



National  
Defence

Défense  
nationale

Canadian Forces  
Housing Agency

Agence de logement  
des Forces canadiennes

---

# Annual Report

## 2000/01

---



Canada

---

Department of National Defence  
Canadian Forces Housing Agency  
Annual Report  
2000/01

---

# Annual Report 2000/01

Report and financial statement for the year  
ended 31 March 2001.

<b>TABLE OF CONTENTS</b>	Message from the CEO . . . . .	3
	The CFHA Organization . . . . .	5
	Policy and Planning . . . . .	6
	Operations . . . . .	7
	Capital Development . . . . .	13
	Corporate Services . . . . .	14
	Financial Statement . . . . .	18
	Notes to Financial Statement . . . . .	19
<b>Appendices</b>	A Address Index: CFHA Head Office and Housing Management Offices . . . . .	22
	B Map of CFHA Locations Across Canada . . . . .	26

MISSION *“To ensure access to suitable, affordable housing for military families, in support of the Defence Mission”*



Photo courtesy of Ray Silke, CFHA Petawawa

VISION *“We will provide trusted and valued housing services for military families”*

## MESSAGE FROM THE CEO



The past year witnessed continued progress in refining the policy framework governing Canadian Forces (CF) housing. Within the Department, measures taken in the housing field reinforced the Government's philosophy of providing Crown housing only when the private market has proven unable to meet the demand. While there remains an obligation for the Canadian Forces to ensure that members are properly housed, individual members are encouraged to take responsibility for their own housing arrangements.

In response to this policy thrust, CFHA has assessed how the various housing markets in Canada are constrained, and prepared plans to address surplus housing, divestiture of housing in communities where the private market can meet the need, and re-capitalization of the housing stock in markets where intervention is necessary.

The results of the recent Regional Housing Requirement Studies, undertaken by CFHA in consultation with Bases/Wings in five regions (Atlantic, Quebec, Ontario, Prairies and British Columbia), were made available to the affected Base/Wing Commanders. The studies are a first step towards determining the housing requirements for the Canadian Forces in the medium term - ten to fifteen years.

In keeping with the recommendations of the 1998 Report of the Standing Committee on Defence and Veterans' Affairs (SCONDVA), the Agency will be adopting solutions on a site-by-site basis throughout Canada, in order to ensure that the differing housing needs of the environmental commands are reflected in future housing programs.

The move toward market-based rents in CFHA housing continued, in order to restore equity between families living in CF housing and the 70 per cent of Canadian Forces personnel who rely on the private market to meet their housing needs.

Surplus housing at a number of sites - including Gander and Goose Bay, Newfoundland; Greenwood, Nova Scotia; Gagetown, New Brunswick; and Borden in Ontario - entered the demolition/decommissioning stage of the rationalization of the housing portfolio. Affected families who chose to remain in CF housing were offered intra-base moves to larger houses or homes in a better state of repair, in advance of the decommissioning.

### Strengthened Management Framework

The Agency responded to a number of government-wide initiatives aimed at strengthening the capacity of the public service to face the challenges of a new millennium. The Agency met all departmental deadlines for the new Universal Classification Standard (UCS) which aims at increasing comparability throughout the public service. Activities included developing model job descriptions, model mapping and employee education and training. As well, the Financial Information Strategy (FIS) was implemented throughout the Agency's financial management framework.

As a further measure of increasing accountability, a Policy and Planning Advisor was appointed to research and develop a framework for the future rationalization of the housing portfolio, and to provide policy advice and input on matters relating to housing that are being examined within the Department. Further streamlining of functions will take place in the coming year, to underline the Agency's priority attention to customer service and accountability.

In addition to the creation of the Policy and Planning Advisor position, the Agency is developing a comprehensive operational framework. Covering fields that range from Access to Information and Privacy, to Security, Contracting, Occupational Safety and Health, Information Management, the Human Resources function and Administration, the framework involves the research and development of corporate policies, division-specific policies, directives, guidelines and desk procedures in a seamless matrix that clarifies not only the Agency's working relationship with the customer but also the roles, responsibilities and authorities of all staff throughout the Agency.

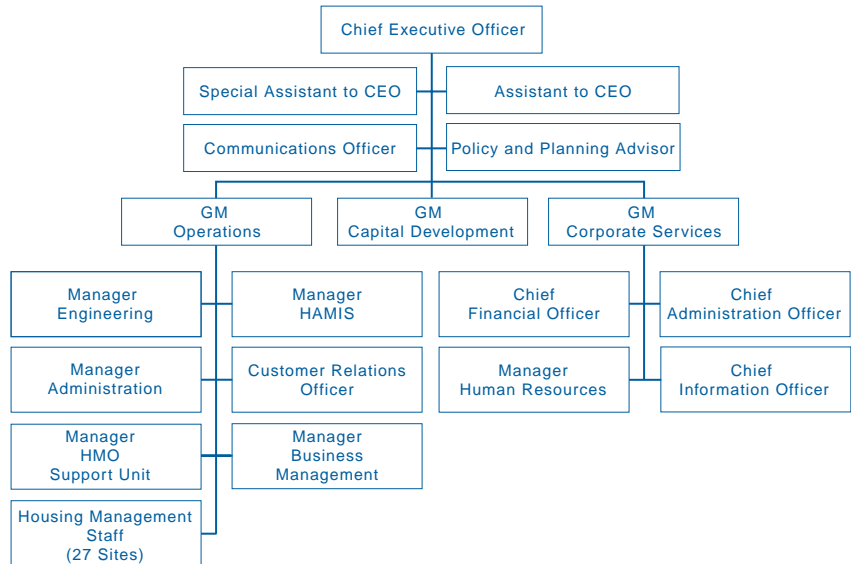
It has been a year of transition, of uncertainty and increased challenge. I am pleased to pay tribute to the support and encouragement received from Agency staff - in Head Office and the field - who have embraced the need for changed structures, authorities and business practices as the Agency matures. We can say with pride that we are now poised to become the service-based housing Agency needed for the Canadian Forces, in the 21<sup>st</sup> century.



