

## **2020-2030 Strategic Plan for Commemoration**

### **The future of remembrance and recognition in Canada**

**\* Consultation draft \***

**Note to reader:** This draft strategic plan was prepared well before the emergence of the COVID-19 global pandemic. At the time of approval of the consultation draft, the situation continues to evolve. The trajectory of the pandemic and countries' responses inevitably affects the ways in which communities will come together to remember. The possibility of not holding traditional events opens up opportunities for the use of technology or other creative approaches to build connections between Canadians and Veterans and our nation's military efforts. As Canadians' behaviours and communities' responses evolve over the coming months, so too will the strategic plan.

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### **Minister's message**

As we look back on the successful commemorations of the 100<sup>th</sup> and 75<sup>th</sup> anniversaries of the First World War and the Second World War, we have an opportunity to look forward and explore what the future of commemoration in Canada will look like.

We want to do more to recognize all Veterans and engage Canadians of all ages and walks of life in remembrance. Our country is changing. Canada continues to welcome new citizens who want to contribute to our country's success. We need to examine how best to engage them in commemoration and recognition. Technology is changing the way Canadians learn and communicate with each other. As our demographics continue to evolve and the generation of Canadians who grew up during Canada's mission in Afghanistan get older, we need to make sure that we find new ways to engage everybody in paying tribute to those who have served throughout our history.

Now is the time to ask the important questions about how commemoration should evolve, to explore innovative ways to recognize modern day Veterans, and to experiment with new approaches to engaging with Canadians while upholding our responsibilities for the care of overseas memorials, and the cemeteries and graves where Canadians are buried around the world.

We have reached out to some of our stakeholders to work with us on our strategic plan, but that is only the first step. We know there will be a wide range of views on the future of commemoration, and going forward, discussions with Veterans, Veterans' organizations, educators and other partners will become part of how we plan and conduct our commemorative and recognition activities. Their input will be incredibly important in ensuring that our remembrance programming evolves and remains relevant for everyone.

The ten-year strategic plan we are developing will serve as our blueprint for future programming, and will invite Canadians to learn about and honour our long military history, while ensuring that all of our Veterans are both represented and recognized for their service to Canada.

Lawrence MacAulay, PC, MP  
Minister of Veterans Affairs and Associate Minister of National Defence

## Laying the groundwork

### Our role

We are storytellers who share Canada's military history and the experiences of Canadians who bravely served and sacrificed on our behalf.

We are stewards of 14 war memorials in Europe, including two national historic sites and, in Canada, seven *Books of Remembrance*, two cemeteries, graves, grave markers and other commemorative resources.

We are guides to Canadians and visitors from around the world. We offer opportunities to discover, learn, reflect and appreciate Canada's military history.

We are partners with Veterans, communities, schools, national and international organizations, and colleagues across many levels of government in Canada and abroad. Together, we create innovative recognition and commemorative initiatives.

### Our commitment

To commemorate the achievements of Canadians whose service and sacrifice while in uniform have inspired the character and values of our country.

To protect nationally significant cultural resources commemorating Canada's military heritage to ensure they are preserved for future generations.

To present our national historic sites and military history to help Canadians experience, understand and appreciate how the courage, determination and ingenuity of those who served has shaped our nation.

### Our commemorative mandate

On behalf of the people of Canada, Veterans Affairs Canada (VAC) is the Government of Canada's lead department responsible for commemorating Canada's war dead since Confederation and for recognizing the achievements of former members of the Canadian Armed Forces (CAF). We fulfil this core responsibility through two distinct programs: the Canada Remembers Program and the Funeral and Burial Program.

The **Canada Remembers Program** keeps alive the achievements and sacrifices of those who served Canada in times of war and peace. We engage communities in remembering these achievements and sacrifices, and promote an understanding of their significance in Canadian life as we know it today. We ensure Canadians are aware of—and value—the contributions of those who served. We tell the story of our military history and of Canadians who served in uniform. Communities across the country receive program funding to lead a

wide range of commemorative initiatives. As a result of ceremonies and events; honours and awards; and the preservation and perpetual care of memorials, cemeteries and grave markers; Veterans and those who died in service are publicly acknowledged.

The **Funeral and Burial Program** provides financial assistance for the funeral, burial and grave marking expenses of qualified Veterans to recognize their service to Canada. The Veterans Burial Regulations, 2005 provide funding for Second World War and Korean War Veterans as well as CAF Veterans (Veterans with service post-Korean War) whose deaths were service-related or whose estates lack funds for a dignified funeral, burial and grave marking.

## Changing landscape

**The Canadian Veteran population** is shifting. VAC's March 2019 Facts and Figures report estimates there are 639,900 Veterans in Canada—about 94% of whom are CAF Veterans with an average age of 60. By comparison, the average age for War Service Veterans (who served in the Second World War and/or the Korean War) is 94. By 2026, one third of Veterans with service since 1954 will be older than age 70.<sup>1</sup> But not everyone who served Canada sees themselves as a Veteran, nor do they necessarily identify with ideas such as commemoration. “Many younger individuals who have served in the CAF more recently, those who did not serve for very long, and those who were in the reserves, often do not see themselves as Veterans despite the fact that they are indeed Veterans. This can likely be attributed to the social perception people have of what a Veteran is (i.e., a ‘traditional’ Veteran of the World Wars or the Korean War), rather than as defined by VAC, which considers ‘any former member of the CAF who releases with an honourable discharge and who successfully underwent basic training’ to be a Veteran.”<sup>2</sup> See Annex A for more information about Veterans in Canada.

**Canada has a diverse population** reflected not only in race and ethnicity, but also in age; sex, gender and sexual orientation; geography; culture, religion and language; income; education; and ability<sup>3</sup>. We must apply a Gender-based Analysis Plus lens in the decisions we make. As per the 2016 census, the Canadian population reported more than 250 ethnic origins or ancestries. Thousands of people immigrate to Canada each year. The 2016 census found that 21.9 per cent of Canada's population was born in another country. Some

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<sup>1</sup> VAC CORI Consultations Phase I – Pre-engagement interviews summary report, September 2018, page 3.

<sup>2</sup> VanTil L, MacLean MB, Sweet J and McKinnon K: [Understanding future needs of Canadian veterans](#). Statistics Canada, Catalogue no. 82-003-X. Health Reports, Vol. 29, no. 11, pp. 20-25, November 2018, page 23.

<sup>3</sup> Status of Women Canada. [Government of Canada's Gender-Based Analysis Plus Approach](#). 2018. Viewed September 10, 2019.

immigrants may have limited or no connection to Canada's military history. Recent user testing of our website shows new Canadians would like to learn more about it. Given Canada's diversity, we must adapt and target our programming to reach more segments of the Canadian population in a way that is relevant to them.

**Canadian youth** form an important target population for our programming -- and that population is changing. According to Statistics Canada's "A portrait of Canadian youth," today's youth are unlike any previous generation. They are more diverse, digitally connected, socially engaged and educated. The report emphasizes an important strategic consideration for us. Today's youth will become Canada's future parents, prime-age workers and seniors. Forty percent of Canadian youth are first- or second-generation immigrants. They may not have a familial connection to Canadian Veterans. We can develop their interest in commemoration and foster a lifetime appreciation for those who served by highlighting Canada's contributions to international peace, security and humanitarian efforts in different regions of the world. We can recognize the achievements and sacrifices made by our men and women in uniform in the youth's countries of origin. See Annex C for relevant highlights about youth in Canada today.

**Digital technology** is changing our economy and our society. How we access information, work and connect with each other is very dynamic. In 2016, 91% of Canadians of all ages were using the Internet at least a few times a month.<sup>4</sup> Overall, 76% of Canadians owned a smart phone: 94% of 15- to 34-year-old, 69% of those aged 55 to 64 and 18% of Canadians 75 years and older. And technology is always changing. Facing these changes, we are modernizing our approach to commemoration and recognition. In recent years, we have explored innovative ways to design and deliver our initiatives. We must continue to embrace new trends and technologies. Doing so will help meet the evolving needs and expectations of Canadians, especially youth.

**Reconciliation** between Indigenous peoples and the Government of Canada is an important priority. VAC's Indigenous Veterans strategy includes a commemorative component. The Department will review the qualifying criteria for war memorials funding. The goal is to make it easier for those in remote communities to honour the memory of their community members who served.

**Security** is a concern in some regions of the world. As we determine how our commemorative programming should evolve, we must consider the threats posed by terrorist and extremist groups in certain regions. We must explore alternatives to our traditional approach of bringing Veterans to the places where they served, and develop new and creative activities at home to commemorate Canada's efforts and sacrifices and to honour those who have served outside Canada's borders.

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<sup>4</sup> Statistics Canada. Life in the fast lane: How are Canadians managing?, 2016. Viewed August 14, 2019.

### **Partners in commemoration**

VAC regularly works with federal organizations that share some of our commemorative objectives: Canadian Heritage, National Defence and the CAF, Global Affairs Canada and several key embassies, Parks Canada, Library and Archives Canada, the Office of the Speaker of the House of Commons, the Office of the Governor General, the Royal Canadian Mounted Police, the National Capital Commission, the Royal Canadian Mint, Canada Post, and the Canadian War Museum. Annex B explains our respective roles and responsibilities.

Outside government, our network extends to international organizations such as the Commonwealth War Graves Commission, the War Heritage Institute in Belgium and the *Office nationale des anciens combattants et victimes de guerre* in France. In Canada, our partners include national and local Veterans organizations, municipalities, schools and museums. With an annual budget of \$2.21M, the Commemorative Partnerships Program supported more than 200 local and national organizations to support commemorative projects and restore monuments in 2019-2020. Some of the many initiatives we have supported include the Juno Beach Centre, Project 44, the Memory Project, Encounters with Canada, and No Stone Left Alone. Countless local community groups, schools and individuals use our programs and learning materials.

The landscape of potential partners continues to grow and evolve. Some are forging new paths. Relatively new organizations such as the Invictus Games Foundation, Wounded Warriors Canada, True Patriot Love and others are creating innovative ways to remember. Veterans and the public are embracing the work of these groups, which draws attention to the strengths and needs of CAF Veterans and their families. These groups bring together ill and injured Veterans, families, business leaders, researchers and everyday Canadians to understand and honour the contributions and sacrifices of our current and former military members.

Partner organizations share our commitment to honour those who served Canada. Together, we have great opportunities to ensure all former military members are recognized and Canadians remember all those who served. See Annex B for more information about our many partners in commemoration.

### **We are learning**

Veterans, our partners and other Canadians are helping us plan our way forward. We are asking them: What is your vision for commemoration in the future? What should we improve to better reach Canadians? How may we create more opportunities for meaningful

commemoration and recognition of the men and women who have served Canada? Annex D shows their initial feedback which has helped us develop this strategic plan.

Web site usability testing of our commemorative content has shown how to improve users' web experience. Past and potential users confirmed we need better navigation and improved usability of our information. Users seek stories from Veterans and about Veterans in several formats. They are interested in accessing Veterans' personal stories, experiences and achievements in several formats; e.g., text, pictures and videos. They also seek more content about modern conflicts and younger Veterans. Youth may have family members or know Veterans who served in areas such as Afghanistan.

The Minister of Veterans Affairs' Commemoration Advisory Group endorsed an increased emphasis on CAF Veterans and the missions in which they were involved. This emphasis is to highlight the legacy of service shared by our men and women in uniform across all eras of our military history. They want us to renew our focus on youth and bring commemoration to Canadians with events in Canada. The advisory group agrees our commemoration of the First World War must continue, but with more emphasis on in-Canada activities and events. Its members prefer we maintain the five-year cycle of commemorating the Second World War. It agreed to smaller overseas delegations in line with the number of Second World War Veterans healthy enough to travel. Again, bringing commemoration and recognition to Canadians at home must be more prominent in our programming.

Our employees have shared their views on our future programming. They recognize that it is hard to predict how technology or society will change and what commemoration will look like in ten years. They believe it is important to continue to commemorate, engage Canadians in remembrance, and to work with partners. Employees indicated our focus on "traditional" war anniversaries has overshadowed more recent military missions and those who served in them. They see our role as helping Canadians understand how our military history is relevant to society today. Our employees know how popular and valued our overseas memorials are to Europeans, including the British and French school systems. Unfortunately, only a small number of Canadian youth will have the opportunity to visit these sites. How can we bring the experience of these sites to our youth? Employees recommend we use social media and other interactive platforms to better reach youth and other Canadians.

Employees also recognize our in-Canada focus tends to centre around events in Ottawa. They reflected on opportunities for increased outreach and partnerships across Canada should we increase our staff presence and responsibilities in regional offices. They also suggest the Commemoration team support Field Operations' area office leadership to be remembrance ambassadors. These leaders could represent the Department at regional and local commemorative events that pay tribute to the achievements and sacrifices of those who served.

An August 2019 Government of Canada-led public opinion poll measured Canadians' awareness and interest in a variety of approaches to remembrance. For example, 88% of Canadians said that Canada's military history should be taught in schools. In response to the question "If you wanted to learn more about Canada's military history and those who served, how would you prefer to obtain the information?"

- 72% would view videos explaining Canada's military accomplishments and sacrifices;
- 65% would read articles or booklets about Canada's military accomplishments and sacrifices;
- 61% would prefer virtual tours of sites where Canada's military served; and
- 54% would use an interactive online tool, such as an app.
- See Annex D for the full results of the survey as it pertained to remembrance.

### **The bottom line**

As we have seen, the Canadian population is evolving and diverse. There are more and more new citizens with little connection to Canada's military contribution to peace and security in the world. Building on the success of our current practices, we want to expand and adapt our programming to engage Canadians. Most importantly, we want to ensure our programming is relevant to each segment of society, including Veterans. Our proposed way forward is presented in Annex E. We also must understand how today's Veterans prefer to be recognized. As seen in Annex F, we have developed an extensive consultation plan to seek the views of our key audiences and stakeholders as we move forward with programming changes. By doing so, we will build Canadians' appreciation of the contributions of those men and women who served Canada in uniform.

### **Our Commemoration vision and how to get there**

#### **Vision**

**Canadians understand and appreciate the contributions and sacrifices made by those in uniform. All Veterans and their families feel recognized.**

#### **Mission**

Lead, support and create opportunities for Canadians to honour the service, sacrifice and achievements of all Veterans who served Canada. Preserve the memory of those who died in the pursuit of peace and freedom in the world. Achieve this through commemoration and recognition initiatives, learning and memorials.

### **Recognition supports Veterans' well-being**

Veterans' well-being improves when they feel recognized<sup>5</sup>. VAC plays an important role in supporting this recognition. Canadians learn about our military history and the role Canadians in uniform have played in times of war, military conflict and peace. Canadians have ways of commemorating Canada's contributions and sacrifices and recognizing our Veterans. Canadians, who know how Veterans have contributed to Canada and to the world, create supportive communities that value Veterans, hire them and support their life after service.

Former members of the CAF gather at commemorative activities. They share stories, remember their comrades who died, and reflect on how the places where they served have changed and recovered since Canada's departure. Going forward, Veterans will be key players in designing how we support their well-being through recognition of their service to Canada.

