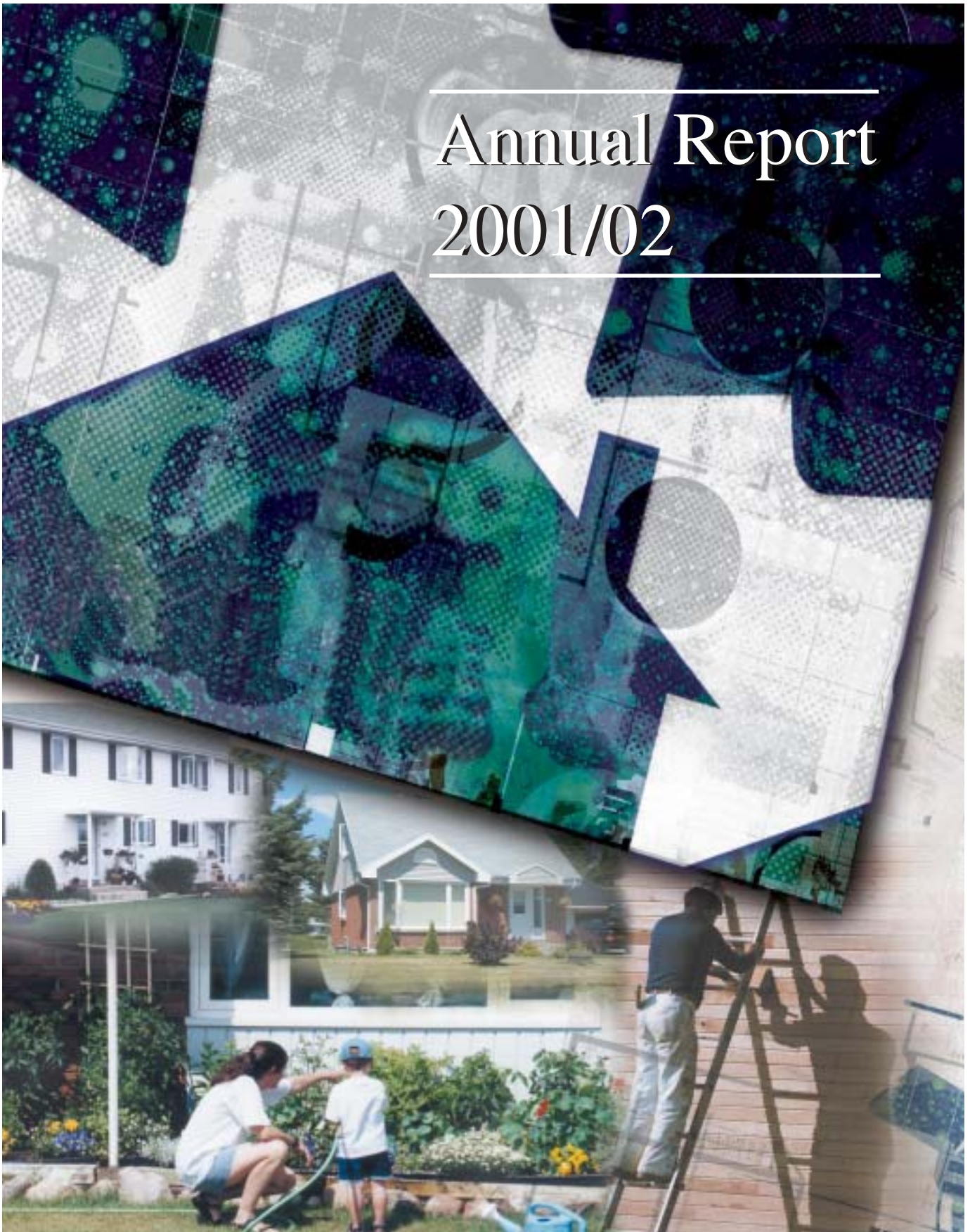


Annual Report 2001/02



National
Defence

Défense
nationale

Canadian Forces
Housing Agency

Agence de logement
des Forces canadiennes

Canada 

Annual Report 2001/02

Report and financial statement for the year
ended 31 March 2002.

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MISSION *“We exist to meet the housing needs of military families”*



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

MESSAGE FROM THE CEO



For many Canadian Forces (CF) members, housing is both the center of activity and the heart of military community life with family and friends. As the Canadian Forces' national housing agency, CFHA is aware of the importance CF members and their families place on having safe and sound homes. Every year we touch the lives of thousands through our work in communities at CF bases and wings across Canada.

The past year has once again been extremely busy in terms of operational activities. This year, the Agency continued to benefit from additional departmental funding, which was dedicated to health and safety-related repairs and maintenance, in addition to the Agency's disposal program. In 2001/02, over 500 maintenance and repair projects with a value exceeding \$50 million were carried out across the housing portfolio. On the disposal side, a total of 1,144 surplus housing units found at a number of sites were transferred, demolished, turned back to DND, or had their leases terminated in accordance with the Agency's seven year disposal plan. By keeping only the quality housing required, we will recognize a significant cost savings from operations and maintenance expenses that can then be redirected into the housing actually being used to support CF members and their families.

