



- Appointed June 2019.
- 20 years in public service, in central agencies (e.g. Privy Council Office, Treasury Board Secretariat and Department of Finance) and departments (e.g. Employment and Social Development Canada and Crown-Indigenous Relations and Northern Affairs Canada). He is also a former Army Reservist (30th FD Regt RCA) and Canadian Forces College National Security Programme graduate.

MANDATE

- Infrastructure custodian and functional authority
 - Responsible for full lifecycle
- Housing through the Canadian Forces Housing Agency
- Also functional authority for:
 - Environmental protection and sustainability;
 - Indigenous affairs;
 - Fire and respiratory safety and protection;
 - Ionizing radiation regulation and safety; and,
 - Hazardous materials management

KEY FACTS

Total Employees: Approximately 4,000

- Civilian – 3,646 filled (out of 4,688)
- MIL / Regular: 361 filled (out of 451)
- MIL / Reserve: 13 filled (out of 32)

Budget (FY 21/22): ~\$2.1B

- Operating: \$1.4B
- Capital: \$738M

Primary location(s): NDHQ (Carling); all Defence establishments.

- Largest and most varied real property portfolio in the federal government with an estimated replacement cost of \$26B.
- Largest contributor to the federal greenhouse gas emissions baseline.

KEY PARTNERS

Internal

- Defence Construction Canada
- Treasury Board Secretariat
- Crown-Indigenous Relations and Northern Affairs Canada; Indigenous Services Canada
- Public Services and Procurement Canada
- Environment and Climate Change Canada
- Canada Lands Company

External:

- Local Communities
- Indigenous Peoples
- Other Levels of Government
- Industry Associations
- Bargaining Agents
- NATO & Five-Eyes Partners

TOP ISSUES

Infrastructure Portfolio Sustainability

Defence infrastructure is essential to supporting defence capabilities and institutional functions, but the current portfolio is misaligned with future DND/CAF requirements. Insufficient funding to maintain and recapitalize assets has resulted in declining conditions and suitability and increased risk and operating costs. Key files include:

- [REDACTED];
- Continue to advance long-term solution for PRes armoury infrastructure in Sherbrooke, QC;
- Upcoming decision on National Defence Secure Campus (NDSC) NCR site location; and,
- Upcoming decision on potential Primary Reserves land transfer in Surrey, BC and engaging with local Indigenous groups.

Indigenous Affairs Priorities

Provide leadership in support of advancing the GoC's Indigenous reconciliation agenda in a manner that can serve as an enabler of SSE. While not all of the files will have decision points within the first 90 days, some of the issues can be unpredictable and have the potential to generate unexpected attention. Key files include working with partners to:

- Advance the Ste-Foy, QC divestment process and related consultations with Indigenous groups and other interested parties;
- Advance negotiations with Indigenous groups regarding claims and potential site access to the Cold Lake Air Weapons Range (CLAWR); and,
- Advance negotiations with Indigenous groups regarding claims at Ipperwash, ON.

Environmental Priorities

Provide leadership in environmental protection and sustainability. Focus includes compliance with legislation and regulations, meeting GoC greening policy commitments, climate change, contaminated sites, and legacy unexploded ordnance. Some of the issues can be unpredictable and generate unexpected attention. Key files include:

- Large-scale Per- and polyfluoroalkyl substances (PFAS) assessment/mitigation projects are underway at Comox, Wainwright, Edmonton, North Bay, Trenton and Borden with off-site impacts at each site. At North Bay (22 Wing), there is active litigation for PFAS contamination. DND has recently signed a \$19.4M agreement with the City to support remediation;
- [REDACTED]; and,
- TCE is expected to proceed with regulatory review of a Pumped Storage Energy Project on DND lands at Meaford, ON. DND will need to work with TCE to support impact assessments and lead its own Environment Effects Determination.