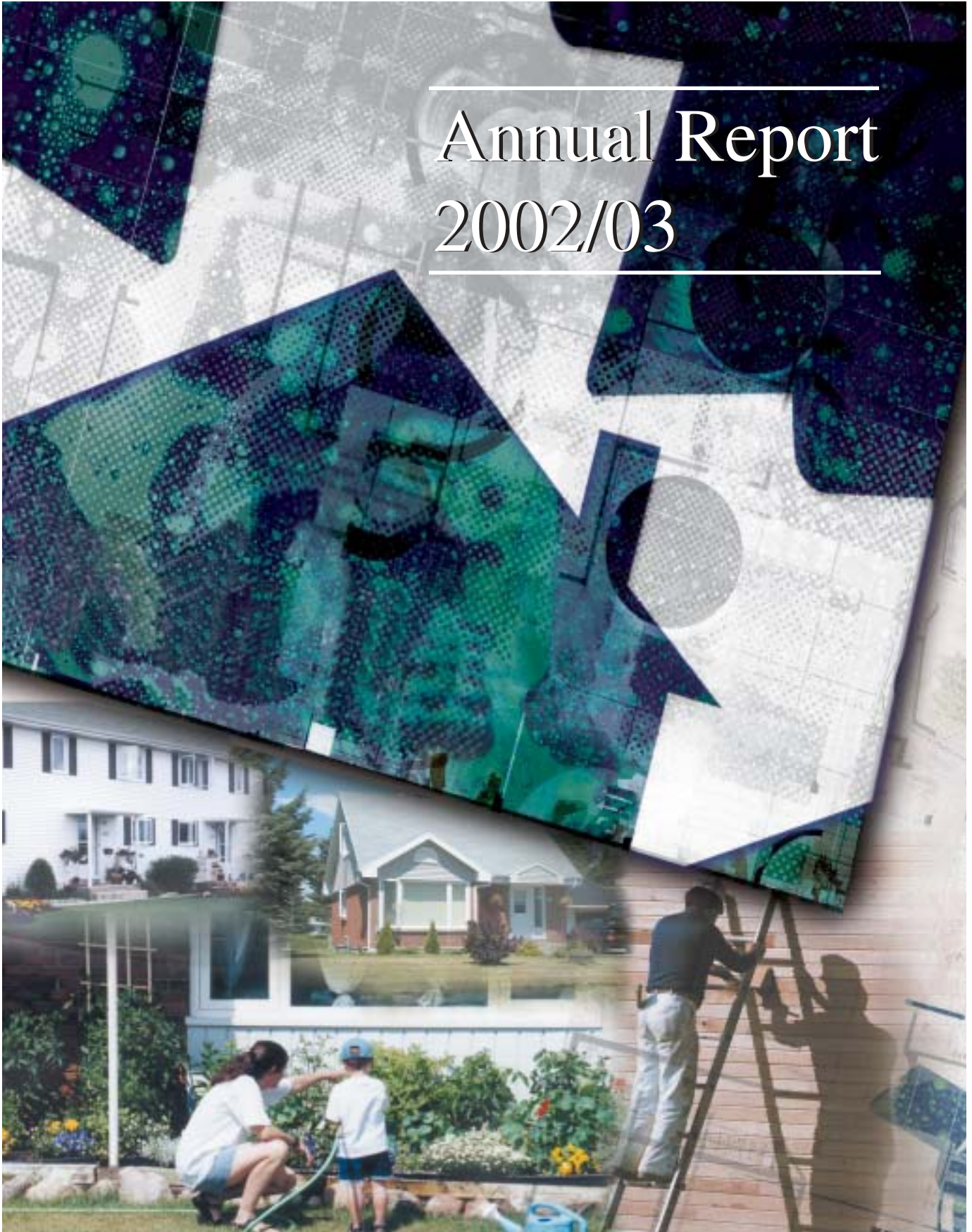


Annual Report 2002/03



National
Defence

Défense
nationale

Canadian Forces
Housing Agency

Agence de logement
des Forces canadiennes

Canada 

Annual Report 2002/03

Report and financial statement for the year
ended 31 March 2003.