### **A regional approach to commemoration**

More than 1.7 million Canadians volunteered to defend peace and freedom around the world during the First World War, the Second World War and the Korean War. Since then, Canada has actively supported many international peace and security efforts. Starting in the 1950s, Canada's military stood alongside our allies to defend international peace and security. In Northwest Europe, several hundred thousand Canadian military personnel joined a vital cause. For 70 years, through North Atlantic Treaty Organization (NATO), North American Aerospace Defence Command (NORAD), and United Nations efforts, more than 170,000 service members have served our country. As part of these efforts, Canadians have responded to regional conflicts and helped restore peace and stability to many areas of the world.

This service in many geographical regions around the world points to the need for a new approach to understanding the experiences, sacrifices and contributions of all Veterans and how they have and continue to contribute to Canada. Increasingly, we will highlight the contributions of Canadian military members, police officers and other skilled personnel to international peace, security and humanitarian efforts through a "Canadian Armed Forces around the world" approach. Specifically, we will draw attention to our efforts in Africa; in Cold War Europe, the Balkans and the Mediterranean; in the Middle East and Cyprus, Southeast Asia, Southwest Asia and the Persian Gulf; and in the Americas and the Caribbean.

This regional "CAF Around the World" framework will help Canadians understand our military's contribution in different regions of the globe, including here at home, and why our military history is relevant today. The new framework will highlight Canada's contribution to

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<sup>5</sup> Thompson JM, MacLean MB, Roach MB, Banman M, Mabior J, Pedlar D. Charlottetown PE: Research Directorate, Veterans Affairs Canada. A Well-being Construct for Veterans' Policy, Programming and Research. Research Directorate Technical Report. Charlottetown. 7 September 2016.

international peace, security and humanitarian goals through the stories of those who served. As the following table sets out, beginning in 2021, Canada's efforts in a different area of the world will be highlighted each year (in green type), in addition to the regular cycle of war milestone anniversaries. See Annex E for a more in-depth exploration of Canada's military history after the Korean War and the need for a different approach to commemoration.

### Proposed multi-year theme, education and event schedule

Year	Theme
2021	CAF Around the World 105 <sup>th</sup> anniversary of the Battles of the Somme and Beaumont-Hamel 80 <sup>th</sup> anniversary of the Defence of Hong Kong, 70 <sup>th</sup> anniversary of the Battle of Kapyong 65 <sup>th</sup> anniversary of beginning of first large-scale UN peacekeeping effort (UNEF 1) 30 <sup>th</sup> anniversary of end of the Gulf War 30 <sup>th</sup> anniversary of end of Iran/Iraq peacekeeping mission 15 <sup>th</sup> anniversary of end of large-scale Canadian peacekeeping in Golan Heights
2022	CAF in Europe (Western Europe, the Balkans and the Mediterranean) 105 <sup>th</sup> anniversary of the Battle of Vimy Ridge and Passchendaele 80 <sup>th</sup> anniversary of the Dieppe Raid 30 <sup>th</sup> anniversary of large-scale Canadian participation in UN peacekeeping efforts in the former Yugoslavia
2023	CAF in Asia 80 <sup>th</sup> anniversary of the Battle of the Atlantic, 70 <sup>th</sup> anniversary of the Korean War Armistice 70 <sup>th</sup> anniversary of the Korean War Armistice 105 <sup>th</sup> of end of First World War (Canada's 100 Days) 50 <sup>th</sup> anniversary of the end of CAF participation in International Commission for Supervision and Control (ICSC) efforts in Vietnam
2024	CAF in Africa 80 <sup>th</sup> anniversaries of D-Day and the Battle of Normandy, the Italian Campaign and the Liberation of Belgium/Battle of the Scheldt 10 <sup>th</sup> anniversary of the end of the Afghanistan mission. 60 <sup>th</sup> anniversary of the end of Canada's participation in the first major UN mission to the Congo 30 <sup>th</sup> anniversary of beginning of the Rwandan genocide 30 <sup>th</sup> anniversary of the end of Canada's mission to Somalia 30 <sup>th</sup> anniversary of the end of CAF mission to Western Sahara
2025	CAF in the Americas (at home and in the Caribbean)

Year	Theme
	80 <sup>th</sup> anniversaries: Liberation of the Netherlands; Victory in Europe; Victory in Japan and the end of the Second World War
2026	CAF in the Middle East 110 <sup>th</sup> anniversary of the Battles of the Somme and Beaumont-Hamel 88 <sup>th</sup> anniversary of the Defence of Hong Kong, 70 <sup>th</sup> anniversary of the Battle of Kapyong 70 <sup>th</sup> anniversary of beginning of first large-scale UN peacekeeping effort (UNEF 1) 35 <sup>th</sup> anniversary of end of the Gulf War 35 <sup>th</sup> anniversary of end of Iran/Iraq peacekeeping mission 20 <sup>th</sup> anniversary of end of large-scale Canadian peacekeeping in Golan Heights
2027	CAF in Europe (Western Europe, the Balkans and the Mediterranean) 105 <sup>th</sup> anniversary of the Battle of Vimy Ridge and Passchendaele 80 <sup>th</sup> anniversary of the Dieppe Raid 30 <sup>th</sup> anniversary of large-scale Canadian participation in UN peacekeeping efforts in the former Yugoslavia
2028	CAF in Asia 85 <sup>th</sup> anniversary of the Battle of the Atlantic, 70 <sup>th</sup> anniversary of the Korean War Armistice 75 <sup>th</sup> anniversary of the Korean War Armistice 110 <sup>th</sup> of end of FWW (Canada's 100 Days) 55 <sup>th</sup> anniversary of the end of CAF participation in International Commission for Supervision and Control (ICSC) efforts in Vietnam
2029	CAF in Africa 80 <sup>th</sup> anniversaries of D-Day and the Battle of Normandy, the Italian Campaign and the Liberation of Belgium/Battle of the Scheldt 10 <sup>th</sup> anniversary of the end of the Afghanistan mission. 60 <sup>th</sup> anniversary of the end of Canada's participation in the first major UN mission to the Congo 35 <sup>th</sup> anniversary of beginning of the Rwandan genocide 35 <sup>th</sup> anniversary of the end of Canada's mission to Somalia 35 <sup>th</sup> anniversary of the end of CAF mission to Western Sahara
2030	CAF in the Americas (at home and in the Caribbean) 85 <sup>th</sup> anniversaries: Liberation of the Netherlands; Victory in Europe; Victory in Japan and the end of the Second World War

## Pillars and guiding principles

VAC's Commemoration Division is a leader in the field of military commemoration, both at home and on the world stage. Our work is based on engagement, stewardship and creativity. These three “pillars” lay the foundation for the Commemoration Division, and indeed VAC, remaining relevant to today’s Veterans.

**Engagement.** Viewpoints of Veterans, Canadians and other stakeholders are crucial in changing what how we commemorate. Evidence-based decision making and expert advice will help us develop and improve policy and programs. We will ask current and former CAF members what types of recognition work for them. We will seek stakeholders’ and communities’ perspectives about dynamic ways to inspire Canadians to appreciate those who served our country. And we will work with partners to incorporate this input in our plans and programs.

**Stewardship.** We will manage our commemorative resources with utmost integrity to preserve them for future generations. These resources include 14 overseas memorials, two Departmental cemeteries, seven Books of Remembrance, and many artifacts and collection pieces. The Canadian National Vimy Memorial and Beaumont-Hamel Newfoundland Memorial are the only two national historic sites located outside of Canada. At those sites, we must look after major cultural resources and conserve sensitive First World War tunnels, trenches and preserved battlefields. We will invest in these irreplaceable assets to extend their lifespan and conserve them appropriately.

**Creativity.** We will pioneer exciting new experiences that resonate with Canadians. We will integrate innovation in everything we do—from how we work and how we engage Canadians in communities across the country to how we care for our resources. By taking calculated risks, we will modernize how Canadians remember those who served. Underlying the pillars are three principles to guide us for the next ten years. These principles support priority setting and decision making.

**Honour the service, sacrifice and achievements of all those who served.** We will create opportunities to bring together Veterans of multiple generations, their families and the families of those who died. In this way, Canadians will recognize the connections across the eras of Canada’s military history and the shared legacy of all who have put on a military uniform for our country. We will celebrate the resilience of former military members and RCMP who served on international policing missions and honour their sacrifices. By facilitating Veterans sharing their stories, we will open up more opportunities for many voices, including women Veterans, Indigenous Veterans and LGBTQ+ Veterans.

**Bring remembrance to all Canadians.** We will lead and expand our support activities and events in communities right across our vast country. We will strengthen how all Canadians, including Indigenous people and new citizens, connect with our country’s proud military heritage.

**Engage youth in active remembrance.** We will build on our successful youth learning activities, ceremonies and guide programs. We will encourage youth to have an even stronger voice. We will invite them to play a greater, more active role in leading commemorative initiatives and engaging Canadians in social discussions. We will look to youth for new ideas and fresh perspectives to keep commemoration a vibrant part of our society so that we, as Canadians, never forget.

These pillars and principles are anchored in a solid foundation: our people. Our employees identify VAC as a workplace of choice. They report having the proper resources and support to achieve success. Good training, readily accessible tools and feelings of empowerment allow employees to forge ahead in their assigned roles and provide quality services. We will raise the profile of commemoration within the Department and review how commemoration and recognition fit within its structure.

## Goals

Our ten-year strategic plan is based on four goals with supporting objectives and key actions. While all of the proposed actions will begin within the first five years of the plan, new commemorative content, partnerships and approaches will require iterations over this period. It will take at least ten years for the strategic plan to be stable and mature enough to achieve full implementation.

### **Goal 1. Help Canadians understand how those who served our country have helped advance peace and security around the world.**

We will highlight the contributions of CAF and RCMP to defending peace, ensuring security and supporting humanitarian efforts around the world. We will help Canadians learn about our military's contribution in the world and its relevance to today's society. Canadian Veterans and their families will feel recognized, no matter when or where they served.

#### **Objective 1.1 – Create opportunities to commemorate and recognize all who have served our country.**

We will recognize and honour the contributions of all who have served Canada in uniform, whether at home or abroad.

**Action:** Create a comprehensive plan to frame Departmental commemorative and recognition activities. The plan will include a 10-year outlook on proposed annual themes, major programming highlights for 2021-2023 and supporting messaging. **Timeframe: 2020-2021**

**Action:** Work with employees across the Department to identify innovative and engaging programming opportunities. **Timeframe: 2020 and ongoing**

**Action:** Create and implement a stakeholder consultation plan that includes validation of the 10-year Strategic Plan for Commemoration. Meet with current and former members of the CAF, RCMP (international policing), partners, stakeholders and audiences to gather feedback on proposed concepts and ideas for implementation. **Timeframe: 2020-2021**

**Objective 1.2 – Provide innovative learning materials to help educators teach youth about the role of Canada’s military personnel in the world and their achievements and sacrifices.**

Each year, VAC provides more than 40,000 Canadian teachers with access to our learning materials, including distribution of more than four million individual printed learning products each Veterans Week. We will maintain high satisfaction levels (90% and up) with these materials among educators by continuing to evolve our approach to reaching Canadians. Because competition is high for the attention of our youth, we will experiment, innovate and understand the preferences and needs of our audiences.

**Action:** Develop, test and release The Canadian Armed Forces around the World multimedia learning resource. This tool will help teachers, students and the public learn more about Canada’s military policing and humanitarian efforts during the past seven decades. **Timeframe: 2020**

**Action:** Conduct an environmental scan and user research to determine needs and priorities of Canadian teachers. We will use best practices to create learning products that meet teachers’ current and anticipated needs. **Timeframe: 2020-2021**

**Action:** Engage with education students in universities with the aim of instilling an interest in, and capacity to integrate, remembrance activities into their future teaching activities. For example, we could develop a pilot program with a university to explore options, have a VAC presence at pre-service teacher conferences, and reach out to provincial departments of education to encourage support for new teachers to incorporate remembrance activities. **Timeframe: 2022-2024**

**Action:** Design and test new learning products. We will work with partners to take advantage of resources and expertise; design, develop and test of new products; and share them for feedback from the broader community of educators. **Timeframe: 2020-2026 and ongoing**

**Action:** Partner with universities and leaders in science and technology to develop innovative, experimental tools and approaches to bringing remembrance into Canadian classrooms. **Timeframe: 2023 and ongoing**

### **Objective 1.3 – Expand and enhance use of digital technology to engage more Canadians.**

Our website houses a wealth of information about Canada's military history, including lesson plans and first-person accounts of Veterans from all eras of military service. We also maintain a virtual war memorial honouring all Canadians who have died as a result of their service as well as an online database of all Canadian military memorials. We want VAC to be the first stop for people researching military history, seeking information about a distant relative who died while serving, planning a visit to an overseas memorial, or planning a commemorative event. To make this happen, we must make information on our website easier to find, use and understand while continuing to find innovative digital tools to engage and inspire Canadians.

**Action:** Continue to be flexible and adapt to constantly emerging social media tools and trends. We will use digital web and social media analytics to guide social media strategies and plans to engage more of our target audiences in virtual commemoration, recognition and learning activities. **Timeframe: 2020 and ongoing**

**Action:** Revamp the Remembrance section on veterans.gc.ca based on usability research and testing. We will present relevant content in plain language using intuitive information architecture and feature stories of Veterans and the fallen. We launched the new Remembrance webpage information architecture and revised the most requested content in early 2020. We will continue review, revise and publish remaining content. **Timeframe: 2020 and ongoing**

**Action:** Renew our collection of first-person Veteran stories, which may include expanding our collection of recorded stories from modern Veterans; optimizing older videos; improving accessibility to make it easier for Canadians to find and use video and audio resources; and featuring these stories in learning and social media materials. **Timeframe: 2020 and ongoing**

**Action:** Improve information technology supporting the Canadian Virtual War Memorial, the National Inventory of Military Memorials and the VAC Events Calendar. Technology has evolved since these systems were designed and built. Working with internal partners, we will invest in the infrastructure and redesign of these resources to expand functionality, continue to increase content and better meet user needs. **Timeframe: 2021-2023**

**Action:** Experiment with new media and digital technology through, for example, developing apps, online interactive experiences and new digital ideas to offer creative remembrance experiences that resonate with audiences. We will build on recent success combining new ideas, digital technology, good story telling, lighting, images, sounds and music to present Canada's military history in creative new ways. **Timeframe: 2021 and ongoing**

**Goal 2. Inspire Canadians to actively recognize the service and sacrifices of all who have served our country in uniform.**

We will lead military commemoration in the Government of Canada with innovative programming and inspirational events. Our federal and community partners will look to VAC for leadership and expertise. Our new approach will help us reach more Canadians. We will engage Canada's diverse cultural communities, including those who are from countries where the CAF have had an impact. We will also continue to support communities across Canada as they organize commemorative events as well as restore and build cenotaphs and other memorials. We will maintain a strong ongoing focus on engaging youth in remembrance.

