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des Forces canadiennes



BUILDING OUR FUTURE STRATEGIC PLAN 2025–2030

Canada 



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BUILDING OUR FUTURE: A message from the CEO



PAOLA ZURRO

Chief Executive Officer
Canadian Forces Housing Agency

I am thrilled to share *Building our Future, the Canadian Forces Housing Agency Strategic Plan 2025-2030*. This plan lays out our path to becoming a leader in the provision of diverse and sustainable Crown housing solutions.

These are unprecedented times. The Canadian Armed Forces (CAF) is focused on recruitment and retention, while Canada is facing a housing crisis that is also affecting CAF members across the country. To highlight and detail the department's commitments to addressing these challenges, the Chief of Defence Staff issued a reconstitution directive in September 2022 with significant financial commitments to improve affordability and accessibility of housing for CAF members through the Canadian Forces Housing Differential, salary increases, and long-term housing baseline funding starting in 2021/22.

Through *Our North, Strong and Free: A Renewed Vision for Canada's Defence* and Budget 2024, an additional \$1.4 billion in funding has been allocated to build 1,400 residential housing units (RHU) and renovate 2,500 across Canada, enabling the Canadian Forces Housing Agency (CFHA) to accelerate the construction of new RHUs.

In the short term, CFHA is working with private and public sector partners to design and construct 668 RHUs and renovate another 638 by 2029/30. To supplement brick-and-mortar solutions, the Agency is also exploring alternate acquisitions through partnerships with the private sector and supporting other federal housing initiatives that will contribute to housing for CAF members and

Building
668 RHUs
and renovating
another **638** by
2029/30

Canadians. Building more on-base housing will not only help meet the housing needs of military personnel but will also help address housing demand in surrounding communities.

Military housing is in the political and public spotlight like never before. In July 2024, the Government of Canada announced that it expects to increase defence spending to reach two percent of its gross domestic product, in line with commitments from its NATO allies. The Standing Committee on National Defence recently released their report on Lack of Housing Availability on or Near Bases for Canadian Armed Forces Members and their Families and Challenges Facing Members and their Families When they are Required to Move Across the Country. Following this study, the Office of the Auditor General announced an audit on Housing Canadian Armed Forces Personnel.

This uncertain and evolving landscape requires CFHA to be more agile than ever. Our revised mission statement ensures we will provide housing solutions that meet the evolving needs of the CAF and contribute to the quality of life of CAF members and their families.

We have revised our strategic priorities and established four key pillars: meet current and future housing needs of the CAF, elevate the customer experience, enhance the employee experience, and modernize the business. Significant efforts will be made to achieve these goals over the next five years. Our strategic priorities will drive every decision and action, and will align the organization through its business plan, annual work plans, and performance objectives. Our corporate values—customer-centred, commitment, teamwork, respect and agility—will serve as the foundation for our behaviours and actions. Special emphasis will be placed on our new guiding principles—leadership and innovation—as they will be the key to unlocking our vision to be a leader in the provision of diverse and sustainable Crown housing.

Access to safe and affordable housing is challenging for many. While our primary focus is on supporting CAF members and their families, we cannot lose sight of our contribution towards larger government goals. We will strive to advance Indigenous reconciliation commitments through our work and explore opportunities to assist other government departments with their housing challenges.



Our unyielding dedication to continuous improvement will help us better support our occupants and employees. We are renewing our commitment to excellence through our partnership with Excellence Canada, as well as exploring, developing, and nurturing new partnerships with other government organizations and industry. Finally, connecting with our military allies and Five Eyes partners will help us learn from their experiences and avoid unnecessary mistakes.

The goals we have set are ambitious, yet they provide a clear roadmap to learn, evolve and ultimately thrive in the years ahead. Our team of passionate and committed people are our greatest strength. As we embark on this journey, let us come together around our shared vision to deliver on our mandate with excellence, ensuring that CAF members' needs are met now and in the future.

With anticipation and gratitude,

Paola Zurro, ing., P.Eng,
Chief Executive Officer



1.4 billion in funding

Through *Our North, Strong and Free: A Renewed Vision for Canada's Defence* and Budget 2024, an additional \$1.4 billion in funding has been allocated to build 1,400 residential housing units (RHU) and renovate 2,500 RHUs across Canada.