We made great strides in the development of a comprehensive Operational Directives Framework. This Framework involves the research and development of corporate and 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 will enable the Agency to apply policies in a manner that provides CF members and their families with consistent and clear decisions, responses and actions across Canada.

On 1 September 2001, we implemented Treasury Board rent phasing limits for existing occupants of CF housing. These adjustments will create greater equity in the rents paid and will have the effect of moving the majority of occupants to market value rents; this is consistent with Government policy governing the provision and administration of Crown housing.

The Agency made significant progress in 2001/02 on other fronts as well.

Work continued on defining the Agency's role within the Department with respect to the necessary programs, authorities and budget required to meet Canadian Forces housing needs in future years. A revised Organizational Charter, an Assessment of Authorities and a comprehensive long-term portfolio Rationalization Strategy have all been drafted and are currently the subject of extensive consultation within the Department and the CF.

A DND Accommodation Board was also created during the year. This Board replaces the previous CFHA Management Advisory Board. The DND Accommodation Board is co-chaired by the Assistant Deputy Minister (Human Resources-Military) and the Assistant Deputy Minister (Infrastructure and Environment) and its membership includes representatives from both the Department and the CF in addition to advisors from other client/partner Federal departments and the private sector. The responsibilities of the Board are to provide advice to CFHA and other DND accommodation providers regarding operational activities; establish and review the accommodation goals for CFHA; represent the interests of the chain of command in accommodation matters; and recommend approval of accommodation policies, plans, programs and projects.

Throughout the year, we involved all of our employees in a fundamental re-thinking of our approach to doing business. We rethought our management style, operations, employee relations, how we delivered service, and how we measured our performance. As part of our new focus, we have been restructuring our organization to improve customer service, realize operational and economical efficiencies and to position the Agency for future roles as outlined by DND's Accommodation Vision 2020. Some of the key changes include the creation of a distinct Comptroller Division, a dedicated Customer Services section within the Housing Operations Division, consolidation of Agency support services and various position and organizational title changes intended to better reflect evolving duties and responsibilities within the organization.

The required adjustments to staff and management responsibilities and reporting relationships have been made, and the new structure is working well. Through all the changes, employees have continued to make an outstanding effort to find new and better ways to work and remain committed to continuous improvement in every area. We expect the new structure to produce better planning, coordination and communication between Head Office and the local field offices, and to create a better alignment of mission-linked business processes across divisions, thus improving service to customers while reducing costs. We will now focus attention on continued evaluation and refinements including multi-disciplinary reviews of issues crossing divisional boundaries to determine their optimal placement within the organizational framework. These adjustments will continue into FY 2002/03.

LOOKING TO THE FUTURE It is anticipated that CFHA's mandate will continue to expand and that the Agency will become the primary implementation agent of the residential component of the DND Accommodation Vision 2020. In this role, CFHA will offer both accommodation and accommodation support programs thereby becoming the single-window accommodation service provider to all CF members including singles and families, both on and off-base.

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It will be the responsibility of the Department to determine – in accordance with Government policy – the circumstances in which Crown housing is to be provided. CFHA's role is to continue to provide expert advice to the Department on housing options, and to deliver solutions based on sound business principles.

This Annual Report marks the conclusion of the Agency's sixth year of operations. The achievements described in this report reflect the vision and good work of all employees, and the Agency's collective commitment and responsibility to support the housing needs of the Canadian Forces now and into the future. It is therefore appropriate that, in closing, I extend my sincere appreciation to employees for their ability to accept and implement change, and for their active and willing contribution to the Agency's success. I also want to underline the dedication and support of my colleagues on the senior management team, I am thankful for their active participation.



Jane Roszell
Chief Executive Officer

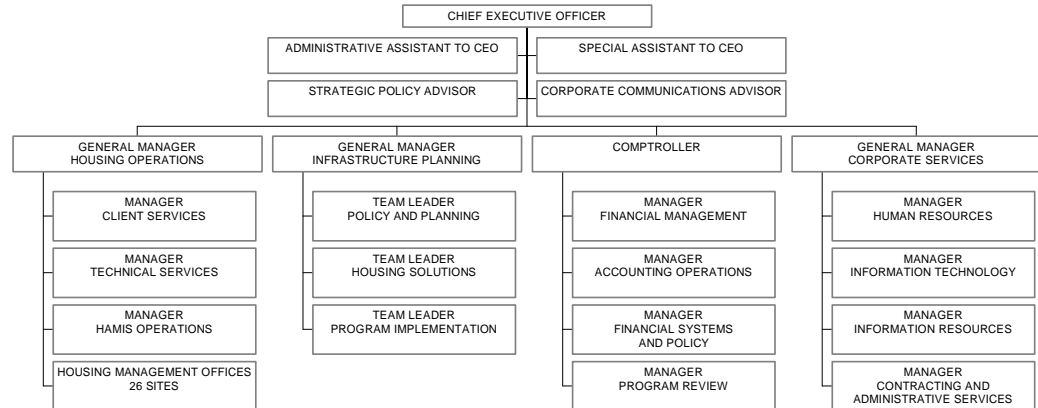
THE CFHA ORGANIZATION A provisional Special Operating Agency of the Department of National Defence (DND), the Canadian Forces Housing Agency (CFHA) is the operational arm of Canadian Forces (CF) housing policy. Its focus is on the housing needs of military families within Canada.

