

# **BUILDING DEFENCE**

Strength Through Infrastructure

**DND & DCC INDUSTRY DAY**

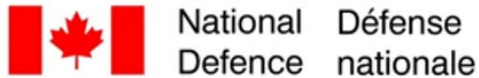
## **From Canadian Armed Forces Needs to Portfolio Requirements**

November 13th 2025

**Dave Thompson**

**Director General Portfolio Requirements**

**ADM Infrastructure and Environment**



# Overview

- **Purpose:**

- Strengthen collaboration between DND and industry to align on infrastructure priorities, upcoming programs, and long-term investment planning.

- **Why this matters:**

- Aging infrastructure and evolving operational needs are driving urgent transformation across defence bases.
- Over **\$100B** in planned investments over the next 20 years.
- Industry partnership is critical to **accelerate delivery** and **scale solutions**.
- Strategic opportunity to help shape Canada's future defence infrastructure.

# Defence Infrastructure Landscape

21,000+ buildings across Canada, 2.2M hectares of land holdings, 11,656 residential housing units, 5,000 km of roads, 19,788 works components

## Aging Infrastructure Challenges

- Defence assets average 37 years with 25% over 50 years, and rising concerns with respect to deferred maintenance and risks to operations.

## Expanding Military Demands

- Growth of the Canadian Armed Forces (CAF) and shifts in projected needs are increasing demands on infrastructure and needing enablement of rapid capability deployment.

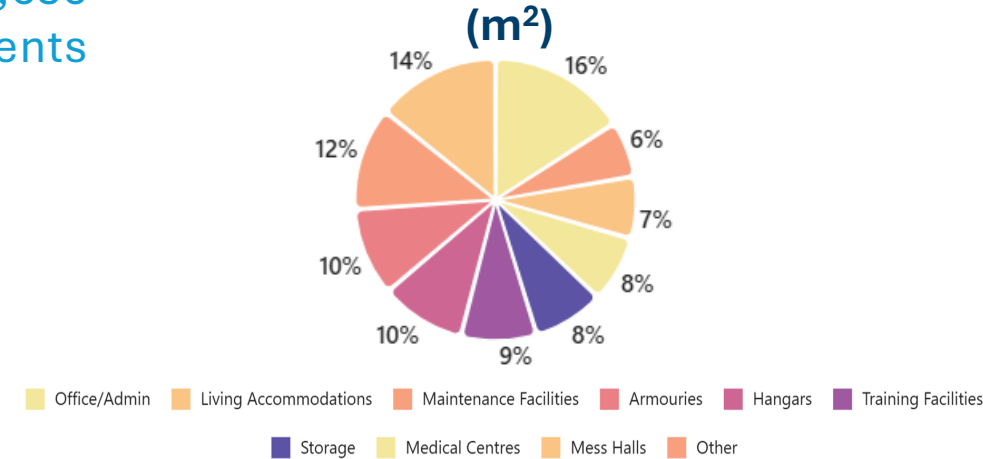
## Climate Resilience Needs

- Infrastructure must be designed to withstand environmental changes and support sustainable military operations.

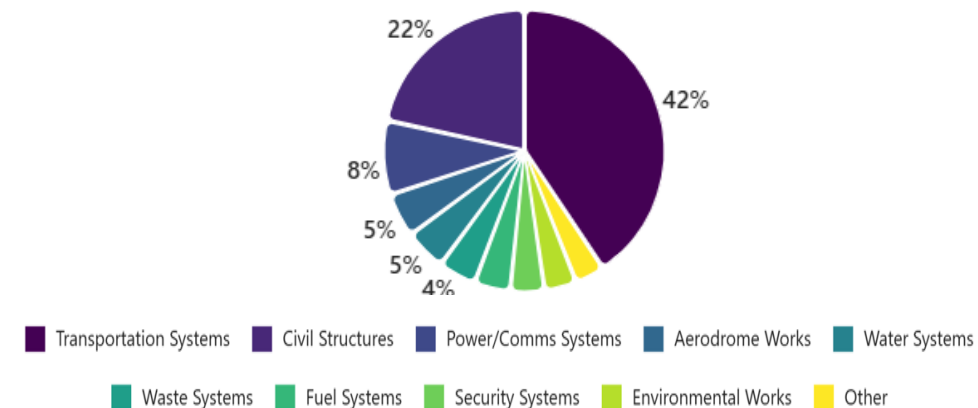
## Urgent Project Delivery

- Increasing pressure exists to deliver infrastructure projects quickly to support readiness and evolving requirements.

