Defence has continued to strengthen and improve its corporate management practices in FY 2000-2001, with the development of the Strategic Change Framework, enhancement of the Future Capability Planning Framework, and the introduction of the Modern Management Framework. Corporate priorities were set within *Strategy 2020* to focus efforts and resources on most critical areas within a long-term context. Following an [Alternative Services Delivery \(ASD\) Capacity Check](#) by external consultants, ASD was integrated into the Modern

Management and strategic change agendas rather than being treated as a separate program. These strategic change accomplishments will assist in promoting and advancing Defence's change agenda.

Organizationally, a Directorate of Strategic Change was established to co-ordinate continuous improvement and strategic change management. This office will assist with the necessary horizontal integration of the various components by supporting and linking together all pillars of the Modern Management Framework with an emphasis on expanding comptrollership beyond the realm of financial specialists and into the domain of line managers. A Strategic Change Framework was also developed to incorporate recognition and incentives, effective communications, knowledge management and continuous learning cells of excellence, standards and performance measurement.

Modern Comptrollership is one of the four pillars of Modern Management in Defence, the others being Human Resources, Information Management, and the Integrated Defence Management Framework. A Modern Comptrollership Action Plan was published in June 2000 and will be updated during FY 2001-2002 to include a discussion on performance measures to assess DND's progress in the area of Modern Comptrollership. The development of performance measures is now possible as a result of continued refinement of the concepts of Modern Comptrollership in DND and in light of critical interdependencies of the key elements of Modern Management in the Department. It includes several key initiatives such as a revitalization of comptroller roles and responsibilities, an improved training for resource managers, and the facilitated career development of civilian finance officers that stem from the findings of 1999's Departmental Capacity Check conducted.

Phase I of the Financial Information Strategy (FIS) – systems implementation and compliance with central federal direction – was completed in FY 2000-2001. This phase required the upgrade of the departmental financial and managerial accounting system and the introduction of a new web-based user certification to provide higher assurance of user performance in the system and to support regenerative training. Phase II of the FIS will refine accrual accounting practices and will ensure that all asset information will be input and maintained in departmental systems. This will enable the production of auditable financial statements for FY 2001-2002.

Defence has also made a concerted effort to rationalize force development in general and the capital equipment program in particular using capability-based planning. Capability-based planning uses scenarios and *Strategy 2020* to identify capabilities required by the CF to deliver on various tasks. Using this approach, Defence has developed a Capability Initiatives Database (CID) and a Canadian Joint Task List (CJTL) which have enabled analysts to assess capability requirements in a more focused manner. The development of a common tool-set has facilitated situating and aligning requirements and will result in a more coherent and cost-effective capital equipment program. A Joint Capability Requirements Board (JCRB) was formed to provide oversight.

Other key achievements included:

- development of a conceptual plan for implementing reforms aimed specifically at reducing the acquisition cycle time for defence capabilities by a minimum of 30 percent, based on – and promoting – the integrity of the "getting it right" principle for material acquisition and support policy;
- implementation of a number of significant procurement change initiatives, including those which have been developed jointly with PWGSC and TB, resulting in better front-end planning, better contracting techniques, better project management and enhanced HR development;
- introduction of a new Fleet Management Information System credit card;
- endorsement of a departmental Realty Asset strategy, which will map out a 20-year vision of requirements and management approaches;
- implementation of an Alternative Dispute Resolution framework and standards to deal with workplace disputes; and

- introduction of a number of Defence Ethics Program initiatives, including an approved Statement of Defence Ethics, related Defence Administrative Orders, and an awareness and training regime.

Fostering Canada's Defence Relationships

A key strategic objective for Defence, articulated in *Strategy 2020*, is to continue to build on and strengthen its strategic partnerships. Given the emergence of new technologies and Canada's traditional investment in collective security, it is vital for the CF to remain inter-operable with Canadian allies in the years ahead, particularly with the U.S.

As part of its efforts to foster Canadian defence relations, the Department continued to support the work of the SCONDVA, including its efforts to improve public awareness of Canada–U.S. defence issues. Defence officials, including the Minister, appeared before SCONDVA and SCOFAT. Also, the Department supported the visit of SCONDVA members to NORAD Headquarters in Colorado Springs, Colorado. Furthermore, the Department prepared to support the newly established Senate Committee on Defence Security in its work, including the discussion of Canada–U.S. defence relations.

The Department undertook several [Security and Defence Forum](#) (SDF) activities regarding Canada–U.S. relations. A series of SDF Centre conferences and seminars were convened and several special projects were supported. Further, the main theme of Defence's 2000-2001 series of Policy Forums was the future of Canadian defence policy, including the development of Canada–U.S. defence relations, which were held with representatives from academia, government, the media, non-governmental organizations and industry.

Canada shares U.S. concerns about emerging threats to national and global security, and is eager to maintain its close dialogue with the U.S. on how best to address these challenges, most notably in the context of our longstanding bilateral defence partnership. Canadian officials continued to consult with their U.S. counterparts at the Pentagon and NORAD Headquarters about U.S. plans to develop and deploy a Ballistic Missile Defense (BMD) system. Defence also encouraged public awareness and discussion of BMD by supporting academic conferences and research, and through the appearance of its officials before several standing committees. Consultations were conducted for information purposes only and without prejudice to Canada's eventual decision about participation in the U.S. program.

Defence continued to explore opportunities to use space technologies in support of CF missions and to improve the interoperability of Canadian and U.S. military forces. DND signed a Memorandum of Understanding with the U.S. Department of Defense (DOD) in 1999 for participation in the U.S. DOD Advanced Extremely High Frequency programme for communications satellites, and is now negotiating a operations and maintenance MOU to support that commitment. The Department and the CF are contributing to the U.S. Space Surveillance Network through the provision of personnel and funding to augment the operation of a deep-space surveillance sensor at Millstone Hill in the U.S.. Also, a long-term contribution to the space surveillance network in support of our NORAD commitment through the Surveillance of Space Project is being developed. Through the Defence Space Co-operation Working Group, DND and the CF are continuing to explore opportunities for further co-operation to improve interoperability and synergies. Finally, Defence has begun work on a Joint Space Support Project, scaled to Canadian needs and designed to be fully interoperable with the U.S.

An exchange of letters between the Canadian and U.S. governments brought some closure to the International Traffic in Arms Regulations (ITAR) issue. Although the current deal is an improvement over the 1999 ITAR amendments, it does not represent a return to the exemptions enjoyed by the Canadian government and industry prior to that time. It is estimated that the revised Canadian exemption will restore 50 to 60 percent of the losses in exemption suffered in 1999. The U.S. is in the process of offering Canada-like exemptions to both NATO and non-NATO allies which will challenge the competitive edge of Canadian defence industries competing for U.S. contracts.

The Department has established a one-stop-shop Controlled Technology Access and Transfer (CTAT) office which identifies and monitors access to controlled technology, controls the transfer of controlled technology to third parties and ensures DND compliance with the new Registration Program. Also, CTAT is in the process of conducting a full impact assessment of the ITAR agreement on departmental operations and providing briefings to DND and OGDs. Finally, amendments to Canada's Export Control List and Export Permit Regulations, and to the Defence Production Act were published during FY 2000-2001, providing for implementation of the industry-based Controlled Goods Registration Program.

Other developments included:

- the signing of a MOU providing a legal framework for the existing co-operation under the North American Technology and Industrial Base Organization; and
- the conduct of an assessment to develop several renewal options in response to a U.S. Army request to extend the loan of 32 LAV III vehicles from the current end-date of January 2002 to February 2004.

As well, Defence capitalized on many of the opportunities presented by the on-going Revolution in Military Affairs (RMA). Strategic partnerships between Defence Research and Development Canada (DRDC) and a number of research stakeholders from industry, academia, and government were also established or enhanced during the report period with a view to identifying, developing and capitalizing on leading-edge RMA-related technologies.

Contributing to National Priorities

As one of Canada's most visible and respected institutions, Defence has an important role to play in contributing to the achievement of broader national priorities. To this end, the Department and the CF made progress supporting the Government On-Line initiative. Defence's Internet site, [Defence Network \(D-NET\)](#), remained a very effective communications tool, providing Canadians with a wide variety of relevant and timely information on Defence activities. In FY 2000-2001, a number of modifications were made to various sub-sites to improve navigation of the main site. The Department established the National Defence On-Line (NDOL) Program to facilitate the definition of opportunities to conduct its business with the public and industry on-line. NDOL has the potential to enhance CF member and DND employee communications capabilities, to optimize departmental business processes, and to consolidate DND-industry interfaces.

Defence is moving forward to establish partnerships and collaborate with other government departments to provide client centric service delivery that is consistent with operational effectiveness and business efficiencies. The promotion of greater visibility through Government of Canada cluster connections will elevate communication and collaboration with DND partner organizations and OGD's including DFAIT, DFO, Industry Canada, Transport Canada, RCMP, Solicitor General, and PWGSC. NDOL will continue to move key business and operational services to an on-line service delivery approach.

Defence, through the Communications Security Establishment and the OCIPEP, is providing specialized security advice and support to TBS and GOL security initiatives, consistent with the Department's new mandate to enhance critical infrastructure protection in Canada. DND plans for the evolution of e-commerce include using Electronic Service Delivery to accelerate the acquisition process, streamline business processes and implement electronic document exchanges with industry partners, the private sector and OGD's.

Through [Defence Research and Development Canada \(DRDC\)](#), Defence is also a leader in innovation, research and development, and supports Government objectives to stimulate economic growth, improve quality of life and advance knowledge through innovative Science and Technology (S&T) activities. As a partner in the Federal S&T network, DRDC has strategic national agreements in place with OGDs such as the [National Research Council](#), [Industry Canada/Technology Partnership Canada](#), [Communications Research Centre](#), [Health Canada](#), and the [Canadian](#)

[Space Agency](#). As well, DRDC maintains strategic partnerships with the Canadian private sector and Canada's allies, including the U.S., the U.K., Australia, the Netherlands, Sweden and France. DRDC is also a member of the [NATO Research and Technology Organization](#) and is actively involved with the Tri-lateral Technological Research and Development Program, which is chartered to develop and field a space-based radar capable of detecting and tracking ground and air targets. This venture includes Canada, the U.S. and the U.K.

Defence is also a strong contributor to Government's Youth Initiative through its continued support to the Cadet and Junior Canadian Ranger (JCR) programs. In FY 2000-2001, the Canadian Cadet Movement helped 55,000 young people develop leadership, initiative, self-confidence, teamwork, good citizenship and physical fitness during the report period. The JCR program offered 1,800 young people in remote and isolated northern communities a unique opportunity to participate in a variety of rewarding activities that promote traditional cultures and lifestyles in a formal setting. Additionally, about one-third of the Primary Reserve is made up of full-time students. Employment in the Primary Reserve provided a significant number of young Canadians with the financial means needed to pursue higher education. Additional information about the Canadian Cadet Movement, JCRs and the Primary Reserve is provided in **Part V** of this report.

As part of its support to national priorities, Defence is committed to ensuring that its activities are conducted in an environmentally sustainable manner, at home and abroad. The Department recently developed a modern environmental strategy that provides guidance for Defence on ecosystem health, pollution, resource stewardship, and changes associated with climate change, ozone depletion, and diminishing air quality.

The Department's *Sustainable Development Strategy (SDS) 1997* was completed in March 2001. Specific progress related to SDS is presented in **Part IV** of this report. Defence's [SDS 2000](#), covering the period from 1 April 2001 to 31 March 2004, was tabled in Parliament in February 2001. In addition, through the Corporate Environmental Program, Defence spent \$32.3 million in FY 2000-2001 to support seven priority areas:

- national initiatives;
- legacy projects;
- halon removal;
- storage tanks;
- contaminated sites;
- PCB destruction; and
- implementation of the SDS.

Other major environmental initiatives that continued in FY 2000-2001 included the Distant Early Warning (DEW) Line Clean-up Project, the clean-up of former Mid-Canada Line Radar Sites in Quebec, and the closure and decommissioning of military facilities.

Conclusion

Whether working to secure peace in Ethiopia and Eritrea, providing surveillance and protection of Canadian territory and aerospace, or conducting military training with Canada's allies, the men and women of the Department and Canadian Forces continued to make a tangible difference at home and abroad.

At the same time, Defence has built a stronger foundation for the future by improving CF members' quality of life, and through the introduction of new equipment, modern management practices, enhanced leadership and professional development programs, and the implementation of numerous institutional reforms.

In moving forward, Defence must sustain operations today and make the long-term investments needed to ensure Canada has the defence capabilities it will need tomorrow and in future.

PART IV – CONSOLIDATED REPORTING

In accordance with TBS guidelines, this part of the report will cover the mandatory reporting issues of materiel management, procurement, Defence's Sustainable Development Strategy (SDS), and storage tanks.

Procurement and contracting practices

Exercising its own authorities, as well as those delegated to it by the Minister of Public Works and Government Services Canada, (PWGSC) DND contracts directly for goods and services required to support Defence activities. The Department has taken a number of steps to increase the efficiency and effectiveness of its contracting management framework, including:

- Development and ongoing release of Contract Advisory Bulletins;
- On-going development of a contracting web site with the intent of providing "one-stop shopping";
- Participation on inter-departmental committees and working groups addressing contracting policies and practices;
- Continuous revision and delivery of training in procurement and contracting; and
- Support to regional economic ministries in the communication of information on government procurement and contracting practices generally to both public- and private-sector audiences.

Materiel management

Improving the manner in which materiel for the Department and the CF is acquired, supported and managed has been a departmental priority for many years. Through a disciplined approach to continuous improvement, many reforms have been introduced which address time, cost, risk and quality. With specific direction in *Defence Plan 2001* to reduce acquisition cycle time by 30 percent, recent focus has been on the introduction and monitoring of new systems and processes that will have the biggest potential to reduce cycle time between now and 2010. All reforms are being implemented in a manner that will promote the integrity of the "getting it right" guiding principle that is at the core of capability-based planning and materiel acquisition and supply policy.

By the end of FY 2000-2001, the Canadian Forces Supply System Upgrade (CFSSU) Project will have introduced a commercial, off-the-shelf product to replace the Canadian Forces Supply System. CFSSU will equip the materiel management and distribution communities with a modern automated tool capable of providing optimum support to CF activities. The CFSSU will also interface with other CF and government departmental information systems. This added dimension will help ensure users and managers at all levels have accurate and timely information when making decisions regarding resource management. Implementation of the CFSSU will begin in June 2001 and will be completed during summer 2002.

The Materiel Acquisition and Support Information System (MASIS) Project is in the implementation phase with a mandate to enable Engineering and Maintenance, Project Management and Central Procurement business processes. MASIS will contribute to the Department's goal of achieving FIS compliance in the area of asset accounting. Over the next year an interim solution for asset accounting will be developed by the MASIS Project by designing an interface with the Department's Financial Management Accounting System (FMAS) and developing the associated business processes and required training. In subsequent years a permanent solution will be developed within MASIS with the goal of becoming the primary 'system of record' for non-reealty asset management in the DND.