TABLE OF CONTENTS	Message from the Chief Executive Officer	3
	CFHA Today	
	Executive Services	7
	Housing Operations	7
	Infrastructure Planning	7
	Customer and Technical Services	7
	Comptroller	10
	Corporate Services	10
	Major Challenges	
	Customer Service	13
	Housing Portfolio	13
	CFHA Workforce	14
	Funding Constraints	15
2002-2003 Highlights		
Customer Service	16	
Housing Portfolio	17	
Effective and Efficient Operations	17	
Moving Forward	19	
APPENDICES		
A	CFHA Financial Statement 20-22	
B	Corporate Directory: CFHA Head Office and Housing Management Offices 23	
C	Map of CFHA Locations Across Canada 26-27	

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
CHIEF
EXECUTIVE
OFFICER**



This past year has been an intense transitional period as the Canadian Forces Housing Agency (CFHA) continued operational activities while positioning itself to better face the future in support of the Department of National Defence's goals. The Agency pursued its mandate to operate and maintain suitable housing, to provide DND with expert advice in determining future housing needs, and to develop contemporary housing solutions. At the same time, CFHA re-aligned resources and plans to focus towards the accommodation solutions of the future that would be reflective of the needs of

families, the requirements of the military and make better use of resources.

The Agency made significant improvements to housing standards and service consistency across all locations. In 2002/2003, over 340 maintenance and repair projects with a value exceeding \$17 million were carried out across the housing portfolio. On the disposal side, surplus housing units distributed across a number of sites were transferred, demolished, or had their leases terminated in accordance with DND's disposal and sustainment plans. By keeping only the required infrastructure and housing, DND and the Agency will realize significant cost savings from operations and maintenance that will be redirected to support core activities. Within the housing context this translates to a focus on the future.

While living accommodation is a basic need of all Canadians, it is of particular concern to the Canadian Forces (CF) members and their families who are posted to Bases and Wings across the country, often for relatively short periods of time. In recognition of this, an Accommodation Vision 2020 has been developed in support of the DND's commitment to its CF members and their families. CFHA is committed to supporting the goals of this vision.

CF members require residential accommodation that is suitable to their particular household requirements and of a standard in keeping with the rest of Canadian society. The Department of National Defence accommodation goal calls for the right accommodation, in the right place, at the right time, to better serve the needs of our people and the CF. As the Canadian Forces' national housing agency, CFHA supports this goal and the fundamental policy principles of suitability, availability and affordability. Articulated in the DND Accommodation Vision 2020, these

principles will guide the development of the accommodation programs to meet the future needs of the CF, the military members and their families. CFHA will play an integral role as part of this vision.

The past six years have seen the investment of over \$300M in the DND housing portfolio including repairs, projects and health and safety upgrades. In keeping with Accommodation Vision 2020, investment and rejuvenation in housing solutions need to be conducted in a planned and prudent manner. Within this context, CFHA undertook the lead departmental role in the development of a Rationalization Framework for the future. This proposal sets the cornerstones in meeting the obligations of Accommodation Vision 2020 and is in keeping with the guiding policy principles that residential accommodation is accessible, suitable, and affordable, and that rent be market-based in accordance with Treasury Board policy.

Within the Rationalization Framework, our goal is to develop and maintain a sustainable housing portfolio that meets the housing needs of CF families and is responsive to evolving and cyclical change. This includes disposal of surplus units as well as upgrading or re-capitalization of needed units. Taking a consultative approach, in successive phases, we will conduct site-specific assessments resulting in a site housing plan which may include disposal, renovation and/or construction as well as the scope, if any, for private sector involvement such as public – private partnerships.

Working relationships have been fortified with other DND stakeholders responsible for housing requirements including how to best meet them in support of the Accommodation Vision 2020. In this vein, CFHA, in consultation with the CF, is currently conducting a study of accommodation requirements to assess market factors and aspirations of CF members on a site-by-site basis. The information gathered during this exercise will form the basis of planning for the future.