## Top Building Categories



## Top Works Categories (#)



# National Real Property Portfolio Plan (NRPPP)

*A National Defence plan, directly linked to the Defence Real Property Portfolio Strategy (DRPPS) and CAF key drivers, including alignment with defence priorities, force generation and force readiness.*

Base Supported Capabilities	Mission Continuity	Institutional Priorities	Portfolio Optimization
<ul style="list-style-type: none"><li>• Emergency Response and Security</li><li>• Maintenance Facility &amp; Establishment Support</li><li>• Municipal Works</li><li>• Office &amp; Administration</li><li>• Fuel Facility</li><li>• Utilities/Waste Infrastructure</li><li>• Warehouse or Storage Facility</li></ul>	<ul style="list-style-type: none"><li>• Airfields</li><li>• Ammunition &amp; Explosives</li><li>• Armoury/Naval Reserve Divisions</li><li>• C4ISR Facilities</li><li>• Education and Training</li><li>• Hangers</li><li>• Military Training (non-classroom)</li><li>• Port Facilities-Jetties</li><li>• Land Operations Facilities</li></ul>	<ul style="list-style-type: none"><li>• Commercial/Retail</li><li>• Community Facility</li><li>• Dining, Mess and Kitchen Facility</li><li>• Healthcare Facility</li><li>• Living Accommodations</li><li>• Physical Training/Sports Center</li><li>• Religious Institution</li><li>• Research and Development Labs</li></ul>	<p>Optimization Prioritization model based on Asset Tiering:</p> <ul style="list-style-type: none"><li>• Consolidation/Rationalization</li><li>• Demolition</li><li>• Divestment</li></ul>

Prioritization of work through:

- Risk Based Criteria:** Health & safety, compliance, operational impact, and cost avoidance
- Strategic Alignment:** Asset tiering, priority base identification, and CAF readiness
- Integrated Planning:** Inputs from Real property strategy, master real property long term development plans and new CAF programs.

# Portfolio Planning Framework

DND ensures the following in portfolio planning:

## Planning and Programming:



- Development of Master Real Property Development Plan (MRPDPs) and Site Development Plans (SDPs) for Department of National Defence (DND) sites.
- Validation and prioritization of investment needs.

## Infrastructure:



- Work with project teams and operational units to identify infrastructure gaps required to support DND/Canadian Armed Forces (CAF) activities.
- This includes facilities, utilities, roads, airfields, communications and energy.

## Siting:



- Work with project teams as subject matter experts to assess appropriate siting locations based on planning best practices and requirements.

## Engagement:



- Stakeholder engagement and consultation with Assistant Deputy Ministers, other government departments, Indigenous Rightsholders, and local, territorial/provincial governments early and in a meaningful manner with regards to real property.

# Planning for Defence Infrastructure

## Define Requirements

- Align infrastructure needs with CAF operational demands, personnel growth, and asset recapitalization.

## Conduct Basing & Siting Analysis

- Collaborate with project teams to assess location suitability and translate operational needs into infrastructure plans.

## Optimize the Portfolio

- Identify opportunities for consolidation, multi-purpose use, demolition, and strategic land utilization.

## Ensure Strategic Fit

- Integrate Indigenous engagement and regional priorities, especially in the North and Arctic.

## Deliver Sustainable Outcomes

- Balance operational readiness with long-term real property sustainability.

# Near Term Investment Focus Areas

## **Municipal Works**

Fixing the foundations on bases and wings

## **Living Accommodations**

Innovative solutions advancing modern accommodations in response to demand on bases and wings.

## **Naval Infrastructure Development**

Focus on jetties, fueling facilities, and fleet training centers advancing naval operational capabilities.

## **Ammunition Infrastructure Upgrades**

Upgrading storage magazines, transit facilities, and maintenance centers to maintain operational readiness.

## **Range and Training Modernization**

Recapitalizing roads, bridges, and ranges to support training and safety.

## **Arctic and Northern Infrastructure**

Developing multi-purpose facilities and airfield improvements to support remote northern operations.

# Infrastructure Gaps Seeking Industry Acceleration

ADM(IE) infrastructure requirements are being shaped by urgent needs for adaptation to environmental conditions, technological advances and digital transformation. These are areas where industry acceleration is essential as we rebuild the portfolio.

## Climate Adaption and Environmental Risk

- Arctic warming, melting permafrost and rising sea levels are already stressing infrastructure
- Infrastructure adaptation is urgently needed to mitigate more frequent extreme weather events

## Cyber, Digital infrastructure and Technological Innovation

- Push towards digitized, monitored and networked infrastructure require new standards for security and communication
- AI-enabled systems (i.e. predictive maintenance) are expected to be integrated into infrastructure delivery

## Novel Building Materials and Practices

- Remote and northern operations demand cost-effective, green infrastructure solutions that can be deployed quickly
- Industry must deploy innovative materials and construction practices suited to harsh environments

## Energy Transition

- Commitments to reduce GHG emissions require infrastructure for diversified energy sources
- Industry must support planning and delivery solutions like MNRs and green-heat systems

## Indigenous and Local Partnerships

- Increased requirement to partner with indigenous and local communities beyond “duty to consult”
- Changes in societal expectations of Defence custodianship over infrastructure expands ADM(IE) influence and outreach to issues such as housing, land-use planning, transportation, environmental remediation and heritage preservation



# 10 Year Outlook: New Programs\* National Overview

## National Overview:

Major Capital: \$88B

M&R and Minor Cap : \$6.7 B (3Y outlook)

Housing: \$629 M

## Northern region:

Major Capital: \$40B (20 year outlook)