The Supply Chain Project is looking to capitalize on new and changing domestic industrial capabilities to assist in the operation of Defence's supply and distribution network. The cost of non-combat logistic activities is currently in excess of \$300 million per year. During the report period, project staff held consultations with all stakeholders, including unions, as well as industry, leading to the release of a Request for Proposal in December 2000. It is

expected that a contract will be awarded in the coming fiscal year for the development of a full implementation proposal.

Major Service Delivery contracting relies on private industry for the delivery of services to DND and the CF. These services are typically for non-core activities that do not have to be conducted solely by Defence. On the basis of sound business-case analysis, services currently performed in-house are transferred completely to industry or shared with private industry under various partnership arrangements, such as the Balkans Rationalization Project and Contracted Airborne Training Services (CATS).

The Balkans Rationalization Project awarded a two-year contract worth \$83 million that has succeeded in relieving more than 150 soldiers involved in support operations within Task Force Bosnia-Herzegovina. This contract has provided the CF additional flexibility to undertake operational commitments by creating an additional capability to provide support requirements to deployed operations. It has relieved stress being experienced by some CF members due to the current high operational tempo of the Canadian Forces.

CATS is a project initiated to provide contracted Combat Support services that will assist the Air Force, Army and Navy with training exercises. The services include Target Support (replicating hostile aircraft), Target Towing, Electronic Warfare training, and testing and calibrating radar and communication sensors. CATS' 10 year contract will replace services provided by the Challenger squadron (phased out April 2000) and the T-33 aircraft (to be withdrawn in the spring of 2002). Implementation of CATS is intended for early 2002, at an annual budget of \$42 million.

Effective April 2000, all CE/CC-144 Challenger aircraft operations at 434 Squadron Greenwood ceased. Of the ten Challengers in the 434 Squadron fleet, two were transferred to 412 Squadron Ottawa to continue with their roles of medical evacuation and special flight services. The remaining eight aircraft were sold to industry with delivery of these disposal aircraft completed in March 2001.

During FY 2000-2001, the sale of surplus moveable Crown assets generated \$48.6 million for the department. The expeditious sale of the surplus Challenger jet fleet, as well as payments received from the U.S. Government for Twin Huey helicopters and from the Botswana Defence Force for CF-5 fighter aircraft accounted for the majority of the disposal revenue received. Current disposal methodologies, which rely upon private-sector marketers to obtain fair market value for selected assets, are proving to be quite successful, especially with respect to aircraft.

Sustainable Development Strategy (SDS)

FY 2000-01 was the last year of the three-year period covered by *Environmentally Sustainable Defence Activities, A Sustainable Development Strategy for National Defence, December 1997*. Of the 22 measurable targets committed to in the 1997 sustainable development strategy, 14 were met, one is in progress, two could not be assessed due to incomplete baseline data, 1 could not be assessed as the reporting data does not directly relate to the target, and 4 were not met. The following table provides details on the individual targets.

Results for Sustainable Development Strategy Targets

<p>A.1.1 <i>Training area management plans that protect rare and endangered species, wetlands, and critical habitat are initiated at selected training areas by 2000.</i> At the end of FY 99/00, all of the selected training areas had initiated these plans. Target met.</p>
<p>A.2.1 <i>Natural resource management plans that protect rare and endangered species, wetlands, and critical habitat are initiated at selected training areas by 2001.</i> At the end of FY 99/00, all of the selected training areas had initiated these plans. Target met.</p>
<p>A.2.2 <i>Pesticide use is reduced by 50% from 1993 levels by 2003.</i> 96% of sites reported using 3484 kg (active ingredient) of pesticides in FY 00/01. This is a reduction in use from the previous year when 85% of sites reported using 7,209 kg. Target progress cannot be assessed, as a 1993 baseline could not be accurately established.</p>
<p>A.3.1 <i>A planning tool for noise at airfields, helicopter landing areas, small-arms ranges, and artillery ranges is produced by 1999.</i> By the end of FY 00/01, new noise planning models for airfields and small arms / artillery ranges had been produced. The department determined that a unique helicopter model is not required at this time. Target met, but not within the required timelines.</p>
<p>B.1.1 <i>Treated water consumption in infrastructure is reduced by 20% from 1989-90 levels by 2001.</i> In FY 00/01, 22.5 billion litres of water were consumed, a 63% reduction from the FY 89/90 baseline of 60 billion litres. Target met.</p>
<p>B.2.1 <i>Solid waste sent to landfill is reduced by 10% from 1997 levels by 2000.</i> With 68% of sites reporting in FY 00/01, 30,436 tonnes of solid waste were sent to landfill. Sites that have a 97 baseline and reported in FY 00/01 showed a reduction of 18%. Target met, based on extrapolation.</p>
<p>B.2.2 <i>Construction and demolition projects where the floor area exceeds 2000 m² include waste reduction plans.</i> In FY 00/01, 80% (39 of 49) of construction and demolition projects of this scale incorporated waste reduction plans. This is an improvement over the 41% level of the previous year, however, target not yet met.</p>
<p>B.3.1 <i>Liquid and solid waste streams from ships are managed to be compatible with applicable standards by 2001.</i> At the end of FY 99/00, all ships were compatible with applicable standards through a combination of refitting with new waste treatment systems and/or incorporating new operational procedures. Target met.</p>
<p>B.3.2 <i>Sewage treatment plant (STP) and storm sewer discharges are compatible with applicable standards by 2000.</i> In FY 00/01, STP's met applicable standards 68% of the time. 70% of storm sewage discharge points (329 of 467) have been found to be within applicable standards. Work is ongoing to determine compliance of the remaining discharge points. Target not yet met.</p>
<p>C.1.1 <i>The number of specified high-risk hazardous materials used is reduced by 5% per year.</i> To date, 46 of the 106 identified high-risk products (43%) have been eliminated from the department's supply system; 25 of the 106 in FY 98/99 (24%), 9 of the remaining 81 in FY99/00 (11%) and 12 of the remaining 72 in FY 00/01 (17%). Target met.</p>

<p>C.1.2 Polychlorinated biphenyls (PCBs) are sent for destruction as they are phased out. In FY 00/01, 39.5 tonnes of PCB solids and 4,416 litres of PCB liquids were removed from service; 16.2 tonnes of PCB solids and 5,082 litres of PCB liquids were sent for destruction. This target is in hand as wastes are sent for destruction when cost-effective quantities are available.</p>			
<p>C.1.3 A downward trend in the quantities of hazardous waste sent for disposal is demonstrated. In FY 00/01, 1,671 tonnes of solid hazardous waste and 2.8 million litres of liquid hazardous waste were sent for disposal, a decrease in both solids and liquids from the previous year. Target met.</p>			
<p>C.1.4 Fuel storage tanks are brought into compliance with federal guidelines and schedules. At the end of 2000, departmental records show the number of DND tanks registered in accordance with federal guidelines:</p>			
Tank type	Tanks registered	Tanks in compliance with federal guidelines	Tanks not in compliance with federal guidelines
Aboveground	1626	1297	329
Underground	203	167	36
<p>C.2.1 Contaminated sites are identified and remediated or risk-managed by 2001. Of the 1111 known contaminated sites in FY 00/01, 77 (7%) were remediated and 470 (43%) are being risk-managed. The remaining known sites are at different stages of investigation. Target not met.</p>			
<p>C.3.1 A downward trend in the number and volume of reportable spills is demonstrated. 348 spills released 209,758 litres of material, a decrease in number and volume from the previous year. Target met.</p>			
<p>D.1.1 Products or equipment containing ozone-depleting substances (ODSs) are phased out based on economic, environmental, and operational considerations. In FY 00/01, 80% of sites reported that 64.3 tonnes of ozone-depleting potential (ODP) weighted ODS remains in service. Target met.</p>			
<p>D.1.2. A downward trend in ozone-depleting potential of reportable releases of ODSs is demonstrated. 125 incidents resulted in the release of 2.4 tonnes of ODP weighted ODS, a 42% reduction in ODP weighted ODS from last year. Target met.</p>			
<p>D.1.3 Halon use is limited to essential military requirements (ships, planes, and armoured fighting vehicles). In FY 00/01, the last 205 kg of halon was removed from infrastructure. Halon usage is now limited to essential military requirement. Target met.</p>			
<p>D.2.1 Vehicles are maintained to meet manufacturers' specifications for fuel consumption. In FY 00/01, 7,428 vehicles in the commercial fleet were driven 73.9 million km, consuming almost 15.4 million litres of fuel. It is recognized that the reporting data for this target does not reflect performance and has been adjusted for the next SDS.</p>			
<p>D.2.2 Energy consumption in infrastructure is reduced by 15% from 1989-90 levels by 2001. In FY 00/01, 10.9 million giga-joules (GJ) of energy were consumed, a 31% reduction from the FY 89/90 baseline year (15.9 million GJ). Target met.</p>			
<p>E.1.1 Cultural and heritage sites, artifacts, and monuments are incorporated in selected training area management plans by 1999. By the end of FY 99/00, all of the selected training areas had included this direction. Target met.</p>			
<p>E.2.1 Heritage buildings are preserved. The initial assessment process to assign a Facility Condition Index value to each heritage building is ongoing hence no baseline is available. Target progress cannot be determined until after the second round of assessment.</p>			

Storage Tank Report FY 2000-2001

As required under the [Canadian Environmental Protection Act](#), Part IV, *Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations*, this report provides the information set out in Schedule II of the aforementioned regulation, updated to December 31, 2000.

The following number of above-ground storage tank systems:

Are registered with Defence: 1884 (1626 are owned by DND, 258 are not owned by DND)

DND owned tanks that comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 1297 (80%)

DND owned tanks that do not comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 329 (20%)

The following number of underground storage tank systems:

Are registered with National Defence: 1007 (203 are owned by DND, 804 are not owned by DND)

DND owned tanks that comply with the *Federal Underground Storage Tank Technical Guidelines*: 167 (82%)

DND owned tanks that do not comply with the *Federal Underground Storage Tank Technical Guidelines*: 36 (18%)

Non-compliance will be addressed in a forthcoming "State of the Environment report", which will form the basis for the environmental management review.

PART V – FINANCIAL PERFORMANCE

Transfer Payments

Defence has three programs that fall under the revised Treasury Board's Transfer Payments Policy: Contributions to Provinces and Municipalities for Capital Assistance Projects; the Military Training Assistance Program (MTAP); and the Security and Defence Forum (SDF). Since these programs have been in existence for some time, and were not required to operate during FY 2000-2001 within a defined performance measurement framework such as the one prescribed in the revised Treasury Board policy, there is no specific performance reporting on these for FY 2000-2001.

Financial Requirements by Authority

This table explains the way Parliament votes resources to the Department in a standardized fashion. It also reflects the changes made throughout the fiscal year to the funding levels via supplementary estimates and special allocations as a result of changing priorities and specific initiatives.

For example, the Department received \$295 million in additional funding for pay increases to the CF members as well as to its civilian employees; investment opportunity funds (\$249 million) for specific acquisitions; incremental funding for peacekeeping operations and carry forward (\$85 million); special allocations (\$38 million) for government-wide initiatives; and increased authorities for statutory items such as **employee** contributions to Canadian Forces pension plans (\$65 million) and proceeds from sale of assets (\$49 million).

These spending authorities, however, were not fully utilized: of the \$441 million available contributions to provinces for Disaster Financial Assistance Arrangements, only \$106 million were dispensed.

Table 1: Financial Requirements by Authority (\$ millions)

Vote	Defence Services Program	2000-2001		
		Main Estimates	Total Authorities	Actual
1	Operating Expenditures	7,724.1	8,248.4	8,177.6
5	Capital Expenditures	2,081.7	2,238.9	2,157.0
10	Grants and Contributions	602.8	583.4	231.7
(S)	Minister of National Defence – Salary and motor car allowance	0.0	0.0	0.0
(S)	Pensions and annuities paid to civilians	0.1	0.1	0.1
(S)	Military pensions	637.2	701.9	701.9
(S)	Contributions to employee benefit plans	153.1	153.1	153.1
(S)	Spending of proceeds from the disposal of Crown assets		49.4	48.6
(S)	Collection Agency Fees		0.0	0.0
	Total Department	11,199.0	11,975.2	11,470.0

Table 2: Comparison of Total Planned to Actual Spending, 2000-01 by Service Line (\$ millions)

Service Lines		FTEs	Operating	Capital	Grants and Contribution	Total Gross Expenditure	Less: responsible Revenues	Total Net Expenditure \$
Maritime Forces	-Planned	13,863	1,613.1	359.0	--	1,972.1	16.8	1,955.3
	-Total Authorities	13,863	1,611.6	397.6	--	2,009.2	19.2	1,990.0
	-Actuals		1,614.7	383.1	--	1,997.8	31.0	1,966.7
Land Forces	-Planned	26,248	2,513.1	780.0	--	3,293.1	119.8	3,173.3
	-Total Authorities	26,248	2,506.1	918.0	--	3,424.1	110.6	3,313.5
	-Actuals		2,467.5	884.4	--	3,351.9	143.7	3,208.1
Air Forces	-Planned	17,080	2,450.4	592.1	--	3,042.5	118.9	2,923.6
	-Total Authorities	17,080	2,393.5	583.8	--	2,977.3	125.5	2,851.8
	-Actuals		2,395.1	562.5	--	2,957.6	172.8	2,784.8
Joint Operations and Civil Emergency Preparedness	-Planned	3,095	354.3	77.5	447.8	879.6	2.1	877.5
	-Total Authorities	3,095	788.9	99.0	449.3	1,337.2	3.0	1,334.1
	-Actuals		805.7	95.3	113.5	1,014.5	6.1	1,008.5
Communications and Information Management	-Planned	3,396	259.6	121.4	--	381.0	2.0	379.0
	-Total Authorities	3,396	251.5	84.1	--	335.6	0.6	335.0
	-Actuals		257.7	81.0	--	338.7	1.1	337.7
Support to the Personnel Function	-Planned	7,466	722.4	54.0	17.1	793.5	7.2	786.3
	-Total Authorities	7,466	758.5	66.2	13.7	838.4	8.1	830.3
	-Actuals		757.9	63.8	13.7	835.4	11.5	823.9
Material Support	-Planned	5,409	516.2	89.8	4.9	610.9	3.3	607.6
	-Total Authorities	5,409	628.3	69.3	4.8	702.4	3.2	699.3
	-Actuals		628.3	66.8	4.4	699.5	4.9	694.6
Department/Forces Executive	-Planned	1,853	351.2	8.9	150.2	510.3	21.1	489.2
	-Total Authorities	1,853	492.0	20.8	129.2	642.0	20.9	621.2
	-Actuals		547.1	20.1	113.7	680.9	35.3	645.6
Totals	-Planned	78,410	8,780.3	2,082.7	619.9	11,483.0	291.2	11,191.8
	-Total Authorities	78,410	9,430.4	2,238.8	597.1	12,266.3	291.2	11,975.2
	-Actuals		9,473.9	2,157.0	245.4	11,876.3	406.4	11,470.0
Spending Against the Proceeds from the Disposal of Crown Assets	-Planned							-
	-Total Authorities							(48.6)
	-Actuals							(48.6)
Non-responsible Revenues	-Planned Spending							(9.7)
	-Total Authorities							(9.7)
	-Actuals							(61.9)
Costs of Services Provided by Other Departments	-Planned Spending							263.6
	-Total Authorities							263.6
	-Actuals							298.9
Net Cost of Program	-Planned Spending							11,445.7
	-Total Authorities							12,180.5
	-Actuals							11,658.4

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

Table 3: Historical Comparison of Total Planned Spending to Actual Spending, by Service Line (\$ millions)

Service Lines	Actual 1998-1999 ¹	Actual 1999-2000 ¹	2000-2001		
			Planned Spending	Total Authorities	Actual
Maritime Forces	2,099.5	2,035.9	1,955.3	1,990.0	1,966.7
Land Forces	2,994.6	3,435.9	3,173.3	3,313.5	3,208.2
Air Forces	2,613.0	2,648.2	2,923.6	2,851.8	2,784.8
Joint Operations and Civil Emergency Preparedness	762.0	976.3	877.5	1,334.1	1,008.5
Communications and Information Management	239.6	354.7	379.0	335.0	337.7
Support to the Personnel Function	483.1	814.9	786.3	830.3	823.9
Material Support	658.0	743.2	607.6	699.3	694.6
Department/Forces Executive	406.6	512.6	489.2	621.2	645.6
Total	10,256.5	11,521.7	11,191.8	11,975.2	11,470.0

¹ Includes the spending of proceeds from the sale of surplus assets.