The Agency operates and maintains the national portfolio of approximately 18,000 military married quarters through its network of Housing Management Offices (HMOs) located at CF bases and wings across Canada. This includes allocating

Canadian Forces Housing Agency

housing to CF members and their families, carrying out maintenance and repairs, administering the rent system and managing the housing assets on behalf of the Department.

The organizational structure is flat, with HMOs reporting directly to Head Office. This provides for short, direct lines of responsibility and accountability and assists in maintaining consistent national standards. Staff at Head Office number 88, while 202 are found in the 26 HMOs across the country. A map of CFHA locations across Canada can be found at Appendix B of this report.



The Chief Executive Officer (CEO) of the Agency reports to the Deputy Minister of DND through the Assistant Deputy Minister Infrastructure and Environment. Three divisional General Managers and a Comptroller support the CEO.

Senior level advice and direction are provided to CFHA through a DND Accommodation Board. Meetings of the Board are conducted twice annually.

HOUSING OPERATIONS The Housing Operations Division focuses on the day-to-day operations and maintenance of the portfolio. Again this year, emphasis was placed on repair and maintenance activities aimed at ensuring the health, safety and security of occupants and at protecting the structural integrity of the housing units.

In 2001/02, the Agency managed and delivered some 500 major repair and maintenance projects having a total value in excess of \$50M. An additional \$25 million was invested in regular maintenance and \$2 million was dedicated to

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municipal infrastructure projects. Of this amount, \$38.7 million was provided by DND. \$15 million was also invested in direct housing operations to cover utilities and other like costs. Responsive, planned and self-help maintenance funds were distributed amongst Housing Management Office (HMOs) on a pro-rata basis by portfolio size. The annual responsive maintenance funding was based on \$473 per housing unit and planned maintenance funds (march in/out) at \$3,500 per unit, allowing for the rotation of occupants in 30% of the portfolio. Bulk project prioritization and funding were based on the results of the CFHA annual maintenance program review process.

The next 3 pages present a series of graphs and tables (Figures 1, 2, 3 and 4) that represent the nature, focus and scope of the Agency's business. Figure 1 shows the major maintenance and repairs program for 2001/02 compared to previous years. Figures 2 and 3 provide maintenance and repairs expenditure information by type of maintenance and by HMO. The occupancy profile is shown in Figure 4.



FIGURE 1

Major Maintenance/Repairs to Canadian Forces Housing			
Type of Work Done	Number of Housing Units		
	1999/2000	2000/2001	2001/2002
Building Envelope			
Doors	3,132	3,480	1,891
Foundation	367	554	571
Insulation	1,300	2,720	1,053
Masonry	411	260	20
Roofing	3,155	1,699	1,273
Siding	1,153	1,306	1,015
Windows	3,359	4,480	1,886
Mechanical Systems			
Electrical	3,267	3,783	10,370
Heating	1,964	2,060	2,150
Plumbing	2,162	3,175	1,517
Ventilation	663	629	1,644
Building - General Interior			
Bathroom	364	522	1,039
Flooring	912	424	499
Kitchen	582	533	695
Building - General Exterior			
Sidewalks, Steps and Driveways	1,586	2,975	3,123
Accessory Structures			
Garages	531	511	252
Sheds	274	691	112
TOTALS	25,182	29,822	29,110