Minor Capital: \$828 M

## Pacific region:

Major Capital: \$7.2 B

M&R and Minor Cap: \$798 M

Housing: \$182 M

## Western region:

Major Capital: \$10B

M&R and Minor Cap: \$1,366 M

Housing: \$64 M

## Quebec region:

Major Capital: \$6.1B

M&R and Minor Cap: \$ 874 M

Housing: \$43 M

## Ontario region:

Major Capital: \$16.85B

M&R and Minor Cap: \$1,258 M

Housing: \$283 M

## Atlantic region:

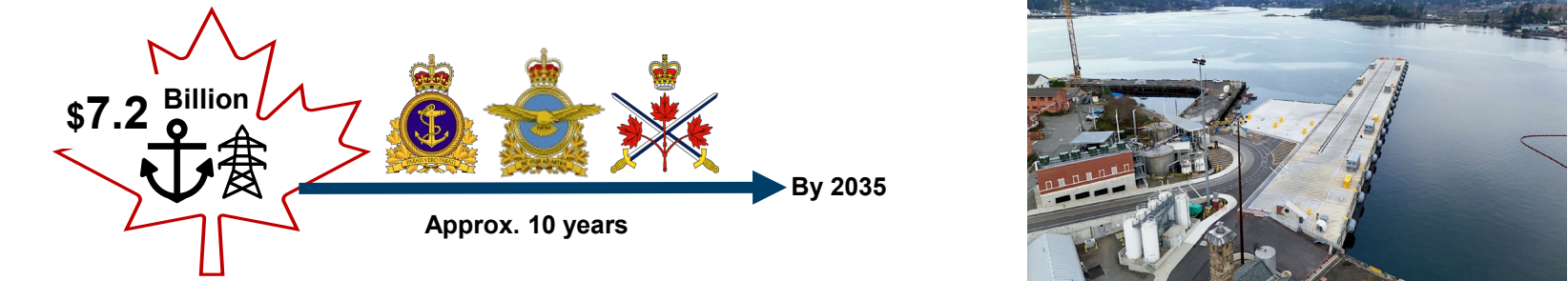
Major Capital: \$7.7B

M&R and Minor Cap: \$1.126 M

Housing: \$64 M

# Pacific Region Forecast

## Major Capital Program



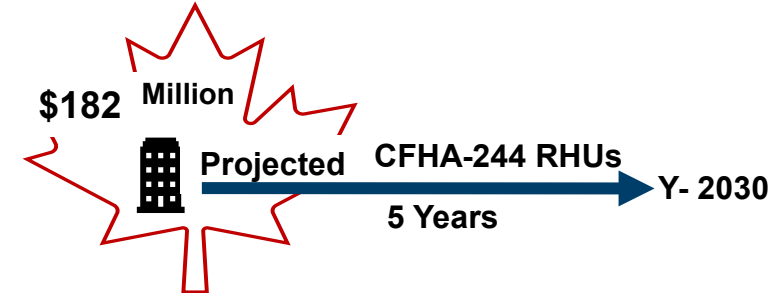
	Construction Sector	Type of Projects	Locations	Anticipated Contracting Timelines	Range per project	Total Investment Est.
	Accommodations	Accommodations, Training quarters, kitchen & mess	Comox, Esquimalt	2026-2030	\$0-\$50M, \$50M-\$150M, \$150M-\$500M	> \$1B
	Hangar	CMMA	Comox	2025-2030	\$150-\$500M	\$1B
	Health Facility	Health Services Centre & Transition Facility	Esquimalt	2027-2028	\$50M-\$150M	\$150M
	Jetty	Jetty, Berthing, Maintenance, Dockyard, Utilities, Communications	Esquimalt	2027-2032	\$50-150M, \$500M-\$1B	\$3B
	Operations Facility	Fire Hall	Comox, Rocky Point	2026-2030	\$50M-\$150M	\$300M
	Training Facility	Simulator Facility, Combatant Training	Comox, Esquimalt	2027 - 2030	\$150M-\$500M, \$500M-\$1B	> \$1B
	Ammunition	Magazines, Transit facilities, Maintenance Infrastructure	Rocky Point/Comox	2027-2035	\$150M-\$500M, \$500M-\$1B	> \$1B

Other Sectors incl. but are not limited to:

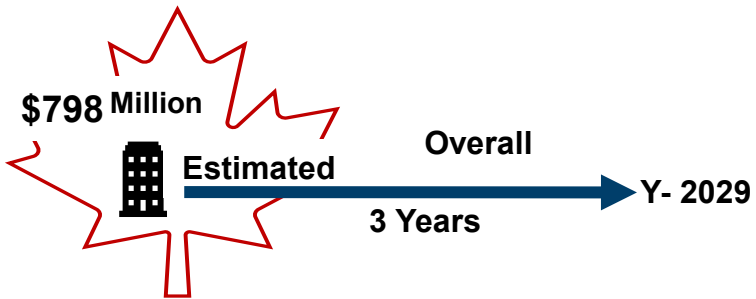
- Ammunition depots
- Municipal works
- Utilities infrastructure
- 50 site decontamination projects for the next 5 years