Table 4: Revenues by Service Lines (\$ millions)

Responsible Revenue	Actual 1998-1999	Actual 1999-2000	2000-2001		
			Planned Revenues	Total Authorities	Actual
Maritime Forces	23.1	22.5	16.8	19.2	31.0
Land Forces	145.3	147.9	119.8	110.6	143.8
Air Forces	148.6	165.6	118.9	125.6	172.8
Joint Operations and Civil Emergency Preparedness	5.1	3.9	2.1	3.0	6.1
Communications and Information Management	2.6	1.0	2.0	0.6	1.1
Support to the Personnel Function	21.3	9.7	7.2	8.1	11.5
Material Support	4.8	4.8	3.3	3.2	4.9
Department/Forces Executive	12.2	28.6	21.1	20.9	35.3
Total Responsible Revenues	363.0	384.1	291.2	291.2	406.5
Total Non-Responsible Revenues	100.2	102.2	9.7	9.7	61.9
Total Revenues	463.2	486.3	300.9	300.9	468.4

Table 5: Statutory Payments by Business Line (\$ millions)¹

Service Lines	Actual 1998-1999	Actual 1999-2000	2000-2001		
			Planned Spending	Total Authorities	Actual
Maritime Forces	160.7	160.8	131.6	147.3	147.2
Land Forces	223.7	291.4	230.6	236.8	236.5
Air Forces	167.6	181.1	171.3	172.6	172.4
Joint Operations and Civil Emergency Preparedness	36.1	92.6	38.9	102.2	102.1
Communications and Information Management	18.5	28.2	27.0	24.6	24.6
Support to the Personnel Function	67.6	118.4	110.0	116.9	116.9
Material Support	84.0	81.3	57.7	69.2	69.1
Department/Forces Executive	26.8	29.1	23.2	34.9	34.8
Total	785.0	982.9	790.3	904.5	903.7

¹ Statutory Payments include: Minister of National Defence – salary and motor car allowance, pensions and annuities paid to civilians, military pensions, contributions to employee benefit plans, spending of proceeds from the disposal of Crown assets, and collection agency fees

Table 6: Transfer Payments by Service Line (\$ millions)

Service Lines	Actual 1998-1999	Actual 1999-2000	2000-2001		
			Planned Spending	Total Authorities	Actual
GRANTS					
Maritime Forces	---	---	---	---	---
Land Forces	---	---	---	---	---
Air Forces	---	---	---	---	---
Joint Operations and Civil Emergency Preparedness	0.1	0.1	0.1	0.0	0.0
Communications and Information Management	---	---	---	---	---
Support to the Personnel Function	0.1	0.1	0.1	0.1	0.1
Material Support	0.1	0.0	0.0	0.0	0.0
Department/Forces Executive	3.7	3.8	3.9	3.9	3.9
Total Grants	4.0	3.9	4.0	4.0	4.0
CONTRIBUTIONS					
Maritime Forces	---	---	---	---	---
Land Forces	---	---	---	---	---
Air Forces	---	---	---	---	---
Joint Operations and Civil Emergency Preparedness	365.9	219.3	447.8	449.3	113.5
Communications and Information Management	---	---	---	---	---
Support to the Personnel Function	16.0	14.8	17.0	13.6	13.6
Material Support	3.6	0.0	4.8	4.8	4.4
Department/Forces Executive	129.7	152.1	146.3	125.4	109.9
Total Contributions	515.2	386.2	615.9	593.1	241.4
Total Transfer Payments	519.2	390.1	619.9	597.1	245.4

Table 7: Capital Project by Service Line (\$000)

PROJECT TITLE	Currently Estimated Total Cost	Forecast Expenditures to Mar 31, 2001	Planned Expenditures 2001-02	Planned Expenditures 2002-03	Planned Expenditures 2003-04	Future Years Requirement
Maritime Forces						
Equipment						
Towed array sonar system	122,543	113,807	6,960	1,776	-	-
Canadian patrol frigate	9,024,744	8,901,501	50,118	35,232	25,000	12,893
Tribal class update & mod program	1,415,133	1,400,429	12,141	2,563	-	-
Line of sight ultra high frequency replacement update	18,917	18,889	28	-	-	-
Naval combat trainer	37,773	22,686	10,278	4,809	-	-
Vessels - maritime coastal defence vessels	683,764	642,871	12,106	15,397	9,983	3,407
Blind pilotage trainer	3,734	3,637	97	-	-	-
Junior officers bridge simulator	18,013	15,034	1,690	1,289	-	-
Canadian submarine capability life extension	812,441	393,522	91,099	69,701	75,862	182,257
Phalanx close-in weapons system	31,367	30,793	47	527	-	-
Pollution control systems for ships	35,890	8,755	5,488	5,793	1,536	14,318
Active phased array radar	55,507	48,673	6,834	-	-	-
Integrated undersea surveillance centre	26,238	25,543	695	-	-	-
Improved point defence missile	483,400	174,215	21,843	38,643	38,887	209,812
Message handling and distribution	7,100	4,663	1,453	735	62	187
Advanced electro-optic sensor	31,845	25,314	4,038	2,493	-	-
Shipboard electro-optic surveillance	24,802	-	4,286	9,056	10,399	1,061
Remoting of naval radio stations	42,568	26,169	16,399	-	-	-
Communication - data link 16	20,657	13,285	4,149	2,039	552	632
Comm - data link 22	6,835	6,473	362	-	-	-
Seasearch project	28,178	24,802	2,170	421	785	-
Networking comint capability of Iroquois and Halifax class ships	16,321	11,179	4,202	940	-	-
Shipboard integrated navigation and display system	4,554	4,457	97	-	-	-
Iroquois class track management system	14,117	10,481	2,505	127	1,004	-
Towed torpedo countermeasures	23,915	3,179	10,047	2,365	1,807	6,517
Shipboard area local network	12,200	378	6,254	4,714	789	65

PROJECT TITLE	Currently Estimated Total Cost	Forecast Expenditures to Mar 31, 2001	Planned Expenditures 2001-02	Planned Expenditures 2002-03	Planned Expenditures 2003-04	Future Years Requirement
Land Forces						
Equipment						
Light armoured vehicle life extension	53,600	17,100	16,300	14,100	4,300	1,800
Howitzer upgrade and augmentation	49,973	49,683	290	-	-	-
Tactical command control & communication system	1,920,100	1,769,500	103,600	32,600	14,400	-
Land forces command system	175,200	136,200	31,800	6,400	800	-
Light support vehicle wheeled	268,600	266,100	2,500	-	-	-
Grenade projector	13,100	8,900	4,200	-	-	-
Short range anti-armour weapons	184,821	177,550	6,765	506	-	-
Land software engineering facility	6,612	5,758	854	-	-	-
Weapons effect simulation	122,840	1,769	1,397	2,935	15,235	101,504
Land tactical electronic warfare improvements	76,500	74,600	1,900	-	-	-
Nuclear detection, identification and dosimetry	15,200	1,300	6,600	6,300	1,000	-
NBC decontamination system	500	200	300	-	-	-
Surface munitions clearance device	5,620	5,200	220	200	-	-
Light utility vehicle wheeled	209,100	3,200	8,400	67,200	104,000	26,300
Nuclear emergency response team	7,100	6,700	400	-	-	-
Central power vehicle	24,500	3,400	9,800	5,600	4,300	1,400
Role three health support	40,300	2,400	16,500	9,200	12,200	-
Unit weapons trainers	44,160	25,317	18,633	210	-	-
Lynx replacement project	882,802	841,071	41,731	-	-	-
Armoured personnel carriers	2,130,137	1,273,137	434,000	315,000	69,000	39,000
Ionizing radiation safety	5,300	5,000	300	-	-	-
Heavy dump truck replacement	12,072	11,877	195	-	-	-
Clothe the soldier project						
definition	5,609	3,962	1,385	262	-	-
wide brimmed combat hat	2,259	-	995	1,264	-	-
wet weather boot	21,588	179	20,728	681	-	-
sock system	9,074	-	7,074	1,000	1,000	-
light thermal headwear	2,350	-	2,350	-	-	-
temperate underwear	4,061	1,578	1,010	1,473	-	-
lightweight thermal underwear	5,609	3,410	1,370	829	-	-
ballistic eyewear	5,865	35	2,143	3,687	-	-

PROJECT TITLE	Currently Estimated Total Cost	Forecast Expenditures to Mar 31, 2001	Planned Expenditures 2001-02	Planned Expenditures 2002-03	Planned Expenditures 2003-04	Future Years Requirement
fragmentation vest	18,022	1	2,358	11,663	4,000	
navy winter parka	3,305	1,474	1,831	-	-	
tactical vest	16,805	-	5,536	11,269	-	
improved environmental clothing system	88,167	62,579	12,438	11,247	1,058	845
airforce environmental clothing standards	10,700	6,500	4,200	-	-	-
cold wet weather glove (CWWG)	7,138	5,420	1,718	-	-	
combat vehicle crewman glove	737	17	-	720		
temperate combat glove w/rescope	3,059	-	1,530	1,529		
ballistic protective plate	4,065	-	2,971	1,094		
Clothe the Soldier Omnibus Total	200,552	77,294	69,637	46,718	6,058	845
Leopard thermal sight	138,700	114,400	24,300	-	-	-
Position determination & navigation system	73,200	63,900	9,100	200	-	-
Improved landmine detection capability	31,100	22,400	7,700	1,000	-	-
Armoured personnel carriers life extension	327,500	77,000	50,000	51,000	52,100	97,400
Re-locatable temporary camp	9,900	1,600	5,800	2,500		
Air Forces						
Equipment						
Aurora communication management system replacement	57,689	5,000	5,000	19,900	25,000	7,800
Aurora additional uhf radio acquisition project	11,712	2,762	2,800	7,000	1,900	-
Aurora acoustic tape recorder project	16,998	2,633	2,600	8,500	5,900	-
Aircraft collision avoidance system (ACAS) CC130	24,900	6,542	18,358	-	-	-
Aurora airborne collision avoidance system	14,151	2,605	2,600	6,600	4,900	-
Aurora acoustics 32 channel upgrade	27,010	3,413	3,400	9,400	10,600	3,600
CF18 - modernization	1,019,064	18,110	92,922	105,203	154,960	647,869
Electronic support and training system	192,929	192,113	816	-	-	-
North American air defence modernization	1,053,830	1,050,627	3,203	-	-	-
CF18 - advanced air-to-air weapons (short range)	18,187	15,412	2,308	467	-	-
CC130 - Hercules tactical transport	346,140	341,555	4,071	514	-	-
Military automated air traffic system	148,562	73,449	26,432	21,965	23,662	3,054
CC130 - avionics update	98,902	79,325	10,349	9,228	-	-
Advanced aircraft navigation system	84,130	4,296	16,400	21,600	20,097	21,737
Utility tactical transport helicopters	1,164,579	1,011,266	25,605	43,203	43,305	41,200
Region/sector air operations centre project	108,540	74,037	6,716	7,388	15,826	4,573
Strategic airlift aircraft	426,804	422,592	4,212	-	-	-

PROJECT TITLE	Currently Estimated Total Cost	Forecast Expenditures to Mar 31, 2001	Planned Expenditures 2001-02	Planned Expenditures 2002-03	Planned Expenditures 2003-04	Future Years Requirement
CF18 - [EWOSC] integrated support station	6,562	6,148	414	-	-	-
Hercules replacement acquisition	108,691	96,963	9,134	2,594	-	-
Air combat manoeuvring range instrumentation	13,834	11,399	1,619	816	-	-
Advanced air-to-surface missiles	97,958	95,495	2,463	-	-	-
8 air communication & control system	46,541	5,421	26,094	14,316	710	-
Canadian search and rescue helicopter	764,808	451,915	200,004	109,685	2,704	500
Air force environmental clothing standardization	10,745	6,246	4,499	-	-	-
Joint Operations and Civil Emergency Preparedness						
Joint command, control and intelligence system	26,600	16,800	7,200	2,600	-	-
Communication and Information Management						
Search and rescue repeater redesign	15,250	324	5,433	4,010	3,535	1,948
Defence server upgrade	7,500	1,016	2,000	2,000	2,484	-
Tactical secure voice	74,128	74,077	51	-	-	-
Marcom operational information network (MCOIN)	34,800	32,000	2,800	-	-	-
CF supply system upgrade	289,313	260,845	4,000	4,468	-	-
Search and rescue satellite	64,147	63,781	328	38	-	-
Material acquisition supply information system	79,991	32,013	31,377	12,061	4,540	-
ADP - air force commd & cntrl info system PH 1 imp*	11,700	3,900	4,400	3,400	-	-
Defence integrated human resources	59,081	35,881	19,303	3,897	-	-
High arctic data communication system	34,100	22,300	7,500	2,975	1,325	-
Defence message handling system	138,425	36,877	45,860	31,646	20,973	3,069
Security and military police information system	8,783	2,048	6,735	-	-	-
Classified electronic key management system	45,417	29,717	14,100	1,600	-	-
Videoconferencing services	2,796	2,786	10	-	-	-
Electronic document and records management system	3,615	3,525	90	-	-	-
Interim electronic warfare operational support center	20,499	19,928	571	-	-	-
Financial managerial accounting project	21,409	17,063	4,346	-	-	-
Integrated information environment directory services	2,125	1,428	697	-	-	-
Defence-wide area network (DWAN) extension and consolidation	8,370	6,299	2,071	-	-	-
Defence virtual private network infrastructure	4,771	237	2,384	-	-	-
G2773	24,277	23,827	450	-	-	-
Canadian Forces health information system	4,642	42	2,320	2,280	-	-
Ultra-high frequency (UHF) military satellite communication	7,532	174	615	2,525	3,959	259
Protected military satellite communications	232,565	2,369	52,588	61,998	50,847	64,763
Surveillance of space project	6,983	341	3,052	2,579	1,011	-

Table 8: Construction Project by Service Line (\$)