**Objective 2.1 – Support and deliver commemorative programming, activities and events in Canada, focusing on CAF missions around the world and recognition of military milestones across Canadian history.**

Going forward, Departmental event programming will focus primarily on commemorative initiatives in Canada as we bring the remembrance experience to Canadians where they live. By recognizing the contributions, achievements and sacrifices of all Veterans across history, we will strengthen how Canadians connect with our country's military heritage. We will continue to engage with a broad spectrum of stakeholders while also exploring the tremendous potential to further leverage existing partnerships and establish new ones. For example, public and private organizations may have non-commemorative concepts which can be adapted for remembrance or recognition purposes. These partnerships will enhance how we engage Canadians.

**Action:** Work with partners and stakeholders to develop a renewed calendar of military milestones. The calendar will include traditional anniversaries as well as dates marking modern missions, operations and events.

**Timeframe: 2020**

**Action:** Support Veterans who wish to attend commemorative ceremonies in Canada and abroad. Continue to provide a travel subsidy to offset the cost of travel, meals and accommodations for Canadian Veterans, eligible Allied Veterans, and RCMP to attend military commemoration events. We will consider turning this initiative into a program to allow Veterans across all eras of service to travel to participate in events to honour their own service or their comrades who paid the ultimate sacrifice. **Timeframe: 2021 and ongoing**<sup>6</sup>

**Action:** Establish a wreath-laying program at the Canadian War Memorial in Ottawa and the Canadian National Vimy Memorial in France to mark military anniversaries and milestones

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<sup>6</sup> At the time of approval of the consultation draft, the Government of Canada was advising against non-essential travel outside of Canada until further notice.

from throughout Canada's history. We will explore opportunities to partner with the CAF Sentry Program and the Canadian Student Guide Program on wreath placement. **Timeframe: 2020 and ongoing**<sup>7</sup>

**Action:** Lead Government of Canada military commemoration. Work with other government departments through forums like the Interdepartmental Commemoration Committee to promote coordinated planning, consistent messaging and complementary programming to maximize federal partnership opportunities for commemoration. **Timeframe: 2020 and ongoing**

**Action:** Develop a stakeholder engagement strategy. Identify opportunities to strengthen existing partnerships and develop relationships with a wide range of Veterans organizations, social and cultural groups, youth organizations, schools and multicultural and diverse communities. **Timeframe: 2020 and ongoing**

**Action:** Support and deliver innovative community-based remembrance and recognition events and activities. Bring Veterans together with their fellow Canadians from all walks of life as well as communities with a connection to regions where CAF members served. **Timeframe: 2020-2021 and ongoing**

**Action:** Develop plans to recognize the death of the last known living Veterans of the Second World War and of the Korean War. **Timeframe: 2022 and ongoing**

### **Objective 2.2 – Continue to support and encourage youth involvement and leadership in commemorative activities.**

We will evolve our approach to engage young Canadians by using the methods they use—whether digital, virtual or in person. It is important that youth realize the peaceful society we enjoy today is thanks to the efforts and sacrifices of generations of Canadians.

**Action:** Develop a youth engagement strategy. Examine opportunities to increase youth engagement, strengthen consultation, and involve youth in planning commemorative events, learning resources, and interactive digital experiences. **Timeframe: 2021**

**Action:** Work with existing and new partners to identify ways to involve more youth in commemorative ceremonies in communities across Canada, whether in person or virtually. **Timeframe: 2020 and ongoing**

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<sup>7</sup> At the time of approval of the consultation draft, visitor activities including all guided tours at the Canadian National Vimy and the Beaumont-Hamel Newfoundland Memorial sites were temporarily suspended due to the COVID-19 pandemic.

### **Objective 2.3 – Continue to commemorate key First World War, Second World War and Korean War milestones.**

With the centenary of the First World War now past, Government of Canada commemorations will continue with smaller-scale activities in Canada and abroad. We will also continue to commemorate key anniversaries of the Second World War and the Korean War, though the nature and size of the activities may change.

**Action:** Continue to mark important First World War milestones with small annual events at related memorials in Europe, wreath-layings at the Canadian War Memorial in Ottawa, and support for partner and stakeholder initiatives at home and abroad. **Timeframe: Ongoing**

**Action:** Consult and work with Canadian and international partners to align and coordinate commemorative events and initiatives. **Timeframe: 2020 and ongoing**

**Action:** Forecast needs and begin planning for future commemoration of Second World War milestones at home. Work with Allied countries to determine the way forward for the current five-year anniversary commemoration cycle. **Timeframe: 2020 and ongoing**

**Action:** Forecast needs and begin planning for future commemoration of Korean War milestones at home. Work with the Revisit Korea Program to determine the best options for supporting Veterans attending international ceremonies. **Timeframe: 2020 and ongoing**

### **Objective 2.4 – Support organizations in planning and delivering successful commemorative, restoration or construction initiatives.**

In 2019-2020, the Commemorative Partnership Program's \$2.21M annual budget supported more than 200 projects led by local and national organizations. Demand exceeds available funds and some organizations have indicated that they find it difficult to access our funding. To address gaps, we will work with partners to understand funding plans and needs and will review our programs to make funding easier to access.

**Action:** Develop tools and resources to help Veterans, community groups and schools as they plan and conduct commemoration or recognition ceremonies or activities. Activities may include sharing tools and best practices, like the Remembrance toolkit and tips for cleaning or repairing a memorial, and promoting documents, images, videos and websites developed by and for community groups, schools and individuals engaged in remembrance.

**Timeframe: 2020-2023**

**Action:** Reach out to current and potential partners to gauge their interest and plans to initiate commemoration and recognition activities. **Timeframe: 2020-2021 and ongoing**

**Action:** Review commemorative funding programs to reach more organizations. Actions may include changing the requirements for war memorial funding to make it easier for those in remote areas, including Indigenous communities, to honour the memory of their community members as well as outreach aimed at expanding support to innovative projects and commemorative research. **Timeframe 2021-2022**

**Action:** Digitize the Commemorative Partnerships Program application process to provide a better user experience, reduce processing time and provide applicants with faster access to funding decisions. **Timeframe: 2022-2024**

### **Goal 3. Preserve and maintain Government of Canada memorials, including the Books of Remembrance and Veteran grave markers in a sustainable and dignified way.**

Our memorials, sites and cemeteries will be cared for and presented with the greatest integrity so that future generations can also appreciate them for years to come. Our responsibilities include 14 overseas memorial sites, two Departmental cemeteries in Canada, the Books of Remembrance, and artifacts and collection pieces used for commemorative and interpretive purposes. Many of these resources have heritage value due to their historical or cultural significance. In partnership with the Commonwealth War Graves Commission, we will also maintain more than 110,000 war dead graves found in more than 70 countries as well as almost 210,000 Veteran grave markers in Canada and overseas.

#### **Objective 3.1 – Maintain, preserve and present the Government of Canada’s international monuments, memorials and battlefields in accordance with our commemorative integrity statements so they may be enjoyed in perpetuity.**

We have the privilege and the responsibility to manage and provide guided interpretive services at the only two Canadian national historic sites located outside Canada: the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial, both located in France. We will protect and present these nationally significant examples of Canada's cultural and military heritage. We will foster public understanding, appreciation and enjoyment while respecting the ecological and commemorative integrity of the sites for present and future generations. And we will apply appropriate conservation practices—a significant, ongoing investment—to retain heritage value and extend the physical life of these sites and our other commemorative resources. These conservation efforts will require sustained, long-term funding indexed to the Consumer Price Index. By investing in interpretation, we will continue to provide opportunities for visitors to experience, understand and appreciate the national historic significance of the sites.

**Action:** Implement resource management plans governing the operation and maintenance of overseas memorial sites to ensure their long-term sustainability and dignity. Doing so will

require indexed operating funding that keeps pace with increased costs in horticulture, maintenance, utility rates and professional services. **Timeframe: Ongoing**

**Action:** Develop asset management work plans to identify priority projects and large infrastructure investment needs at memorial sites. Actions may include refurbishment or repurposing of existing buildings; electrical, water or sewage repairs and upgrades; accessibility enhancements; and redesign of visitor experience elements such as traffic flow at the Canadian National Vimy Memorial. **Timeframe: 2020 and ongoing**

**Action:** Develop and implement a forest management plan at the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial. These memorial sites have mature forests with trees averaging 85 years of age that are dying off at a rate of 2-3% per year. To manage and maintain them, we will seek advice from local authorities and other stakeholders on the necessary forest removal, regrowth strategies, cut patterns and demining requirements. **Timeframe: 2020 and ongoing**

**Action:** Leverage and enhance the Canadian Student Guide Program in France by increasing the profile of the 55 Canadian students hired annually to provide interpretive services at our memorial sites in Europe. Actions may include development of new narratives to support guided visits; exchanges with other organizations offering similar programming; outreach to schools in France; and increased participation in commemorative events and activities in the region. **Timeframe: 2020-2022**

**Action:** Develop and implement a visitor experience strategy for our interpretive spaces and memorial sites. Activities may include improving online resources to attract and assist visitors planning trips to overseas memorials; developing a mobile application for self-guided visits; investing in permanent and temporary exhibits; and installing interpretive panels at our memorial sites. **Timeframe: 2020-2023**

### **Objective 3.2 – Develop and enhance Government of Canada military memorials in Canada.**

VAC is responsible for ceremonies and is a partner in the interpretation and maintenance of the National War Memorial in Ottawa—an important symbol of the service and sacrifice of Canadians throughout our military history. We will continue to work with Parks Canada, the National Capital Commission (NCC) and others to deliver on these important commitments. Additionally, we will work with our partners to lead the Government of Canada's efforts to design, construct and unveil the new National Monument to Canada's Mission in Afghanistan on the LeBreton Flats in Ottawa.

**Action:** Work with Parks Canada and the NCC to continue enhancing interpretation at the National War Memorial. **Timeframe: 2020 and ongoing**

**Action:** Complete and unveil the National Monument to Canada’s Mission in Afghanistan. Work with Canadian Heritage and the NCC to complete the new monument, which will include a design competition (2020), construction (2022) and inauguration (2023). **Timeframe: 2020-2023**

### **Objective 3.3 – Ensure the maintenance and preservation of Veteran graves in Canada.**

The Government of Canada carries important responsibilities for the care and preservation of Veteran graves across the country. To this end, VAC manages two cemeteries (God’s Acre in Esquimalt, British Columbia, and Fort Massey in Halifax, Nova Scotia) and is responsible for more than 200,000 Veterans graves in Canada. Currently, these grave markers are inspected on a 12-year cycle to identify and address those in need of cleaning, repair or replacement. To meet our commitments, the Department will continue to use the \$24.4 million in supplementary resources provided in Budget 2018 to eliminate a backlog of grave marker repairs and replacements within five years.

**Action:** Work with owners/stewards of cemeteries to ensure the long-term monitoring and maintenance/repair of fields of honour in Canada. **Timeframe: 2020-23**

**Action:** Review the Cemetery Maintenance program to ensure it can keep up with the demand for grave marker repair and replacement. Review the program’s inspection cycle and identify human and financial resources required to support the program. Seek additional ongoing funding, if required. **Timeframe: 2021-2022**

**Action:** Eliminate the backlog of Veteran grave maintenance repairs by March 2023. As of March 2020, we have reduced our backlog significantly and 45% of maintenance is complete. **Timeframe: 2023**

### **Objective 3.4 – Respond to requests for increased support for third party sites and initiatives.**

After the First World War, the governments of Canada and Newfoundland built memorials in Europe and at home to mark the herculean effort of those who served. Following other major conflicts, Government of Canada memorials (e.g., the National War Memorial) were updated by simply inscribing the new dates in lieu of constructing new tributes. Over the years Veterans, communities and other organizations have erected memorials, plaques and museums of various sizes around the world to honour Canada’s military efforts. In recent years, VAC has been asked to assume increased responsibility for the repair, or even the takeover, of some sites.

**Action:** Maximize the authorities and resources available under the Commemorative Partnership Program (CPP) to assist with the construction, restoration or expansion of war memorials. If required, additional resources will be secured to support increased demand.

**Timeframe: 2020-2021**

**Action:** For requests for assistance that fall outside the CPP authorities, thoroughly evaluate each request to understand issues such as governance and legal authorities, short and long-term financial assets and risks, public safety, and cultural significance. Decisions to accept or deny requests to increase VAC's role will be made on a case-by-case basis.

**Timeframe: 2020-2021 and ongoing**

#### **Goal 4. Align Departmental resources to better serve Canadians.**

We will work with our internal and external government partners to achieve our mandate. We will ensure that our employees have the right training and tools to do their job and feel empowered to deliver bold and innovative remembrance and recognition programming. We will align and clarify roles and responsibilities to use our valuable human resources to best effect. And we will provide the necessary resources to meet the modern needs of the Department and those we serve.

##### **Objective 4.1 – Clarify roles, responsibilities and align resources between Commemoration and other areas of VAC.**

We work closely with other areas of the Department to deliver our programs. As stewards of public funds, we will continue to work together to ensure we are managing our resources effectively and efficiently to achieve our desired outcomes.

**Action:** Align Commemoration Division and Communications Division efforts and planning to better deliver commemorative and recognition programming. Working as partners, define roles and responsibilities and explore opportunities to best support the Department's commemorative mandate. **Timeframe: 2020**

**Action:** Support public-facing employees in representing the Department at regional and local commemorative events. Develop tools to increase awareness of commemorative activities with the goal of helping all employees to become ambassadors of commemoration.

**Timeframe: 2020**

**Action:** Review Commemoration Division's organizational structure to best align our skills and resources for delivery of current and future commitments. **Timeframe: 2020-2021**

**Action:** Streamline and simplify Funeral and Burial benefits. **Timeframe: 2021**

#### **Objective 4.2 – Work with federal partners to align programs, policies and procedures for greater efficiency.**

VAC works closely with our federal partners and relies on their expertise to deliver much of our commemorative programming. Parks Canada is the Government of Canada expert in cultural resource management and interpretation. Global Affairs Canada possesses expertise in the Foreign Service Directives for public servants working outside Canada and is also the common service organization for real property outside Canada. The Department of National Defence's Directorate of History and Heritage possesses expertise and delivers programming related to military history as well as military medals and decorations. The Royal Canadian Mounted Police tracks international policing missions. And the Department of Canadian Heritage leads the preservation and promotion of Canada's heritage and culture, national parks and historic sites, and museums and archives. We will continue to work with these partners to strengthen existing collaborations and find new ways to work together for the benefit of all Canadians.