Executive **summary**



Working under a revised mandate to provide housing solutions to support the current and future needs of the CAF.

The Canadian Forces Housing Agency (CFHA) strategic plan responds to a demanding, uncertain and evolving environment and its impacts on the housing needs of the military community while aligning with government priorities and enhancing operational efficiency.

Canadian Armed Forces (CAF) members and their families who frequently relocate across the country are also feeling the impact of Canada's housing crisis. Demographic changes within the CAF necessitate a proactive approach to monitoring and predicting housing trends so CFHA can adapt the offering of housing solutions to support diverse family structures and dynamic lifestyles of service members. This proactive stance will reduce the risk of mismatched housing supply and demand, ensuring our members' needs are consistently met now and in the future.

Working under a revised mandate and mission will drive CFHA to achieve its strategic priorities and be a leader within government. Though priorities shift, at our core, we remain committed to meeting the evolving needs of the CAF and contributing to the quality of life of military members and their families.





For CFHA to create a resilient and responsive housing program that supports the well-being and readiness of Canada's military personnel, the Agency will focus on four pillars over the next five years: meeting the current and future housing needs of the CAF, elevating the customer experience, enhancing the employee experience, and modernizing the business.

CFHA's strategic plan articulates the long-term priorities and goals that will drive the Agency towards achieving its vision of becoming a leader in the provision of diverse and sustainable Crown housing.





Strategic priorities and objectives



Our comprehensive environmental scan identifies several critical areas, including demographic shifts within the Canadian Armed Forces (CAF), ongoing Indigenous reconciliation efforts, commitments to environmental sustainability, rapid technological advancements, and real estate market challenges related to housing affordability and availability. This plan outlines our approach to navigate these complexities and strategically position the Canadian Forces Housing Agency to mitigate potential risks.





About CFHA



*CFHA manages over
11,740 units across 27
locations nationwide.*

The Canadian Forces Housing Agency (CFHA) is a Special Operating Agency (SOA) established in 1995 to deliver the Defence Residential Housing Program. The Agency operates entirely within the Department of National Defence (DND) with increased authorities and administrative flexibilities granted under its Treasury Board-approved SOA Charter in return for agreed upon levels of performance and results. Following the development of its Charter, CFHA became a full SOA in 2004.

The SOA status is especially valuable as it enables CFHA to operate with greater flexibility and efficiency, allowing for more responsive and tailored housing solutions to meet the unique needs of Canadian Armed Forces (CAF) members. The SOA status and provisions of the Charter provide an opportunity for CFHA to modernize and innovate.

CFHA serves as the steward of the Defence Residential Housing Program and portfolio, offering vital accommodation options to CAF members and their families across Canada who are required to relocate frequently as part of military life. By managing a housing portfolio of more than 11,740 units spanning 27 locations nationwide, CFHA supports operational readiness by offering move-in ready, well-maintained housing that contributes to the resiliency of military members and their families.



The Canadian Forces Housing Agency is a Special Operating Agency established to deliver DND's Residential Housing Program and operates entirely within DND.

CFHA embraces its corporate responsibilities beyond housing provision. The Agency invests in its workforce, prioritizing initiatives that enhance corporate culture with a focus on employees and customers through its continued journey towards excellence and its ongoing partnership with Excellence Canada. Receiving the Platinum Certification in Excellence, Innovation, and Wellness in 2019, CFHA continues to work towards the final step in this journey—the Order of Excellence. By nurturing a supportive work environment, CFHA aims to ensure its employees are equipped to effectively and efficiently manage the largest housing portfolio within the Government of Canada and that the Agency remains an employer of choice.

Our **mandate, mission and vision**



The Canadian Forces Housing Agency (CFHA) performs an important role within the Department of National Defence, and it is accountable to the Chief of Military Personnel and Assistant Deputy Minister (Infrastructure and Environment), respectively, through its dual mandate.