FIGURE 2

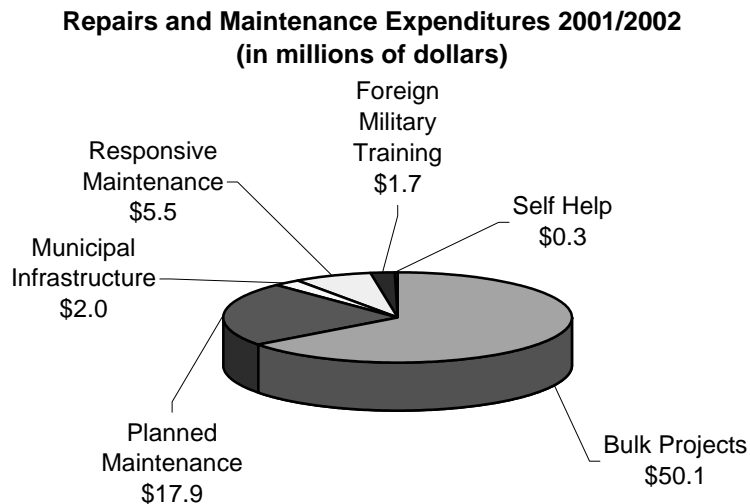


FIGURE 3

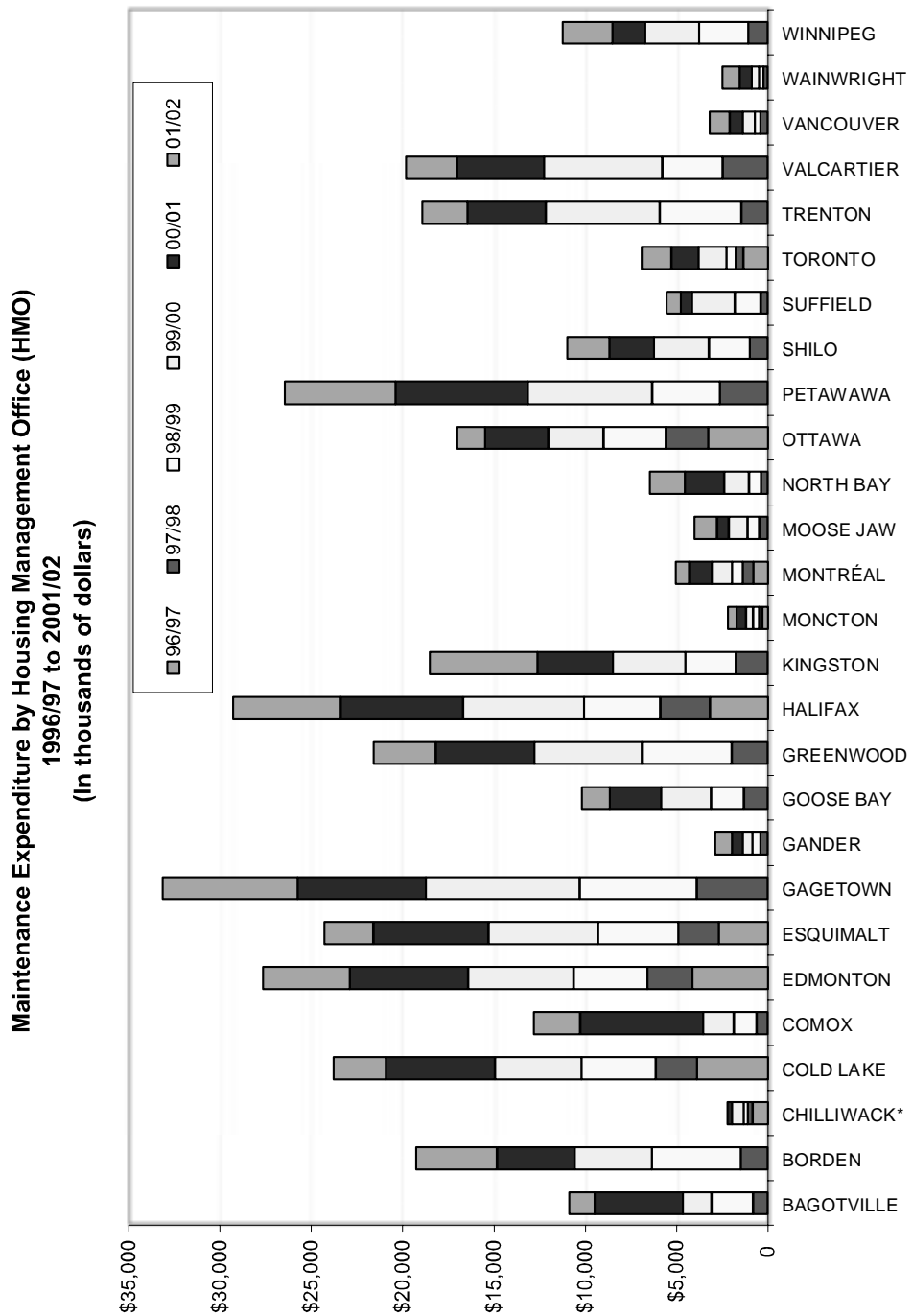
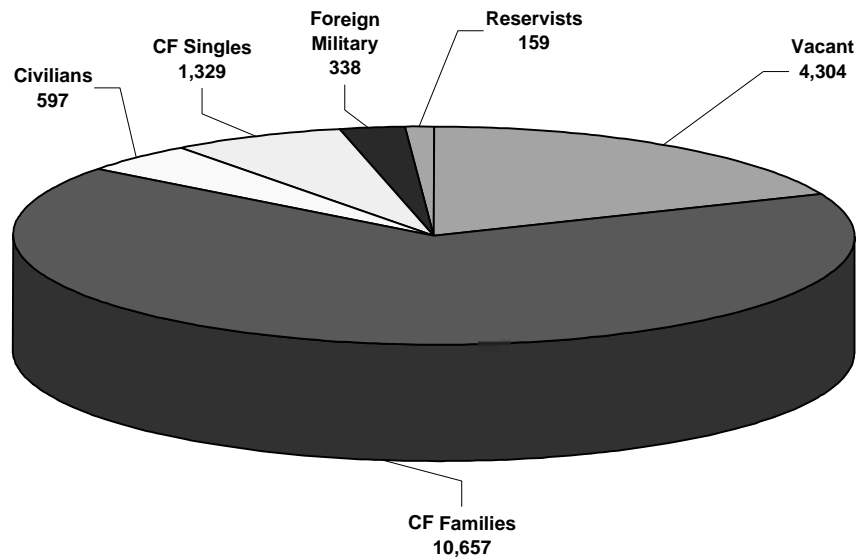