**Action:** Increase administrative support for Departmental employees working abroad. Renegotiate the Interdepartmental Memorandum of Understanding on Operations and Support at Missions Abroad between VAC and Global Affairs Canada to include administration of Foreign Service Allowances for all Departmental employees working in Europe. **Timeframe: 2020-2021**

**Action:** As part of larger visitor experience planning, work with partners at Parks Canada, Public Services and Procurement Canada and the Department of National Defence to identify and implement approaches and best practices to help maintain, present and interpret Canada's overseas memorials. **Timeframe: 2021**

**Action:** Work with the Department of National Defence to streamline delivery of the Memorial Cross program. Identify approaches to reducing duplication of infrastructure and effort. **Timeframe: 2021**

**Action:** Develop a plan to discontinue issuing military medals and decorations for the Veterans of the Second World War and Korean War. Ensure actions are in line with reciprocal agreements in place with other Commonwealth countries. **Timeframe: 2022**

#### **Objective 4.3 – Develop our commemoration workforce.**

Commemoration Division employees work in areas that require specialized knowledge and skills; for example, managing historically and culturally significant resources, interpretive writing and programming, and sharing intangible cultural heritage through storytelling techniques.

**Action:** Increase knowledge of Canada’s military history and actions post-Korean War. Activities may include historical lectures, guest speakers, and promotion of relevant educational resources. **Timeframe: 2020 and ongoing**

**Action:** Explore opportunities to build expertise among our employees. Actions may include, for example, job shadowing, cross-training, information-sharing workshops with other federal organizations, courses through educational institutions, and short-term assignments. **Timeframe: 2021 and ongoing**

#### **Objective 4.4 – Secure adequate funding to achieve the commemoration mandate.**

The Departmental integrated business planning process is based on three-year budget allocations. This approach makes it challenging for the Commemoration Division to effectively implement critical elements of multi-year plans. In addition, this 10-year strategic plan lays out new initiatives that may exceed existing funding allocations.

**Action:** Secure resources to support the initial 12 months of the 2020-2030 Strategic Plan. This period will require significant investments in forest management planning, consultation, user testing, and program development to lay the foundation for the subsequent years. **Timeframe: 2020**

**Action:** Finalize costing to fully implement the 2020-2030 Strategic Plan. The Department will secure sustained, long-term funding to deliver upon approved priorities that support the Canada Remembers Program and the Funeral and Burial Program. **Timeframe: 2021**

#### **Moving forward**

The 2020-2030 Strategic Plan for Commemoration identifies our goals and the actions needed to achieve those goals. It is an evergreen document. As such, based on our ongoing consultations with stakeholders, Veterans, educators, youth and other Canadians, we will adjust the plan as needed to continue in the right direction and meet expectations.

Our principles guide and inform our “CAF Around the World” regional approach to understanding the experiences, sacrifices and contributions of all who served. To this end, we will ask Veterans how they want to be recognized. We will change and update our programming to meet their needs. We will help the members of our country’s diverse population understand the contributions of all those who served in the cause of bringing peace and security to different regions of the world, including here at home. Canadians’ recognition of Veterans’ service and sacrifice—and of those who died in service—will contribute positively to the well-being of today’s Veterans and their families.

It is important to know if we are hitting the mark. We will measure our success in years one and two of this plan via our consultations. We will also measure our success in closing the

gap between stakeholder expectations and our strategic plan commitments. In subsequent years, we will monitor the success of our new learning products and new approaches to remembrance activities in Canada. Within five years, the Departmental Audit and Evaluation Division will evaluate how effectively we have achieved our objectives. See Annex G for details on our Performance Measurement Plan.

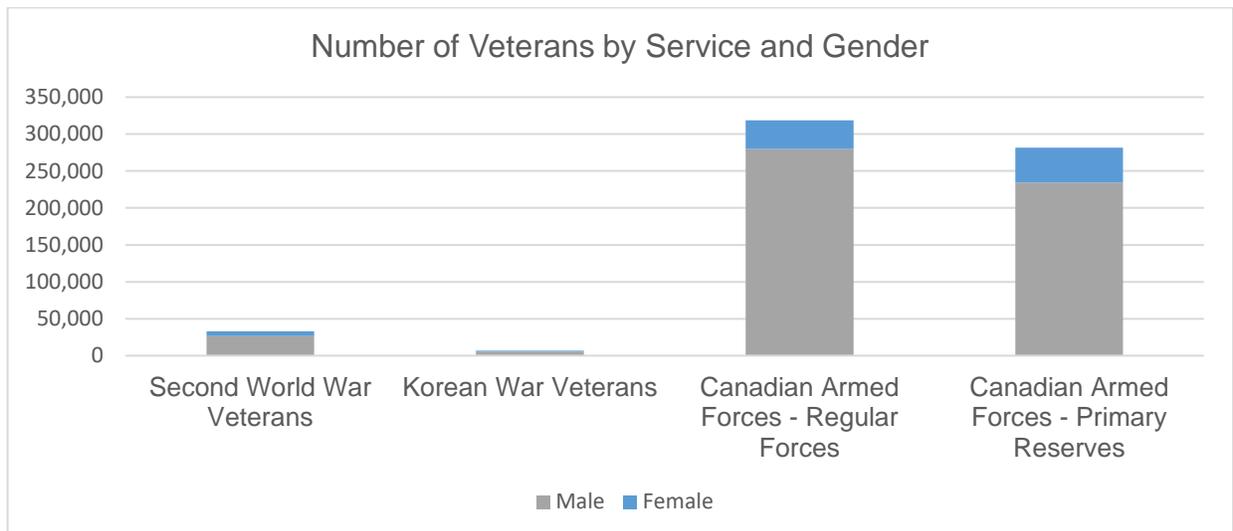
Veterans want to ensure Canadians continue to remember the efforts and sacrifices they and their predecessors have made. They want Canadians to recognize and proudly display the values for which they fought. We will champion such on their behalf and on behalf of those we have lost.

Lest we forget.

## Annex A – Veterans in Canada

The population of Veterans in Canada is changing. According to VAC’s August 2019 edition of [Facts and Figures](#) (data as of March 31, 2019):

- Of the estimated 639,900 Canadian Veterans, 600,200 (or 93.8%) are CAF Veterans (that is, post-Korean War Veterans known as “today’s Veterans”). The remaining 39,700 (or 6.2%) are war service Veterans (with Second World War or Korean War service).
- The average age of CAF Veterans is 58 years, while war service Veterans have an average age of 93 years.
- Women comprise 18.4% of war service Veterans and 14.3% of CAF Veterans.
- There is greater representation of women among Veterans of the Primary Reserves, accounting for 16.7%, in contrast to 12.2% of Regular Forces.



Source: Chief Financial Officer and Corporate Services Branch

**Table 1: Estimated Veteran Population by Average Age and Sex**

Type of Service	Average Age (male)	March 2019	Average Age (female)	March 2019	Average Age (total)	March 2019 <sup>1</sup>
Second World War Veterans	94	26,700	94	6,500	94	33,200
Korean War Veterans	87	5,700	87	900	87	6,500
<b>Total Estimated War Service Veteran Population</b>	<b>93</b>	<b>32,400</b>	<b>93</b>	<b>7,300</b>	<b>93</b>	<b>39,700</b>
CAF - Regular Forces	61	279,800	58	38,900	61	318,700
CAF - Primary Reserves	56	234,300	53	47,100	56	281,400
<b>Total Estimated CAF Veteran Population</b>	<b>59</b>	<b>514,100</b>	<b>55</b>	<b>86,100</b>	<b>58</b>	<b>600,200</b>
Total Estimated Canadian Veteran Population <sup>1</sup>	n/a	546,500	n/a	93,400	n/a	639,900

Source: Chief Financial Officer and Corporate Services Branch. Totals may not add due to rounding.

The report [Veterans in Canada released since 1998: an analysis between men and women](#), published by VAC's Research Directorate, noted:

Veterans who released since 1998 account for 11% of the total Canadian Veteran population.

Almost one-quarter (23%) of Reserve Force Class C Veterans were female. There was a smaller proportion of females among Reserve Force Class A/B Veterans (19%) and Regular Force Veterans (13%).

While there were many differences between males and females in each of the three service components, the following were found across all components:

Females were more likely to: have served in the air force; have served 10-19 years; be in administrative, medical and transferable occupations at release; and to have been medically released.

Males were more likely to: have served in the army; and to have been in combat arms, engineering and technical, and non-transferable occupations at release.

## Annex B – Key partners in commemoration

The following federal government departments, agencies and non-governmental bodies all provide remembrance-related programming or deliver commemorations on behalf of the Government of Canada.

### Interdepartmental Commemoration Committee

The Government of Canada recognizes the importance of celebration and commemoration. Marking the places, events, accomplishments and historical figures that have made an outstanding contribution to the country is fundamental to Canada's historical memory and provides an opportunity to learn more about Canada and each other, who we are and who we aspire to be in the future. Canada is a diverse country; therefore, it is important that all Canadians see themselves reflected in celebrations and commemorations supported by the Government of Canada.

The Interdepartmental Commemoration Committee (ICC) is co-chaired by assistant deputy ministers from Canadian Heritage and Parks Canada, with membership at the director general level and above. Committee members represent organizations whose mandates are linked to commemoration, who have ongoing commemoration plans or deliver commemorations on behalf of the Government of Canada, including: Canadian Heritage, Canadian Museum of History, Canada Post, Crown-Indigenous Relations and Northern Affairs Canada, Library and Archives Canada, National Defence and the CAF, Parks Canada, Royal Canadian Mint and VAC. There are also a number of *ad hoc* members. The committee is mandated to:

- Consult on the development of a Government of Canada thematic framework for commemoration, including the identification of celebrative and commemorative milestones;
- Provide expertise on aspects of Canada's history based on the mandates of respective departments; and
- Coordinate interdepartmental working groups when federal celebrative and commemorative projects fall within the scope of more than one federal institution, or where there is no clearly designated lead.

Expected outcomes include:

- A coordinated and consistent approach to celebration and commemoration;
- A coordinated Government of Canada thematic framework for celebration and commemoration;
- Enhanced interdepartmental information sharing and communication;
- Increased opportunities for interdepartmental collaboration; and

- Maximized opportunities for Canadians to engage in celebrations and commemorations.

### **Veterans Affairs Canada**

The legislative mandate for the commemorative component of VAC flows from the *Department of Veterans Affairs Act* Section 4 and from PC 1965-688 General Commemoration Order and other related Orders-in-Council. The commemorative mandate, as expressed in the Department's mission statement is "to keep the memory of their [veterans, other clients, and their families] achievements and sacrifices alive for all Canadians."

The General Commemoration Order assigns to the Minister of Veterans Affairs "the primary responsibility for all matters relating to the commemoration of the war dead and recognition of the achievements of former members of the Canadian armed forces (sic)," including "a positive unified policy and an active program for the commemoration of the war dead and recognition of the achievements of Canadian citizens-in-arms in the defence of freedom and the development of Canada as a nation" as well as the collection, preservation and display of memorabilia relating to remembrance and the relics and records of the conflicts in which Canada has engaged so that this and future generations will have an awareness of this part of our national heritage. It further notes "That the Minister of Veterans Affairs is in the most advantageous position to obtain the co-operation of Canadian veterans and their organizations in matters relating to remembrance and to conduct a continuing information program in this broad field." It assigns to the Minister specific responsibility for:

- Maximized opportunities for Canadians to engage in celebrations and commemorations;
- Ceremonies at the National War Memorial;
- The care and maintenance of the graves of former members of the armed forces of Canada;
- Remembrance ceremonies in connection with the war dead outside Canada;
- National services in Canada to commemorate the war dead, or related subjects;
- Information and public relations concerning remembrance and other matters related to former members of the armed forces, their sacrifices and achievements;
- The maintenance of graves and grave markers of former members of the armed forces who because of their military service were buried at the expense of Canada or whose grave makers were erected at the expense of Canada; and
- Other related orders-in-council assigned to the Minister's responsibility for the *Books of Remembrance* and Canadian overseas memorials.

## Canadian Heritage Portfolio

Through the Canadian Heritage Portfolio, the Government of Canada plays a vital role in the preservation and promotion of Canada's heritage and culture. Guided by its mission to strengthen and celebrate Canada, the Canadian Heritage Portfolio has a broad scope of responsibilities, including Canadian identity and values; cultural development, arts, and heritage; and areas of natural and historic significance. The Portfolio includes both the Department of Canadian Heritage and a number of independent partner agencies with a specific focus. Collectively they provide support for the literary, visual and performing arts; sports; broadcasting; film; new media; national parks; historic sites; museums and archives, and more. Through a variety of programs, the Department of Canadian Heritage also supports the creation and distribution of works with commemorative content.

The Department of Canadian Heritage and its independent partner agencies:

- Participate in organizing and delivering commemorative events and ceremonies at sites in the National Capital Region (NCR) and across the country;
- Advise on protocol for events and ceremonies;
- Provide interpretation service at the National War Memorial–Tomb of the Unknown Soldier for VAC from May to November;
- Conduct research on Canada's military and peacekeeping history collected by the Canadian War Museum, the Parks Canada Agency, the National Archives of Canada and the National Library of Canada;
- Develop programs and products presented by the Canadian War Museum, including museum tours, school visits, information kits and website content;
- Provide funding to assist the development of Canadian studies learning materials and promote knowledge about the field of Canadian studies, including our military history, through the Canadian Studies Program–Canadian Identity Sector;
- Preserve and present artifacts and records that document Canada's military past in order to sustain, honour and communicate about Veterans;
- Engage in activities that ensure the long-term survival of documentary evidence (acquisition, preservation, restoration, storage) and that promote Canadians' access to these treasures (description, interpretation, exhibitions, loans, digitization);
- Support the work of non-federal museums to preserve and present military artifacts through financial assistance from the Museums Assistance Program;

- Protect against the illegal export of cultural property and provide financial support to qualified institutions to retain cultural property in Canada, and play a role in administering tax incentives to encourage Canadians to donate or sell important objects to public institutions in Canada;
- Co-ordinate the production of heritage content for a collaborative Internet initiative entitled the Virtual Museum of Canada, through the Canadian Heritage Information Network, a Special Operating Agency of the department.
- Undertake research, disseminate knowledge, promote the preservation of local heritage resources and provide expert services regarding the care and conservation of military artifacts through the Canadian Conservation Institute, a Special Operating Agency of the Department of Canadian Heritage;
- Designate persons, sites, events of national significance upon recommendation by the Historic Sites and Monuments Board of Canada; and
- Produce, distribute and present cultural products and artistic works with commemorative themes/subjects through Portfolio agencies such as the Canadian Broadcasting Corporation, the National Film Board and the National Arts Centre, the Canada Council of the Arts and the Department of Canadian Heritage.

### **National Archives of Canada**

The National Archives of Canada is responsible to:

- Preserve and provide access to nationally significant historical records relating to Canada's military history, including the service records of CAF personnel; and
- Verify information regarding service for individuals included in the *Books of Remembrance*.

### **Parks Canada Agency**

The legislative mandate of the Parks Canada Agency flows from the *Parks Canada Agency Act*, and from the legislation (such as the *Historic Sites and Monuments Act*) listed in Part 1 of the Schedule to the *Parks Canada Agency Act*. The Agency's mandate, as expressed in its guiding principles and operational policies is, "To fulfill national and international responsibilities in mandated areas of heritage recognition and conservation; and to commemorate, protect and present, both directly and indirectly, places which are significant examples of Canada's cultural and natural heritage in ways that encourage public

understanding, appreciation and enjoyment of this heritage, while ensuring long-term ecological and commemorative integrity."