**Currently Active Contracts in the region: 534**

## Housing (CFHA)



## Ops, M&R and Minor Cap industry investment

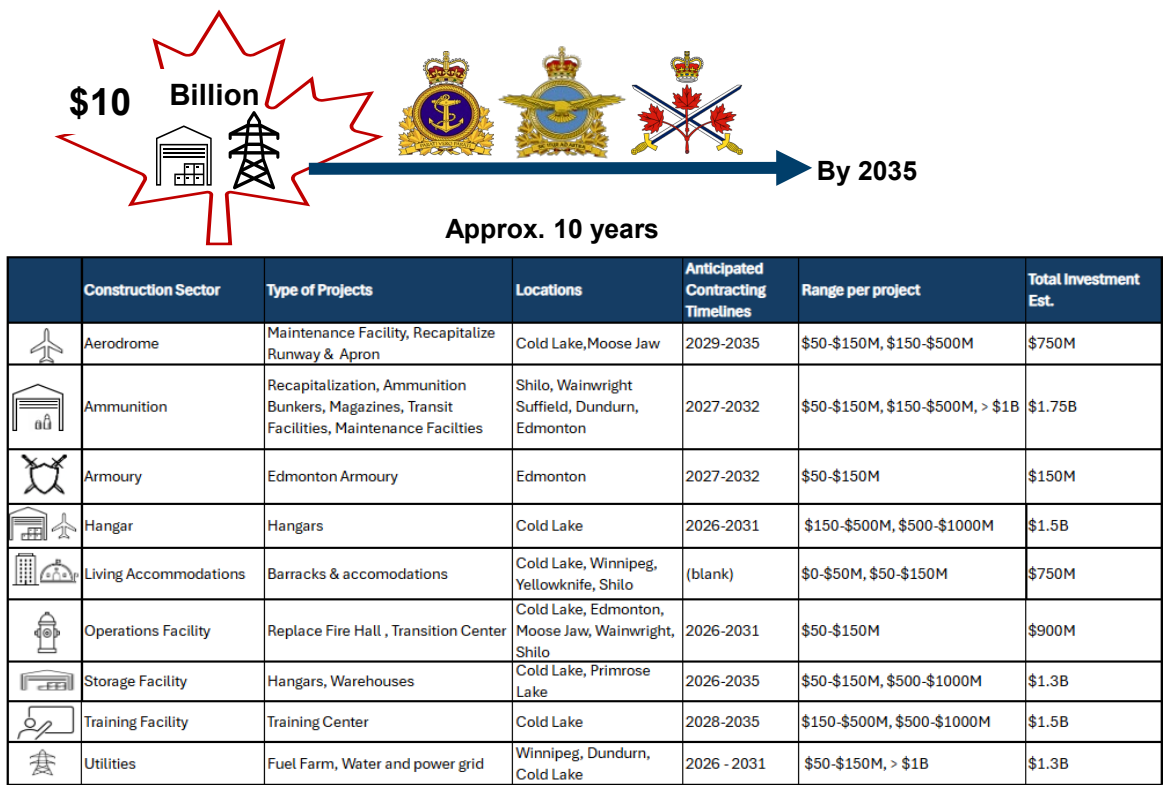


	Categories	Sum of 2026-2029 Estimated Investments
	Airfield Rehabilitation	\$8 M
	Ammunition capability	\$9 M
	Building Cleaning	\$31 M
	Demo Projects	\$8 M
	Security Requirements	\$3 M
	Greening Initiatives	\$7 M
	Maintenance and Repair, Contract Services and Operations	\$265 M
	Minor Capital Projects (<\$25M)	\$120 M
	Naval	\$199 M
	Range and Training	\$26 M
	Utilities and Living accommodations	\$124 M