FIGURE 4

Occupancy Profile



After six years of serving CF members and their families – a customer group with very unique needs – the Agency has gained much experience in the areas of client focus and service orientation. Because it is such an important aspect of the Agency’s success, CFHA is constantly taking measures to maintain this focus.

As a result of the Agency’s reorganization exercise, a distinct Client Services section was created within the Housing Operations Division. This section focuses its efforts directly on CF members and families occupying military housing, with staff dedicated to building and maintaining relationships, addressing concerns and complaints, developing and evaluating new services, and providing Agency field staff with guidance and direction in the provision of quality accommodation and related services.



Canadian Forces Housing Agency

In addition, all Agency employees – especially those working at the site offices – are encouraged to be constantly involved in gauging the customer's changing needs and wants. The aim is to respond in an efficient and effective manner, and to get important information on shifting needs and demand to the appropriate decision-making levels within the Agency.

This philosophy led to the implementation of a wide range of initiatives in 2001/02 designed to improve service to customers.

A site visit program was initiated during the year to enhance the visibility and accessibility of the Agency and its staff and to ensure that occupant issues and trends could be identified and addressed early on.

Late in the year, CFHA, in conjunction with Land Forces Western Area staff, undertook significant work to ensure the seamless transfer of the Griesbach area of the CFB Edmonton housing portfolio to Canada Lands Company (CLC) on 1 April 2002. Following the transfer, CFHA will manage and maintain only the housing in the Lancaster Park area of CFB Edmonton.

Housing Operations staff initiated a series of conferences attended by employees from both CFHA and Defence Construction Canada (DCC), one of the Agency's maintenance and improvement contracting partners. The aim of these conferences was to establish a new way ahead for the two organizations in terms of communications and a mutual understanding of each other's roles and responsibilities. These conferences also led to the development of new service level agreements between our respective head offices and local offices.

For the fourth year, CFHA met departmental reporting commitments for integrating Sustainable Development Strategy considerations, including pollution prevention and climate change, into Agency activities. The Housing Operations Division continues to improve the level of awareness regarding environmental issues throughout the Agency and integrate environmental stewardship principles into long-term business and operational plans.

CFHA successfully met the national interim smoke detector policy issued by the Canadian Forces Fire Marshall (CFFM). Meeting the policy requirements has ensured that occupants enjoy a fire warning system that is based on the most progressive codes standards and codes available for existing construction in North America.

Canadian Forces Housing Agency

CFHA's Emergency After-Hours Call Centre, staffed by the Corps of Commissionaires, continued to provide emergency after-hours repairs and contractor dispatch services to occupants. A total of 7,769 calls were received and responded to during the year, an increase over last year (6,618).



INFRASTRUCTURE PLANNING

The Infrastructure Planning Division is the successor to the Capital Development Division created in 1999. The Division will continue to provide both advice to the Agency on medium- and long-term strategies for portfolio management, and support for departmental efforts to create healthy and sustainable housing options for CF members and their families. The new name, however, signals a new direction for the Division, which will now provide for all aspects of site planning and development.

As part of the Agency-wide reorganization effort, a new divisional structure was devised comprising three different teams – Policy and Planning, Housing Solutions, and Program Implementation. The Policy and Planning Group will carry out research, monitor requirements, and develop and interpret policy. The Housing Solutions group will manage the design and development of options tailored to the housing requirements at specific CF locations. The Program Implementation Group, as its name implies, will be responsible for overseeing the implementation of selected housing solutions.

The Housing Requirement Studies – measuring the housing needs of CF members and the ability of the private housing market to fill these needs – continue to be used as benchmarks for site-specific options analyses and rationalization initiatives. Redevelopment plans for Toronto (ON), Goose Bay (NF) and Winnipeg (MB) were initiated during the year. In consultation with local base/wing and municipal officials, site objectives and potential alternative uses for the sites or portions of the sites were identified.