The Parks Canada Agency is responsible to:

- Carry out programs relating to the designation and marking of national historic sites, national historic persons and national historic events on behalf of the Minister of Canadian Heritage;
- Provide research and administrative support to the Historic Sites and Monuments Board of Canada;
- Ensure the commemorative integrity of national historic sites under the Minister's direction and control, and provide support to other owners of national historic sites in respect of commemorative integrity; and
- Carry out public programming using a variety of media to celebrate and communicate the significance of national historic sites, national historic persons and national historic events.

### **Global Affairs Canada**

Global Affairs Canada is responsible to:

- Provide advice and counsel in coordinating international ceremonies and events related to commemoration activities for Canadian government representatives abroad and for visiting dignitaries in Canada;
- Publicize, in conjunction with the Department of National Defence and the Solicitor General, Canadian peacekeeping and emergency relief operations conducted by the CAF, the Royal Canadian Mounted Police and regional police forces;
- Disseminate information on international commemoration activities in which departmental officials from Canada, and in missions abroad, take part.
- Publish historical records, documents and narratives on diplomatic negotiations related to participation in wars and in peacekeeping;
- Publicize historical accounts related to Canada's diplomatic and international relations on the departmental web site The Department in History; and

- Conduct outreach activities (exhibits program, speakers' program, goodwill ambassadors program, tours of the Department of Foreign Affairs and International Trade) that, in part, highlight the contribution of Canadian peacekeepers.

### **Department of National Defence**

The Department of National Defence is responsible to:

- Provide operational support within capabilities for both domestic and overseas commemorative ceremonies and events;
- Provide advice with regard to the correct implementation of military protocol and participate in ceremonies and events by following customary military procedures as required and as able to support such ceremonies and events;
- Provide to the public and other government departments and agencies, in keeping with legislative requirements, access to historical records;
- Provide advice and guidance to accredited CAF museums in keeping with their mandate to collect, protect and preserve Canada's military heritage; and
- Assist in providing photographic work and advice to support the House of Commons for the *Books of Remembrance*.

### **House of Commons [Office of the Speaker of the House]**

Under the authority of various memoranda, decisions and established precedents, the House of Commons has the responsibility to:

- Co-ordinate with VAC in the preservation, presentation, display, update and maintenance of the *Books of Remembrance*;
- Co-ordinate with VAC in the development of new **Books of Remembrance** as required;
- Maintain the Room of Remembrance (while the Centre Block and the Memorial Chapel are closed for renovations) and conduct the official ceremony of the turning of the pages of the *Books of Remembrance* in the House of Commons; and
- Provide facsimile pages from the *Books of Remembrance* in response to requests from members of the public.

### **Office of the Governor General**

The Office of the Governor General is responsible to:

- Plan and coordinate with relevant federal departments and agencies, and administer the involvement of the Governor General at annual remembrance ceremonies and at other domestic and international events honouring participants in peacekeeping and aid missions;
- Administer, on the basis of interdepartmental agreements, the issuance of certain existing honours and awards for Veterans and service members;
- Review proposals for the creation of new honours involving Veterans via the Honours Policy Committee; and
- Assist in the creation of special commemorative distinctions honouring theatres of war, historic military programs or other events through the Canadian Heraldic Authority.

### **Public Services and Procurement Canada**

The *Department of Public Works and Government Services Act*, Chapter P-38.2 [1996, c.16] stipulates that the department shall operate as a common service agency for the Government of Canada directed mainly towards providing departments, boards, and agencies with services in support of their programs. As such, Public Works and Government Services Canada:

- Provides design and technical expertise, services and advice related to the planning, development, operations and maintenance of battlefield memorials, cemeteries and related heritage assets in support of the federal government's commemorative goals;
- Provides advice, coordination and contracting services related to commemorative events and ceremonies in the NCR; and
- Acts as custodian and/or maintains certain monuments, memorials and other public commemorative sites.

### **Royal Canadian Mounted Police**

In partnership with the other government agencies involved with the Canada Remembers Program, the RCMP:

- Participates in commemorative events deemed appropriate to preserve the memory of the accomplishments and the sacrifices of its members and its Veterans;
- Provides advice on the correct protocol to be used in commemorative events in alignment with the regimental traditions of the Force;
- Provides to other agencies and the public information on the historical context of the participation of the RCMP in military and peacekeeping and peace building operations;

- Accords information and recognition as appropriate in the RCMP museum and other exhibits and displays; and
- Liaises with other Canadian police forces who have participated in peacekeeping and police building operations overseas, when appropriate, to invite their participation in commemorative events.

### **National Capital Commission**

The National Capital Commission (NCC), in consultation with federal and regional government departments, is responsible to:

- Review proposals received from sponsoring groups for new commemorations on federal lands in the NCR to ensure they meet the selection criteria outlined in the NCC's Commemorations Policy;
- Facilitate approved commemorative projects, offer a site on federal land in the NCR and provide the expertise of its landscape architects and art curators; and
- Ensure proper maintenance of commemorative structures on NCC land.

### **Royal Canadian Mint**

While the Royal Canadian Mint does not provide remembrance-related programming, it does produce:

- Military medals and Memorial Cross medals for both VAC and the Department of National Defence;
- Coins for circulation and limited-mintage numismatic coins (not meant for circulation) honouring major national achievements and themes. Commemorative coin and mint coin examples include, but are not limited to:
  - Year of the Veteran Coin—In 2005, Canadians reached out to thank our Veterans and honour their decades of duty and sacrifice in times of war and peace. The Royal Canadian Mint issued the Year of the Veteran 25-Cent Coin for circulation to pay tribute to Canadian Veterans, young and old;
  - The Poppy Coin—The world's first coloured circulation coin;
  - 100<sup>th</sup> Anniversary of the Battle of Vimy Ridge—Pure Silver Coin (2017) (not for circulation); and
  - Second World War Battlefront: The Battle of the Scheldt—Pure Silver Coin (2019) (not for circulation).

## **Canada Post**

While Canada Post does not provide remembrance-related programming, it does produce specialty stamps and envelopes that are designed to reflect Canada's distinct history and people. Commemorative stamp examples include, but are not limited to:

- Armistice 1918-2-18—Celebrates the silencing of the guns and commemorates those who fought and died for peace. Of the more than 650,000 Canadians who served with the Allies, more than 66,000 were killed and 172,000 wounded;
- In Flanders Fields—Celebrates the 100th anniversary of the best-known war and remembrance poem;
- 50th anniversary of the signing of the Korean Armistice Agreement—Recognizes and honours those who served with bravery and courage in the Canadian army, navy and air force as part of the UN forces;
- NATO 1949-1999—Recognizes the year the North Atlantic Treaty Organization (NATO) was formed—a defensive alliance to protect the Western world against communist expansion.

## **Canadian War Museum**

The Canadian War Museum:

- Develops programming and exhibits to honour and tell the stories of Canada's role in conflicts and its military history;
- Supports partners in commemorations through the loaning of artifacts;
- Hosts educational and informational seminars, symposiums and conferences on matters relating to military history;
- Offers the museum space as a venue to host commemorative events and ceremonies; and
- Houses the headstone from the grave of Canada's unknown soldier in the Memorial Hall.

## Annex C – Youth in Canada

### Selected highlights from A portrait of Canadian Youth<sup>8</sup>

There are more than seven million youth across the country, aged 15 to 29. In July 2018, they represented 19.2% of Canada's population.

- 30% are aged 15 to 19.
- 34% are aged 20 to 24.
- 36% are aged 25-29.

Youth are more connected than any other generation.

- Nearly 100% of youth aged 15 to 30 use the Internet on a daily basis or own their own smartphone—broadly similar across all provinces and across all household income groups.
- 77% of youth aged 15 to 30 use the Internet to follow news and current affairs—more than twice the rate among older Canadians.
- One half of youth aged 25 to 30 conduct transactions on the Internet at least weekly—almost twice the rate of older Canadians.
- 93% of youth aged 15 to 30 use social networking sites.

The proportion of young people aged 15 to 30 who stated that they rarely or never follow news and current affairs, almost doubled, from 12% in 2003 to 23% in 2013.

Youth aged 15 to 30 contribute 23% of all volunteer hours in Canada.

Youth in Canada are highly diverse: In 2016, 27% of youth aged 15 to 30 identified themselves as a member of a visible minority group, compared with 13% in 1996. Some 5.4% of youth identified as Black, compared with 2.5% in 1996. And the number of young Indigenous people is growing: from 2006 to 2016, the number of First Nations, Métis and Inuit youth aged 15 to 30 increased by 39%, compared to just over 5% for non-Indigenous youth. In 2016, 76% of youth in Toronto were immigrants (first generation) or had at least one parent who is an immigrant (second generation).

Youth are less likely to vote but are still socially and civically engaged:

<sup>8</sup> Source: Statistics Canada. [A portrait of Canadian youth, May 8, 2019](#). Viewed August 14, 2019.

- 67% of 15 to 30 year olds are members of a group, organization or association, compared with 65% for the overall Canadian population.
- 48% of youth aged 15 to 30 volunteer.
- 71% of those aged 15 to 30 said they gave to a charitable or non-profit organization.
- 45% of youth aged 15 to 30 have confidence in Canadian Parliament, compared with 38% for the general population.

Youth are more educated than ever:

- 97% of 15 year olds attend school
- 5% of 21 year olds are enrolled in apprenticeship programs
- 24% of 19 year olds are in college
- 36% of 21 year olds are at university

## **Annex D – Initial feedback from consultations to inform the strategic planning process**

This strategic plan was not prepared in isolation. Numerous activities and discussions with a variety of stakeholders informed all elements of the plan. Those consultative activities are described below.

### **Hackathon**

On March 22, 2019, a half-day hackathon was held during the VAC Youth Summit. The challenge questions for the youth participants were “How can young Canadians be more aware of the sacrifices and achievements of the modern-day Veteran? How can youth be engaged in social discussions regarding commemoration and be inspired to lead commemorative initiatives on an ongoing basis?”

Following a video and a panel discussion that included a modern Veteran, two CAF members, a youth working in the Commemoration Division and a Commemoration Division senior manager, six project teams presented their pitches:

1. **We Believe in Canada’s Bravest—I Choose.** A marketing campaign emphasizing the importance and sacrifice of family and friends in service.
2. **From ‘Hometown Hero’ to ‘Hometown Hockey.’** A national competition in which youth use a creative medium to recognize a modern Veteran and his/her family and community. The youth who submitted the winning submission as well as the hero would be recognized at the closest “Hometown Hockey” NHL game.
3. **From Knowledge to Recognition.** A learning toolkit with a modernized narrative providing information on more recent CAF missions and encompassing family sacrifices.
4. **Young Ambassadors in Commemoration and Veteran-in-Residence Programs.** Youth ambassadors travel across the country to local communities, engaging modern-day Veterans and their families as well as Veteran-serving and other community organizations and posting short vignettes of their interactions on social media, notably on Instagram. The Veteran-in-Residence program would see a modern-day Veteran(s) providing advice and modernizing programming at both the Vimy and Beaumont-Hamel memorials in Europe, assisting as an on-site knowledge resource and spokesperson.
5. **‘Heroes of Canada,’** a social media blog. An online platform allowing modern-day Veterans and their families to submit memories, comments, mementos, artwork, etc.,

anonymously if preferred, to create an evergreen, curated blog of Veteran portraits, documenting the varied aspects of service.

6. Youth-Veteran Matching Platform and National Walk. Students across Canada are matched with modern-day Veterans on a virtual platform, to better understand their and their families' everyday lives, thereby creating empathy and understanding. Secondly, an annual walk could be organized, similar to the Terry Fox Run, during which the students walk side-by-side with the participating modern-day Veterans (and perhaps still serving CAF members) closest to their local community or region. Family participation would be encouraged to emphasize the sacrifices made by military families.

### **Staff consultations**

Four group discussions were held with Commemoration Division staff. Participants included team members in Victoria, Vancouver, Winnipeg, Ottawa, Montreal, Charlottetown, Dartmouth, and Vimy (France). Three sessions were held in English and one was held in French. The two-hour gatherings started with a presentation setting the stage for the need for a strategic plan and led to discussions guided by a series of questions. The notable thoughts and questions raised during the discussions are presented below.

### **In 10 years, what will we be still doing, but differently?**

- It is impossible to know where we are going in the next ten years. We may be supporting other peoples/stakeholder commemorative initiatives.
- We cannot discard good things that we are doing already. As we move forward and try to implement new ideas and forge a new way of doing things, we cannot let go of meaningful activities we are supporting now.
- Once the 2020 events are completed, we will not be taking delegations overseas. Will the focus be just on in Canada events?
- Will delegations just be at the Ministerial level? Will delegations just be focused on youth? How large will future delegations be?

### **What new activities or programs will (or should) we be delivering in 10 years?**

- We need to shift our efforts to delivering on in-Canada recognition of significant anniversaries, events and milestones, including those from the Cold War, post-Cold War and post-911 eras.

- We need to explain our vision and why we will be doing things differently in the future. We need a mix of approaches to remembrance to recognize the service, sacrifice and achievements of all who served and make it relevant to Canadians.
- The Year of the Veteran (2005) and the Year of the Korean Veteran (2012) were the most effective in terms of our messaging. Maybe it is better to do less, but deliver better. Do we focus on a particular theme during the year, supported by broader messaging within the theme?
- We need to adopt a forward-looking approach to commemoration and propel the First (and Second) World War messaging and themes out of 1918 and into the 21<sup>st</sup> century. The Vimy monument has messages of peace, truth and justice. We need to explain how remembrance of the sacrifices and achievements of those who served are relevant today and help us understand our present-day society better.
- What 'faces' are recognized at our European interpretive sites? Do we broaden our mandate and take on the role of recognizing younger Veterans at our European interpretation sites?
- Commemoration vs recognition. How do we get connected with Wounded Warriors, Invictus Games and other groups from a commemoration and remembrance perspective? How do we make remembrance relevant to a younger cohort of Veterans?
- The group that seems left out are the Reservists. Some of them seem disconnected from the CAF in terms of recognition of their service. Can we have messaging geared to them? That their service matters and is appreciated.
- We need to leverage social media...that is where Canadians are, not just the youth. That is where people congregate socially. Why can't our memorials have an Instagram account that is updated every day? There is so much going on there every day. We should be able to capitalize on that in our social media messaging.
- We need to recognize the sacrifices of families.
- Can we modify the Commemorative Partnership Program to financially support Veterans who wish to participate in commemoration events in a particular country where they served (e.g., Rwanda Veterans Association of Canada returning to Rwanda)?