Our **mandate**



Provide housing solutions to support the current and future needs of the Canadian Armed Forces

Ensure assets are well-maintained



Our **mission**

To meet the evolving housing needs of the Canadian Armed Forces (CAF) and contribute to the quality of life of CAF members and their families.

Our **vision**

To be a leader in the provision of diverse and sustainable Crown housing.



Our **values**



Our values serve as fundamental beliefs shaping our organization's culture, behaviour and decisions. They serve as a compass for ethical choices and goal achievement, establishing a strong foundation, building trust, and navigating the modern marketplace with integrity and purpose.

Customer-centred

We empower employees to provide an exceptional customer experience, with appropriate risk-taking and judgment. We anticipate and understand customer needs and deliver professional, respectful and responsive customer service to address those needs.

Commitment

We are fully committed to achieving success for our customers and stakeholders. We enrich our culture with a can-do attitude and an enthusiastic spirit of engagement.

Teamwork

We support each other and share best practices, information, knowledge and insight. We work together to take smart risks. We encourage and recognize effort and celebrate success. We communicate consistently and openly.



Respect

We treat all people with respect, acknowledging that each person is accountable for an essential role. We embrace diversity and inclusion, and we demonstrate trust. We provide exemplary, transparent management of Agency assets and personnel.

Agility

We remain proactive and responsive to evolving needs and adjust our strategies, operations, and services to meet the changing needs of our customers. By staying attuned to both external and internal shifts, we can efficiently adapt. We believe in continuous improvement, acknowledging failures to find root causes, and ways to improve in the pursuit of service excellence.





Our **guiding principles**



These principles are designed to complement our foundational corporate values and be the platform to enable Canadian Forces Housing Agency (CFHA) to achieve its vision.

Innovation

We prioritize innovation as a core principle, encouraging employees to continuously explore creative solutions when facing challenges and opportunities. This comes with appropriate and informed risk-taking.

Leadership

We are dedicated to cultivating leadership at all levels, acknowledging its pivotal role in our organizational success, and fostering a supportive work environment.







Environmental **scan and risks**



In 2022, the Canada Mortgage and Housing Corporation announced the need for 3.5 million more housing units by 2030, to restore affordability. This past year marked a turning point for Canadians, as the government announced a pledge to address housing shortages by renewing affordability and increasing access to homes through an ambitious housing plan, *Solving the housing crisis: Canada's Housing Plan*. The objective of Budget 2024 is to build housing at a pace and scale not seen in generations, disposing of federal lands to build housing, including lands under the Department of National Defence (DND) custodianship, and exploring dual-use options in support of housing for the Canadian Armed Forces (CAF) and Canadians in Esquimalt, Toronto and Halifax.

The spotlight is on military housing like never before. Beginning in October 2023, the Standing Committee on National Defence began studying the lack of housing availability on or near bases and the challenges facing members and their families when relocating. Their study, *Gaps to Fill: Housing and Other Needed Supports for Canadian Armed Forces Members and their Families*, was released in October 2024. An official response will be tabled in Parliament in early 2025. In November 2024, the Office of the Auditor General also announced an audit on Housing Canadian Armed Forces Personnel. The impacts of these recent developments are unknown and may trigger further changes.

The landscape is continually shifting, however, there are several environmental factors that may impact the Agency's delivery of the Defence Residential Housing Program. The following summarizes the current environment and trends to be considered:



CAF demographics

Over the last two decades, there has been a significant shift in the diversity and composition of the regular and reserve forces and their household and family structures. It will be important to monitor these trends to be responsive to evolving needs.

Real estate market

There is a housing crisis in Canada, impacting those in the rental and home ownership markets. The cost of living and housing affordability and availability remain significant challenges for CAF members and all Canadians, especially in major urban centres.

DND/CAF are providing additional supports through compensation and benefits, such as the Canadian Forces Housing Differential, relocation-related fee reimbursements, and other policy and program changes.

The Canadian Forces Housing Agency (CFHA) will continue to monitor and adjust its program in order to alleviate the housing and relocation pressures facing CAF members and their families.