Project Number	Project Description	Base	Total Project Contract Amount (\$)	Expended FY 2000-01 (\$)	Status
Maritime Forces					
HX90101	Design-build fitness facility, HMC Dockyard	Halifax	4,360,579	346,893	Complete
HX99527	Modify submarine battery charge and discharge systems	Halifax	1,816,210	1,816,210	Complete
HX01061	Combat systems repair facility HMC Dockyard	Halifax	18,494,647	1,126,701	In progress
HX90248	Construct new fire fighter facility	Halifax	11,853,129	1,743,591	In progress
HX00250	Build community centre Windsor Park	Halifax	4,897,200	1,292,720	In progress
HQ90046	Bldg. A. Victoria Park Sydney	Halifax	4,722,848	153,734	In progress
HX01008	Renovate fitness centre Stadacona	Halifax	3,593,451	3,493,451	In progress
ES90005	Construct naval officer training centre	Esquimalt	3,545,212	24,709	Complete
ES90324	Construct community centre	Esquimalt	2,411,875	144,731	Complete
ESJ2496	Post disaster upgrade	Esquimalt	1,843,309	545,724	Complete
ES01342	Consolidate military police facility	Esquimalt	1,342,023	730,294	Complete
ES90274	Fire fighter training facility Colwood	Esquimalt	13,675,296	2,001,970	In progress
WG25867	Design/build officers accommodation & mess facility	Esquimalt	11,645,560	76,197	In progress
ES01054	Renovate gymnasium	Esquimalt	2,858,565	2,251,367	In progress
Subtotal			\$ 87,059,904	\$ 15,748,293	
Land Forces					
HQ90010	Consolidation project Calgary	Edmonton	4,867,376	34,225	Complete
ED00224	Renovate pool and arena	Edmonton	2,355,039	1,918,807	Complete
HQ00285	408 Squadron facilities	Edmonton	14,986,420	5,716,510	In progress
ED00078	Design and construction of an extension to Building 192	Edmonton	2,449,777	1,383,434	In progress
ED01086	Health care addition	Edmonton	1,541,837	1,130,913	In progress
ED82932	Upgrade sewer	Edmonton	1,989,410	12,750	Complete
HQ00284	Construct detention facility	Edmonton	3,863,888	2,813,618	In progress
HQ00286	Construct Engineering services building, Garrison Edmonton	Edmonton	2,510,317	2,488,270	In progress
ED60013	Automated target system	Edmonton	1,842,417	62,384	In progress

Project Number	Project Description	Base	Total Project Contract Amount (\$)	Expended FY 2000-01 (\$)	Status
ED02918	Upgrade sewers	Edmonton	1,770,130	691,565	In progress
GA70060	Construct barrack blocks	Gagetown	7,676,776	158,000	Complete
MN50218	Consolidate site services Moncton	Gagetown	1,566,411	3,600	Complete
GA70033	(MTSC) Atlantic technical support centre	Gagetown	14,464,901	73,000	Complete
GA45210	LLAD accommodation 119 AD Battery 210 AD workshop	Gagetown	11,633,067	0	In progress
HQ90277	Upgrade gym and pool	Gagetown	10,657,032	6,730,809	In progress
GA00048	Construct messing facility	Gagetown	10,443,104	9,998,246	In progress
GA60078	Build barracks Caraquet	Gagetown	7,253,090	0	In progress
GA60043	Build dental and medical facility	Gagetown	6,429,579	20,000	In progress
GA70171	New vehicle wash rack	Gagetown	2,531,726	139,127	In progress
GA01079	Camp Argonaut kitchen	Gagetown	2,408,591	1,845,751	In progress
T82914	Automated target system	Gagetown	1,499,888	1,030,970	In progress
HA9KN54	Upgrade sewer mains and roads	Kingston	1,123,845	14,620	Complete
KN00004	Construct sports complex	Kingston	12,608,907	11,232,718	In progress
KN00269	Construct dormitory	Kingston	10,547,913	9,742,942	In progress
KN00240	military community center renovation	Kingston	2,028,759	1,773,286	In progress
KN00257	Renovate sports complex	Kingston	1,610,412	628,959	In progress
HA0KN50	Construct municipal infrastructure	Kingston	1,206,370	1,161,414	In progress
KN99905	Renovate Grant Bldg.	Kingston	1,074,026	0	In progress
HQ90094	Interior renovation Bldg L5	Montreal	1,051,285	3,000	Complete
ML10004	Construct gymnasium Longue-Pointe	Montreal	3,364,788	3,264,788	In progress
ML60013	Automated target system Farnham	Montreal	2,114,702	76,066	In progress
ML91103	Replace electrical distribution system	Montreal	1,736,382	653,830	Complete
SJ60050	Conception/construction Champ de tir Garnison Estrie	Montreal	6,920,520	0	In progress
BN01017	Construct fitness facility & FRC	Meaford	2,411,171	1,275,626	In progress
PA82912	Construction of heliport	Petawawa	1,534,960	14,662	Complete
HQ01037	Construct field hospital Amprior	Petawawa	10,193,132	712,379	In progress
HQ90104	Design Build 2 Field Ambulance	Petawawa	8,984,581	62,146	In progress

Project Number	Project Description	Base	Total Project Contract Amount (\$)	Expended FY 2000-01 (\$)	Status
HX00535	Construct gymnasium	Petawawa	8,832,843	2,579,717	In progress
PA90316	Construct community centre	Petawawa	2,832,767	669,772	In progress
PA92923	Renovate bldg S-111	Petawawa	1,143,315	841,721	In progress
SL00084	Renovate recreation facility	Shilo	2,794,851	1,391,785	Complete
SD92930	Construct utilities - AWES	Suffield	2,857,503	976,622	Complete
SD92932	Towers and equipment shelters	Suffield	2,565,789	713,871	Complete
SD92914	Construct munitions workshop	Suffield	2,194,286	196,060	Complete
SD02909	Construct AWES headquarters	Suffield	4,803,334	4,007,802	In progress
SD02903	Replace Building 13CFB	Suffield	2,426,668	2,391,668	In progress
SD99911	Upgrade electrical system	Suffield	1,396,510	1,390,530	In progress
ES90060	Construct armoury Knolwood Park	Toronto	1,062,342	600	Complete
TO01094	Design/build Downsview training and administrative facility	Toronto	38,740,317	10,306,370	In progress
TTP9940	Electrical upgrades	Toronto	1,240,214	1,213,074	In progress
TT90251	Construct quarters	Toronto	6,407,690	798,880	Complete
VR90269	Construction du batiment 325 Garnison	Valcartier	12,084,891	149,052	Complete
VR89936	Construct COGEN facility	Valcartier	11,545,407	8,637,164	In progress
VR90270	Construct recreation centre	Valcartier	7,280,445	2,975,131	In progress
MN50218	Construct community centre	Valcartier	3,101,912	1,876,088	In progress
WR70079	Design/build integrated maintenance facility	Wainwright	8,772,010	22,360	Complete
WR70057	New vehicle wash rack	Wainwright	4,099,339	100,826	Complete
WR10002	Renovate gymnasium	Wainwright	1,758,561	1,711,046	In progress
WR01042	Upgrade water system	Wainwright	1,659,776	1,522,399	In progress
Subtotal			\$ 312,853,299	\$ 111,340,951	
Air Forces					
BA00031	Renovate rec centre	Bagotville	2,896,931	319,797	Complete
HA0BA01	Refection des infrastructures publics Chicoutimi	Bagotville	4,580,913	3,156,928	In progress
CL06010	Upgrade roads and surface drainage	Cold Lake	1,681,592	26,404	Complete

Project Number	Project Description	Base	Total Project Contract Amount (\$)	Expended FY 2000-01 (\$)	Status
CL89904	Construct reservoir and pump house	Cold Lake	1,568,294	14,732	Complete
CL08858	Upgrade sewers and roads	Cold Lake	1,079,568	30,100	Complete
CL70139	Aerospace Engineering Test Establishment facility	Cold Lake	16,917,354	6,666	In progress
CL70202	Design/build rec facility	Cold Lake	13,944,204	89,635	In progress
CL70220	Design/Build new EME Facility	Cold Lake	5,920,691	15,881	In progress
CL08858	Upgrade utilities	Cold Lake	2,876,473	2,617,838	In progress
CL01022	Build briefing theatre	Cold Lake	1,811,724	1,553,330	In progress
CL06010	Airfield lighting upgrade	Cold Lake	1,179,336	557,635	In progress
CL89904	Construct water reservoir	Cold Lake	1,568,294		In progress
CX00010	Construct magazine complex	Comox	2,624,171	722,652	Complete
CX00008	New hangar facility - 442 Sqn	Comox	11,977,990	9,176,778	In progress
CX80010	Air traffic control tower	Comox	6,307,817	268,007	In progress
HA0CX50	Upgrade municipal building Comox	Comox	3,828,303	3,828,303	In progress
GR00082	Renovations to fitness centre	Gander	1,342,739	92,427	Complete
GR90110	Search and Rescue Western Addition	Gander	1,314,004	14,000	Complete
HQ01013	Extend 104 SAR Sqn hangar	Gander	2,975,558	1,928,249	In progress
GW90100	Design and construction fitness centre	Greenwood	7,751,461	804,689	Complete
GW90010	Construct ramp and lighting	Greenwood	2,656,765	50,000	Complete
GW90010	Tank farm upgrade	Greenwood	2,958,391	349,457	In progress
GW10110	Replace steam distribution system	Greenwood	1,414,882	1,249,531	In progress
HQ01020	Design/Build NFTC trainee facility	Moose Jaw	6,530,800	6,384,605	In progress
TR82202D	Upgrade utilities	Trenton	2,106,437	6,225	Complete
ML91101	Construct new configuration hangar	Trenton	1,836,890	55,538	Complete
TR90091	Construct parking apron	Trenton	1,550,703	7,645	Complete
HA9TR50	Sewer upgrade	Trenton	1,507,945	198,435	Complete
TR02202C	Upgrade utilities phase 6C	Trenton	1,326,181	6,684	Complete
TR00264	Construct fitness arena	Trenton	4,734,896	1,685,244	In progress
TR04959	Construct accommodation facility	Trenton	3,207,679	2,716,084	In progress

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Project Number	Project Description	Base	Total Project Contract Amount (\$)	Expended FY 2000-01 (\$)	Status
TR90010	Renovate gymnasium	Trenton	2,468,098	2,288,421	In progress
TR02202F	Utilities upgrade phase 6	Trenton	1,385,880	1,342,380	In progress
TR90090	Engine bay refill between hangars 2 and 3	Trenton	1,370,097	10,548	In progress
TR01077	Construct drop zone Mountain View	Trenton	1,121,000	1,111,300	In progress
HQ90028	Design/Build of the new HMCS Chippawa	Winnipeg	6,056,008	29,000	Complete
HQ01046	Renovations & addition to Building 90, recreation centre	Winnipeg	3,722,837	3,365,544	In progress
WG30896	Renovations to barrack block 65	Winnipeg	1,618,851	1,081,277	In progress
Subtotal			\$ 141,721,759	\$ 38,773,023	
Others					
NW00001	Implement sleep mode North Warning NWT	North Warning	8,236,511	1,216,476	In progress
WA00803	Upgrade junior ranks mess building Ottawa	CFSU(Ottawa)	1,282,000	164,489	In progress
BN72919	Construct new arena Bldg. T-126	Borden	3,375,818	11,044	Complete
BN92912	Upgrade power systems	Borden	1,661,020	81,422	Complete
BN52940	Construct addition Bldg. A-243	Borden	1,503,607	40,503	Complete
HQ60151	Build fire fighter training system	Borden	8,209,817	2,903,642	In progress
BN90265	Renovate gymnasium	Borden	5,922,734	2,625,144	In progress
BN60127	Army cadet training centre (Blackdown Park)	Borden	3,837,289	0	In progress
BN01064	Construct outdoor sports facilities	Borden	2,691,232	2,146,532	In progress
BN42957	Construct CFFA facility Bldg. A-256	Borden	2,570,638	0	In progress
BN92905	Renovate barrack block Bldg. 0-109	Borden	1,700,727	0	In progress
BN92905	Renovate Bldg. E-51(Music School)	Borden	1,519,032	676,132	In progress
BN02908	Construct new vehicle paint facility	Borden	1,163,875	0	In progress
BN92909	Renovate Bldg. A-150 Barrack Block	Borden	1,025,165	1,000,430	In progress
WR70079	Army cadet summer training centre Ghost River	VCDS	13,400,000	194,071	Complete
Subtotal			\$ 58,099,466	\$ 11,059,884	
TOTAL			\$ 599,734,427	\$ 176,922,152	

PART VI – OTHER INFORMATION

Reserve Forces

The Reserves are an essential component within CF mobilization planning doctrine and provide the depth and breadth necessary to achieve the capabilities required in each stage of mobilization. The primary role of the [Reserve Forces](#), as presented in the [1994 White Paper on Defence](#), is augmentation, sustainment and support of deployed forces and – in some cases– tasks that are not performed by Regular Forces. Within the Total Force concept, both the Regular and Reserve Forces support the ongoing peacetime tasks and activities of the CF. The Reserve Force is composed of members who are enrolled for other than continuing, full-time military service. The sub-components of the Reserve Force are the Primary Reserve, the Supplementary Reserve, the Cadet Instructors' Cadre, and the Canadian Rangers.

Primary Reserve

The Primary Reserve consists of the Naval Reserve, the Land Force Reserve, the Air Reserve, the Communications Reserve, and the National Defence Primary Reserve List. Members of the Primary Reserve were frequently called on to participate in operations as the CF maintained a busy operational tempo in FY 2000-2001. More than 500 Reservists deployed on overseas operations during the report period.

Naval Reserve

The Naval Reserve's authorized manning level is 4,012 personnel in 24 cities, with a planning establishment of 5,000 personnel. Minor changes and adjustments may occur as a result of the recently completed Naval Reserve Establishment Review. The Naval Reserve has been assigned some operational tasks - naval control of shipping, port security and mine countermeasures operations. The naval control of shipping task provides a contingency capability to place merchant shipping under government control and, if necessary, provide naval protection and guidance. The port security task provides for the defence of ports and anchorages and their immediate approaches in times of crisis. It includes provisions for port safety and security, harbour patrols and interdepartmental operations. Training for the maritime coastal defence task includes coastal surveillance and patrol, and mine countermeasures activities such as route survey (ocean floor mapping), mechanical minesweeping and seabed object inspections. The Maritime Coastal Defence Vessels, which are manned almost exclusively by Reservists, have a multi-role capability in coastal surveillance.

Army Reserve

The Land Force Reserve Restructure project continues to focus on the stabilization of the Reserve program and the increase of the number of Army Reservists to an effective strength goal of 18,500 personnel from the current effective strength of approximately 14,500 soldiers at 115 locations. The current structure of the Reserves allows the Army to sustain Stage One Mobilization and to support rapid reaction for domestic operations. The Reserve structure is being manned at 84 percent of its allotted paid ceiling. Army Reservists continue to provide individual augmentation to peacekeeping operations with the majority of overseas Reserve personnel (approximately 275 at any one time) supporting Operation PALLADIUM, in Bosnia. Beginning with the tour rotation in the fall 2001, Army Reserve infantry sections will begin to augment the Battle Group in Bosnia. In subsequent rotations, Reserve platoons and ultimately a Composite Reserve Infantry Company will be deployed. Formed Reserve sub-units will not represent an increase in the total number of Reserve soldiers serving in Bosnia, but it will mean that Reservists will eventually fill every position within their own sub-unit structure. The experience gained by Reserve leaders participating on these rotations will greatly benefit their units and the Army as a whole. The Land Force Reserve experienced a 44 percent increase in applicants from FY 1999-2000 to FY 2000-2001, and an associated 13 percent increase in enrollees during the same period.