### **Who are the key partners in commemoration and what are their roles?**

- Why are we not collaborating more with other government departments (Parks Canada, Heritage Canada)?
- The Vimy Foundation and Historica Canada are just two groups that we need to better collaborate with to advance mutual goals. Are there opportunities with Wounded Warriors, the Invictus Games and other groups from a commemoration and remembrance perspective that need to be explored?
- What types of partnering with the private sector organizations have we done? There may be valuable opportunities, however there is high risk for government to be criticized for partnering with private sector companies who could make a profit from commemoration activities. This should not just be seen as a negative, as a corporation's involvement is as much about their good will to support a cause as it is to promote their branding.
- Can VAC attend trade shows with our info booth to get the commemoration/remembrance message out. Can we piggy back on other groups activities to spread the word? How can we use social media to get the message out to the schools?

### **How do Canadians learn about Canada's military history?**

- People's attitudes to remembrance events, the process of paying tribute to those who died and served is more alive than ever thanks to the Internet, social media and networking. This is where many people gather, share ideas and opinions, and learn. This is in addition to reading books, articles, watching historical videos, first-person accounts, etc.

### **How important is the current five-year cycle for commemorating military milestones?**

#### **What other models could we use?**

- If we only organize overseas events on a 10-year cycle, that is a very long time. Think about 10 years in the lives of school children. We need to ensure that the commemoration cycles of anniversaries are not too long or these events/history will no longer be relevant. We need to commemorate/be reminded of certain events every year...in addition to Remembrance Day.
- We cannot stop commemorating at our overseas sites because we have a duty to those who served to never forget. European Operations is always commemorating and supporting ceremonies at their sites.

- We need to offer the same commemorative experience to the Second War Veterans as we did for the First World War Veterans (commemorating five year anniversaries up to the 100<sup>th</sup> anniversary of the key events).

### **How does VAC support memorials to those who served?**

- Memorials will always be a tangible way for Canadians to gather to remember.
- These are very important, and will always be important.

### **Minister of Veterans Affairs Commemoration Advisory Group**

The Minister of Veterans Affairs Commemoration Advisory Group met on July 30, 2019 for a full-day discussion on the vision for commemoration after 2020. With the end of the First World War centennial period and the Second World War 75<sup>th</sup> anniversary commemoration period entering its final phase, it is time to consider what commemoration will look like after 2020 and what programs will resonate with Canadians. Veterans' needs and expectations are changing, identifying with new demographics such as new Canadians and expanding our outreach to youth needs to be considered, and new technologies and trends need to be incorporated to engage and teach. Advice included:

- In the first half of the 20<sup>th</sup> century military history centered around core events, such as the Battle of Vimy Ridge, the Battle of the Atlantic and D-Day and the Battle of Normandy. For modern-day Veterans, history will be a collection of stories of every day experiences of the numerous UN and NATO missions, as well as humanitarian and domestic operations in which they participated. Therefore, future education and messaging will focus on experiences and stories that are relatable and that will resonate with Canadians and others.
- Second World War Veterans and war dead deserve a parallel experience of those who served in the First World War, including events overseas to commemorate service and sacrifices, up until the 100<sup>th</sup> anniversaries.
- It is important that Canadians understand the history of the missions of our modern-day Veterans and their connections to the First and Second World Wars.
- Consider how to leverage ongoing interest in the First and Second World War battlefields for both Canadians and international visitors and create reliable information for travelers who plan up to eight to nine months in advance of their trip.
- Improve the navigation and ability to find the commemoration information on the VAC website for both the Canadian and international audiences.
- Consider how to engage Canadian students and bring them an overseas experience

- The five-year event cycle should end after 100<sup>th</sup> is commemorated and transition to a longer cycle. However, this approach could be influenced by how other Allied countries are approaching World War commemorations going forward.
- The current education curriculum is not based on learning about historical events, like the Battle of Vimy Ridge. It is designed around development of research skills, understanding what constitutes a good source, making critical judgements around the values of evidence, etc.
- Veterans' associations are looking to the Department to set the course for future national initiatives with significant lead time (two years was suggested) to support and develop plans to commemorate.
- Members supported developing an approach that would be centered on events in Canada, based on a "Canada in the World" narrative emphasizing the geographic regions in the world where the military participated in missions, including peacekeeping, peace enforcement and humanitarian missions. A proposed timeline could include:
  - 2020 – Liberation of the Netherlands, End of the Second World War
  - 2021 – Canada in the Middle East and Cyprus
  - 2022 – Canada in Europe and the Balkans
  - 2023 – Canada in South East Asia, Dieppe, and Korean War Armistice
  - 2024 – Canada in Africa, D-Day, and Italy
  - 2025 – Canada in South West Asia
- National Peacekeepers' Day (August 9) could be leveraged to highlight modern-day Veteran achievements and sacrifices leading to Veterans' Week with the narrative running throughout the year.
- When appropriate, the in-Canada approach could also include an overseas component on a much smaller scale to acknowledge the First and Second World War events that changed the course of world history and shaped Canada. The Government of Canada delegations could have a focus on youth/students, whose experiences overseas could be leveraged in Canada to promote and advance the commemoration message.
- Consider how to use the participants from the Student Guide Program in France at Vimy and Beaumont-Hamel to enhance connections to youth.

- Build in programs that would connect and resonate with new Canadians who may have been displaced by conflicts that Canada's military supported, e.g., Canadian citizens from the former Yugoslavia or Rwanda participate in events and other commemorative/recognition activities.
- Engage and consult Veterans, serving members, families and other stakeholders. The long-term strategic plan will need to be well communicated so that government and Canadians understand the shift in focus to modern-day Veterans.
- Overseas memorials and monuments need long-term investments to ensure their care and maintenance.
- The Community Partnership Program (CPP) has limited funds. It may be worthwhile to have only one intake period per year to reduce costs and simplify management of the program. The members did not agree with the concept of discontinuing support for the creation of new memorials, though it may be appropriate to develop criteria to ensure rural or remote communities have access to sufficient funds and to avoid establishing new monuments in communities where one or more memorials already exist.
- If VAC partners with organizations or corporations, the issue of logos and their interpretation of the commemorative message could be problematic.
- Consider how to engage and work with new stakeholder organizations who are interested in commemoration such as Wounded Warriors, True Patriot Love Foundation and Canada Company.

### **Public opinion poll – August 2019**

A poll conducted by the Privy Council Office (PCO) reached a random sample of 1,008 Canadians between August 12 and August 25, 2019. A sample of this size has a margin of error of  $\pm 3.1\%$ , 19 times out of 20. Below is PCO's analysis of the key results of the poll:

**If you wanted to demonstrate that you honour those who served and continue to serve our country in times of war, military conflict and peace, how would you prefer to do this? Would you prefer to (% of yes):**

- Wear a poppy – 87%
- Personally thank a Veteran/a CAF member – 83%
- View first-person accounts of Veterans on video – 75%
- View a celebratory event on the Internet or television – 73%
- Attend a first-person account of a Veteran in person – 71%

- Attend a celebratory event in your community – 70%
- View a solemn ceremony in your community – 70%
- View a solemn ceremony on the Internet or television – 70%
- Wear special commemorative pins – 68%
- Visit the grave of a Veteran – 57%
- Use badges or hashtags on social media – 41%

**To the best of your knowledge, how many war memorials in Europe is the Government of Canada responsible for?**

- None – 1%
- 1 or 2 – 14%
- Between 3 and 5 – 14%
- Between 6 and 10 – 5%
- More than 10 – 7%
- Not sure – 59%

**Can you name any of these memorials?**

- Vimy Ridge – 35%
- Normandy – 11%
- France (unspecified) – 9%
- Dieppe – 7%
- Holland/Netherlands (unspecified) – 6%
- Juno Beach -5%
- Flanders Field – 2%
- Belgium (unspecified) – 1%
- Germany (unspecified) – 1%
- Do not know – 34%

**The Government of Canada is responsible for 14 war memorials in Europe. To what extent, if at all, should the Government of Canada continue investing in the preservation, maintenance and operation of these sites?**

- Should continue investing – 59%

- Neutral – 22%
- Should not continue investing – 16%

**Do you think Canada’s military history should be taught in schools?**

- Yes – 88%
- No – 10%
- Do not know / no answer – 2%

**If you wanted to learn more about Canada’s military history and those who served, how would you prefer to obtain the information?**

- View videos explaining Canada’s military accomplishments and sacrifices – 72%
- Read articles or booklets about Canadas military accomplishments and sacrifices – 65%
- Take virtual tours of sites where Canada’s military served – 61%
- Use an interactive online tool such as an app – 54%

Note: The Privy Council Office will publish the full report to Library and Archives Canada in 2020, in accordance with Public Opinion Research policies.

## **Annex E – The Canadian Armed Forces around the world. Narrative and preliminary commemoration schedule**

More than 1.7 million Canadians served in uniform to defend peace and freedom around the world during the First World War, the Second World War and the Korean War. Since then, Canada has continued to actively support international security efforts. Starting in the 1950s, Canada's military stood alongside our allies to defend freedom and democracy in the new post-war landscape. In Northwest Europe, several hundred thousand Canadian military personnel joined a vital cause. They served alongside Canada's North Atlantic Treaty Organization (NATO) allies to deter Soviet aggression. Canada has also taken part in regional security efforts as part of the North American Aerospace Defence Command (NORAD). Over the past 70 years, more than 170,000 service members (Regular Force and Reserve Force) RCMP, civilian police and other

Government of Canada officials have participated in United Nations peace operations and multinational NATO missions. As part of these efforts, Canadians have responded to regional conflicts in many parts of the world. The CAF has strived to restore peace and stability to Egypt, Congo, Cyprus, Syria, the Persian Gulf, the former Yugoslavia, Somalia, Haiti, Rwanda, East Timor, Ethiopia and Eritrea, Afghanistan, Mali and Iraq—just to name a few. More than 4,000 Canadian police officers have also participated in more than 66 international peace support missions in recent decades.

### **After the Second World War**

To understand Canada's more recent role in the world and its peacekeeping, peace support and peace enforcement operations, we must recognize its place since the First and Second World Wars and the Korean War. Right after the Second World War, Canada greatly downsized its military. Those who had volunteered to serve returned home to resume their lives.

The Soviet Union had been a major Allied power during the Second World War. But the Soviet regime sought to widen its global influence in the wake of the conflict and tensions quickly arose between the Soviet Union and democratic western nations such as the United States, the United Kingdom, France and Canada.

In 1945, Canada became a founding member of the United Nations (UN). The UN's founding charter and the principle of sovereign equality guides its work. The principle of sovereign equality means each member state is equal in its right to govern itself. The UN played an important role in the international community, but its security council members had the power to veto. This limited the United Nations' power to curb the escalating Cold War conflict. Dramatic episodes, like the Berlin Blockade of 1948–1949, helped stoke the fires of distrust. Western European and North American countries united their security efforts to offset the Soviet threat to expand its power.

The “iron curtain” soon descended across Central Europe. Communist regimes took control of the nations the Soviet-backed forces had freed from German occupation. The clashing ideologies of east and west uneasily faced one another across a heavily-armed frontier. Nations built destructive nuclear weapons which increased the stakes of a future conflict. This decades-long standoff became known as the Cold War.

Canada’s military stood alongside our allies to defend international peace and security. The North Atlantic Treaty signed in Washington, D.C. on 4 April 1949 established the North Atlantic Treaty Organization (NATO). This political and military alliance protected its citizens’ freedom and upheld democracy and the rule of law. Canada played a prominent role in NATO’s creation and was one of its 12 charter members. Other members were the United States, the United Kingdom, France, Belgium, Denmark, Iceland, Italy, Luxembourg, the Netherlands, Norway and Portugal. This important partnership has endured for decades in a world that has undergone many significant changes.

The emergence of the Cold War followed by the outbreak of the Korean War in 1950 alarmed our government and those of Canada’s allies. The Soviet and Chinese-backed North Korean regime began the Korean War by breaking the UN peace agreement there and invaded the Republic of Korea to the south. Canada recruited thousands of new soldiers, sailors and aircrew to take part in the Korean War and, for the first time in our history, our government would establish a large standing military outside the context of a major world war. This enlarged military capacity would persist as hundreds of thousands of our service members defended our own borders and served in Europe and on the Atlantic Ocean as part of NATO forces in the decades that followed.

### **The Cold War—regional security**

Canada’s focus on regional security was very evident during the Cold War. This struggle dominated the world’s international relations from the late 1940s to the early 1990s. For example, as a member of NATO, Canada had an army brigade group, and the air force had as many as 12 fighter squadrons stationed in Western Europe to help offset the Soviet-backed forces stationed in Eastern Europe. The Canadian navy also patrolled the Atlantic Ocean and the Mediterranean Sea to defend against enemy naval forces. Through it all, though, our sailors, soldiers and aviators continued to serve until the end of the Cold War. Canada disbanded the Canadian Brigade Group in Europe in 1993 and brought them home.

Canada also committed to the North American Aerospace Defence Command. On 1 August 1957, Canada and the United States announced they would integrate their air defence forces. This joint command headquartered near Colorado Springs, Colorado, watches the skies over North America for potential threats. As missile and bomber technology evolved during the Cold War, they built strings of radar stations across Canada’s North to guard against possible attack.

Canada created a peacetime CAF capable of serving almost anywhere in the world to help play a leadership role in the international community. We provided peacekeepers and supported these forces with vehicles, ships, aircraft and specialized equipment so that Canada could respond to a variety of regional conflicts. In fact, a Canadian, Lester B. Pearson, was awarded the 1957 Nobel Peace Prize for his pioneering vision. He helped establish a UN force to prevent the Suez Crisis of 1956 from escalating into a global confrontation. Our successful role in resolving this flashpoint increased Canada's credibility on the world stage. It established us as a nation committed to advancing the common good of the world's nations and not only its allies.

### **The Post-Cold War to today**

The Berlin Wall was pulled down in 1989. Regimes in the Soviet Union and Eastern Europe quickly fell in the early 1990s. This new period has become known as the Post-Cold War era and it would be defined by new challenges to international security. More than 4,000 CAF members served in the Persian Gulf region in 1990-1991. They were part of the international coalition of countries to drive the invading forces of Iraq out of Kuwait during the Gulf War.

The original purpose for the North Atlantic Treaty Organization (NATO) receded with the end of the Cold War. But NATO soon proved its continued relevance to international stability in new ways. In 1991 and 1992, the break-up of Yugoslavia created conflict in the region. NATO would eventually coordinate a multinational security force in the Balkans. More than 40,000 CAF members helped restore peace and aid in the recovery in the former Yugoslavia. CAF members served first as part of the European Community Monitoring Mission there in 1991, followed by the United Nations Protection Force (UNPROFOR) that began in 1992. From 1995 to 2004, they served as part of NATO's Implementation Force (IFOR) and Stabilization Force (SFOR) missions.

NATO would also lead international military efforts in Afghanistan in the aftermath of the 11 September 2001 terrorist attacks on the United States. More than 40,000 CAF members served in the Afghanistan theatre of operations between 2001 and 2014. Most would do so as part of NATO's International Security Assistance Force (ISAF). Canada's navy and air force also took part in the NATO campaign to help the Libyan people depose dictator Muammar Gadhafi in 2011.