JANE ROSZELL  
Chief Executive Officer

## THE CFHA ORGANIZATION

The structure of CFHA reflects the nature of its mandate and operations. CFHA's customers – military families living in CF housing – are located across the country. For this reason, the organizational structure is relatively flat, with Housing Management Offices (HMOs) reporting directly to Head Office (HO). This provides for short, direct lines of responsibility and accountability and assists in maintaining consistent national standards in the delivery of programs.



The Chief Executive Officer (CEO) of the Agency reports to the Deputy Minister of National Defence through the Assistant Deputy Minister Infrastructure and Environment.

Senior level advice and direction are provided to CFHA through a Management Advisory Board. This responsibility is exercised jointly by:

- Assistant Deputy Minister Infrastructure and Environment, ADM(IE) Brent DiBartolo; and
- Assistant Deputy Minister Human Resources-Military, ADM(HR-Mil) Lieutenant-General Christian Couture.

### POLICY AND PLANNING

The need for greater collaboration between the Department and the Agency in policy development, and a strong strategy to underlie the evolving programs of the Agency led to the appointment of a Policy and Planning Advisor to the CEO this year.

The responsibilities of the position are focused outside the Agency, and involve close consultation with the Department's Quality of Life and Policy functions. The aim is to ensure that CFHA's position on housing issues is reflected in the Accommodation Policy and supporting administrative orders and directives.

The work entails collecting and reviewing existing research that can impact on the evolution of housing policy, and critiquing documents prepared within the Department. To a growing extent, the Department is now looking to CFHA for the knowledge and expertise in housing development, market analysis and management.

Late in the year, information was provided to the Defence Management Committee (DMC) to support clarification of the Agency's mission and mandate. As well, research is now underway that will support an eventual submission to the Treasury Board for full Special Operating Agency status for CFHA. Other issues to be addressed are a lifting of the moratorium on housing construction imposed in 1995, a formula for sharing revenues generated from the disposal of housing stock, and validation of the housing policy framework.



Photo courtesy of Brian Hamilton, CFHA Cold Lake



## OPERATIONS

In its fourth full year of operations, CFHA, through its 27 Housing Management Offices (HMOs), continued to operate and manage the national portfolio of Canadian Forces married quarters. On 1 December 2000, CFHA saw the closure of its office at Chilliwack, and the transfer of responsibility for the Chilliwack housing portfolio (388 units) to the Canada Lands Company (CLC) through the implementation of an Early Use Agreement.

CFHA again emphasized repair and maintenance activities aimed at ensuring the health, safety and security of married quarter occupants and at protecting the structural integrity of the housing units. During fiscal year 2000/01, CFHA managed and delivered some 600 major repair and maintenance projects with the assistance of our contracting agents Defence Construction Canada (DCC) and Public Works and Government Services Canada (PWGSC). This year, \$49 million was invested in major repair projects, \$27 million in regular maintenance and \$16 million in capital municipal infrastructure projects, for a total of \$92 million. Of this amount, \$52 million was provided by the Department. An additional \$17.3 million was invested in direct housing operations to cover utilities and other like costs.



Photo courtesy of Ed Lafond, CFHA Edmonton

The next four pages present a series of graphs and tables (Figures 1, 2, 3 and 4) that represent the nature, focus and distribution of our business. Figure 1 shows an increase in the number of work orders raised by HMOs (215,185 in fiscal year 2000/01) when compared to the previous year (171,243).