A major focus of the Division's time and effort is the Agency's disposal program, which Infrastructure Planning oversees. In its second year of a multi-year plan, CFHA has disposed of 2,026 of an anticipated 6,000 units. In FY 2001/02, CFHA disposed of 1,144 units. Of these, 757 located in Griesbach at CFB Edmonton were transferred to Canada Lands Company, 249 at various sites were demolished at a cost of \$1.2 million, 80 units were returned to bases/wings for other uses, and leases for 58 units were terminated. Plans for disposal were developed and are in progress in Borden, Cold Lake, Comox, Gagetown, Gander, Goose Bay, Greenwood, Halifax, Kingston, Moncton, Montreal, Moose Jaw, Ottawa, and St John's.

The Division also made substantial contributions to the Agency's Rationalization Strategy, which was drafted and circulated throughout the Department. Based on the principles of the DND Accommodation Policy and the direction of the Defence Management Committee, CFHA's Rationalization Strategy consists of three main elements: disposal of approximately 5,000 to 6,000 surplus units throughout the inventory to reduce the size of the portfolio to 13,000 units in the short term; divestiture to the greatest extent practicable in large urban areas; and recapitalization of approximately 8,000 units in small urban, rural and isolated areas and 1,406 units in urban areas. The Strategy provides detailed options analyses of the costs of portfolio renovation and renewal and recommends a mechanism for the development of a CF housing renewal program. During 2002/03, program details will be refined,

and financial resources needed to implement the plan will be modeled. To reduce the demand on departmental resources to the greatest extent possible, Infrastructure Planning will explore public-private partnerships as a means of leveraging existing assets and reducing and/or flattening recapitalization costs, as well as other options such as extended occupation of surplus units as a means of raising additional capital.

Canadian Forces Housing Agency

CORPORATE SERVICES The Corporate Services Division is responsible for providing the underlying support that allows the Agency to carry out its mandate. The 2001/02 activities and accomplishments of the Division are highlighted below.

Human Resources

The Agency's Human Resources Strategy (Building for the Future) was near completion at the end of 2001/02 and will be presented to Agency employees and implemented early in 2002/03. 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. The Agency is aware that implementing the human resource management priorities identified in the Strategy is critical to our organizational planning and we are strongly committed to putting these priorities in place over the next three years.

Through the introduction of an Employee Awards and Recognition Program, the first generation of CFHA employees – the pioneers – were honoured with 5-year CFHA Service Awards. These awards recognized those who built the organization from the ground up and established the Agency's way of doing business by emphasizing quality customer service and continually working to understand and satisfy the unique needs of military families. The Agency will continue to recognize employee dedication and service with these awards, and plans are underway for additional awards under the Program.

In 2001/02, a customer service training course was developed and presented to employees across the Agency. The course covered a variety of topics including customer and interpersonal relations, effective communications skills, conflict management and problem solving techniques. The first course was presented January 2002 and, by the end of March 2002, over 80 employees had participated in the training. Customer service training will continue in fall/winter 2002 and beyond, becoming, for employees, an ongoing opportunity to refresh and hone their skills.

Information Tehcnology Management/ Information Resources Management

Following the reorganization, the Information Management/Information Technology section was divided into two sub-sections: Information Technology Management and Information Resources Management. This division will allow for a more focused approach in the management of information and information systems and resources within the Agency.

The Information Technology Management (ITM) section focuses on providing direction for a wide variety of corporate systems and IT infrastructure, from desktop applications to telecommunications used to support housing operations. ITM also offers program support to corporate and departmental systems including the Financial Information Strategy (FIS) and the Housing Agency Management Information System (HAMIS). This year, these systems were enhanced to reflect new requirements for rent calculations and occupant

Canadian Forces Housing Agency

notification. ITM also added an interface to the military payroll deductions system allowing the Agency to manage occupant arrears more efficiently.

The Information Resource Management (IRM) section focuses its activities on the development of policies, direction and systems in the areas of information and knowledge management. One of IRM's key projects this year was the development of a CFHA Intranet site. The site is intended to provide relevant information about the Agency and our services to CF members and their families, base/wing management and staff and CFHA employees across the country. The launch of the intranet site is expected early in 2002/03. An Internet site is also under development and will be progressively implemented during the year. Other areas of responsibility for IRM include records and electronic document management, the Access to Information Program and editing and translation services.

Contracting and Administrative Services

A review of contracting services within the Agency was initiated late in the year. The review will continue in 2002/03 and will focus on the activities of the Contracting and Procurement section in terms of policies, authorities and processes.

On the administrative side, many services including mail and courier, office supplies and facilities management were consolidated to ensure more efficient and cost-effective service.



Canadian Forces Housing Agency

COMPTROLLER The creation of a distinct Comptroller Division within CFHA – managing both Finance and Program Review – fostered a shift away from pure fiscal management, towards a business approach and the incorporation of activities designed to meet Agency and departmental priorities. Integrated planning and business management, performance measurement, program review and audit, and control and stewardship of Agency fiscal resources are some of the key functions currently being carried out by the Comptroller Division. The Comptroller function is now established and is assuming an ever-increasing importance in meeting the Agency's goals.