More recently, NATO is returning to the alliance's original purpose. It has firmly stood up for peace and security in the face of new threats in Central and Eastern Europe. Canada's army, navy and air force took part in NATO exercises as part of Operation Reassurance. They served in places such as Poland, Latvia, Romania and the Black Sea. Our service members have also been active in important NATO initiatives elsewhere. For example, they have played an important role in the multinational effort to degrade and ultimately defeat Daesh in

Iraq and Syria. As part of a training mission in Iraq, they are helping the country transition to lasting peace and security.

### **Domestic stability**

On rare occasions, CAF members are called upon to help maintain civil peace within Canada. During the October Crisis of 1970, the federal government invoked the *War Measures Act*. At the time, the government feared dramatic kidnappings and bombings may escalate into widespread violence and unrest. Canadian soldiers deployed in Quebec and Ottawa to assist civil authorities maintain security. In 1990, CAF members helped civil authorities maintain order during land disputes between First Nations, neighboring communities and governments. The CAF also often help the RCMP monitor our borders for criminal activity. This includes the international smuggling of drugs and undocumented immigrants.

### **Search and rescue**

CAF members have saved many lives in search and rescue operations. It takes great skill and courage to reach accident sites in remote areas during these efforts. They may help those injured in a plane crash or dangle beneath helicopters during storms to rescue people on a sinking ship. The CAF's expertise is also valuable in other emergency response situations, such as the 1985 Arrow Air Flight 1285 crash in Gander, Newfoundland and Labrador, and the 1998 Swissair Flight 111 crash off Nova Scotia's coast. After these tragedies, the CAF helped retrieve human remains and aircraft debris.

### **Natural disasters and humanitarian assistance**

The CAF members' intense training makes them an invaluable resource when natural disasters strike. During the 1997 Red River floods in Manitoba, they helped build levees, rescued stranded people and provided aid to those in need. They provided support and cleared damage after a massive ice storm in Eastern Canada caused major power outages in 1998. Soldiers also fought major forest fires in British Columbia in 2003 and evacuated residents threatened by wildfires in northern Alberta in 2016, to name just a few examples.

The CAF also responds to natural disasters that hit farther from home. In 2004, a tsunami battered the coasts of countries along the Indian Ocean. Then in 2005, Hurricane Katrina hit the Southern United States. Both disasters caused great destruction and suffering. In both cases, CAF members quickly provided specialized assistance and relief supplies through its Disaster Assistance Response Team (DART). The team has the capability and equipment to provide safe drinking water, basic medical care and infrastructure repair to disaster-hit areas. In 2014, the CAF deployed medical personnel and support staff to West Africa where they joined an international effort to fight the Ebola disease outbreak there. They also addressed related humanitarian and security issues in the region.

## The reality of today's Veterans

Throughout our country's history, Canada's military has played an important role at home and abroad, in war and in peace. While the commitment to serving our country has never wavered, the reality of today's Veterans is very different than what their war service counterparts would have experienced. That difference results from a number of changes in recent decades.

- Diversity in missions: During and after the Cold War, CAF members were rarely involved in the type of intensive battles that characterized the two world wars. Rather, the everyday experience of the army, navy, air force and Special Operations members reflected the diversity of the worldwide missions they participated in over the decades. With a few exceptions, such as fighting in the Balkans and Afghanistan, the conflicts had low-to-moderate levels of violence. This did not mean major challenges were not present. Canadian soldiers sometimes operated in regions with no defined front lines. There, civilians were mixed in among the different hostile groups. This meant soldiers were often exposed to civilian suffering. At times, soldiers were less sure of who their adversaries were.
- Shift in focus: The 1960s to 1980s saw an increasing shift to peacekeeping as a key component of Canadian international security policy. By the early 1990s, Canada's many peace and security commitments led to a very high tempo of operations. By the early 2000s, this pace resulted in exhausted personnel and obsolete equipment.
- Shrinking role: The Canadian military's shrinking role through the second half of the 20<sup>th</sup> century, spurred in part by the waning of the Cold War, had an impact. It led to decreased public support, reduced defense budgets and a declining military capability. Most military units were not located on bases near the large urban centers. Over the decades, consolidation and relocation of military units led to many base closures. The CAF reduced its size significantly. It went from about 121,000 Regular Force members and 50,000 Reserve Force members in the late 1950s to about 71,500 and 30,000 members respectively by 2018. At the same time, the Canadian population evolved and became increasingly diverse, including many new immigrants. As a result, it was less likely for Canadians to know someone who had served, or was currently serving, in the CAF. With respect to international peace support missions, Canada went from its highest level of support in 1992 -- with more

than 3,300 Canadian personnel deployed -- to a much smaller contribution by 2019 with fewer than 200 personnel serving on a handful of smaller missions.

- **Integration of Reserve Force:** Reserve Force soldiers joined Regular Force soldiers on many of the missions. Beginning in the 1980s, these Reservists comprised up to 20% of soldiers deployed on major (large-scale, extended-period) international and domestic missions.
- **Partners:** The Canadian military does not work alone. Depending on the mission, Canada's soldiers, sailors, airmen and airwomen, and special operators may work with many others. Some may be Canadian diplomats, development workers and police officers. Others may be experts in human rights, good governance and the rule of law. Sometimes they work with democratic institutions to advance Canada's peace and security interests.
- **Reputation:** The CAF's reputation suffered in the 1990s. Controversial incidents occurred during the Somalia multinational peace support operation, for instance, and other critical media stories that touched on our country's military also had a negative impact on public perception. One example is the UN's failure to stop the worst of the Rwandan genocide in 1994. The CAF's reputation then became more positive through the members' sheer hard work and dedication. For example, the CAF responded to support Canadians during the 1997 Red River Flood and the 1998 Ice Storm. Then post-9/11, the CAF undertook a major, high-profile mission in Afghanistan. A notable sense of pride began to become evident again among the public.
- **Canadians' perceptions:** Canadians would develop a renewed appreciation for its military after the 11 September 2001 terrorist attacks. For the first time since Korea, the Canadian military was involved in an active war against a declared enemy. By necessity, the CAF upgraded its equipment. The mission reinvigorated the military. Canadians' awareness of CAF members' service and sacrifice grew greatly. The loss of CAF lives during the Afghanistan mission inspired Canadians to show their support at home. They lined the highway between Trenton to Toronto, Ontario in a show of respect for our fallen heroes and pride in our serving members. This led to the naming of the Highway of Heroes. Similar designations of Veterans Memorial Highways appeared across Canada. Remembrance Day, which was traditionally about recognizing the service of war service Veterans, is now an opportunity for

Canadians to honour all who have served, with special attention to those who have died.

- Targeted services and benefits: Over the past two decades, Veterans have been able to access more targeted services and benefits through VAC. Numerous private sector initiatives also focus on Veteran transition including employment, education and training, and other well-being services.

### **The CAF around the world**

For seven decades, Canada has had many successes and challenges in our post-war military efforts. Canadian service members and police officers have served on dozens of multinational operations, including combat missions, supervising or enforcing ceasefires, and various other duties like mine warfare education, mine-clearing, and mentoring.

On missions like these, CAF members have assumed many roles—primarily as military professionals. Their responsibilities expanded to being de facto ambassadors, peacekeepers, protectors, rebuilders of civil society and teachers to the local security forces. Beyond their military skills, we recognize CAF members serving on the land, at sea and in the air are often also specialists in engineering, geomatics, telecommunications, aerospace science, environmental science, international logistics, search and rescue, health care, pharmacology and social work. These are just a few of the many defence occupations. CAF members have taken on terrorists, insurgents and pirates. We all have seen images of CAF members' life-saving work done in hotspots around the world.

Here at home, Canadians know of the CAF search and rescue efforts and the support offered during forest fires, floods, ice storms and other natural disasters. We have stood solemnly in silence when some returned home in caskets and we have mourned those killed during domestic responsibilities as well. We all know CAF members are devoted to their duty and committed to our country's values.

Canadians who served in the First and Second World War and Korean War did so with courage, honour, commitment and sacrifice. CAF Veterans demonstrated these very same qualities. Our Veterans, across the ages, endured climate extremes and separation from their families and friends. These brave people, throughout our military history, showed diligence, toughness and compassion for the plight of others. That service must be recognized by all Canadians.

This recognition calls for a new approach to understanding the unique experiences, sacrifices and contributions of modern-era Veterans. Increasingly, we will highlight Canada's contributions to international peace, security and humanitarian efforts in different regions of the world; for example, our efforts in Africa; in Europe, the Balkans and the Mediterranean; in

the Middle East and Cyprus; in Southeast Asia, Southwest Asia and the Persian Gulf; and in the Americas and the Caribbean.

This regional “CAF around the world” approach will help Canadians understand our country’s military contributions in different parts of the globe, including here at home, and why our military history is relevant to our society today. This new regional narrative will highlight Canada’s ongoing contributions to international peace, security and humanitarian goals through Veterans’ stories. Each year, beginning in 2022, Canada’s efforts in a different area of the world will be highlighted in commemoration and recognition activities (in green type), in addition to the regular cycle of war-era milestone anniversaries.

### Proposed multi-year theme, education and event schedule

Year	Theme
2021	<p><b>CAF Around the World</b></p> <p>105<sup>th</sup> anniversary of the Battles of the Somme and Beaumont-Hamel</p> <p>80<sup>th</sup> anniversary of the Defence of Hong Kong, 70<sup>th</sup> anniversary of the Battle of Kapyong</p> <p>65<sup>th</sup> anniversary of beginning of first large-scale UN peacekeeping effort (UNEF 1)</p> <p>30<sup>th</sup> anniversary of end of the Gulf War</p> <p>30<sup>th</sup> anniversary of end of Iran/Iraq peacekeeping mission</p> <p>15<sup>th</sup> anniversary of end of large-scale Canadian peacekeeping in Golan Heights</p>
2022	<p><b>CAF in Europe</b> (Western Europe, the Balkans and the Mediterranean)</p> <p>105<sup>th</sup> anniversary of the Battle of Vimy Ridge and Passchendaele</p> <p>80<sup>th</sup> anniversary of the Dieppe Raid</p> <p>30<sup>th</sup> anniversary of large-scale Canadian participation in UN peacekeeping efforts in the former Yugoslavia</p>
2023	<p><b>CAF in Asia</b></p> <p>80<sup>th</sup> anniversary of the Battle of the Atlantic, 70<sup>th</sup> anniversary of the Korean War Armistice</p> <p>70<sup>th</sup> anniversary of the Korean War Armistice</p> <p>105<sup>th</sup> of end of First World War (Canada’s 100 Days)</p> <p>50<sup>th</sup> anniversary of the end of CAF participation in International Commission for Supervision and Control (ICSC) efforts in Vietnam</p>
2024	CAF in Africa

Year	Theme
	80 <sup>th</sup> anniversaries of D-Day and the Battle of Normandy, the Italian Campaign and the Liberation of Belgium/Battle of the Scheldt 10 <sup>th</sup> anniversary of the end of the Afghanistan mission 60 <sup>th</sup> anniversary of the end of Canada's participation in the first major UN mission to the Congo 30 <sup>th</sup> anniversary of beginning of the Rwandan genocide 30 <sup>th</sup> anniversary of the end of Canada's mission to Somalia 30 <sup>th</sup> anniversary of the end of CAF mission to Western Sahara
2025	CAF in the Americas (at home and in the Caribbean) 80 <sup>th</sup> anniversaries: Liberation of the Netherlands; Victory in Europe; Victory in Japan and the end of the Second World War
2026	CAF in the Middle East 110 <sup>th</sup> anniversary of the Battles of the Somme and Beaumont-Hamel 88 <sup>th</sup> anniversary of the Defence of Hong Kong, 70 <sup>th</sup> anniversary of the Battle of Kapyong 70 <sup>th</sup> anniversary of beginning of first large-scale UN peacekeeping effort (UNEF 1) 35 <sup>th</sup> anniversary of end of the Gulf War 35 <sup>th</sup> anniversary of end of Iran/Iraq peacekeeping mission 20 <sup>th</sup> anniversary of end of large-scale Canadian peacekeeping in Golan Heights
2027	CAF in Europe (Western Europe, the Balkans and the Mediterranean) 105 <sup>th</sup> anniversary of the Battle of Vimy Ridge and Passchendaele 80 <sup>th</sup> anniversary of the Dieppe Raid 30 <sup>th</sup> anniversary of large-scale Canadian participation in UN peacekeeping efforts in the former Yugoslavia
2028	CAF in Asia 85 <sup>th</sup> anniversary of the Battle of the Atlantic, 70 <sup>th</sup> anniversary of the Korean War Armistice 75 <sup>th</sup> anniversary of the Korean War Armistice 110 <sup>th</sup> of end of FWW (Canada's 100 Days) 55 <sup>th</sup> anniversary of the end of CAF participation in International Commission for Supervision and Control (ICSC) efforts in Vietnam
2029	CAF in Africa

Year	Theme
	80 <sup>th</sup> anniversaries of D-Day and the Battle of Normandy, the Italian Campaign and the Liberation of Belgium/Battle of the Scheldt 10 <sup>th</sup> anniversary of the end of the Afghanistan mission 60 <sup>th</sup> anniversary of the end of Canada's participation in the first major UN mission to the Congo 35 <sup>th</sup> anniversary of beginning of the Rwandan genocide 35 <sup>th</sup> anniversary of the end of Canada's mission to Somalia 35 <sup>th</sup> anniversary of the end of CAF mission to Western Sahara
2030	CAF in the Americas (at home and in the Caribbean) 85 <sup>th</sup> anniversaries: Liberation of the Netherlands; Victory in Europe; Victory in Japan and the end of the Second World War

## Annex F – Consultation and engagement plan

Although recognition of Veterans and their contributions is widely thought to be important, it is unclear how society can best provide effective recognition. There is little research evidence to guide thinking, and the complex literature on acceptance, coping and identities remains to be explored. Asking Veterans what works for them is likely to be helpful.<sup>9</sup>

To ensure today’s Veterans feel recognized in our programming, we need to first have a better understanding of how, and by what means, they would like to be remembered. We will engage today’s Veterans and still serving members in meaningful dialogue. We will tap into perspectives of a variety of Canadians in order to identify dynamic ways of inspiring the people of this country to express their appreciation to all those who served Canada. The consultations will include round table discussions and surveys—both formal and informal. We will also reach out to stakeholder groups such as the Minister’s Commemoration Advisory Group, as well as other groups and organizations that engage in commemorative activities. The following table presents our approach.

### Goal 1 - Help Canadians understand how those who served our country have helped advance peace and security around the world.

Plan element	Format	Stakeholder group	Purpose
Objective 1.1  Create opportunities to commemorate and recognize all who have served our country	Consultation - questionnaire and online discussion groups  Minister’s summit and/or stakeholder roundtables	Veterans and Veterans organizations	Present vision/options for recognition and commemoration of post-Korea missions and obtain feedback.