**FIGURE 1**  
**Work Orders Raised by Housing Management Offices (HMOs)**  
**1999/2000 to 2000/2001**

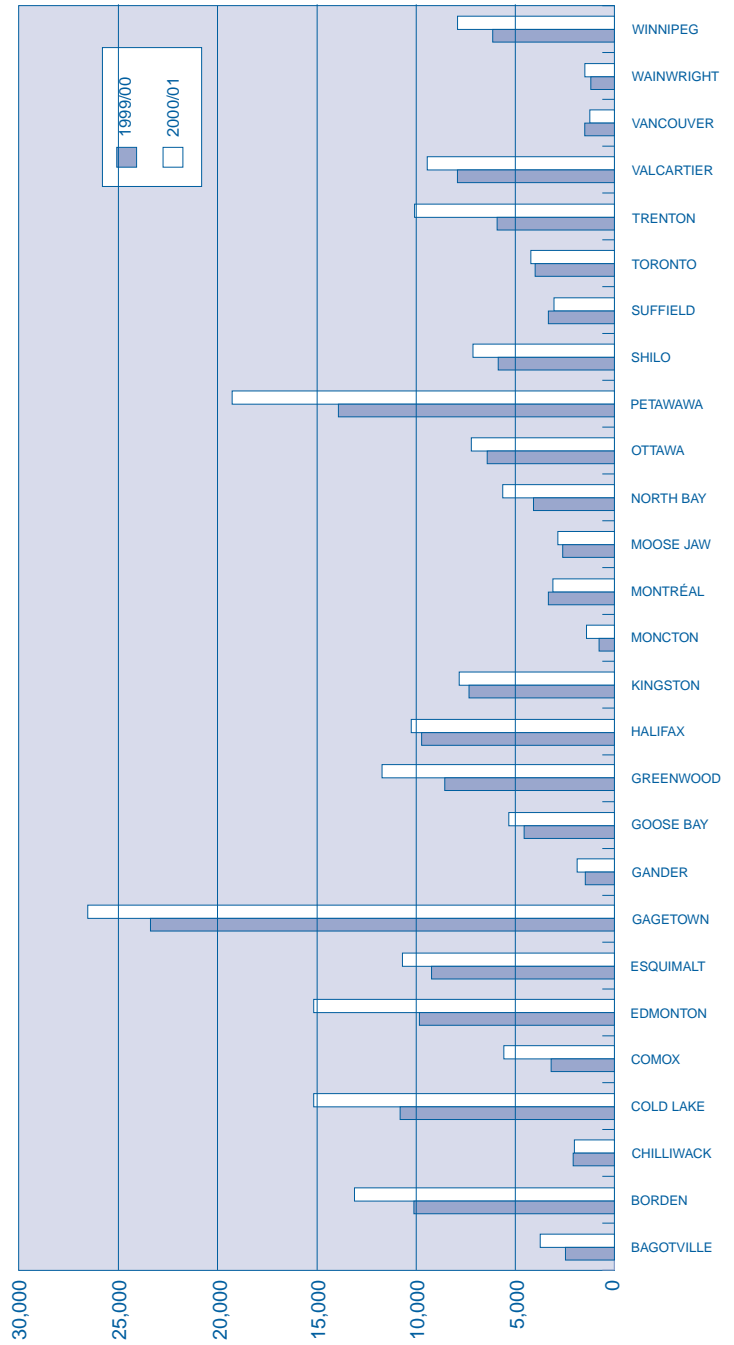
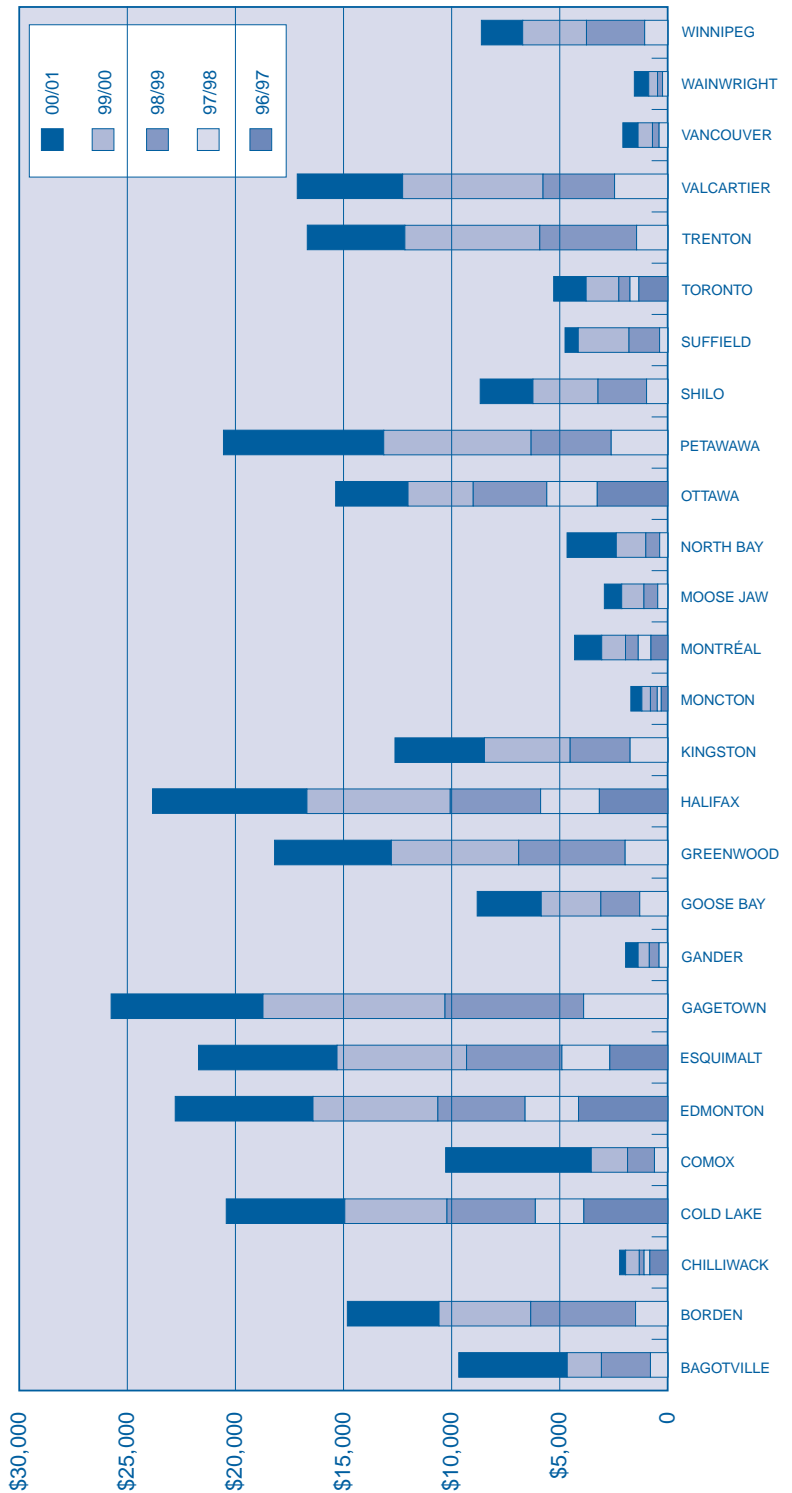


Figure 2 shows the achievements of the major maintenance and repairs program for the year. Repairs focused largely on the exterior building envelope. As in previous years, most of the resources were used for the replacement of siding, insulation, windows, doors, roofs, furnaces and sewer laterals, in keeping with our health and safety objectives.