Air Reserve

The Air Reserve experienced a growth of approximately four percent in FY 2000-2001 to the current strength of 2,135 personnel found in 20 locations across Canada. The Air Reserve will continue to grow to its planned establishment of 3,000 personnel in the next few years. The Air Reserve provides support to the Air Force in ongoing peacetime tasks, as well as domestic and deployed operations. In FY 2000-2001, 108 Air Reservists participated in several international operations. Air Reservists also provided back-fill of Regular Air Force positions in Canada to allow Regular Force personnel to deploy on operations. On average, Air Reservists contributed approximately 15 percent of the Air Force personnel on or in support of CF operations. The Air Force is in the process of conducting a review and analysis of Air Force capability requirements for the future, with a view to identifying shortfalls and setting goals for the year 2020. The Air Reserve will be incorporated into this process, referred to as the Aerospace Capability Framework. In FY 2000-2001, four Air Reserve studies (Role of Flying Reserves, Training and Readiness for Reserves, Strengths and Constraints for a Part-time Force, and Baseline Cost Analysis) were conducted.

Communication Reserve

The Communication Reserve has approximately 1,600 personnel located in 15 locations. Given the CF's operational tempo and manning difficulties within a number of Communications and Electronics Regular Force trades, the Communication Reserve has been largely focused on support to operations. Much of the operational augmentation was in support of the Joint Signal Regiment in Kingston and their National Command and Control Information System (NCCIS) role. Also, over the fiscal year the Communication Reserve provided both equipment and almost 90 personnel for deployment on several international operations. In addition to deployed operations, the Communication Reserve continued to be a significant source of individual augmentation to key communication infrastructure roles at Bases, Stations and Wings across the CF. 70 Communication Group Headquarters will move to CFB Kingston from Trenton and 72 Communication Group Headquarters has been moved to co-locate with Maritime Atlantic Headquarters to provide more responsive support to operations, planning and training activities. 72 Communication Group has created a Reserve Information Operations Element capability that will be implemented in the other Groups by April 2002. As part of the overall support being provided for the fielding of TCCCS to the Army Reserve, the Communication Reserve accepted the task of providing communications security support to the Army Reserve.

Health Services Reserve

The Health Services Reserves are currently organized into 14 Medical Companies with over 250 Health Services personnel in Army non-medical units supporting 10 Reserve Brigade Groups. Approximately 60 Health Services personnel are employed in the Air Reserve Flights and it is estimated that over 75 Health Services personnel are located between the Supplementary Reserve and the NDHQ/Canadian Forces Health Services Primary Reserve List. These personnel carry out day to day support and train for duties as per directions from their various Environmental Chief of Staff. To address the move of all Health Services assts to the Director General Health Services, a Health Services Concept Paper has been drafted and sent to all key stakeholders for comment. It is anticipated that all changes to this Paper will be finalized by 1 October 2001 and that it will be presented as part of the Rx2000 project renewals and initiatives. This document will address the requirements for Health Services support throughout the stages of mobilization and across the spectrum of conflict. For the first time in over 50 years, a role 3 capability is proposed within the Reserves to accompany its role 1 and 2 responsibilities. The revitalized Health Services Reserve will be built to provide both supplementary and complimentary capabilities through its various units and personnel, thus providing both augmentation and sustainment capabilities in roles 1 through 3.

Supplementary Reserve

The Supplementary Reserve (Supp Res) is composed of Regular Force and Reserve members who are no longer actively involved in the CF. These personnel do not parade or train on a regular basis but agree to report for service to augment the CF should the need arise. Members of the Supp Res are normally attached posted from the

Supp Res for periods of service and return to Supp Res status upon completion of duty. They are not required to perform duty or training except when on active service. They provide a pool of personnel with previous military service who could be recalled in an emergency.

Cadet Instructor Cadre

The Cadet Instructor Cadre (CIC), a sub-component of the Reserve Force, consists of officers from the Sea, Land, and Air environments who have undertaken to perform such military duty and training as may be required of them, but whose primary duty is the supervision, administration and training of Sea, Army and Air Cadets. The CIC is the Reserve component of the Canadian Cadet Organization (CCO) through which the Canadian Cadet Program (See below – Youth Programs) is delivered.

Canadian Rangers

The Canadian Rangers is a sub-component of the Reserve Force which consists of members who hold themselves in readiness for service but who are not required to undergo annual training. They are obliged to serve only when placed on active service. Canadian Rangers must be in good health and must be able to live effectively off the land. The role of the Canadian Rangers is to provide a military presence in sparsely settled, northern, coastal and isolated areas of Canada which cannot conveniently or economically be covered by other elements of the Canadian Forces. During the last year, the Canadian Rangers have continued their expansion as well as maintaining their involvement with the Junior Canadian Ranger Program (see below – Youth Programs).

Canadian Forces Liaison Council

The [Canadian Forces Liaison Council](#) (CFLC) continues to solicit employer support to enhance the availability of Reserve personnel for training and for employment on operations. More than 3,300 employers have indicated support for their employees' participation in the Reserve. Thirty-five percent of those employers have indicated a willingness to pay salary differential during periods of Reserve service where the member's military rate of pay is less than their civilian wage. Seventy-six percent are willing to give in excess of two weeks leave for attendance at training activities, and 57 percent are willing to give Reserve employees unpaid leave for up to 12 months to allow for employment on CF operations. The Council approaches more than 500 new employers annually and sponsors several programs to further enlist employer support.

Youth Programs

The Canadian Cadet and the Junior Canadian Ranger Program contribute significantly to the fabric of Canadian society. Expansion of the programs serves to improve the impact of the CF in these remote and isolated regions of Canada.

Canadian Cadet Program

The [Canadian Cadet Program's](#) objectives are to develop the attributes of good citizenship and leadership in young men and women, promote their physical fitness and stimulate their interest in the sea, land and air activities of the CF. The CF, in accordance with Section 46 of the *NDA*, control and supervise the Canadian Cadet Organizations (Royal Canadian Sea Cadets, Royal Canadian Army Cadets and Royal Canadian Air Cadets) in implementing the Cadet Program. In carrying out this responsibility, the CF take into account the known policies and objectives of the Cadet Leagues and local sponsors and co-operate with them to the fullest extent possible. The Canadian Cadet Program is one of the federally-sponsored national youth training programs for 12- to 18-year-olds and is conducted in partnership with the Navy League, Army Cadet League and Air Cadet League, which provide local sponsors for each corps or squadron. The CF provide Regular Force and Primary Reserve support, as well as the Cadet Instructors' Cadre, who are members of the Reserve Force charged with the supervision, administration and training of cadets. In FY 2000-2001, almost 55,000 young Canadians benefited from the training provided in the Cadet Program. They were organized into 1,136 cadet corps or squadrons, 610 cadet bands, 27 Cadet Summer Training Centres and various gliding, sailing and land training schools and centres located across the country.

All cadets benefited from the Local Headquarters training program (training within the community) conducted from September through May, and nearly 23,000 of these cadets attended summer training courses, participated in leadership roles as staff cadets during summer training, and participated in international exchanges. This past year also saw the continuation of the Government Youth Employment Strategy.

In its efforts to deal with current and anticipated challenges, the CF and the Cadet Leagues moved forward with their renewal process to ensure they continue offering vibrant and attractive training programs well into the 21st century. Review and implementation of the "Cadet Program – Modern Management Comptrollership Review" also continued in FY 2000-2001. The Minister authorized the organization of Regional Cadet Support Units as units of the CF embodied into the Reserve Force. Other initiatives, which either commenced or simply continued, during the report period were: the clothing program to modernize the garments issued to Cadets; ensuring cadets meet the demands of their elemental training; and an infrastructure program to remedy functional deficiencies of Cadet Summer Training Centres.

The Canadian Cadet Program expenditures for FY 2000-2001 amounted to \$157.2 million. This figure includes funds received through the Government Youth Initiatives Program. Expenditures by allotment are listed in the following table.

National Defence Cadet Program Expenditures (\$000s)				
	Actual 1997-1998	Actual 1998-1999	Actual 1999-2000	Actual 2000-2001
Personnel	56,987	66,951	80,691	84,222
Operating	48,351	53,332	66,316	70,377
Sub-Total	105,338	116,497	147,007	154,599
Grants	615	646	615	750
Capital	858	2,795	11,059	1,913
TOTAL	\$ 106,811	\$ 123,724	* \$ 158,681	** \$ 157,262

* Includes \$5 million for Operation PARASOL (humanitarian aid for Kosovo refugees), \$16.7 million for Youth Initiatives, and \$10 million in special "in-year" funding for infrastructure and IT projects.

** Includes \$24.6 million for Youth Initiatives.

The Junior Canadian Ranger Program

The objective of the [JCR Program](#) is to provide a structured youth program that promotes traditional cultures and lifestyles in remote and isolated communities of Canada. The criteria for the establishment of a JCR patrol are dependent on the presence of a Canadian Ranger patrol, the absence of a Cadet unit in the community and significant community support. The CF, in accordance with section 46 of the *NDA*, control and supervise the JCR, which are formed as a cadet organization, and ensure the implementation of the JCR Program. In carrying out this responsibility, the CF take into account and co-operate with the local, regional, provincial or territorial and federal agencies involved in the Programme to the fullest extent possible.

The program is conducted in partnership with local and regional adult committees composed of community members. Community support is the cornerstone of the JCR Program. The participants, leaders and resources for the programme are drawn from the local area, with the focus of training and activities being local practices and customs as well as the development of Canadian Ranger skills. The CF provide financial and administrative support to the programme. Training is validated regularly by CF personnel during visits and field exercises.

The JCR Program continued to flourish during FY 2000-2001, with the formation of 14 new patrols. More than 1,800 young Canadians actively participated in the JCR program in 72 remote, isolated, northern and coastal communities across Canada. Planning for 13 additional patrols was also begun during the report period.

JCR training fosters good citizenship, community responsibility, leadership, personal health and welfare, and self-esteem. The result of this training is a stronger, healthier community for all. All JCRs benefited from local training (within the community) conducted from September through May, and more than 400 of the 1,850 JCRs took part in the Advanced Summer Training Program. Summer training activities in two of the Canadian Ranger Patrol Groups (CRPGs), including the two millennium projects (Nunavik 2000 and Youth 2000 Jeunesse), were particularly successful. A national training conference was conducted during the report period, resulting in the completion of the "needs assessment" for the design and development of the JCR Training Program Support Strategy.

The JCR program had tremendous impact at the community level throughout the report period. Confidence in the program among community members is very high as a result of Defence's decision to shift a large portion of the responsibility for this program to the community. Moreover, the successful implementation of this program is being credited with having a positive affect on chronic social problems such as suicide and substance abuse. The CF continued working closely with communities to develop other meaningful training activities for the JCR in FY 2000-2001. One such initiative, the Preventing Harassment and Abuse through Successful Education (PHASE) program, was developed during the report period with the aim of creating a respectful and safe environment in which JCRs can learn and grow.

Expansion of the programme in an orderly fashion has served to improve the impact of the CF in these remote and isolated regions of Canada and will provide invaluable assistance to the communities in which Rangers and JCRs reside. Of the 49 recommendations to come out of CANRAN 2000 report, 18 pertain directly to or include the JCR programme. Of these 18 objectives, eight have been completed while work has been initiated and is being pursued on six others.

\$5,070,000 was allocated to the JCR Program for FY 2000-2001. Of this amount, \$478,000 was allocated by DND, \$300,000 was allocated by HRDC, \$2.4 million was allocated through the Youth Initiatives, \$765,000 was carried forward from FY 1999-00, and \$1.1 million was allocated from CANRAN 2000.

Communications Security Establishment (CSE)

CSE is an agency of DND, as well as Canada's national cryptologic agency. It forms part of the intelligence and security infrastructure supporting the Government of Canada. In this capacity, CSE accomplishes its mission through two cryptologic program components: signals intelligence and information technology security.

Signals intelligence is the collection and study of, and the production of intelligence reports from, foreign communications. Signals intelligence provides unique and timely information on the intentions, capabilities and activities of foreign states, organizations or persons. This intelligence is used by policy makers to resolve issues relating to the defence of Canada or the conduct of its foreign affairs. The CSE receives assistance in the conduct of signals intelligence activities from the Canadian Forces Information Operation Group.

The Information Technology Security Program's mission is to deliver solutions, which help the federal government achieve an appropriate level of security for its telecommunications and information systems. The CSE helps to protect the government's sensitive information assets and the privacy of citizens. In addition, the Program, through its association with industry, contributes to the development of a national information technology security capability that provides employment at home and export opportunities abroad. To fulfil its mandate, this program has five specific objectives:

The Minister of National Defence is answerable to Parliament for all the CSE activities. The Minister approves capital spending for CSE and major spending recommendations made to Treasury Board. The Minister also approves the CSE's key policy initiatives and is responsible for CSE issues in cabinet.

Two Deputy Ministers, the Deputy Secretary to Cabinet for Security and Intelligence in the Privy Council Office and the Deputy Minister of National Defence, are responsible for ensuring that the Minister is fully informed of the CSE's activities. The Deputy Secretary is accountable for the CSE's policy and operations, and the Deputy Minister of National Defence is accountable for administrative matters affecting the CSE. The [Office of the Commissioner of the Communications Security Establishment](#) tables an [Annual Report](#) to the MND.

CSE responds to foreign intelligence priorities approved by Ministers. As well, CSE responds to specific event-driven intelligence needs of government departments.

Communications Security Establishment's Resource Profile (\$000)

	1998-1999		1999-2000		2000-2001	
	Actual FY	FTE	Actual FY	FTE	Actual FY	FTE
Salary and Personnel	49,417	890	52,950	899	58,417	915
Operations and Maintenance	24,875		20,353		22,342	
Capital	25,541		39,009		48,472	
Total Requirement	99,833	890	112,312	899	129,231	915

Office of Critical Infrastructure Protection and Emergency Preparedness

The [Office of Critical Infrastructure protection and Emergency Preparedness \(OCIPEP\)](#) was created in February 2001 and became operational by the end of March 2001. The Office encompasses the functions of two formerly separate organizations within DND – Emergency Preparedness Canada (EPC) and the Critical Infrastructure Protection Task Force (CIPTF) – as well as the Government of Canada Information Protection Co-ordination Centre pilot project. As a result, responsibility for national leadership on emergency preparedness and critical infrastructure protection has been merged into one organization which, in future, will focus its attention on enhancing the capacity of individuals, communities, businesses and governments to deal effectively with the risks in their physical and cyber environments. The creation of this Office accords closely with Government priorities in three areas: Connecting Canadians; Government on Line; and Strong and Safe Communities. The success of e-commerce and Government on Line will depend on establishing consumer and client trust in the security and privacy of information networks and their information exchanges. Strong and safe communities will benefit from assured emergency and government services and from the ability of law enforcement to deal with serious crime, including cyber-crime. The Office will support the efforts of those engaged in implementing these priorities.