<sup>9</sup> Thompson JM, Lockhart W, Roach MB, Atuel H, Bélanger S, Black T, Cox D, Cooper A, de Boer C, Dentry S, Hamner K, Shields D, Truusa, TT. Veterans’ Identities and Well-being in Transition to Civilian Life – A Resource for Policy Analysts, Program Designers, Service Providers and Researchers. Report of the Veterans’ Identities Research Theme Working Group, Canadian Institute for Military and Veteran Health Research Forum 2016. Charlottetown PE: Research Directorate, Veterans Affairs Canada. Research Directorate Technical Report. 01 June 2017, p. 51.

Plan element	Format	Stakeholder group	Purpose
			<p>Deepen understanding about recognition and well-being.</p> <p>Identify opportunities for innovation and partnership.</p>
<p>Objective 1.2</p> <p>Provide innovative learning materials to help educators teach youth about the role of Canada's military personnel in the world and their achievements and sacrifices.</p>	<p>Consultation – online questionnaire and discussion groups</p>	<p>Educators</p>	<p>Obtain feedback on effectiveness of recent education/learning resources</p> <p>Explore opportunities for VAC to take innovative approaches to developing resources</p>
<p>Objective 1.3</p> <p>Expand and enhance use of digital technology to engage more Canadians.</p>	<p>Consultation</p>	<p>Canadians, particularly youth and new Canadians</p>	<p>Understand interest regarding missions since the Korean War and Veterans of that era. Assess appetite to engage in remembrance using technology.</p>

**Goal 2 - Inspire Canadians to actively recognize the service and sacrifices of all who have served our country in uniform**

Plan Element	Format	Stakeholder Group	Purpose
Objective 2.1			

Plan Element	Format	Stakeholder Group	Purpose
Support and deliver commemorative programming, activities and events in Canada, focusing on CAF missions around the world and recognition of military milestones across Canadian history.	Information-sharing	Partners (OGDs, community stakeholders) <ul style="list-style-type: none"> <li>• Interdepartmental Committee on Commemoration and its members</li> <li>• Canadian War Grave Commission partners</li> <li>• Five Eyes</li> </ul>	Make partners aware of programming approach going forward. Discuss opportunities for alignment and partnership.
Objective 2.2  Continue to support and encourage youth involvement and leadership in commemorative activities.	Consultation – online questionnaire, discussion groups	Youth aged 15 to 29	Understand segments of Canada’s youth population and opportunities to engage them (e.g. school-aged youth, young professionals, cadets, CAF members, etc.)
Objective 2.3  Continue to commemorate key First World War, Second World War and Korean War milestones	Information-sharing	Partners (OGDs, community stakeholders); Commonwealth, Five Eyes	Make partners aware of programming approach going forward
Objective 2.4  Support organizations in planning and delivering successful commemorative, restoration or construction initiatives	Information-sharing	Funding recipients, other partners	Make partners aware of programming approach going forward

**Goal 3 - Preserve and maintain Government of Canada memorials, including the Books of Remembrance and Veteran grave markers in a sustainable and dignified way.**

<b>Plan element</b>	<b>Format</b>	<b>Stakeholder group</b>	<b>Purpose</b>
<p>Objective 3.4</p> <p>Respond to requests for increased support for third party sites and initiatives.</p>		Justice Canada, PCH, GAC, PSPC, non-profit organizations, foreign governments	Discuss current roles and responsibilities, anticipated demand/need for support. Develop common understanding and proposal for way forward.

**Goal 4. Align Departmental resources to better serve Canadians.**

<b>Plan Element</b>	<b>Format</b>	<b>Stakeholder Group</b>	<b>Purpose</b>
<p>Objective 4.2</p> <p>Work with federal partners to align programs, policies and procedures for greater efficiency</p>	Discussion	Negotiation	Develop service level agreements, transfer functions
<p>Objective 4.3</p> <p>Develop our commemoration workforce</p>	Collaboration	VAC HR	

## **Annex G – Performance Measurement Plan**

### **Programs and Departmental Results**

Under its Departmental Results Framework, VAC has three core responsibilities, one of which is Commemoration (pay tribute to the sacrifices and achievements of those who served in Canada’s military efforts). This core responsibility is aligned with two departmental results: Veterans and those who died in service are honoured; and Canadians remember and appreciate Veterans and those who died in service. The Commemoration core responsibility comprises two programs:

- The Canada Remembers Program ensures that those who served in Canada’s military efforts are honoured and that the memory of their sacrifices and achievements is preserved. To this end, Veterans and those who died in service are publicly acknowledged through ceremonies and events, honours and awards, and the presentation and perpetual care of memorials, cemeteries and grave markers. Efforts are also made to ensure that Canadians are aware of, and value, the contributions of those who served through a suite of resources that tell the story of our military history, as well as a wide range of commemorative initiatives led by communities across the country using funding provided by the program.
- The Funeral and Burial Program provides financial assistance toward the funeral, burial, and grave marking expenses of eligible Veterans to recognize their service to Canada. Under the Veterans Burial Regulations, financial assistance is available for war service Veterans (Veterans of the two World Wars and the Korean War) and CAF Veterans (Veterans with service post-Korean War) whose deaths were service-related or whose estates lack sufficient funds for a dignified funeral, burial, and grave marking.

Through the delivery of the Canada Remembers Program and the Funeral and Burial Program, the Commemoration Division ensures that VAC’s core responsibility of Commemoration is fulfilled.

### **Measurement**

We will measure the success of our strategic plan in the following ways:

**Goal I. Help Canadians understand how those who served our country have helped advance peace and security around the world.**

Objective	Expected Results	Performance Measure	Data source/Method
<p>Objective 1.1 –</p> <p>Create opportunities to commemorate and recognize all who have served our country.</p>	<p>Stakeholders, including Veterans and Veterans’ organizations, are consulted and play a role in co-designing the way ahead and support the shift in approach to the “Canada and the world” theme and the redesign of our learning and event programming.</p>	<p>Positive feedback received from stakeholders, including Veterans and Veterans organizations, indicate that VAC’s commemorative and remembrance approach is supported (surveys, letters, emails).</p> <p>Number and diversity of stakeholders involved.</p>	<p>Analysis of comments received through consultation efforts</p> <p>Information regarding participants in consultation. Analysis to determine representation of the population (age, gender, region, military service, geography, ethnicity, language)</p>
<p>Objective 1.2 –</p> <p>Provide innovative learning materials to help educators teach youth about the role of Canada’s military personnel in the world and their achievements and sacrifices.</p>	<p>Engaged youth and educators through a collection of learning resources and web features.</p>	<p>Results of evaluations of learning resources.</p>	<p>Learning resource evaluation tools</p>
<p>Objective 1.3 –</p> <p>Expand and enhance use of digital technology to engage more Canadians.</p>	<p>Remembrance section of the VAC website is easy to navigate with improved online resources to engage and assist visitors researching military history, seeking information about a distant relative who died while serving,</p>	<p>Analytics show increase in number of visitors to website and social media, engagement with content.</p> <p>Percentage of VAC website/digital channel users who indicate the Remembrance section</p>	<p>Visitation / page view data on key webpages</p> <p>User testing results</p> <p>Website user surveys</p>

Objective	Expected Results	Performance Measure	Data source/Method
	<p>planning a visit to an overseas memorial, or planning a commemorative event.</p> <p>Development of apps, online interactive experiences and other digital innovations to leverage learning products for use by the Canadian public.</p> <p>Increased awareness of commemorations and remembrance events.</p> <p>Broadened outreach and scope of commemorations.</p>	<p>of the VAC website/apps/interactive experiences provided relevant and reliable data</p>	

**Goal II. Inspire Canadians to actively recognize the service and sacrifices of all who have served our country in uniform.**

Objective	Expected Results	Performance Measure	Data source/Method
<p>Objective 2.1 – Support and deliver commemorative programming, activities and events in Canada, focusing on CAF missions around the world and recognition of military milestones across Canadian history.</p>	<p>Maximized opportunities for Canadians to engage in commemorations and remembrance.</p> <p>Increased participation of target groups.</p> <p>A coordinated Government of Canada thematic framework for commemoration and remembrance</p>	<p>70% of Canadians feel that VAC's remembrance program effectively honours Veterans and those who died in service, and preserves the memory of their achievements and sacrifices.</p> <p>80% of participants in VAC-led events indicate they found the event somewhat or very satisfactory</p>	<p>Attitudes Towards Remembrance survey or similar data source</p> <p>Results of survey issued to participants in select VAC-led events.</p> <p>List of events and attendance (departmental</p>

Objective	Expected Results	Performance Measure	Data source/Method
	<p>milestones and events.</p> <p>Broadened partnerships to deliver commemorative and remembrance programming.</p> <p>Enhanced opportunities for interdepartmental collaboration to deliver commemorative and remembrance events.</p> <p>Support for eligible Veterans who wish to attend commemorative ceremonies.</p>	<p>Attendance and # of national, regional and international remembrance ceremonies held to mark Canadian military milestones.</p> <p># of eligible Veterans able to attend commemorative ceremonies as a result of the subsidy</p>	<p>reports and reports from funded projects)</p> <p>Program uptake data</p>
<p>Objective 2.2 –</p> <p>Continue to support and encourage youth involvement and leadership in commemorative activities.</p>	<p>Integrate youth into Government of Canada events commemorating military milestones.</p> <p>Work with existing and new partners to identify ways to involve more youth in commemorative ceremonies in communities across Canada.</p>	<p>Year over year increases in number of youth participating in commemorative events.</p> <p>Identification and implementation of approaches with partners.</p>	<p>List of events and attendance (departmental reports and reports from funded projects)</p> <p>Annual retrospective/reflection by senior management</p>
<p>Objective 2.3 –</p> <p>Continue to commemorate key First World</p>	<p>Major military milestones marked through various</p>	<p>Feedback received from stakeholders, including Veterans and Veterans’</p>	<p>Survey to partners</p>

Objective	Expected Results	Performance Measure	Data source/Method
War, Second World War and Korean War milestones.	initiatives with a focus on activities in Canada.	organizations, indicate that VAC conducted commemorative services in an appropriately dignified and professional way.  # of viewers of live-streamed events (if applicable), other social media analytics (TBD)  Results of event participant surveys.	Reports from funded projects
Objective 2.4  Support organizations in planning and delivering successful commemorative, restoration or construction initiatives.	Support of Commemorative Partnership Program to meet program objectives.  Curate tools and other resources to assist Veterans, community groups and schools to plan and conduct commemorative ceremonies or activities.	# of Commemorative Partnership Program projects; project results by FY. Diversity of recipients (Canada and the World).  # of views/downloads of tools; user surveys to gather feedback about tools and resources to support commemorative ceremonies or activities.	Program uptake / usage metrics  Web analytics for key web pages and resources

**Goal III. Preserve and maintain memorials, including the *Books of Remembrance* and grave markers in a sustainable and dignified way**

Objective	Expected Result	Performance Measure	Data source/Method
Objective 3.1 –  Maintain, preserve and present the Government of	A life-cycle resource management plan for the memorial sites is implemented	90% of Canadians who agree it is important that VAC recognize and honour Canadian	Attitudes Towards Remembrance survey or similar data source

Objective	Expected Result	Performance Measure	Data source/Method
<p>Canada's international monuments, memorials and battlefields in accordance with our commemorative integrity statements so they may be enjoyed in perpetuity.</p>	<p>to ensure their long-term sustainability.</p> <p>A forest management plan implemented at the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial.</p> <p>Enhanced visitor experience due to leveraging the student guide program to provide guided tours, memorial interpretation and visitor services.</p>	<p>Veterans and those who died in service through the presentation and care of memorials, cemeteries and grave markers.</p> <p>Percentage of overseas memorial maintenance work completed as identified in annual agreement with service provider.</p> <p>Sustained, long-term funding indexed to the consumer price index (CPI) that takes into account the increased operating costs is secured.</p> <p># of visitors to the overseas memorials and interpretive sites.</p> <p>Feedback about the visitor experience and demographic characteristics gathered via in-person surveys.</p>	<p>Retrospective analysis/reflection by managers; comparison of work planned and work completed</p> <p>Department and/or Government of Canada increases stable and predictable funding envelope</p> <p>Visitor counts</p> <p>Visitor experience surveys</p>
<p>Objective 3.2 – Develop and enhance Government of Canada military memorials in Canada.</p>	<p>Enhanced interpretation services at the National War Memorial.</p> <p>The National Monument to Canada's Mission in Afghanistan is designed,</p>	<p>60% of visitors to NWM understand and appreciate its significance</p> <p>The National Monument to Canada's Mission in Afghanistan is designed and delivered by 2024 with less than a 5% variation in actual</p>	<p>Periodic ad hoc survey of Memorial visitors</p> <p>Analysis of planned and actual spending</p> <p>Attitudes Towards Remembrance Survey or similar data source</p>

Objective	Expected Result	Performance Measure	Data source/Method
	constructed and dedicated.	expenditure compared to budget.  80% of Canadians feel that the National Monument to Canada's Mission in Afghanistan effectively honours Veterans and those who died in service, and preserves the memory of their achievements and sacrifices.	(one-time question posed within 1 year of unveiling)
Objective 3.3 –  Ensure the maintenance and preservation of Veteran graves in Canada.	Backlog of approximately 57,000 Veteran grave maintenance repair items eliminated by FY 2022-2023.	Total number of repairs completed by FY.  Backlog eliminated by FY 2022-2023.  Starting in 2023-24, a revised maintenance schedule to ensure no repair backlog.	Analysis of number of planned and actual repairs  Establishment and implementation of revised schedule
Objective 3.4 –  Respond to requests for increased support for third party sites and initiatives.	A clear way forward has been established for third party requests currently before the Department.  Authorities and necessary resources are in place to deliver on commitments.	The Government endorses VAC's recommended options.	Mention in a budget speech or speech from the throne

#### **Goal IV. Align Departmental resources to better serve Canadians.**

Objective	Expected Result	Performance Measure	Data source/Method
Objective 4.1. Clarify roles, responsibilities and align resources between Commemoration and other areas of VAC.	Optimal alignment of our structure, skills and resources	Commemoration Division and partners' opinions that roles are clearer and efficiency has been improved	Retrospective reflection by divisional managers and internal partners
Objective 4.2. Work with federal partners to align programs, policies and procedures for greater efficiency.	VAC staff are being treated equitably and fairly throughout their posting cycle abroad.	Renegotiated Interdepartmental Memorandum of Understanding on Operations and Support at Missions Abroad.	MOU is in place
Objective 4.3 – Develop our commemoration workforce.	Increased expertise among employees through relevant job shadowing, assignments/ secondments, education and training.	# of employees enrolled in programs and/or courses that directly support commemoration positions.	Performance agreements and learning plans  MyGCHR reports  PSES measure of satisfaction.
Objective 4.4 – Secure adequate funding to achieve the commemoration mandate.	Sustained, long-term funding to deliver upon approved priorities that support the Canada Remembers Program and the Funeral and Burial Program.	Establishment of sustained, long-term funding indexed to the consumer price index (CPI) that accounts for increased operating costs.	Department and/or Government of Canada increases stable and predictable funding envelope