In a cooperative consultative retreat, the Accommodation Team agreed upon a number of strategic objectives and milestones. Key among them is the development of a clear regulatory framework and a strong communications strategy to improve the understanding and acceptance of the accommodation policy throughout DND and the CF at all organizational levels.

This Annual Report marks the conclusion of the Agency's seventh year of operations. We have taken great strides in defining roles, responsibilities and authorities within the residential accommodation context in the past year and have streamlined operations and set the benchmarks for the future. In the end, the objective is to ensure that wherever in Canada the military commanders send military personnel to live, they have access to

housing that is of a contemporary standard, is within their financial means given the pay and benefits that they receive, and suits their individual circumstances. CFHA is taking a leading role in making this happen.

I extend my sincere appreciation for the continued outstanding efforts of all members of the Accommodation Team and CFHA personnel as we build towards 2020.

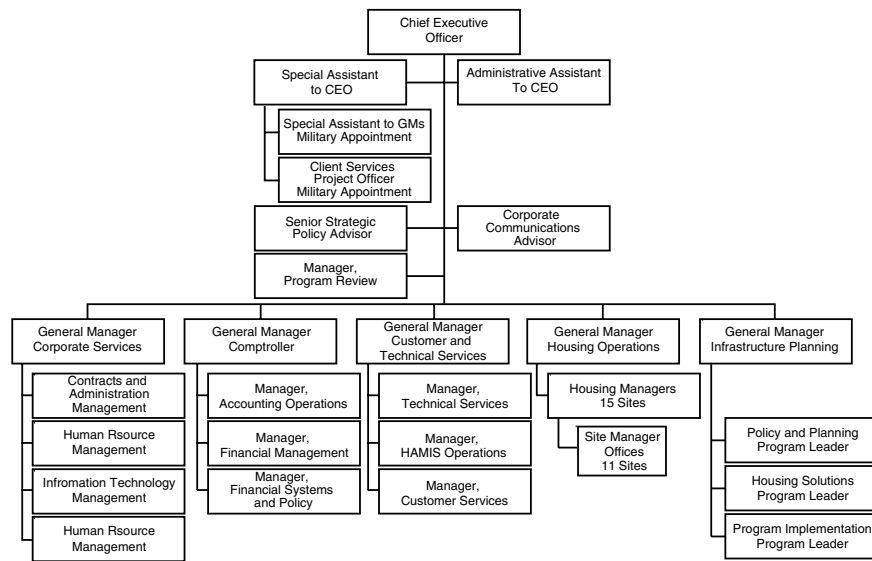


Jane Roszell
Chief Executive Officer

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

The Agency operates and maintains a national portfolio of approximately 16,690 military married quarters through its network of Housing Management Offices (HMOs) located at CF Bases and Wings across Canada. This includes allocating 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 the Head Office. This provides for short, direct lines of responsibility and accountability and assists in maintaining consistent national standards. The CFHA's full-time equivalents resources levels are established at 310 civilian and 2 military. A map of CFHA locations across Canada can be found at Appendix C 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). The CEO provides short-term direction and leadership to CFHA for the implementation of departmental strategic direction, and ensures that CFHA meets its agreed-upon objectives and performance targets.

Senior level advice and direction are provided to CFHA through the Accommodation Board. This advisory body to the CEO is responsible to provide advice on all residential accommodation matters and make recommendation for approval of residential accommodation policy, plans, programs and individual project initiatives. The Board is co-chaired by ADM (IE) and ADM (HR-Mil) and meets four times annually.

CANADIAN FORCES HOUSING AGENCY

Four divisional General Managers and a Comptroller report to the CEO. A brief descriptor of each division is provided below.

EXECUTIVE SERVICES

The Executive Services consist of personnel offering day-to-day support and advice to the CEO on various matters.

HOUSING OPERATIONS

The Housing Operations Division focuses on the day-to-day property management and maintenance functions of the portfolio. Housing Operations is responsible for the management of the Agency's national portfolio through its network of 26 HMOs located at CF Bases and Wings across Canada. Their focus includes allocating 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 Agency for the Department.