# Western Region Forecast

## Major Capital Program

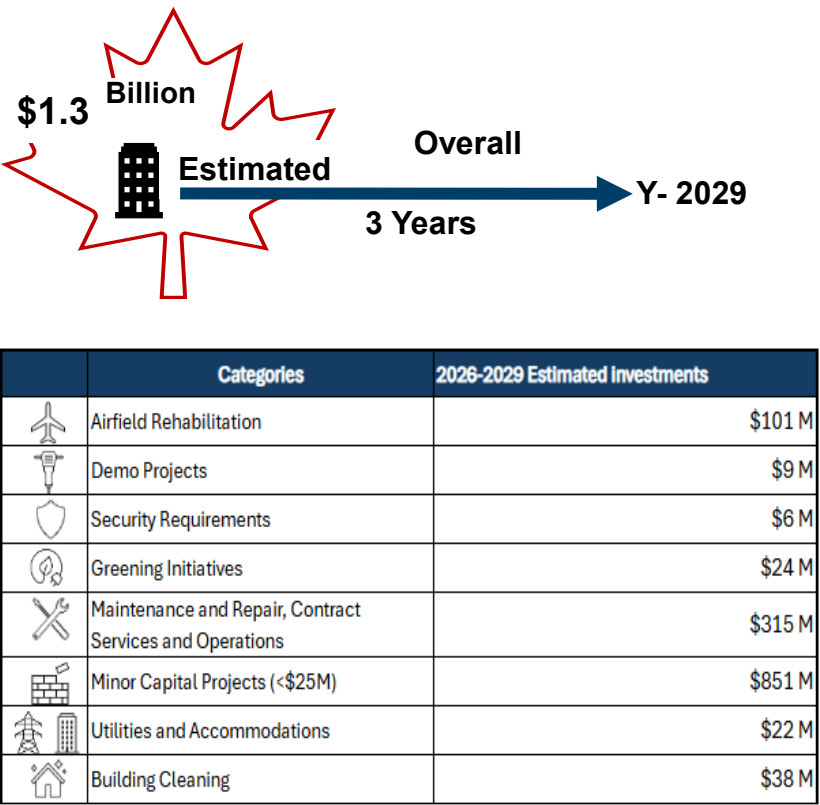


Other Sectors incl. but are not limited to:

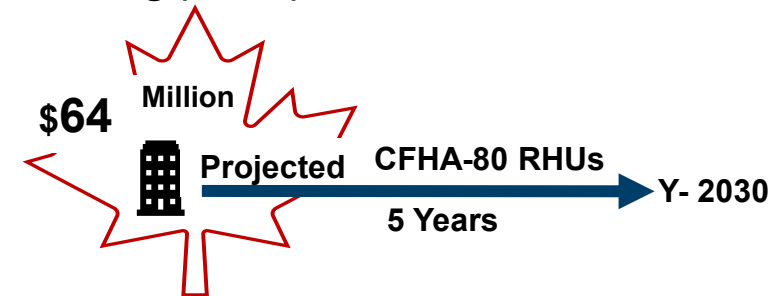
- **Municipal works**
- **Utilities infrastructure**
- **49 site decontamination projects for the next 5 years**

**Currently Active Contracts in the region: 781**

## Ops, M&R and Minor Cap industry investment



## Housing (CFHA)





# Ontario Region Forecast

## Major Capital Program



	Construction Sector	Type of Projects	Locations	Anticipated Contracting Timelines	Range per project	Total Investment Est.
	Accommodations	Training quarters, Accommodations Upgrade, Accomodations, Furnished Accomodations	Petawawa, Meaford, Borden, North Bay, Kingston, Borden, Toronto	2027-2035	\$0-\$25M, \$50-\$150M, \$150-\$500M, \$500M-\$1B	\$2.65B
	Aerodrome	Processing Facility, Runway Expansion	Trenton	2028-2033	\$50-\$150M, \$150-\$500M	\$650M
	Ammunition	Magazines, Transit Facilities, Maintenance Facilities	Trenton, Borden, Petawawa	2027-2035	> \$1B	\$1.2B
	Hangar	Hangar	Petawawa, Trenton	2027-2034	\$500-\$1000M	\$2B
	Maintenance Facility	Maintenance Facility	Kingston	2026-2030	> \$1B	\$1B
	Operations Facility	Command and Control Centre, Fire Hall, Transition Center	North Bay, Borden, Petawawa	2028-2033	\$50-\$150M, \$150-\$500M	\$950M
	Specialized Construction	Radar Installation with Supporting Infrastructure	Clearview Township, Kawartha Lakes	2026-2033	\$500-\$1000M	\$2B
	Training Facility	Training Centre	Petawawa, Kingston, Trenton	2026-2033	\$50-\$150M, \$150-\$500M	\$1.3B
	Utilities	Fueling Depot	Trenton	2027-2032	\$150-\$500M	\$500M
	Warehouse	Central Medical Equipment Depot, Cargo	Trenton	2028-2035	\$500-\$1000M	\$2B

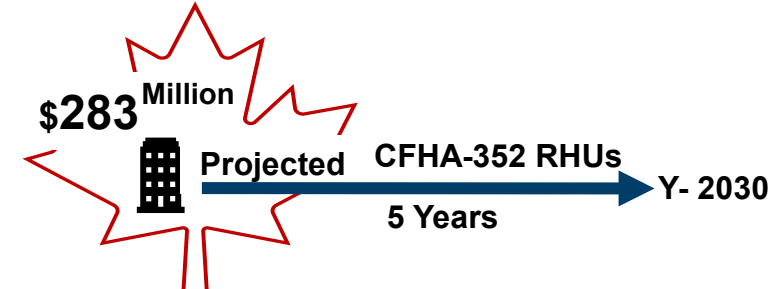


Other Sectors incl. but are not limited to:

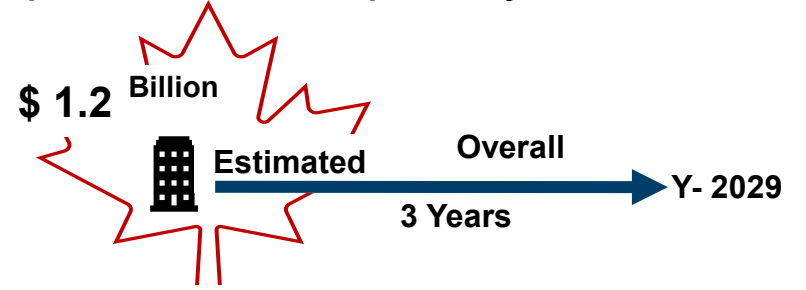
- Municipal works
- Utilities infrastructure
- 38 site decontamination projects for the next 5 years