Indigenous reconciliation

An increased priority is given to Indigenous reconciliation efforts through the delivery of the Agency's projects and program. There are significant opportunities for CFHA to support the objectives of DND and the Government of Canada in communities from coast to coast to coast. The Agency will identify opportunities to advance reconciliation and engage with Indigenous communities in the delivery of its program.





Greening commitments

An increasing awareness of environmental sustainability and climate change, as well as regulations aimed at reducing carbon emissions and promoting green building practices, prompts a shift towards eco-friendly and energy-efficient housing solutions. Integrating smart technologies can contribute to overall energy efficiency and cost savings to occupants. CFHA commits to a net-zero ready portfolio by 2050, in support of building sustainable communities.

Technology

The global technology environment is continuously changing and requires regular environmental scanning to remain in step with emerging capabilities such as AI, Cloud, and machine learning.

CFHA's Special Operating Agency business model provides the Agency with the agility to mobilize resources to achieve business modernization goals.

Digital services

Government policies on service, digital, and open government legislative requirements, along with the pursuit of excellence and improvements in services to customers, necessitate a focus on digital solutions, management approaches, and business practices that facilitate modernization.

Environmental scan key findings reveal opportunities and strategic risks for the Agency. In addition to the factors listed above, the capacity for our partners to deliver (industry, DND Real Property Operations, Defence Construction Canada and Public Services and Procurement Canada) and within CFHA—will be monitored annually. This monitoring will occur during annual departmental business planning and work planning cycles to determine whether to accept, mitigate, or transfer each risk.





Strategic **priorities**



Meet current and future housing needs of the Canadian Armed Forces

Outcomes

To provide housing solutions for the Canadian Armed Forces (CAF), meeting both immediate needs and anticipating future requirements through best practices and innovation, while upholding the highest standards of compliance and sustainability.

Strategic objectives



Strengthen understanding of CAF housing needs

- Improve engagement with environmental commands to better understand capability and evolving requirements.
- Continuously review CAF demographics, housing demand and market conditions to monitor and adjust projected housing requirements.
- Adapt the Canadian Forces Housing Agency's (CFHA) operations to reflect evolving Department of National Defence (DND)/CAF policy direction, particularly in relation to DND's Living Accommodation Policy.



Increase housing inventory to respond to CAF requirements

- Increase the supply of DND residential housing units through the acceleration of the Residential Portfolio Capital Investment Plan (RPCIP) Construction Program (Phase 1), with the delivery of 668 new RHUs by 2029/30, and through increased utilization of existing assets.
- Development of the RPCIP Construction Program (Phase 2), to ensure readiness to implement an additional 732 new units in response to CAF requirements.
- Supplement the supply of residential housing units available to the CAF through innovative acquisition solutions beyond traditional construction, including modular/prefabricated housing, partnerships, leasing and alternative financing mechanisms.
- Align the business with the updated DND/CAF housing requirement in current and new locations as required.



Optimize the residential housing portfolio

- Ensure the residential housing portfolio is healthy, safe and compliant.
- Sustain the existing portfolio through planned maintenance and renovations that improve condition and functionality, focus on efficiency and environmental and financial sustainability, while responding to changing demographics and supporting Indigenous reconciliation.
- Ensure new construction and renovation aligns with carbon reduction initiatives and sustainability goals.



Increase organizational integration and visibility

- Foster relationships with key stakeholders, including government agencies, industry partners, community organizations, and Five Eyes partners to position CFHA as a leader in government housing and the broader housing sector.
- Maximize CFHA's Special Operating Agency status and authorities to optimize operational delivery within the delegated authorities' framework.
- Engage in policy dialogue and discussions to advocate for supportive regulations and funding.



Elevate the customer experience

Outcomes

To cultivate an exceptional living experience for CAF members and their families by prioritizing high quality customer service, satisfaction and responsiveness.

Strategic objectives



Create a customer-centric culture

- Integrate a customer-centric approach into operations, initiatives and housing solutions.
- Implement new approaches to understanding, managing and serving customers.
- Ensure transparency and ease of access to information on the Defence Residential Housing Program.