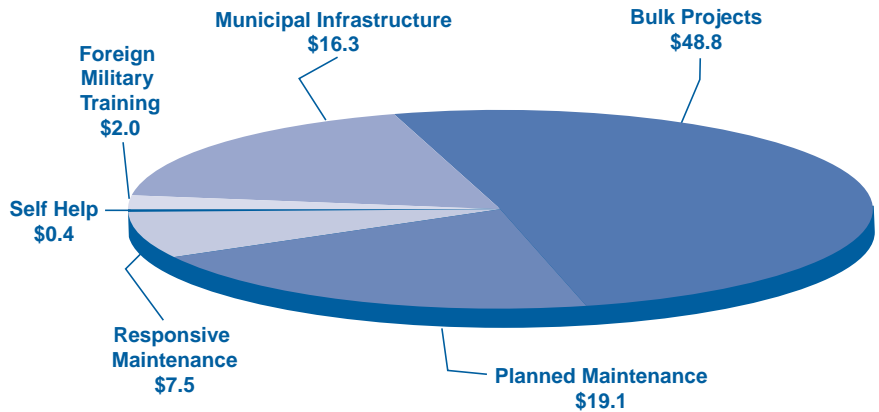
FIGURE 2

<b>Major Maintenance/Repairs to Family Housing</b>		
<b>Type of Work Done</b>	<b>Number of Housing Units</b>	
	<b>1999/2000</b>	<b>2000/2001</b>
<b>Building Envelope</b>		
Doors	3,132	3,480
Foundation	367	554
Insulation	1,300	2,720
Masonry	411	260
Roofing	3,155	1,699
Siding	1,153	1,306
Windows	3,359	4,480
<b>Mechanical Systems</b>		
Electrical	3,267	3,783
Heating	1,964	2,060
Plumbing	2,162	3,175
Ventilation	663	629
<b>Building - General Interior</b>		
Bathroom	364	522
Flooring	912	424
Kitchen	582	533
<b>Building - General Exterior</b>		
Sidewalks, Steps and Driveways	1,586	2,975
<b>Accessory Structures</b>		
Garages	531	511
Sheds	274	691
<b>TOTALS</b>	<b>25,182</b>	<b>29,822</b>

**FIGURE 3**  
**Maintenance Expenditure by Housing Management Office (HMO)**  
**1996/1997 to 2000/2001**  
**(In thousands of dollars)**



**FIGURE 4** Repairs and Maintenance Expenditures 2000/2001  
(In millions of dollars)



Housing Management Offices (HMOs) conducted a stock condition survey in the fall of 2000 to understand better the level of maintenance and repairs required to bring the housing portfolio to a common minimum maintenance standard nationally. CFHA can currently fund approximately \$5.5 million a year from its rent revenue for bulk projects to address the major repairs identified in the stock condition survey. The remaining rent revenue will be invested in regular operating costs, responsive maintenance, emergency after-hours repairs, preparation of homes for newly posted occupants, grounds maintenance such as snow removal and grass cutting of common areas, in addition to funding a self-help repairs program.



Photo courtesy of Jim Ramsay, CFHA Comox

CFHA fosters client satisfaction through such initiatives as increasing the budgeting levels for planned maintenance (March In/March Out repairs) in fiscal year 2000/01 from \$2,500 to \$3,000 per occupied unit, based on an anticipated 30% portfolio turnover. A total of 4,633 March Ins were undertaken during the year, representing 30% of the occupied portfolio, at an average cost of \$3,039.

CFHA's centralized Emergency After-hours Call Centre, staffed by the Corps of Commissionnaires, continued to provide emergency after-hours repairs and contractor dispatch services to occupants. A total of 6,618 calls were received and responded to during the year, a slight increase over last year (6,256).

As CFHA matures as an organization, attention focuses on improving our policies and business processes. A new Conditions of Occupancy document was developed during the year, providing a clearer understanding of occupant responsibilities versus those of the Agency. Information Technology systems such as the Housing Agency Management Information System (HAMIS) were upgraded and business process improvements were implemented for additional accountability controls and reporting capabilities.



Photo courtesy of Mike Lapierre, CFHA Kingston

### CAPITAL DEVELOPMENT

Since its creation in 1999, the Capital Development Division has focused on medium- and long-term directions for the management of the Canadian Forces housing portfolio. Over the past year, the Division completed its assessment of current need and at the same time began developing plans for managing portfolio resources to meet the need, both now and in the future. Initiatives included assessments of future need, a rationalization study and disposal of units that were no longer required.

The Division engaged consultant firms to conduct Housing Requirement Studies at 35 different locations in the five regions - the Atlantic provinces, Quebec, Ontario, the Western provinces and Northern territories, and British Columbia. The Studies provide baseline estimates of the number of units required to house CF families. These estimates, which reflect CF demographics, household characteristics and market conditions at a particular time, will be regularly updated and used in calculating future housing needs.