INFRASTRUCTURE AND PLANNING

The Infrastructure and Planning Division is focused on the provision of contemporary and sustainable housing options for CF members and their families. The Division provides: planning support to the Agency including advice on medium and long-term strategies for portfolio management; review of housing requirements; monitoring of market changes and military establishment; the development and analysis of contemporary and suitable housing options; and the implementation of selected options.

CUSTOMER & TECHNICAL SERVICES

The Customer & Technical Services Division focuses on two components of the day-to-day services of the portfolio: Operations and Maintenance, and Customer Services. The efforts of this Division impact directly on CF members and families occupying military housing. The staff is dedicated to building and maintaining relationships, addressing concerns and complaints, developing and evaluating new services, ensuring the health, safety and security of occupants, while protecting the structural integrity of the housing units. The Division also provides Agency field staff with guidance and direction in the provision of quality accommodation and related services.



FIGURE 1

Major Maintenance/Repairs to Canadian Forces Housing				
Type of Work Done	Number of Housing Units			
	1999/2000	2000/2001	2001/2002	2002/2003
Building Envelope				
Doors	3,132	3,480	1,891	78
Foundation	367	554	571	70
Insulation	1,300	2,720	1,053	256
Masonry	411	260	20	0
Roofing	3,155	1,699	1,273	247
Siding	1,153	1,306	1,015	69
Windows	3,359	4,480	1,886	53
Mechanical Systems				
Electrical	3,267	3,783	10,370	7,995
Heating	1,964	2,060	2,150	17,896
Plumbing	2,162	3,175	1,517	153
Ventilation	663	629	1,644	351
Building - General Interior				
Bathroom	364	522	1,039	36
Flooring	912	424	499	101
Kitchen	582	533	695	85
Building - General Exterior				
Sidewalks, Steps and Driveways	1,586	2,975	3,123	145
Accessory Structures				
Garages	531	511	252	85
Sheds	274	691	112	10