The following key projects were carried out during 2001/02, enhancing the capacity of the Agency to track, manage and report on its diverse programs.

CFHA set targets and goals related to Modern Comptrollership in the areas of Control Systems and Performance Measurement. During this exercise, the Agency achieved a level of integration between systems and business processes that will ultimately increase the quality of information available to strategic decision-makers. By re-engineering several business processes, CFHA was also able to make gains by building more intuitive control systems, particularly in the area of project management systems and revenue. By challenging the status quo and ensuring each process or control in place is adding value, CFHA has made in-roads in successfully meeting the objectives of Modern Comptrollership.

On 1 September 2001, CFHA implemented a revised rent policy aligned with Treasury Board's Living Accommodation Charges Directive. Previously, annual rent increases for existing occupants were phased to a maximum of \$35 per month or the applicable provincial rent-control guideline – whichever was lower. With the adoption of the Treasury Board policy, the maximum allowable increase was amended to \$75 or \$100 per month, depending on gross family income. Application of provincial rent-control guidelines within Manitoba and Ontario continues under the revised CFHA rent policy. Rent protection extended to newly occupying CF families, which limits the monthly rent to \$50 more than the previous occupant, will cease effective 1 November 2002. These adjustments will create more equity in the rents paid by occupants and will have the effect of moving the majority of occupants to market value rents; this is consistent with Government policy governing the provision and administration of Crown housing.

CFHA has diligently pursued the attainment of additional authorities related to its revised mission and proposed in the Framework Charter document. Grounded by sound risk management and business-based principles, the authority structure set out in the Charter is a key ingredient in operating and maintaining the Agency's portfolio in an efficient and cost-effective manner. Further increases in delegation limits related to real property, capital program, contracting and administrative processes have also been identified. The requested authorities have been included in the revised Delegation Document to be submitted for departmental and ministerial approval in 2002/03.

Canadian Forces Housing Agency

FINANCIAL OVERVIEW CFHA Revenues/Recoveries for 2001/02 were \$124.5 million and Expenditures amounted to \$121.1 million, resulting in a net surplus of \$3.3 million. The funding received from the Department was dedicated to Health and Safety repairs to the married quarter portfolio as well as Disposal Projects. Revenues/Recoveries and Expenditures are illustrated in Figures 5 and 6 below.

FIGURE 5

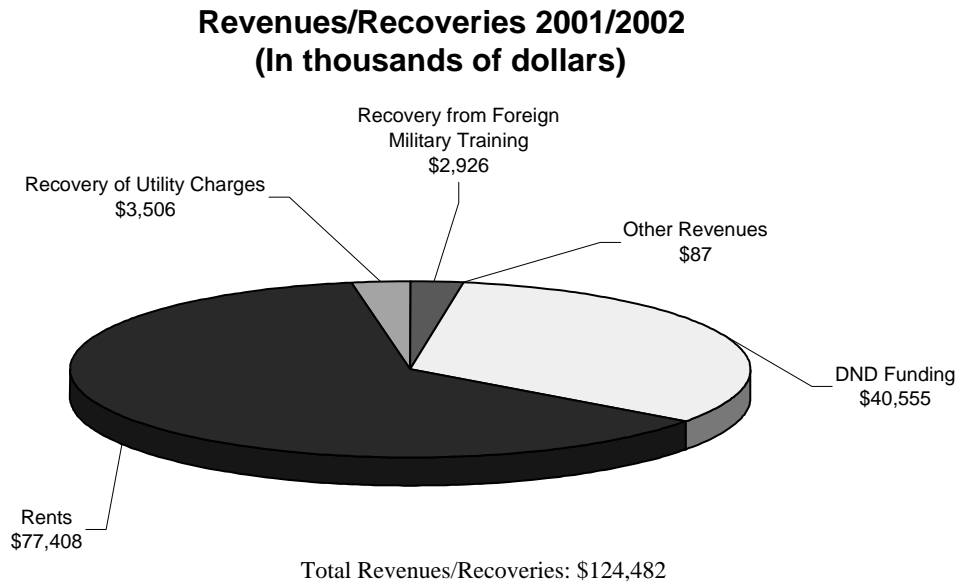
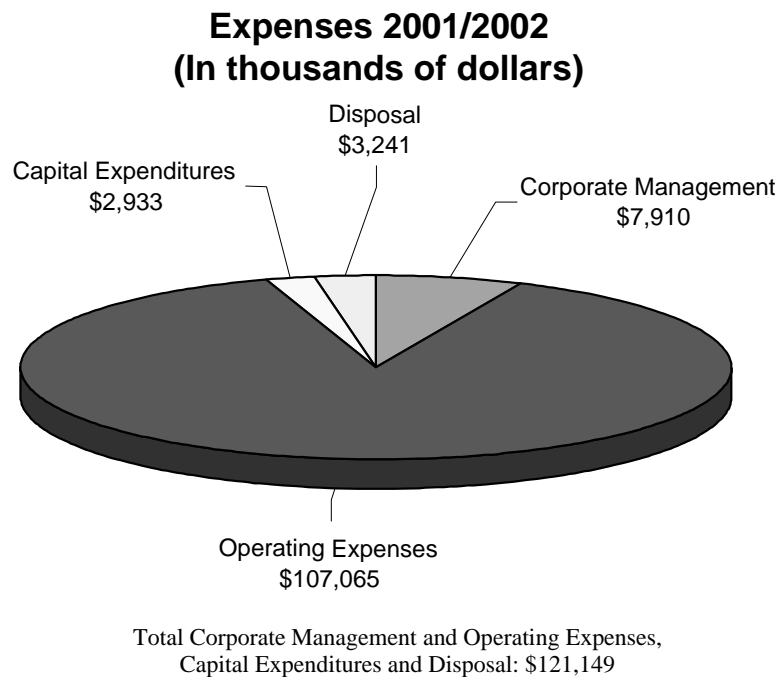