A Housing Requirement Study Summary Report, which reviews the consultants' findings and discusses issues affecting housing and housing provision within the CF, was prepared and distributed throughout National Defence Headquarters and the Canadian Forces. The Summary Report examines demographics and analyzes trends in demand for CF housing, as well as presenting models upon which various projections can be made, according to various assumptions about future demand. These models will be used to ensure that Canadian Forces housing stock will reflect the differing demands across the country over time.

The Agency undertook a Rationalization and Renewal study to provide global projections of the funds that will be required for portfolio renewal and to aid in the internal decision-making process. The Report provides detailed option analyses of the costs of portfolio renovation, renewal and a mix of these two strategies and recommends a mechanism for the development of a 15-year CF housing renewal program.

Using a business case approach, the Division developed disposal procedures and guidelines to ensure broad collaboration with, and to build consensus among, all stakeholders in the pursuit of rationalization initiatives. A five-year Disposal Plan was prepared aimed at reducing the portfolio from the current level of 18,900 units to a 13,000-unit baseline.

During FY 2000/01, the Agency disposed of a total of 875 units at six locations. Disposal plans were approved for Borden (ON), Gagetown (NB), Goose Bay (NF) and Greenwood (NS), and 465 married quarter (MQ) units were demolished at these sites. At Chilliwack (BC), 388 MQ units were transferred to Canada Lands Company. In Gander (NF), disposal by sale of 22 MQ units was completed through Public Works and Government Services Canada.

## CORPORATE SERVICES

The Corporate Services Division is responsible for providing the underlying support that allows the Agency to carry out its mandate and was the lead Division in the preparation of the Agency's 2001/02 Business Plan.

### Finance

The achievements and milestones for the Finance section in 2000/01 were as follows.

- ☞ CFHA Revenues and Recoveries were \$136.7 million while Expenditures were \$135.5 million, resulting in a Net Surplus of \$1.2 million. Revenues and Expenditures are illustrated in Figures 5 and 6.
- ☞ The Agency continued to work with departmental representatives in both the realty asset management and financial management areas in order to meet the reporting objectives of the Financial Information Strategy (FIS). Considerable progress was made in identifying and eliminating areas of duplication and reporting deficiencies and, through the use of system tools and common processes, CFHA not only met its own FIS objectives but also contributed to the overall departmental objectives.
- ☞ Work continued on aligning information requirements to improve the timeliness and relevance of operational and financial housing information. The Agency requires these improved reporting measures, both financial and non-financial, not only to support any future rationalization decisions, but also to report on progress using real-time, actual information residing in integrated business information systems.
- ☞ During the year, the Agency undertook to move to Treasury Board rent phasing limits, effective 1 September 2001. The revised phasing limits will have the effect of moving the majority of married quarter occupants to market value rents. This adjustment to the phasing policy will create greater equity in the rents paid by married quarter occupants. It is also in line with the Department's Accommodation Policy, which requires married quarter occupants to pay rents comparable to those in the local economy. A communications program was developed to explain the impact of this move to occupants and senior management of the Department.



FIGURE 5

**Revenues/Recoveries 2000/2001  
(In thousands of dollars)**

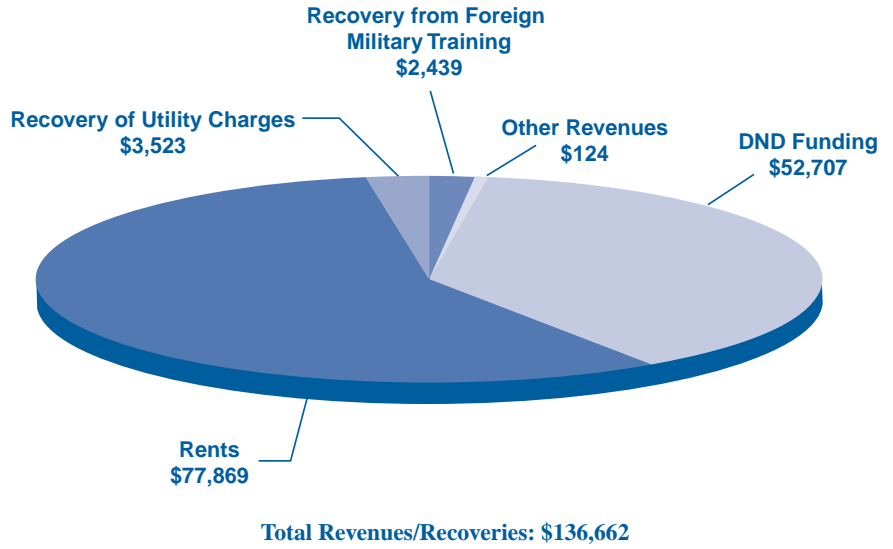
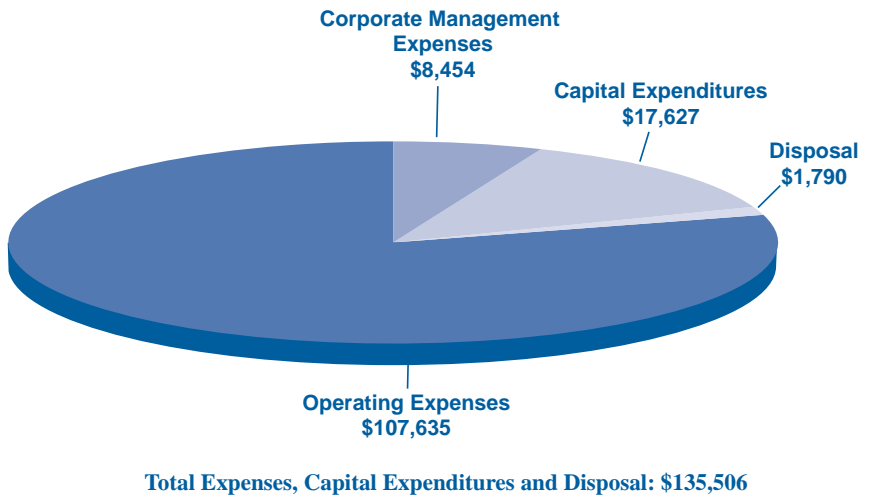





FIGURE 6

**Expenses 2000/2001  
(In thousands of dollars)**





## Human Resources

The following activities highlighted Human Resources during 2000/01.