Throughout FY 2000- 2001, [Emergency Preparedness Canada \(EPC\)](#) was Government's primary agency through which it sought to achieve an appropriate level of civil emergency preparedness in Canada. EPC derived its mandate principally from the [Emergency Preparedness Act](#) and *A Federal Policy for Emergencies*.

EPC broadened its public information program to raise awareness of emergency preparedness principles and to promote practical steps to allow individuals to prepare for, and deal with, the effects of disasters and emergencies. Also, through the joint efforts of federal, provincial and territorial governments, the annual awareness campaign known as Emergency Preparedness Week was held to heighten Canadians' awareness of the need be ready for emergencies and disasters.

EPC's Canadian Emergency Preparedness College (CEPC) continued to work in partnership with the provincial/territorial governments to provide emergency management training to approximately 1,000 Canadian practitioners. The Federal/Provincial/Territorial Steering Committee on Training finalized an outline, which serves as

the basis for the new five-year national training strategy currently under development. In addition, CEPC made considerable progress on the revitalization of all aspects of its training and education program.

EPC administered grants and contributions programs to encourage emergency preparedness and response activities and assist in the recovery from emergencies and disasters. Under the Disaster Financial Assistance Arrangements, payments in excess of \$106 million were issued to provincial and territorial governments to assist them with the cost of dealing with disasters. Also, through the cost-shared Joint Emergency Preparedness Program, the federal government – in consultation and co-operation with provincial and territorial governments – agreed to contribute more than \$4.6 million to projects that enhance the national emergency response capability.

EPC continued development and delivery of elements of a major research initiative, NHEMATIS, which is a computer-based risk assessment tool. A Web-based module was developed and an educational module was initiated for delivery at the CEPC. Further, operations and planning research exercises were successfully carried out with [NRCan](#) and [Industry Canada](#) as well as provincial/municipal officials in British Columbia to test protocols and data handling techniques for disaster modelling.

EPC led an interdepartmental review of, and revisions to, the all-hazards National Support Plan, and provided leadership and support for a wide range of initiatives designed to enhance operational readiness for emergencies. In addition to carrying out 24 policy and operations-oriented, short-term research projects to advance knowledge and technology, EPC also completed policy proposals, including background research, rationales and trends analysis in support of a National Disaster Mitigation Strategy, and revised Disaster Financial Assistance Arrangements. It worked with the CIPTF on the development of strategic policy advice on critical infrastructure protection, followed by policy and operational support for the establishment of the OCIEPEP.

In March 2000, the Government established the Critical Infrastructure Protection Task Force (CIPTF), which reported jointly to the Deputy Minister of National Defence and the Deputy Secretary to the Cabinet (Security and Intelligence). Its work was supported by an interdepartmental advisory committee chaired by the Deputy Secretary to the Cabinet (Security and Intelligence). CIPTF's mission was to develop policy proposals designed to enhance the protection of Canada's critical infrastructures, in support of the federal government's priorities of e-commerce, e-government and public safety. The Task Force accomplished its three related objectives by:

- preserving and building on the critical infrastructure protection capabilities developed during preparations for the Year 2000 rollover;
- refining the methodology to evaluate the criticality of infrastructures and by updating a software tool designed to define and analyze infrastructure interdependencies;
- consulting extensively on possible policy and partnership issues with the provinces, territories, the private sector and the other countries – particularly the U.S.;
- using the results of these consultations to propose how the federal government could partner with these jurisdictions in advancing critical infrastructure protection; and
- drafting a proposed policy framework designed to enhance the protection of Canada's critical infrastructure.

CIPTF shutdown during FY 2000-2001, as it was absorbed into OCIEPEP.

The Office of the Ombudsman

The Office of Ombudsman for National Defence and the Canadian Forces was established as part of an extensive set of changes designed to improve openness and accountability within Defence. André Marin was appointed to the newly created position in June 1998, and the Office became operational 16 June 1999 through Ministerial Directives and a Defence Administrative Order and Directive (DAOD). It was agreed that after a six-month trial period, the directives would be reviewed and amended as experience indicated necessary. On 26 March 2001, Mr. Marin was re-appointed until 15 June 2006.

The Ombudsman operates as a neutral third party, independent of the chain of command and civilian management. The role of the Office is to ensure that all members of DND and the CF are treated fairly, and to contribute to substantial and long-lasting improvements to their welfare. This is achieved by investigating individual complaints and, where appropriate, making recommendations to address systemic issues.

When dealing with complaints, the Office endeavours to resolve issues informally and at the lowest level possible. In some instances, individuals may be referred to the existing channels of redress. If they remain dissatisfied, the Office will determine if an investigation is warranted.

During FY 2000-2001, 1,373 complaints were received. The top three areas of concern were, in descending order: benefits, release and harassment. The table below provides a breakdown of the constituent groups that contacted the Office for assistance.

Complainant Category	Number of Cases
Regular Force	502
Former CF Member	295
Reserves	140
Other	123
Family Member	110
Civilian Employee	50
Former Civilian Employee	16
Cadet	6
Total	1,242*

The total is lower than the 1,373 complaints received because some individuals lodged more than one complaint.

The Ombudsman issued his interim report on 5 March 2001 into allegations against the CF by Captain Bruce Poulin. The report contained eleven recommendations to the chain of command. Some were intended to ensure that complaints are properly dealt with, and others concerned the Canadian Forces National Investigation Service (CFNIS). At the end of last year, a major investigation into gender integration in the CF was launched to review specific cases and examine issues at the systemic level.

Two significant Defence policy changes were made last year following recommendations from the Ombudsman. The Military Police (MP) has adopted new procedures to ensure the proper treatment of victims of crime. Through the new Victim Assistance Program, the MP provides immediate information, referral to support agencies and continuous contact with the victim throughout an investigation. Secondly, the Director of Cadets has instructed that a Cadet Administrative and Training Order be written to ensure that if a cadet is dismissed, parents are notified in writing of the reasons for dismissal and of the right to apply to a higher authority for review. The Director of Cadets has also agreed to develop a regimented dismissal process, modelled on similar processes used in the Boy Scouts and Girl Guides organizations.

The Ombudsman's *Annual Report (2000-2001)* was also submitted to the Minister of National Defence during the report period.

The Office's total budget for FY 2000-2001 was \$5.4 million, while actual expenditures, including final year-end adjustments were \$3.5 million. Of this amount, the largest category of expenditure was salaries at \$1.6 million, followed by professional and special services (such as translation and temporary help) at \$895,000. Together these categories account for 72 percent of total expenditures.

More information can be found at <http://www.ombudsman.forces.gc.ca/>

Legislation and Regulations Administered

The Minister of National Defence is assigned relevant responsibilities in the administration of the following Acts:

- Aeronautics Act
- Army Benevolent Act
- Auditor General Act
- Canada Elections Act S.C. 2000 C. 9 (under the general direction of the Chief Electoral Officer, the Department of National Defence administers the Special Voting Rules, Part II to the Act, as they relate to Canadian Forces electors)
- Canadian Environment Assessment Act
- Canadian Environment Protection Act
- Canadian Forces Superannuation Act
- Defence Services Pension Continuation Act
- Department of Public Works and Government Services Act
- Emergencies Act
- Emergency Preparedness Act
- Employment Equity Act
- Fisheries Act
- Garnishment, Attachment and Pension Diversion Act
- National Defence Act
- Official Languages Act
- Pension Benefits Division Act (with respect to members and former members of the Canadian Forces)
- Real Property Act
- Visiting Forces Act
- Governor In Council Order Excluding DND and CF from Nuclear Safety and Control Act and regulations made pursuant to the Act.

Recognizing Individual and Team Achievements

Defence continued to celebrate the achievements of the men and women of the by providing support to the introduction of the [Canadian Peacekeeping Service Medal](#) (CPSM) during the report period. Also, a revitalized Corporate Awards Program and a new *Long Service Award Program* was introduced.

Recognition of individual/team achievements occurs either internal or external of the Department. Internally, the two corporate awards are the Deputy Minister (DM) Commendation which recognizes employees in their respective fields of endeavor who have made an outstanding contribution to meeting the objectives of the Department, and the Deputy Minister/Chief of the Defence Staff Renewal Award which recognizes excellence in leadership and renewal. In addition, there is the awarding of [honours and awards](#). A listing of all DM Commendation and DM/CDS Renewal Award recipients from FY 2000-2001 is provided at Annex C of this report.

External Awards

A number of external organizations also grant recognition to Defence personnel from time to time.

In one of the most significant tributes ever accorded to a defence scientist in Canada, Dr. John Leggat [CEO, DRDC and ADM (S&T)] was awarded the 2001 [Association of Professional Executives](#) (APEX) Leadership Award.

Construction Engineering Group (MARLANT) is on a journey towards "World Class" business excellence with the help of the National Quality Institute (NQI). The Fleet Construction Engineering (FCE) was recognized for its' significant progress in implementing NQI's quality principles and practices to become an effective public service organization by achieving Level Two of a four-part "Progressive Excellence Program".

Technicians from 14 Air Maintenance Squadron (14 Wing Greenwood) captured their third consecutive win at the Fincastle Competition (an annual Anti-Submarine Warfare competition) earning them the Lockheed-Martin Maintenance Trophy.

14 Wing Greenwood earned an Environment Canada award for its environmental surveillance efforts.

The Women's Reserve Officer Shooting Team won the Ladies Combined Shooting Trophy at the 20th NATO Reserve Officers Shooting Competition.

ANNEX A – NATIONAL SEARCH AND RESCUE PROGRAM (NSP) PERFORMANCE FOR FY 2000-2001

NSP encompasses a broad range of resources and activities related to the prevention of search and rescue (SAR) incidents and the saving of lives and people at risk. The NSP requires the participation and interaction of the [National Search and Rescue Secretariat \(NSS\)](#) and its partners. Achievements under three result categories identified in *Report on Plans and Priorities–2000* are detailed below, along with resources and Canadian SAR incidents for FY 2000-2001

RESULT 1: A cohesive and efficient National Search and Rescue Program through: The implementation of a strategic framework for a revitalized Federal SAR system.

The NSS Strategic Transition Initiative Project (STIP) during its first year of a two-year mandate, undertook research and the prepared 13 position papers to support outputs in the fields of policy, plans and structures for a revitalized federal SAR system.

Building closer ties to the rest of the SAR community.

The NSS sponsored a Major Air Disaster workshop, with participants from: provincial/territorial emergency measures organizations, all involved federal departments and agencies, emergency response sections of national and international airlines, the US Alaskan Command and Coast Guard District, the International Civil Aviation Organization (ICAO) and air transport industry associations. Also, the NSS chaired planning meetings with other federal and territorial representatives for a multi-jurisdictional exercise program to commence with an arctic marine mass-casualty exercise in FY 2002-2003.

Identifying performance information required to manage the SAR program as a co-operative endeavour and making this information accessible to Canadians.

A NSS STIP-sponsored paper summarized performance measurement information currently collected and recommended an improved framework for performance measurement that will contribute to STIP outputs as part of a revitalized federal SAR system. Enhanced public access to this information is an integral aspect of the recommended framework.

Improving modern comptrollership of the New SAR Initiatives Fund (NIF).

The NSS managed the \$8.1 million NIF to within five percent of the approved budget. A delay in the NIF funding announcement at the beginning of the year, owing to additional government-wide audit requirements, contributed to the less-precise performance than that of the previous two years when the NIF program was held within two-percent lapsing of funds. Full audits were conducted on three NIF projects and post-project evaluations were conducted on a further six projects. Audited projects represented a cross-section of both federally and provincially/territorially sponsored activities as well as a mix of both research and development and prevention oriented projects. Audit recommendations addressed NIF application, project funding, project reporting, post-project evaluation and overall project management. Improvements to address the audit results have been incorporated in the NIF program and will be included in the next revision of the NIF Program Guide. Finally, the use of graphics and the inclusion of information on project deliverables enhanced the NIF Final Report, documenting 54 projects completed by the end of the fiscal year.

Strengthening the SAR prevention program.

An NSS-sponsored workshop on Building Prevention Information Capacity (BPIC) was attended for the first time by federal, provincial and territorial SAR authorities, as well as non-governmental agencies involved in SAR or accident prevention.

RESULT 2: Effective information and tools through:

Collecting data on SAR incidents to help improve program development and decision making capabilities.

Building on the progress reported last year in standardizing SAR data collection by the provincial/territorial police services (including the contracted RCMP), the development and implementation of the Ground SAR Information System (GSARIS) is continuing, with only minor technical issues remaining to be resolved prior to achieving full operational status of the System.

Maintaining and updating the Canadian Beacon Registry and disseminating information to stakeholders.

The Canadian Beacon Registry, resident in the NSS, has registered data on over 5,800 beacons for use by the Canadian Mission Control Centre for COSPAS/SARSAT, the global, satellite-based SAR locating system.

Disseminating information on SAR to Canadians and international partners.

In addition to responding to numerous requests from Canada and abroad for SAR information and data, the NSS published and distributed two issues of the 'SARSCENE' quarterly magazine. In response to the UNs' General Assembly declaration of 2001 as the International Year of Volunteers, the NSS coordinated the preparation and distribution of more than 4,000 Canadian Government Volunteer Recognition Certificates to Ground SAR volunteers across Canada, honouring their selfless contributions to the SAR program.

RESULT 3: Influencing national and international partnerships through:

Coordination and focus on an improved SAR vision and objectives.

Under the auspices of STIP the NSS has developed a consultation plan to involve stakeholders at the provincial/territorial and volunteer levels in deliberations to achieve consensus on Canadian SAR Vision and Canadian SAR Objectives statements. Furthermore, the NSS continued to support efforts to harmonize ground SAR training and proficiency standards through an on-going project in this field and the participation of an NSS staff member as Secretary to the Ground SAR Council.

Supporting Canadian initiatives to the international COSPAS-SARSAT satellite distress alerting system.

As the focal point for Canadian participation on working groups, committees and the COSPAS-SARSAT Council, the NSS, in partnership with representatives from the other three founding nations, continued to champion Canadian interests and support efforts to improve the overall effectiveness of the system. In particular, although supportive of plans to de-commission the 121.5 Mhz portion of the system by 2009, Canada has at the same time recorded concerns regarding the effect of this cessation of coverage on SAR services.

Expanding the scope and achieving a greater exchange of information and expertise through the annual SARSCENE workshop and tradeshow.

The 2000 SARSCENE workshop was attended by more than 800 participants, with 58 trade show exhibits and nearly 60 instructional and informational presentation sessions. The NSS presented awards to a number of individuals and groups, recognizing outstanding SAR contributions and achievements.