FIGURE 6



Canadian Forces Housing Agency

FINANCIAL STATEMENT Canadian Forces Housing Agency
Statement of Operations
For the period ended 31 March 2002
(in thousands of dollars)

	2001/2002	2000/2001
Revenue		
Rents	77,408	77,869
DND Funding (Note 3)	40,555	52,707
Recovery of Utility Charges	3,506	3,523
Other Revenues	87	124
Total – Revenue	121,556	134,223
Operating Expenses		
Salaries and Benefits	10,206	9,191
Repairs and Maintenance	77,442	72,923
Utilities Expenses	7,523	67,878
Municipal Type Services	3,841	4,036
Rental of Housing	4,123	4,644
Professional Services	1,665	1,153
Other Operating Expenses	2,265	2,810
Total – Operating Expenses	107,065	107,635
Corporate Management Expenses		
Salaries and Benefits	4,087	3,858
Professional Services	1,835	3,470
Corporate Services from DND	105	3,523
Other Revenues	87	91
Administrative Expenses	1,883	1,035
Total – Corporate Management Expenses	7,910	8,454
Total – Expenses	114,975	116,089
Operating Surplus before Capital Expenditures, FMT Recovery and Disposal		
Capital Expenditures (Note 4)	6,581	18,134
Recovery from Foreign Military	2,933	17,627
Recovery from Foreign Military	(2,926)	(2,439)
Training		
Disposal	3,241	1,790
Total – Capital Expenditures, FMT Recovery and Disposal	3,248	16,978
Net Surplus / (Deficit)	3,333	1,156

Canadian Forces Housing Agency

NOTES TO
FINANCIAL
STATEMENT

(Amounts in
thousands
of dollars)

1. Authority and Purpose

The Canadian Forces Housing Agency (CFHA) was established as a provisional Special Operating Agency of the Department of National Defence in October 1995. The Agency is funded through the 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 has been forgiven by the Department for future years.

(b) Revenue and Expense Recognition – Revenues and Expenses are recorded on a modified accrual accounting basis.

(c) Capital Expenditures – Expenditures of a Capital nature are charged to cash authorities (appropriations) in the year of acquisition or construction on a modified accrual basis. Where the total capital expenditure exceeds \$30,000, acquires capability or otherwise improves the service output of the parent asset, the cost is amortized over the useful service life of the asset where the useful service life exceeds at least one year.

(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

	2001/2002	2000/2001
SCONDVA funding	\$ 38,760	\$ 52,166
Funding for Collective Agreements	\$ 1,190	\$ 221
Other DND Funding	\$ 605	\$ 320
Total DND Funding	\$ 40,555	\$ 52,707

4. Capital Expenditures

	2001/2002	2000/2001
Property Improvements	\$ 1,999	\$ 16,320
Informatics Equipment and Other	\$ 934	\$ 1,307
Total Capital Expenditures	\$ 2,933	\$ 17,627

Canadian Forces Housing Agency

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 2005 and their future minimum annual lease payments are as follows:

2003	\$ 3,799
2004	\$ 3,149
2005	\$ 2,472
Total Lease Commitments	\$ 9,420

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 \$8.0M in 2001/02 and \$8.1M in 2000/01.

	2001/2002	2000/2001
Municipal Type Services	\$ 3,830	\$ 3,850
Utilities Paid to Bases/Wings	\$ 3,875	\$ 3,676
Accommodation Obtained from DND	\$ 135	\$ 114
Services Obtained from DND	\$ 199	\$ 345
Liaison Officer		\$ 86
Total Related Party Transactions	\$ 8,039	\$ 8,071

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).

Canadian Forces Housing Agency

APPENDIX A HEAD OFFICE
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Canadian Forces Housing Agency

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APPENDIX B
MAP OF CFHA
LOCATIONS
ACROSS
CANADA

APPENDICE B
CARTE DES
EMPLACEMENTS
DE L'ALFC
AU CANADA