-  Human Resources Strategy: The Agency's Human Resources (HR) Strategy (i.e. "Building a Quality Work Place") is in active development and will be implemented by the end of fiscal year 2001/02. The HR strategy is founded on Treasury Board Secretariat's "Framework for Good Human Resources Management in the Public Service", an internal needs analysis and consultations with all employees at Head Office and fourteen of our site offices. Phase I of the HR strategy was completed and approved by the Executive Committee in June, 2000. It contains a plan consisting of eight key objectives and 41 actions. Phase II of the strategy began in October, 2000 with the hiring of an HR consultant with expertise in organizational change and development to coordinate the project.
-  Performance Management Strategy: During the year, the Agency implemented a Competency-based Performance Management Strategy. As part of this strategy, competency profiles were developed for key operational jobs in the Housing Management Offices (HMOs) and in the Operations Support Unit at Head Office. The competency profiles are being used not only to identify performance gaps but also for recruitment, training and career management purposes.
-  Universal Classification Standard (UCS): CFHA undertook many activities in support of this government-wide initiative including developing fifteen model job descriptions in various work streams, hosting a group of DND employees to develop six General Administration models, participating in the Change Management Tiger Team and holding UCS training and awareness sessions for Agency employees. In addition, 10 Agency employees participated in the departmental UCS evaluation committees. The Agency met all departmental deadlines in terms of model development and submission, model mapping and data clean up.

## Information Services

The following key projects were carried out during 2000/01, enhancing the capacity of the Agency to track and manage its diverse programs.

-  Following the success of the Year 2000 project, desktops and servers were upgraded to accommodate the deployment of common software and operating systems from the Department.
-  The core systems supporting housing operations and financial management were modified to reflect the requirements of the Government's new Financial Information Strategy (FIS), which reports the new financial data to Public Works and Government Services Canada (PWGSC) through the Department's financial information system. The new functionality was implemented on 30 March 2000 to meet the Government's deadline of 1 April 2001.

- 🏠 The Housing Agency Management Information System (HAMIS) was upgraded to a new version in preparation for moving to a Graphical User Interface (GUI).
- 🏠 The financial management system was enhanced by the implementation of a GUI and by automating the reconciliation process between the Department and the Agency. Through the successful implementation of Oracle 11.03 at Head Office and at the Housing Management Offices, all users now have access to Oracle Purchase Orders as well as Reports and Inquiry capabilities in the new GUI version, which will result in a more timely exchange of management information and improved efficiencies.
- 🏠 The Agency completed the first phase of designing a web site with implementation expected in the later part of 2001.



Photo courtesy of Chantal Desbiens, CFHA Valcartier

# Canadian Forces Housing Agency

---

## FINANCIAL STATEMENT

Canadian Forces Housing Agency  
Statement of Operations  
For the period ended 31 March 2001  
(in thousands of dollars)

	2000/2001	1999/2000
<b>Revenue</b>		
Rents	77,869	78,155
DND Funding (Note 3)	52,707	50,000
Recovery of Utility Charges	3,523	3,679
Other Revenues	124	733
<b>Total – Revenue</b>	<b>134,223</b>	<b>132,567</b>
<b>Operating Expenses</b>		
Salaries and Benefits	9,191	8,104
Repairs and Maintenance	77,923	72,710
Utilities Expenses	7,878	6,852
Municipal Type Services	4,036	3,717
Rental of Housing	4,644	5,350
Professional Services	1,153	5,701
Other Operating Expenses	2,810	2,596
<b>Total – Operating Expenses</b>	<b>107,635</b>	<b>105,030</b>
<b>Corporate Management Expenses</b>		
Salaries and Benefits	3,858	3,006
Professional Services	3,470	4,613
Corporate Services from DND	91	216
Other Corporate Management Expenses	1,035	1,440
<b>Total – Corporate Management Expenses</b>	<b>8,454</b>	<b>9,275</b>
<b>Total – Expenses</b>	<b>116,089</b>	<b>114,305</b>
<b>Operating Surplus before Capital Expenditures, DND Advance Repayment, FMT Recovery and Disposal</b>	<b>18,134</b>	<b>18,262</b>
Capital Expenditures (Note 4)	17,627	18,850
DND Advance Repayment	-	1,012
Recovery from Foreign Military Training	(2,439)	(3,569)
Disposal	1,790	-
<b>Total – Capital Expenditures, DND Advance Repayment, FMT Recovery and Disposal</b>	<b>16,978</b>	<b>16,293</b>
<b>Net Surplus / (Deficit)</b>	<b>1,156</b>	<b>1,969</b>

**NOTES TO  
FINANCIAL  
STATEMENT**

(Amounts in  
thousands of  
dollars)

**1. Authority and Purpose**

The Canadian Forces Housing Agency was established as a provisional Special Operating Agency of the Department of National Defence in October, 1995. The Agency is funded through departmental appropriations, on a Net Voting basis. Its revenues are mainly derived from the rents charged to housing occupants.