National Search and Rescue Program – Resources for FY 2000-2001

	Actual	Actual	Actual	Planned
	1998-1999	1999-2000	2000-2001	2001-2002
National Search and Rescue Secretariat	15	15	16	18
Environment Canada	14	14	14	14
Department of Fisheries and Oceans	815	717	717*	815
Department of National Defence	742	741	733	726
Parks Canada Agency	64	67	67	67
Transport Canada	7	7	7	7
Total	1,657	1,561	1,554	1,647

*Estimate only as Department of Fisheries and Oceans no longer tracks FTEs against Search and Rescue Program in this manner

	Actual	Actual	Actual	Planned
	1998-1999	1999-2000	2000-2001	2001-2002
National Search and Rescue Secretariat	10,522	10,523	8,711	11,835
Environment Canada	985	985	985	985
Department of Fisheries and Oceans	91,374	71,771	90,870	144,700
Department of National Defence	158,412	261,218	365,745*	330,414
Parks Canada Agency	4,542	4,929	4,929	4,929
Transport Canada	885	895	903	915
Total	266,720	350,321	472,143	492,307

	Actual	Actual	Planned
	1999-2000	2000-2001	2001-2002
Operating	1,752	1,812	2,095
Capital	7,981	6,153	9,525
Grants and Contributions	709	746	215
Total	10,523	8,711	11,835

ANNEX B – SUMMARY OF CF OPERATIONS FOR FY 2000-2001

Balkans

NATO Stabilization Force (SFOR) - Operation PALLADIUM

With a mandate to deter hostilities, establish a secure environment, and monitor the peace in Bosnia-Herzegovina, the Canadian contingent of approximately 1,800 CF personnel consisted of National Command and Support elements, a battle group, an artillery battery and a helicopter detachment. Canada also provided several staff officers to various headquarters located throughout Bosnia-Herzegovina. Canada assumed command of the Multinational Division South-West in September 2000 for a one-year term. NATO's SFOR continued to make headway during the report period in its on-going efforts to provide the necessary conditions for a full return to civil society in Bosnia-Herzegovina.

NATO Kosovo Force (KFOR) - Operation KINETIC

KFOR's mandate was to establish and maintain a secure environment and, if necessary, enforce the terms of the Military Technical Agreement. Canada's initial contribution to Kosovo (beginning in June 1999) consisted of approximately 1,400 personnel including a National Command and Support element, an infantry battle group, a reconnaissance squadron, and a tactical helicopter unit. This operation was completed in June 2000.

Operation ECHO

At the height of the NATO-led air campaign over the Federal Republic of Yugoslavia in 1999, Canada contributed up to 18 CF-18 aircraft as part of Operation ECHO. This operation ended in December 2000 when the Balkan situation stabilized. At that time, the final six CF-18s returned to Canada from Aviano, Italy. The CF also provided four staff officers to the Balkans Combined Air Operations Centre at Vicenza, Italy.

United Nations Mission of Observers in Prevlaka - Operation CHAPERON

The mandate is to monitor the situation on the Prevlaka Peninsula, at the southern tip of Croatia and bordering the Federal Republic of Yugoslavia. The peninsula controls the only deep-water harbour available to the Yugoslavian Navy. Croatia and Yugoslavia dispute its ownership. One Canadian officer is presently serving as a UN Military Observer (UNMO).

United Nations Mission in Kosovo (UNMIK) - Operation QUADRANT (Kosovo)

The mandate is to establish a civilian presence in Kosovo and develop an interim civilian administration to take over from KFOR. The CF provides one officer who is currently tasked to coordinate UNMO operations in the Priština area.

Ammunition Management and Ordnance Disposal Advisory Training Team Leader (AMODATT) in Albania - Operation QUADRANT (Albania)

The mandate is to provide explosive ordnance disposal (EOD) and ammunition storage advice to the Albanian Ministry of Defence. This assistance will permit the Albanian Armed Forces to safely conduct EOD and logistical disposal operations, and also allow them to rationalize, reduce and manage their existing ammunition inventory. The CF is providing one Ammunition Technical Officer to the team over the course of a year. Participation in this operation is co-funded by CIDA and Defence.

Operation ARTISAN (Albania)

The mandate is to assist CIDA with designing and supervising the construction of the Rinas Airfield's apron near Tirana, Albania. This airfield was damaged beyond repair by heavy aircraft during international humanitarian operations conducted during the Kosovo Crisis. Rinas is Albania's only international airport and is considered vital to

Albania's continued economic development. The CF has provided a five-person airfield engineer team to this operation. The project, which is funded by CIDA, is expected to be complete by September 2001.

United Nations Mission in Bosnia-Herzegovina

This mission's mandate is to maintain a diplomatic presence, co-ordinate humanitarian activities by the United Nations High Commissioner for Refugees (UNHCR), and create and monitor an international police force to implement various aspects of the Dayton Peace Accord. The CF contribute a senior staff officer to the office of the UN Special Representative of the Secretary General for Bosnia-Herzegovina.

Middle East

Operation AUGMENTATION

Maritime Interdiction Operations (MIOs) in the Arabian Gulf were established to monitor and enforce UN sanctions against the import and export of commodities, including oil, to and from Iraq. *HMCS Calgary* deployed between June and November 2000 with approximately 240 personnel as an integral component of a U.S. Naval Task Group. *HMCS Charlottetown* deployed in January 2001 as part of the U.S.'s Harry S. Truman Battlegroup and conducted MIOs in the Arabian Gulf. *HMCS Winnipeg* joined a multi-national force operating in the Arabian Gulf in March 2001, and conducted further MIOs in support of the UN sanctions.

United Nations Iraq-Kuwait Observation Mission (UNIKOM) - Operation RECORD

The UN mandate is to monitor the Khor Abdullah waterway between Iraq and Kuwait and the demilitarized zone, to deter violations of the boundary, and to observe any inter-state hostilities. During FY 2000-2001, the CF provided six officers as UNMOs and headquarters staff, including the rotational position of Commander – Northern Sector UNIKOM.

United Nations Disengagement Observer Force - Operation DANACA

The UN mandate is to supervise the cease-fire between Israel and Syria, to supervise the redeployment of Israeli and Syrian forces, and to establish an area of separation according to the disengagement agreement. Canada provides 186 personnel primarily for supply, transport, and maintenance support, as well as communications detachments to all UN Disengagement Observer Force units.

Multinational Force and Observers - Operation CALUMET

The mandate of the Multinational Force and Observers (MFO) in the Sinai, a non-UN mission, is to supervise the provisions of the peace treaty between Israel and Egypt in accordance with the Camp David Accord. Tasks include operating a series of observation and command posts, and verifying the parties' adherence to the treaty. The CF provides 28 personnel to the headquarters staff. In March 2001, for the first time ever, a Canadian assumed command of the MFO for a three-year term.

United Nations Truce Supervision Organization - Operation JADE

The UN mandate is to observe and maintain the cease-fire and to assist the parties in supervising the application and observance of the General Armistice Agreement concluded separately between Israel, Egypt, Lebanon, Jordan, and Syria. Tasks include monitoring, supervising, and observing the cease-fire agreements, and providing observers in the Golan Heights, South Lebanon, and Sinai. The CF provides 11 personnel. A senior Canadian Forces officer currently fills the position of Chief of Observer Group – Lebanon.

United Nations Peacekeeping Force in Cyprus - Operation SNOWGOOSE

The UN mandate is to maintain the cease-fire and help restore normal conditions. The CF provides two personnel to staff positions with the UN headquarters.

Africa

United Nations Mission in Sierra Leone (UNAMSIL) - Operation REPTILE

The CF is providing five military observers to the UN mission in Sierra Leone. The mission's mandate is to co-operate with the Government of Sierra Leone and other parties to the Peace Agreement in its implementation, and to assist the Government of Sierra Leone in the implementation of the disarmament, demobilization and reintegration plan.

International Military Advisory and Training Team (IMATT) Sierra Leone - Operation SCULPTURE

The mission is to provide advice and training assistance to the Government of Sierra Leone as it builds a new, effective Republic of Sierra Leone Armed Forces (RSLAF) which will be accountable to a strengthened Ministry of Defence. The CF is providing 11 personnel to this U.K.-led effort.

The United Nations Observer Mission in the Democratic Republic of the Congo (MONUC) - Operation CROCODILE

A UN decision on the mandate for UN Military Observers and protection force remains pending. In the interim, CF personnel are filling two senior positions in the Advanced UN Military Headquarters in Kinshasa.

United Nations Mission in Ethiopia and Eritrea (UNMEE) - Operation ADDITION

The UN mandate is to supervise the cease-fire between Ethiopia and Eritrea, to supervise the redeployment of Ethiopian and Eritrean forces, and to deploy UN Military Observers (UNMOs) along the Temporary Security Zone (TSZ). As of August 2000, the CF provides five UNMOs and a senior staff officer, responsible for coordinating UNMO operations in theatre, to the UNMEE Headquarters in Asmara.

United Nations Mission in Ethiopia and Eritrea - Operation ECLIPSE

Under the auspices of the UN's Stand-by High Readiness Brigade (SHIRBRIG), the CF contributed an infantry company, a reconnaissance platoon, and an engineer troop to this joint Canadian-Dutch mission. The force was responsible for the Central Sector of the Temporary Security Zone between Ethiopia and Eritrea. 447 CF personnel took part in this operation, which ended in June 2001.

United Nations Accelerated De-mining Program (UNADP) Mozambique - Operation MODULE

The CF provided three de-mining advisors to this operation, which ended in July 2000.

Operation CONNECTION

As part of the expansion of inter-agency co-operation between DND and a number of non-governmental organizations, a nursing officer was attached to CARE Canada in November 2000. She deployed to Siaya, Kenya in January 2001, and remained there until the mission ended in April 2001.

Rest of the World

United Nations Transitional Administration in East Timor (UNTAET) - Operation TOUCAN

An international force (INTERFET) was established in September 1999 to restore peace and order in East Timor, following severe violence precipitated by a vote to secede from Indonesia. Canada contributed more than 600 personnel to this Australian-led multinational force, completing its mandate and returning to Canada in February 2000.

As the follow-on mission to INTERFET, UNTAET was established to administer the territory and exercise legislative and executive authority during the transition period. The CF provided three officers to UNTAET Headquarters from March 2000 until May 2001, when Canadian participation ceased.

Mission Nations-Unies Guatemala (MINUGUA) - Operation QUARTZ

The UN mandate was to facilitate the cease-fire agreement between the Government of Guatemala and the Unidad Revolucionaria Nacional Guatemala (URNG) to provide for a firm and lasting peace. Signed in 1996, it officially ended 36 years of civil war. The CF provided one military liaison officer to advise the mission's Director on military matters and to liaise between the government, rebels, verification teams, and Guatemalan Armed Forces. The CF ended its participation 31 December 2000.

United Nations Development Program (UNDP) - Support to the Cambodian Mine Action Centre

The UN mandate for this program was to provide technical specialists to help conduct mine-awareness activities, mine-clearance training, and the planning of mine-clearance operations under the auspices of the UNDP. The CF contribution to this program was seven personnel, including the Chief Advisor – Operations. The mission ended in July 2000.

Northern Ireland Independent International Commission on Decommissioning (IICD) - Operation INVITATION

The mandate is to deal with the decommissioning of arms from the combatant factions in Northern Ireland. In early 1998, the IICD requested that Canada provide expert advice and assistance concerning the arms and explosives that the IICD deals with. A Memorandum of Understanding (MOU) between DND and the IICD was signed in May 2000. A CF officer worked with the IICD for 44 working days prior to the MOU's formalization. Canada currently has one officer on standby to deploy to Northern Ireland.

Arms-Control Verification

Operation VERIFY

The mandate includes conducting arms-control inspections, monitoring military personnel levels, and verifying the declared equipment holdings of the 30 countries that signed the Treaty on Conventional Armed Forces in Europe. Canada led Operation VERIFY missions in Romania, Ukraine and Russia this year, and took part in 13 other missions throughout Eastern Europe.

Operation REDUCTION

The mandate is to conduct arms-control inspections to verify the reduction of military equipment through destruction, removal, conversion and re-categorization under the provisions of the Treaty on Conventional Armed Forces in Europe. The CF provided an inspector to two NATO teams tasked in FY 2000–01 with certifying the reduction of equipment in the Republic of Georgia.

Operation QUESTION

The mandate is to conduct arms-control operations arising from the 1999 Vienna Document, to which Canada is a signatory pursuant to the Treaty on Conventional Armed Forces in Europe. Canada led four Operation QUESTION missions this year – two inspection missions into Kazakhstan and Kyrgyzstan, and two evaluation missions into Lithuania and the Federal Republic of Yugoslavia. Canada also participated in one other mission in Europe.

Operation MENTOR

The mandate is to provide arms-control inspectors and inspection training assistance to the Federation of Bosnia and Herzegovina, the Republika Srpska, the Republic of Croatia and the Federal Republic of Yugoslavia under the auspices of the Dayton Peace Accords. Canada participated in two Operation MENTOR missions during FY 2000-2001, providing inspectors to inspection teams from the Republika Srpska and the Republic of Croatia.

Operation ACTIVE SKIES

The mandate is to conduct observation flights over other signatory states as permitted by the Treaty on Open Skies. The Open Skies Treaty allows participating nations to fly over, on short notice, all territory of other participating nations while using onboard sensors to acquire imagery of desired points of interest. Canada conducted two Operation ACTIVE SKIES missions during FY 2000-2001 – one over the Czech Republic and the other over Portugal. Canada participated as an observer in five other missions over the Czech Republic, Norway, Ukraine, and the United States.

Operation PASSIVE SKIES

The mandate is to co-ordinate, escort and monitor Open Skies Treaty observation flights over Canadian territory. Canada conducted one Operation PASSIVE SKIES mission this year, supporting a Czech flight over Canada in March 2001.

Operation TRANSIT SKIES

The mandate is to co-ordinate and monitor Open Skies Treaty transit flights over Canadian territory, and to conduct inspections under the Open Skies Treaty of the sensors aboard transiting aircraft that land in Canadian territory. As a signatory to the Treaty on Open Skies, Canada is liable to be overflowed by observation aircraft operated by or on behalf of any Observing Party en route to or from Canada or the United States. Canada conducted one Operation TRANSIT SKIES mission during the report period, supporting a Russian flight in transit to the United States of America that stopped overnight at Goose Bay, Newfoundland, thus requiring Canada to inspect its sensor system.

Operation OPENVIEW

The mandate is to facilitate the inspection of defence facilities by the Organization for the Prohibition of Chemical Weapons under the auspices of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons (the Chemical Weapons Convention). DND conducted three Operation OPENVIEW escort missions during FY 2000-2001, including two inspections of the Project Oracle remediation site at Shirley's Bay, Ontario, and a routine inspection of the Canadian Single Small-Scale Facility located at Defence Research Establishment Suffield, Alberta.

Domestic Operations

Operation MEGAPHONE

When the CF contingent in Kosovo returned to Canada, the company that owned the commercial cargo ship *GTS Katie* received a subcontract to transport a significant quantity of CF equipment, accompanied by a three-member CF security detachment, from the theatre of operations to the port of Montréal, Québec. During this voyage, the owners of *GTS Katie* decided to delay the ship's arrival to prompt the resolution of a contractual dispute between the owners and the intermediary company that held the direct contract with the Department. Under *Operation MEGAPHONE*, the CF deployed the elements required to board *GTS Katie* on 3 August 2000, and take her under positive control. The mission was supported by HMCS *Athabaskan*, HMCS *Montréal*, two CH-124 *Sea King* helicopters, one CH-113 *Labrador* helicopter and one CP-140 *Aurora* maritime patrol aircraft. Due to concerns with the amount of fuel left aboard the vessel, *GTS Katie* was towed during the final stages of the voyage to Bécancour, Québec and Montréal.