FIGURE 2

**Repairs and Maintenance Expenditures 2002/2003
(In millions of dollars)**

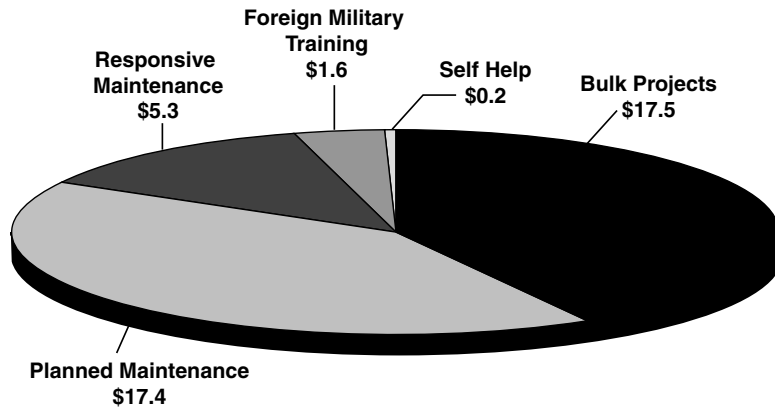
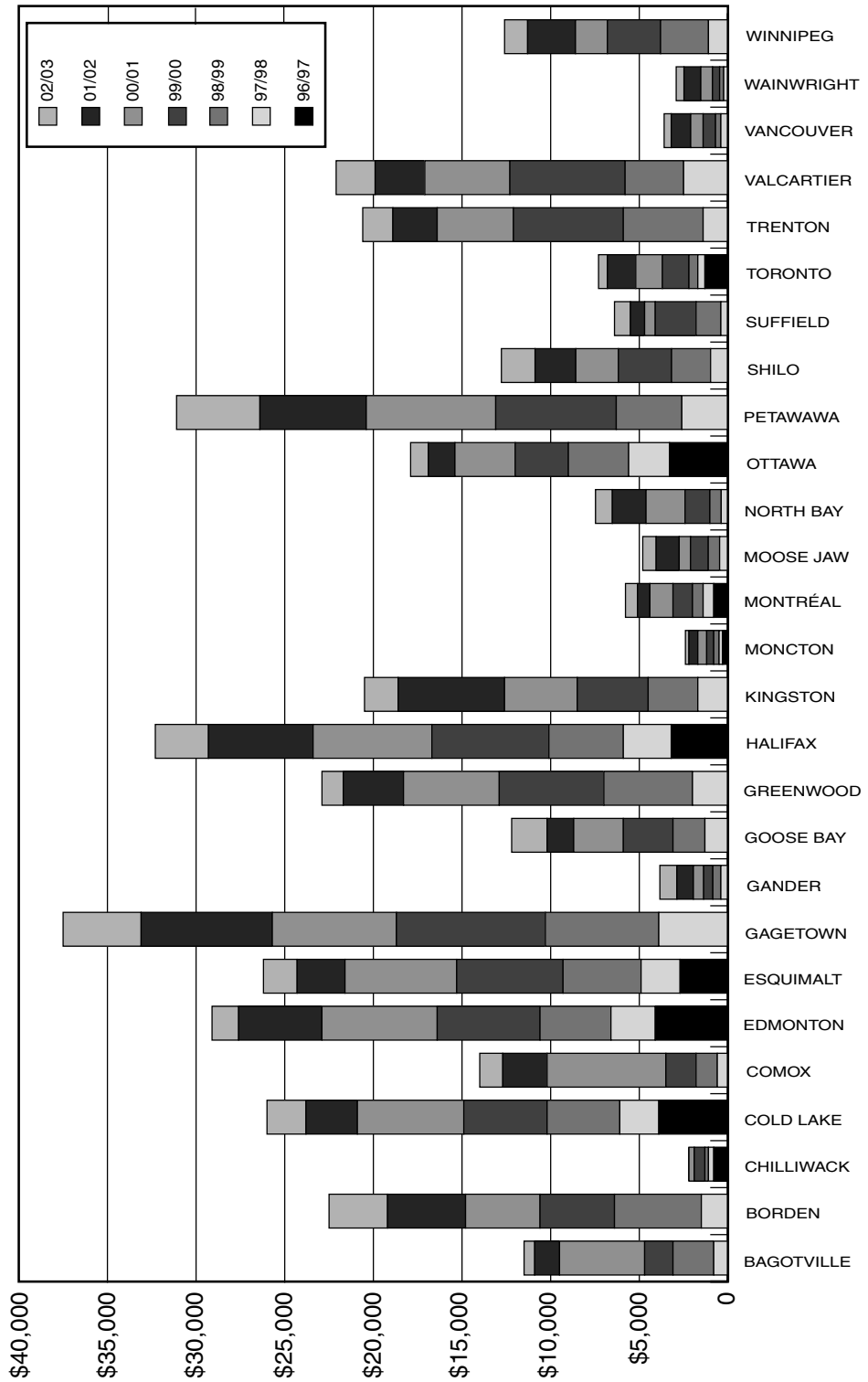


FIGURE 3
Maintenance Expenditure by Housing Management Office (HMO)
1996/97 to 2001/02
(In thousands of dollars)



COMPTROLLER The Comptroller Division is responsible for fostering Modern Comptrollership principles and objectives contributing to the effective management of resources and to sound decision-making. Integrated planning and business management, performance measurement, control and good stewardship of Agency fiscal resources are some of the key functions carried out by the Comptroller Division.

CORPORATE SERVICES The Corporate Services Division is responsible for providing the administrative support allowing the Agency to carry out its mandate. The Division provides the following corporate functions: Human Resources and Succession Planning; Information Technology and Information Resource Management programs and services; and Contracting and general administrative services.