**2. Significant Accounting Policies**

This statement was prepared using the following accounting policies:

(a) Start-Up Costs

Costs incurred during the implementation of the Agency and funded from repayable advances have been amortized over a ten-year period corresponding to the repayment schedule of the advance. The balance of these advances has been forgiven by the Department for following years.

(b) Revenue and Expense Recognition

Revenues and Expenses are recorded on a modified cash accounting basis.

(c) Capital Expenditures

Expenditures of a Capital nature are expended in the year of acquisition as per modified cash accounting principles.

(d) Operating Results

The CFHA operating results take into account the cost of operating the housing portfolio within the Department of National Defence inclusive of its share of departmental corporate costs.

**3. DND Funding**

	2000/2001	1999/2000
SCONDVA funding	\$ 52,166	\$ 40,000
Investment funding	\$ 0	\$ 10,000
Funding for Collective Agreements	\$ 221	\$ 0
Other DND Funding	\$ 320	\$ 0
<b>Total DND Funding</b>	<b>\$ 52,707</b>	<b>\$ 50,000</b>

## 4. Capital Expenditures

	2000/2001	1999/2000
Property Improvements	\$ 16,320	\$ 17,451
Informatics Equipment and Other	\$ 1,307	\$ 1,399
Total Capital Expenditures	\$ 17,627	\$ 18,850

## 5. Lease Commitments

The Agency has responsibility for departmental bulk leases related to family housing and has entered into commercial leases pertaining to office accommodation. These leases expire between 2001 and 2004 and the future minimum annual lease payments are as follows:

2002	\$ 4,136
2003	\$ 3,762
2004	\$ 3,068
Total Lease Commitments	\$ 10,966

## 6. Contingent Liabilities

Dartmouth Investments Ltd. (DIL) has initiated litigation against Her Majesty (in right of National Defence) for damages involving leases for the provision of housing in Halifax. The leases in question date back to 1963; CFHA has been managing these leases since April 1996. The Department of National Defence has communicated the necessary information to the Office of the Auditor General in the context of its year-end audit.

## 7. Related Party Transactions

CFHA received services from DND for which the Department was reimbursed \$8.1M in 2000/01 and \$7.6M in 1999/00.

	2000/2001	1999/2000
Municipal Type Services	\$ 3,850	\$ 3,412
Utilities Paid to Bases/Wings	\$ 3,676	\$ 3,174
Accommodation Obtained from DND	\$ 114	\$ 608
Services Obtained from DND	\$ 345	\$ 312
Liaison Officer	\$ 86	\$ 86
Total Related Party Transactions	\$ 8,071	\$ 7,592

## **8. Reconciliation with DND Financial Management Accounting System (FMAS)**

The CFHA Financial Statement has been prepared from the CFHA Oracle Financial System and reconciled in total with the DND Financial Management Accounting System (FMAS).

## **9. Restatement of FY 99/00**

Some FY 99/00 expenditures have been reclassified for comparative purposes. Some of the costs formerly charged to Administrative Expenses are now apportioned to Operating Expenses as this is a more accurate reflection of the cost of supporting the Housing Management Offices.



Photo courtesy of Cpl Scott, 14 Wing Greenwood

## APPENDIX A ADDRESS INDEX: CFHA HEAD OFFICE AND HOUSING MANAGEMENT OFFICES

---

### HEAD OFFICE

Canadian Forces Housing Agency  
National Defence Headquarters  
Major-General Georges R. Pearkes Bldg.  
101 Colonel By Drive  
Ottawa ON K1A 0K2  
1-888-459-CFHA  
(613) 998-8060 (Fax)

---

### COMOX

Frank Phillips, Manager  
Canadian Forces Housing Agency  
PO Box 55, Bldg. 137  
Lazo BC V0R 2K0  
(250) 339-1946  
(250) 339-1818 (Fax)

---

### BAGOTVILLE

Michel Parent, Manager  
Canadian Forces Housing Agency  
3 Wing Bagotville  
Bldg. 117  
Alouette QC G0V 1A0  
(418) 677-4000 (8116)  
(418) 677-8876 (Fax)

---

### EDMONTON

Al Grier, Manager  
Canadian Forces Housing Agency  
Bldg. 185, Lancaster Park  
PO Box 10500, Station Main  
Edmonton AB T5J 4J5  
(780) 973-4011 (4672)  
(780) 973-4076 (Fax)

---

### BORDEN

Heather Rousselle, Manager  
Canadian Forces Housing Agency  
51 Somme Blvd.  
CFB Borden  
Borden ON L0M 1C0  
(705) 424-2371  
(705) 424-0309 (Fax)

---

### ESQUIMALT

Frank Phillips, Acting Manager  
Canadian Forces Housing Agency  
PO Box 17000, Stn Forces  
Bldg. 98, Naden  
CFB Esquimalt  
Victoria BC V9A 7N2  
(250) 363-4330  
(250) 363-4166 (Fax)

---

### CALGARY

*Local office now closed*  
Al Grier, Manager  
Canadian Forces Housing Agency  
Bldg. 185, Lancaster Park  
PO Box 10500, Station Main  
Edmonton AB T5J 4J5  
(780) 973-4011 (4672)  
(780) 973-4076 (Fax)