Operation NORTHERN DENIAL

CF units assigned to NORAD participated in this joint Canadian-U.S. deployment, which was conducted in response to Russian long-range aviation activities in northern Russia and the Arctic. The CF dispatched CF-18s from Cold Lake, a KCC-130 *Hercules* air-to-air refuelling aircraft from Winnipeg, and support personnel. Operations were conducted from the Forward Operating Location at Inuvik, Northwest Territory from November 29, 2000 to December 14, 2000.

ANNEX C – CAPITAL EQUIPMENT PROJECTS

The following paragraphs outline capital equipment projects that continued throughout FY 2000-2001, in addition to those described on **pages 20 and 21** of this report.

Canadian Search-and-Rescue Helicopter Project -- The acquisition of a new search-and-rescue helicopter will solve difficulties arising from the operational deficiencies of the CH-113 *Labrador* fleet, eliminate the problem of supporting the older airframe, and provide a fleet large enough for continuous operations well into the 21st Century.

Military Automated Air-Traffic System Project -- Transport Canada has initiated a national air-traffic system project to automate air traffic services. The Military Automated Air Traffic System Project, scheduled for completion in 2004–2005, will ensure that military air operations continue to function effectively, remain compatible with the national system, and keep pace with these enhancements.

Canadian Forces Utility Tactical Transport Helicopter Project -- The Canadian Forces Utility Tactical Transport Helicopter project replaced three ageing helicopters—the CH-118 *Iroquois*, the CH-135 *Twin Huey* and the CH-136 *Kiowa*—with the CH-146 *Griffon*. The primary task of this aircraft is the tactical lift of troops and equipment. All 100 *Griffon* helicopters were delivered on schedule with their mission kits.

Armoured Personnel Carrier Replacement Project -- Canada's current fleet of armoured personnel carriers does not meet minimum operational requirements, especially in comparison with the modern, technically sophisticated weapons and vehicles Canadian soldiers encounter on operations. The APC Replacement Project aims to improve the protection, self-defence capability, mobility, carrying capacity and growth potential of the Canadian Forces fleet of APCs. Vehicle deliveries began on schedule, and are continuing.

Canadian Forces Supply System Upgrade Project -- Using information technology, the Canadian Forces Supply System Upgrade project will meet the future supply requirements of the Canadian Forces during all operational situations, while effectively and economically managing the Department of National Defence inventory. This technology will not only dramatically improve productivity, it will also enhance the capability for performance measurement, greatly increase asset visibility, and provide a powerful management tool for provisioning. It will also have a deployed capability. Implementation at bases and wings will begin in August 2001.

Tactical Command, Control and Communications System (TCCCS) Project -- The aim of the TCCCS project is to replace the current Land Forces tactical communication system with a fully integrated system that will be secure, survivable, responsive and easy to maintain under current and future battlefield conditions. This project, scheduled for completion in 2004, will deliver several critical communications systems, including 15,000 radios installed in approximately 5,500 vehicles.

Submarine Capability Life Extension Project -- The Submarine Capability Life Extension project is providing the Canadian Forces with an essential submarine capability by replacing the three *Oberon*-class submarines with four British-built *Upholder*-class submarines, renamed the *Victoria*-class on their introduction to Canadian service. The capability offered by the *Victoria*-class submarines will enhance Canada ability to conduct surveillance and control of its territory, airspace and maritime areas of jurisdiction, and to participate in bilateral and multilateral operations. This project will deliver four functional *Victoria*-class submarines with up-to-date "safe-to-dive certificates," four crew trainers (combat-systems trainer, ship-control trainer, machinery-control trainer, and torpedo-handling and – discharge trainer) and four trained crews. The first submarine, HMCS *Victoria*, arrived in Canada in October 2000 and was commissioned in December 2000. The remaining three submarines are expected to arrive in Canada at six-month intervals over the next two years.

Light Utility Vehicle Wheeled Project -- The aim of the Light Utility Vehicle Wheeled project is to replace the Itis fleet with about 800 standard military pattern vehicles (with associated logistics support), and about 860 militarized commercial-pattern vehicles.

Clothe the Soldier Project -- Soldiers must be clothed and equipped to conduct war and "operations other than war" all over the world, all year, and in all weathers. Taking advantage of improvements in material technology, and assisted by human factors engineering, the Clothe the Soldier omnibus project will introduce 24 separate items of compatible footwear, clothing, handwear, headwear, ballistic-protection equipment and load-carrying equipment. The currently approved sub-projects are:

1. Definition funding for the Clothe the Soldier omnibus project, which includes all development and definition work required for the 24 unique items.
2. The Improved Environmental Clothing System, comprising sweatshirts, sweatpants, combat coat, combat overpants, parka and overalls.
3. Lightweight Thermal Underwear, to enhance and be compatible with the Improved Environmental Clothing System.
4. Drawers Temperate Underwear, to enhance and be compatible with the Improved Environmental Clothing System.
5. The Cold Wet Weather Glove, to be worn with the Improved Environmental Clothing System, protecting the soldier's hands in cold, wet conditions.
6. The Temperate Combat Glove, to enhance and be compatible with the Improved Environmental Clothing System.
7. The Combat Vehicle Crew Glove, a fire-retardant glove for the crews of armoured fighting vehicles.
8. The Wide-Brimmed Combat Hat, to be worn with the combat uniform and protect the soldier from sun and rain.
9. Lightweight Thermal Headwear, to enhance and be compatible with the Improved Environmental Clothing System.
10. The Wet Weather Boot, to be worn with the Improved Environmental Clothing System and protect the soldier in cold, wet weather.
11. The Combat Sock System, to enhance and be compatible with the Improved Environmental Clothing System.
12. Ballistic Eyewear, to protect the soldier's eyes from impact and ultraviolet radiation, offering considerable improvement over the current combat spectacles.
13. The Multi-Tool, which helps the soldier survive in all field conditions.
14. The Fragmentation Protective Vest, to help protect the soldier from injuries caused by fragmenting ordnance.
15. The Bullet-Resistant Plate, to provide the soldier with increased ballistic protection.
16. The Tactical Vest, which makes the soldier's ammunition and combat stores more accessible, and distributes their weight more evenly.

M-113 Armoured Personnel Carrier Life Extension Project -- This project will address deficiencies in combat support and combat service support capabilities to ensure that these vehicles are capable of operating with more modern equipment in the current and anticipated threat environment that Canadian soldiers will encounter during operations. The project will correct shortcomings in protection, self-defence capability, mobility, carrying capacity and growth potential.

Weapon Effects Simulation Project -- This project will acquire suites of laser-based training devices and automatic data-transfer systems for use during combat-team and battle-group collective training. The Weapons Effect Simulator will give soldiers immediate feedback on their actions, give trainers the objective data they need to produce effective after-action reviews, and give commanders the ability to train and evaluate their units efficiently and objectively.

Evolved Sea Sparrow Missile Project -- This project will acquire a self-defence missile system capable of handling the air threat of the next 20years to the standard specified for the *Halifax*-class frigate. The project will deliver missiles, launcher modification kits, fire-control radar and command-and-control modifications, spares and training.

ANNEX D – HONOURS AND DECORATIONS, COMMENDATIONS AND AWARDS FOR FY 2000-2001

Honours and Decorations

Commander of the Order of Military Merit

Rear-Admiral D.C. Morse, Major-General R.J. Hillier, Brigadier-General J.S.T. Pitzul, Brigadier-General M.C. Farwell

Officer of the Order of Military Merit

Acting Brigadier-General J.G.J.C. Lemieux, Colonel J.J.C. Bouchard, Colonel H.R.P. Cadotte, Colonel R.A. Gillespie, Colonel B.G. Handley, Colonel J.P. Lesperance, Colonel P.J. McCabe, Colonel W.J. Natynczyk, Captain(N) J.K. Olsen, Captain(N) A.W. Round, Colonel D.C. Tabbernor, Lieutenant-Colonel B.E. Anderson, Lieutenant-Colonel R.F. Carruthers, Lieutenant-Colonel G.J. Cook, Lieutenant-Colonel D.A. Cooper, Lieutenant-Colonel J.P. Doherty, Lieutenant-Colonel R.J. Jarymowycz, Commander H.W. Jung, Lieutenant-Colonel J.L.M. Laporte, Commander M.H. MacDougall, Lieutenant-Colonel J.C. Madower, Commander T. Manning, Commander J.B. McCarthy, Lieutenant-Colonel E.G. Mitchell, Commander C.R. Slaunwhite, Major P.G. Harbert, Major N.C. Heward, Major E.R.C. Simundson

Member of the Order of Military Merit

Captain C.B. Barnes, Captain J.R.A. Chouinard, Captain C.M. Hann, Captain T. Wallace, Chief Warrant Officer H.C. Andrews, Chief Petty Officer 1st Class A.A. Balogh, Chief Warrant Officer L.J. Closs, Chief Petty Officer 1st Class G.A. Corbin, Chief Warrant Officer D.G. Dietrich, Chief Warrant Officer R.A.L. Douthwaite, Chief Warrant Officer J.F.L. Durelle, Chief Warrant Officer D.R. Harvey, Chief Petty Officer 1st Class P.D. Helston, Chief Petty Officer 1st Class P.S. Hutchings, Chief Warrant Officer R.W. Johnston, Chief Warrant Officer G.T. Manning, Chief Warrant Officer J.D.M. Massicotte, Chief Warrant Officer S.J. Morrow, Chief Warrant Officer R.J.E. Munger, Chief Petty Officer 1st Class D.C. Nute, Chief Warrant Officer D.G. O'Connor, Chief Warrant Officer M.J.S. Ouellet, Chief Warrant Officer N. Parent, Chief Warrant Officer M.S. Patterson, Chief Warrant Officer S.W. Perry, Chief Warrant Officer J.P.V. Rioux, Chief Warrant Officer J.A.G. Rodrigue, Chief Warrant Officer G.B.E. Roy, Chief Warrant Officer W.E.C. Wityshyn, Chief Petty Officer 1st Class G.M. Woolfrey, Master Warrant Officer W.D. Brown, Master Warrant Officer S.M. Carr, Chief Petty Officer 2nd Class J.C.G. Compagnat, Master Warrant Officer G.E. Crocker, Master Warrant Officer D.A. Druce, Master Warrant Officer J.J.A. Duchemin, Chief Petty Officer 2nd Class M. Filiatreault, Adjudant-maître J.M.Y.N. Fournier, Chief Petty Officer 2nd Class M.S. Irvine, Master Warrant Officer J.R. Jobses, Master Warrant Officer J.P.B. Lafleur, Master Warrant Officer D.G. McCoy, Master Warrant Officer D.J. Nelligan, Chief Petty Officer 2nd Class R.L. Page, Master Warrant Officer G.A. Reid, Master Warrant Officer J.S.R. St-Germain, Master Warrant Officer J.R.J.-G. Trudel, Master Warrant Officer J.D.L. Vaive, Master Warrant Officer R.J.E. Whitaker, Warrant Officer D.A.H. Donnelly, Warrant Officer D.A. Fisher, Warrant Officer D.A. Hall, Petty Officer 1st Class D.L. Horlick, Petty Officer 1st Class J.D.L. LeBlanc, Warrant A.M. White, Sergeant M.C.E. Gagnon, Leading Seaman K.D. Thom

Medal of Bravery

Captain JFD Couture, Captain BS Doucette, Sergeant B Doyle, Sergeant E.J.G. Larouche, Sergeant E McCutcheon, Sergeant KJ Power, Master Corporal WL Simpson, Master Corporal SJR Trudel, Corporal RA Weaver

Meritorious Service Cross

Lieutenant-Colonel AG Armstrong

Meritorious Service Medal

Commodore DW Robertson, Colonel D Davis, Lieutenant-Colonel MP Jorgensen, Major RPF Parker, Leading Seaman KJ Gulliford

Mention-in-Despatches

Maj JS McComber, MCpl PY Belley, Pte EJ Tremblay

DM Commendation - 2000 Recipients for FY 2000-2001

The CFUTTH Project Management Team (Mrs. Marilyn Andrews, Mr. Bill Armsworthy, Mr. Paul Arnell, Maj Paul Arseneault, Capt Yves Auger, Mr. Phil Baxter, Capt Patrice Belanger, MWO Mike Bernier, Mr. Matt Black, LCol Bernie Boland, Capt Martin Breton, LCol Larry Caux, Mr. André Cholette, Mr. Charles Collins, Capt Matt Corbett, Maj Serge Cote, LCol Grant Delaney, Capt Bernard Delplanque, Maj Jerry Demetriadis, Capt Phil Dodge, Mr. Ted Duffin, Mr. Paul Eddy, Mr. Kevin Fong, Capt Stephane Gagne, Maj Robert Geddes, Mr. Rod Geraghty, Capt Denis Gilbert, Capt Pete Harrison, Mr. Brian Holmes, MWO Doug Ingram, WO Yvon Johnston, Maj Paul Kreller, Maj Paul Lacasse, Capt Francois Lafond, MWO Claude Lafontaine, MWO Mike Lecours, Mr. Donald Lefebvre, Capt Yves Letourneau, Mr. Francois Luneau, Capt Geoff MacDonald, Mr. Leo Makela, Maj Paul Monahan, Maj Martin Mongeon, WO Colin Ostergard, Mr. Gilles Ouimet, Maj Larry Paziuk, Capt Mike Pelletier, Mr. Greg Poulin, LCol Harley Rogers, MWO Yves Roy, Mr. Jerry Seivenpiper, Sgt Jeff Smith, Capt Kevin Snider, Mr. Gary Stegman, Capt Don Thomas, Mrs. Bev Townson, Capt Nancy Tremblay, WO Steve Turner, Maj Carol Wener, and Capt Rebecca Wojciechowska)

Individual recipients: John Chaffey, Lynn Corkum, John Evans, Diane Joudrey, Dr. Paul Pace Doug Randall, Pamela Sickles, Jim Smith, and LCol Micheal Tipman.

DM/CDS Renewal Award Recipients for FY 2000-2001

14 Wing Annapolis Café Kitchen Management Team (Capt R.L. Richards, CPO 2nd Class D.J. Lebank, WO D. Mazerolle, WO L. Redden, WO D.G. Leblanc, PO 2nd Class B. Green, PO 2nd Class S.P. Kavanaugh, PO 2nd Class R. Bates, and Sgt B. Verville)

14 Wing Annapolis Mess Council (LCol W.H. Travis, Maj S. Lemieux, Maj G. Gushue, Maj R. McBride, Maj C. Grenkow, WO J. MacIsaac, MWO J. Jardine, PO 1st Class R. La Rue, Sgt A. Gaudreault, MCpl S. Browning, MCpl E. Simard, MCpl S. Vezina, and MCpl K. Collins),

Individual recipients: CWO Léo Ayotte, Michael Braham, Maj Brodeur, Léo-Paul Brousseau, Robert Gill, Susan Harrison, Maj Kaulback, BGen Jean Leclerc, Nathalie Lemelin, Capt (N) Don Mackay, Maj MacPherson, Col Maillet, LCol Price, and Maj John Russell.

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