Currently Active Contracts in the region:  
1042

## Housing (CFHA)



## Ops, M&R and Minor Cap industry investment



	Categories	Sum of 2026-2029 Estimated Investments
	Airfield Rehabilitation	\$11 M
	Demo Projects	\$7 M
	Security Requirements	\$4 M
	Greening Initiatives	\$34 M
	Maintenance and Repair, Contract Services and Operations	\$479 M
	Minor Capital Projects (<\$25M)	\$433 M
	Range and Training	\$26 M
	Building Cleaning	\$28 M
	Utilities and Living accommodations	\$237 M



Dual-Use  
DND retains ownership and partners with a third party to redevelop the site for dual-use by adopting a market-based approach.

1200 - 1500 RHUs

# National Capital Region Forecast

## Major Capital Program



	Construction Sector	Type of Projects	Locations	Anticipated Contracting Timelines	Range per project	Total Investment Est.
	Operations Facility	Network Center, Secure HQ	Ottawa	2028-2035	\$50-\$150M, >\$1B	\$1.5B
	Laboratory Facility	Labs and R&D Facilities	Ottawa	2028-2035	\$50-\$150M, \$500M-\$1B	\$1.1B



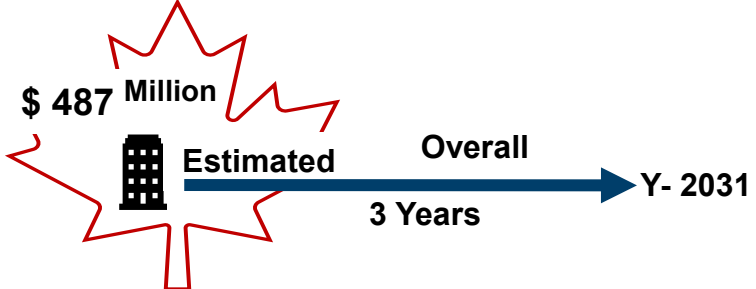
Other Sectors incl. but are not limited to:

- Municipal works
- Utilities infrastructure
- 6 site decontamination projects for the next 5 years

Currently Active Contracts in the region:  
323



## Ops, M&R and Minor Cap industry investment



	Activity	2026-2029 Estimated Investments
	Ammunition capability	\$3.1 M
	Demo Projects	\$1.1 M
	Security Requirements	\$4.3 M
	Greening Initiatives	\$900 K
	Maintenance and Repair, Contract Services and Operations	\$237.5 M
	Minor Capital Projects (<\$25M)	\$181.7 M
	Range and Training	\$11.9 M
	Building Cleaning	\$12.5 M
	Utilities and Living accommodations	\$33.7 M

# Quebec Region Forecast

## Major Capital Program



	Construction Sector	Type of Projects	Locations	Anticipated Contracting Timelines	Range per project	Total Investment Est.
	Accommodations	Utilities, Mess, Roofing, Accommodation	St-Jean, Bagotville	2028-2033	\$150M-\$500M, \$500M-\$1B	\$1.5B
	Aerodrome	Maintenance Facilities	Bagotville	2028-2033	\$150M-\$500M	\$500M
	Ammunition	Magazines, Transit Facilities, Maintenance Facilities	Bagotville, Valcartier, St. Jean, Nicolet	2027-2035	\$500M-\$1B	\$1B
	Armoury	Armoury	Sherbrooke	2026-2031	\$150M-\$500M	\$500M
	Hangar	Hangars	Bagotville	2026-2034	\$500M-\$1B	\$1B
	Health Facility	Health Services Centre Bagotville	Bagotville	2028-2033	\$50M-\$150M	\$150M
	Operations Facility	Fire Hall	Bagotville	2026-2030	\$50M-\$150M	\$150M
	Storage Facility	Warehousing	Bagotville, Montreal	2027-2033	\$50M-\$150M, \$150M-\$500M	\$650M
	Utilities	Telecom, Water, Wastewater, Electrical, Fire systems	Valcartier, St. Jean, Bagotville	2025-2030	\$50M-\$150M	\$600M

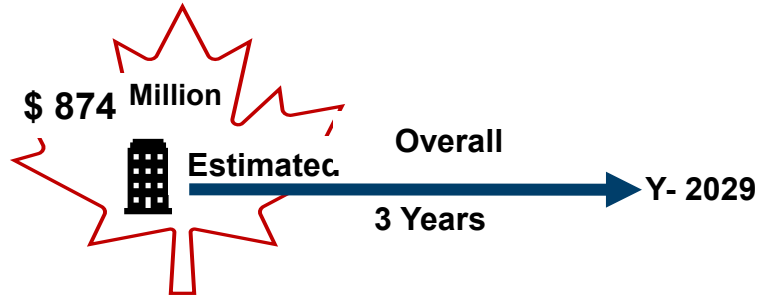


Other Sectors incl. but are not limited to:

- **Municipal works**
- **Utilities infrastructure**
- **48 site decontamination projects for the next 5 years**

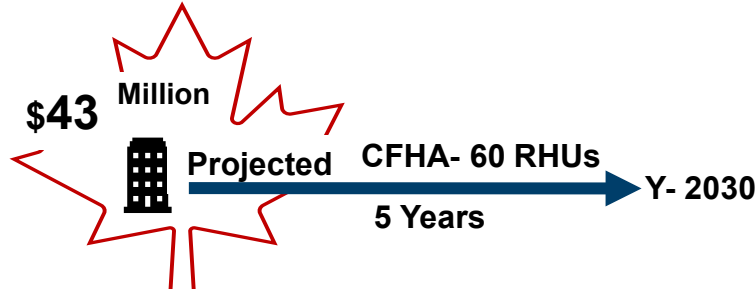
Currently Active Contracts in the region:  
**976**

## Minor Capital Program



	Activity	2026-2029 Estimated investments
	Demo Projects	\$11.2 M
	Security Requirements	\$4.3 M
	Greening Initiatives	\$45.9 M
	Maintenance and Repair, Contract Services and Operations	\$133.8 M
	Minor Capital Projects (<\$25M)	\$360.2 M
	Utilities and Living accommodations	\$93.4 M
	Building Cleaning	\$44.7 M
	Range and Training	\$22.8 M

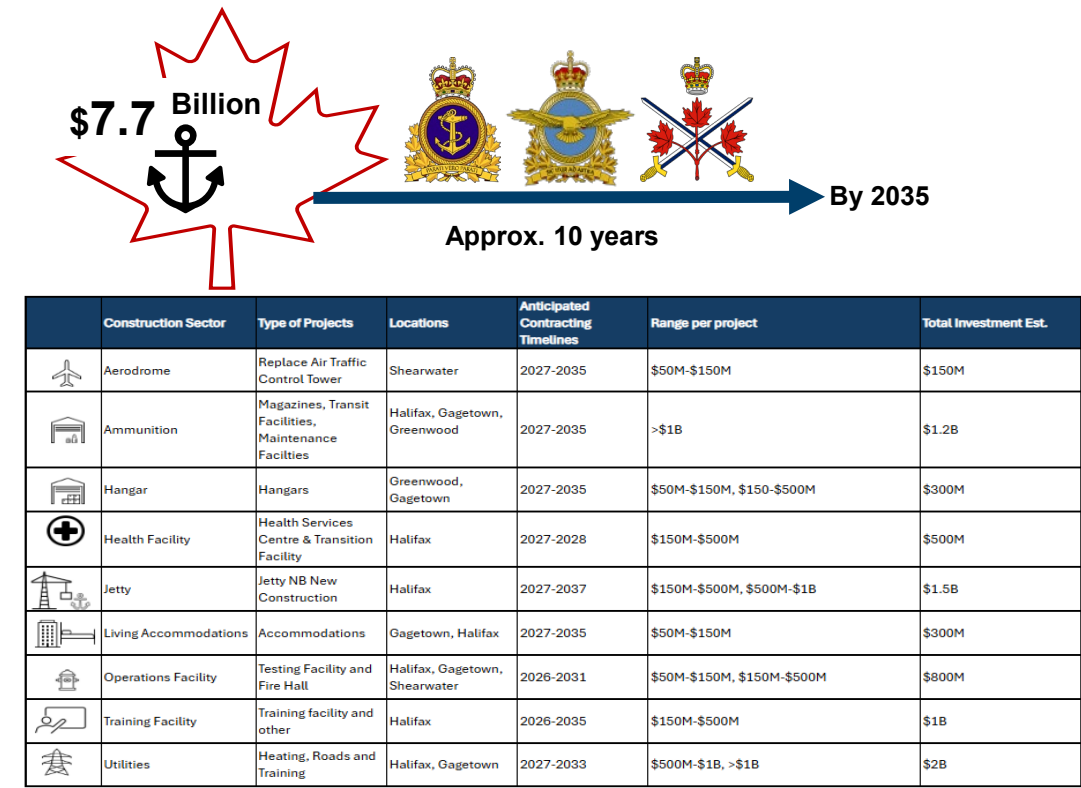
## Housing (CFHA)





# Atlantic Region Forecast

## Major Capital Program

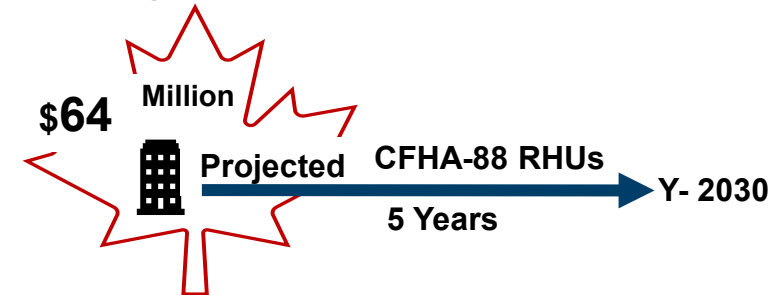


Other Sectors incl. but are not limited to:

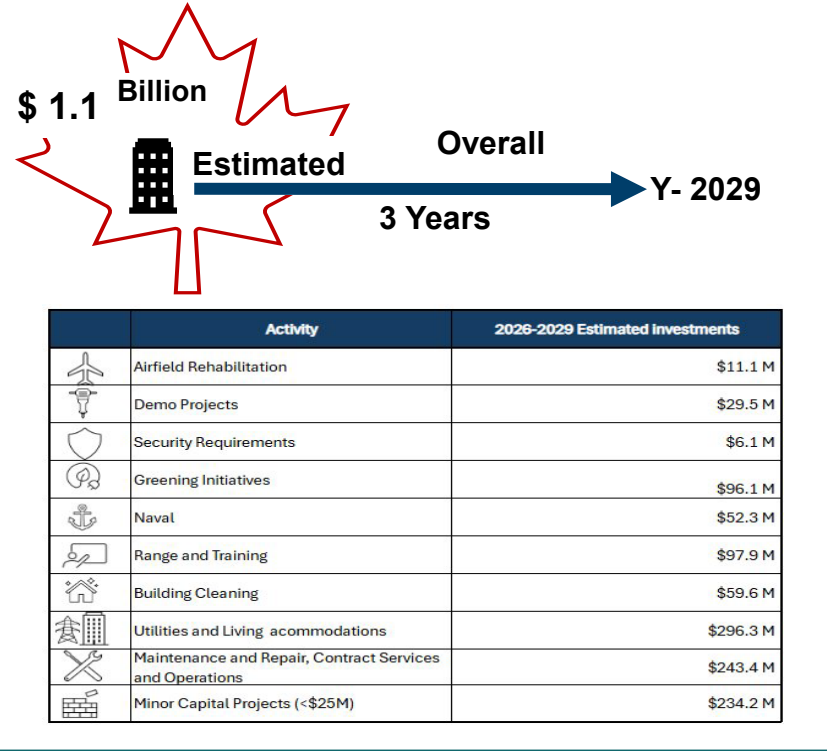
- Municipal works
- Utilities infrastructure
- 94 site decontamination projects for the next 5 years

Currently Active Contracts in the region:  
888

## Housing (CFHA)



## Minor Capital Program



# Northern Region Forecast

## Major Capital Program



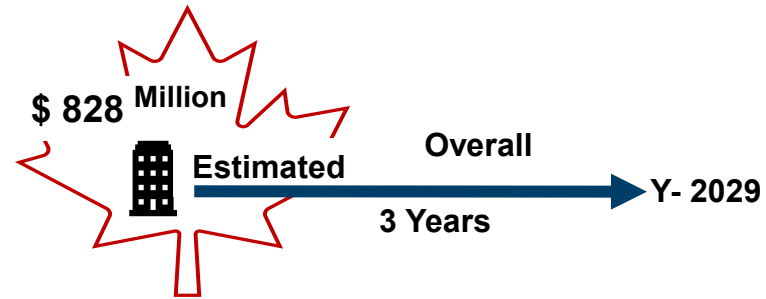
	Construction Sector	Type of Projects	Locations	Anticipated Contracting Timelines	Range per project	Total Investment Est.
	Accommodations	Training Accommodations, Recap	Iqaluit, Alert	2026-2031, 2027-2035	\$50M-\$150M, \$150M-\$500M	\$500M-\$1B
	Aerodrome	Taxiway and Apron Installation	Inuvik, other potential locations	2027-2032	\$500M-\$1B	\$1B
	Fire Hall	Firehall	Inuvik, other potential locations	2031-2036	\$150M-\$500M	\$500M
	Utilities	Sewage Treatment Plant	Alert	2027-2035	\$50M-\$150M, \$150M-\$500M	\$500M-\$1B
	Warehouse	Domestic Arctic Mobility Enhancement - warehousing	Resolute Bay	2030-2035	\$50M-\$150M, \$150M-\$500M	\$150M-\$500M
	Hangar	Hangar	Inuvik, Iqaluit, Yellowknife, Multiple locations	2030-2035	\$50M-\$150M, \$150M-\$500M	\$1.5B-\$4B
	Runways	Runways	Multiple locations	2027-2035	\$50M-\$150M, \$150M-\$500M	\$1B

Other Sectors incl. but are not limited to:

- **Municipal works**
- **Utilities infrastructure**
- **38 site decontamination projects for the next 5 years**

**Currently Active Contracts in the region:**  
**86**

## Minor Capital Program



	Activity	Sum of 2026-2029 Estimated investments
	Airfield Rehabilitation	\$21 M
	Demo Projects	\$4.1 M
	Minor Capital Projects (<\$25M)	\$200 M
	Maintenance and Repair, Contract Services and Operations	\$391.2 M
	Utilities and Living accommodations	\$110.4 M
	Building Cleaning	\$105 K
	Greening	\$101.7 M



# THANK YOU

## **BUILDING DEFENCE**

Strength Through Infrastructure

**DND & DCC INDUSTRY DAY**