---

### GAGETOWN

Betty Ryan, Manager  
Canadian Forces Housing Agency  
66 Broad Road  
Professional Bldg., Suite 204  
Oromocto NB E2V 1C2  
(506) 446-3926  
(506) 446-3928 (Fax)

---

### COLD LAKE

Brian Hamilton, Manager  
Canadian Forces Housing Agency  
Bldg. 719, Kingsway  
PO Box 4540 Stn Forces  
Cold Lake AB T9M 2C2  
(780) 594-1149 (7525)  
(780) 594-5342 (Fax)

---

### GANDER

Don Tattrie, Manager  
Canadian Forces Housing Agency  
127 Sullivan Avenue  
Gander NF A1V 1S3  
(709) 256-1728  
(709) 256-1708 (Fax)



# Canadian Forces Housing Agency

---

---

## GOOSE BAY

Don Tattrie, Manager  
Canadian Forces Housing Agency  
601 - Offutt Loop  
Happy Valley  
Goose Bay NF A0P 1S0  
(709) 896-6956  
(709) 896-6966 (Fax)

---

## MONTRÉAL

Ginette Sirois, Manager  
Canadian Forces Housing Agency  
105 Salaberry  
CFB Montreal  
St- Hubert QC J3Y 3Y6  
(450) 462-8777 (8663)  
(450) 462-8665 (Fax)

---

## GREENWOOD

Gale Tower, Manager  
Canadian Forces Housing Agency  
AVM Morphee School, Bldg. 83  
PO Box 1315  
Greenwood NS B0P 1N0  
(902) 765-7970  
(902) 765-3039 (Fax)

---

## MOOSE JAW

Iona Gadd, Manager  
Canadian Forces Housing Agency  
PO Box 5000  
15 Wing Moose Jaw  
Moose Jaw SK S6H 7Z8  
(306) 694-1270  
(306) 694-0150 (Fax)

---

## HALIFAX

Elizabeth Bethune, Manager  
Canadian Forces Housing Agency  
4 Iroquois Drive, Shannon Park  
Dartmouth NS B3A 4M4  
(902) 427-4752  
(902) 427-4758 (Fax)

---

## NORTH BAY

Gisèle Éthier, Manager  
Canadian Forces Housing Agency  
Bldg. 11, Room 110  
Hornell Heights ON P0H 1P0  
(705) 494-2011 (2750)  
(705) 494-2125 (Fax)

---

## KINGSTON

Lorraine Byrne, Manager  
Canadian Forces Housing Agency  
PO Box 17000  
Station Forces Kingston  
Kingston ON K7K 7B4  
(613) 541-5010 (5593)  
(613) 541-4463 (Fax)

---

## OTTAWA

Charles Denis, Manager  
Canadian Forces Housing Agency  
Bldg. 164 Rockcliffe Site, Room 101  
Ottawa ON K1A 0K4  
(613) 998-3354  
(613) 993-3705 (Fax)

---

## MONCTON

Fernand Belliveau, Manager  
Canadian Forces Housing Agency  
101 Hows Crescent  
Moncton NB E1E 1S9  
(506) 858-1396  
(506) 858-1305 (Fax)

---

## PETAWAWA

Marc Tardif, Manager  
Canadian Forces Housing Agency  
12 Reichwald Crescent  
Petawawa ON K8H 1J4  
(613) 687-7442  
(613) 687-8590 (Fax)

# Canadian Forces Housing Agency

---

---

## SHILO

Jodi Diller, Manager  
Canadian Forces Housing Agency  
CFB Shilo  
PO Box 5000, Stn Main  
Shilo MB R0K 2A0  
(204) 765-3000 (3054)  
(204) 765-3056 (Fax)

---

## VALCARTIER

Chantal Desbiens, Manager  
Canadian Forces Housing Agency  
1A Dubé Street  
Courcellette QC G0A 1R1  
(418) 844-6569  
(418) 844-6863 (Fax)

---

## SUFFIELD

Brian Finley, Manager  
Canadian Forces Housing Agency  
PO Box 6000  
Medicine Hat AB T1A 8K8  
(403) 544-5532  
(403) 544-5537 (Fax)

---

## VANCOUVER

Betty Lucas, Manager  
Canadian Forces Housing Agency  
4050 West 4<sup>th</sup> Avenue  
Vancouver BC V6R 1P6  
(604) 666-4298  
(604) 666-4190 (Fax)

---

## TORONTO

Michael Kenny, Acting Manager  
Canadian Forces Housing Agency  
2 John Drury Drive  
North York ON M3M 2Y9  
(416) 952-2055  
(416) 952-6488 (Fax)

---

## WAINWRIGHT

Al Grier, Manager  
Canadian Forces Housing Agency  
Building 400, WATC  
Denwood AB T0B 1B0  
(780) 973-4011 (4672)  
(780) 842-5849 (Fax)

---

## TRENTON

Derek Fulford, Acting Manager  
Canadian Forces Housing Agency  
RCAF Road, Bldg. 221  
8 Wing Trenton  
PO Box 1000, Stn Forces  
Astra ON K0K 3W0  
(613) 965-3512  
(613) 965-3142 (Fax)

---

## WINNIPEG

Colleen Ridley, Manager  
Canadian Forces Housing Agency  
215-530 Kenaston Blvd  
Winnipeg MB R3N 1Z4  
(204) 833-2676  
(204) 489-3841 (Fax)



APPENDIX B

MAP OF CFHA  
LOCATIONS  
ACROSS  
CANADA

ANNEXE B

CARTE DES  
EMPLACEMENTS  
DE L'ALFC  
AU CANADA