Foster meaningful engagement with customers

- Develop robust customer communications protocols and compliance mechanisms.
- Implement a comprehensive and regular customer feedback system to gauge satisfaction levels.
- Implement an effective, timely and transparent complaint resolution process.



Ensure efficient and effective service delivery

- Proactively communicate and uphold CFHA service standards.
- Evaluate and enhance contractor responsiveness and performance.
- Consistent and comprehensive supports and services at all locations.
- Drive continuous improvement in service delivery through gathering and analyzing feedback to identify and address new and recurring issues.



Enhance the employee experience

Outcomes

To cultivate a supportive, inclusive, and dynamic workplace that attracts, develops and retains top talent, and fosters a culture of excellence and high performance.

Strategic objectives



Promote a healthy and inclusive workplace

- Implement measures to ensure a safe, secure and supportive working environment, particularly for front-line employees.
- Implement policies that support work-life balance, mental health, and equity, diversity and inclusion.
- Foster a culture of positive leadership and accountability.



Cultivate an engaged and high-performing workforce

- Empower managers and employees with tools, training, mentorship, coaching and resources.
- Identify skill gaps and implement targeted development programs and continuous training.
- Adopt and implement formal change management practices across major initiatives.
- Strengthen internal communications to ensure transparency and trust.



Attract and retain top talent

- Leverage technology and innovative sourcing strategies to reach a wide-range of diverse candidate pools and streamline the hiring process.
- Recruit talent through competency-based processes.
- Focus on onboarding programs that enhance new hire integration and engagement.
- Prioritize training and development programs that enhance job-specific skills and key leadership competencies.



Modernize the business

Outcomes

To strategically enhance service delivery and operational efficiency by embracing a long-term pathway towards agility, digital transformation and innovation.

Strategic objectives



Advance digital modernization and technology-driven service delivery

- Reduce, simplify, standardize and automate processes.
- Improve and elevate digital literacy to optimize operations and maximize productivity.
- Streamline and digitize customer platforms and processes for greater efficiency and improved convenience and accessibility.
- Leverage existing technologies and AI to optimize service delivery.



Evolve business intelligence and data-driven decision making

- Enhance the organization's ability to make data-driven decisions and identify optimization opportunities.
- Develop a business intelligence framework to guide investment planning and resource allocation.



Foster a culture of innovation

- Formalize an approach to fostering innovation and develop a plan that connects day-to-day improvements to the longer-term vision.
- Recognize and encourage constructive feedback, creativity, experimentation and informed risk-taking at all levels of the organization.
- Integrate innovative practices into everyday operations.





Monitoring **and evaluation**



To stay on track and be responsive to changing needs, the Canadian Forces Housing Agency will review its existing key performance indicators supporting the Departmental Results Framework, to align with this strategic plan. Annual assessments to evaluate progress, identify improvements and make necessary adjustments will ensure agility and alignment with our revised mission, vision and mandate.





Conclusion



We are committed to building a high-quality workforce and fostering a culture of innovation and excellence. The result will be exemplary military communities that support the well-being and readiness of Canada's military personnel.

We are ushering in a new era of military housing that will have a lasting, positive impact on Canadian Armed Forces (CAF) members and their families. The coming years are crucial as we evolve and adapt to a changing climate within the Department of National Defence/CAF, the residential housing market, and within our own organization. We are committed to driving strategic change and innovation, while our modernization initiatives will streamline operations and improve service delivery.

Through collaboration, strategic investments, and dedication, we will be a leader of Crown housing. Knowing that our people are our greatest strength, we will prioritize customer and employee well-being, and are committed to building a high-quality workforce and fostering a culture of innovation and excellence. The result will be exemplary military communities that support the well-being and readiness of Canada's military personnel. Our focus on Indigenous reconciliation and environmental sustainability highlights our dedication to broader departmental goals and national priorities. Integrating these elements into our strategic framework enhances our service delivery and contributes positively to the communities we serve. These commitments reflect our intent to be a responsible and forward-thinking organization.

Although many uncertainties lie ahead, viewing the current challenges as opportunities to adapt and improve our services will be key to excelling in our mandate to support military members and their families, and to contribute to solidifying CAF readiness.