FIGURE 4

**Occupancy Profile
(as at march 31, 2003)**

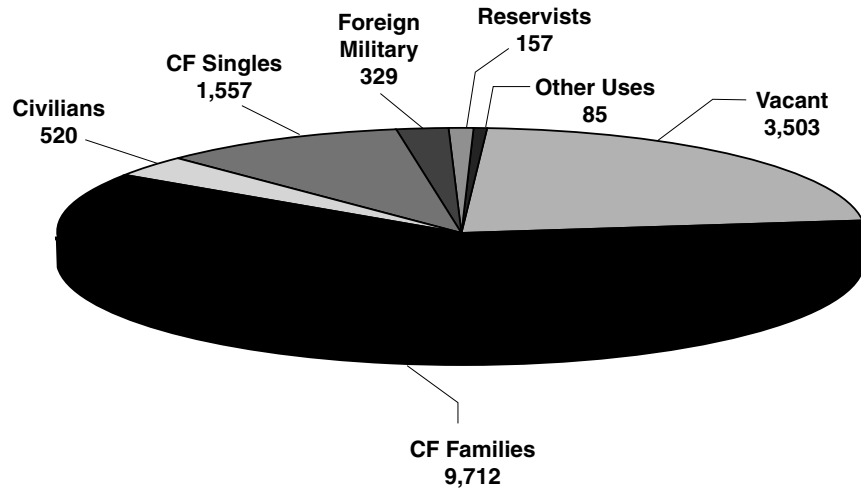


FIGURE 5

**2002/2003 Revenues/Recoveries
(In thousands of dollars)**

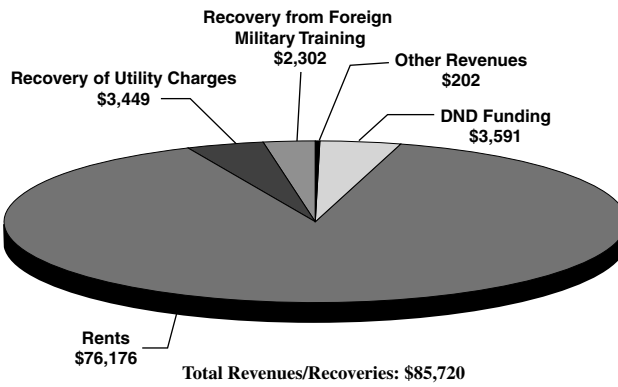
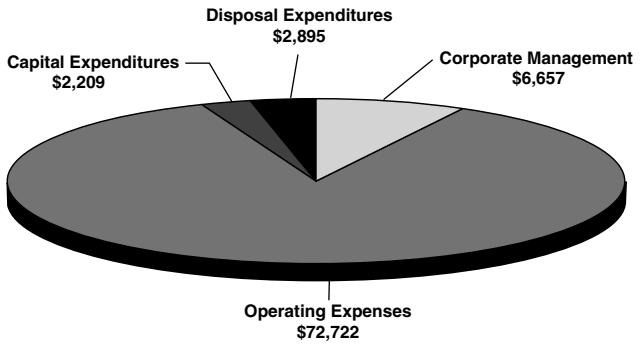


FIGURE 6

**2002/2003 Corporate Management and
Operating Expenses, Capital Expenditures and Disposal
(In thousands of dollars)**



Total Corporate Management and Operating Expenses,
Capital Expenditures and Disposal: \$84,483

MAJOR CHALLENGES

CUSTOMER SERVICE

CFHA customers are CF members who choose to make use of the accommodation services provided by the Agency. CFHA also provides housing and related services to Foreign Military Forces in accordance with agreements in place with Canada, DND and those countries.

One of the Agency's organizational values is Customer Service. The continued emphasis and importance of customer service in the organizational culture drive the Agency to constantly develop, improve upon and deliver its Customer Service training program, information sharing mechanisms and Operational Directives Framework to provide CF members with consistent decisions, responses and actions across Canada. Additionally, CFHA personnel are expected to possess an in-depth knowledge of the unique housing situation of each military base or wing, the market forces in the geographical area surrounding it, and the local labour supply available to support the services of the Agency.

DND and the CF want to establish a Single-Window Accommodation Service Provider that can provide the level and variety of residential accommodation services that CF members require. The Service Provider will become a residential "agent of excellence", able to provide single-window accommodation service to all CF members. In the past year, the Agency assisted the Director Compensation and Benefits Administration with the implementation of the allocation process within CFHA and the current Service Provider. To be viable in the future, the Agency will explore other options associated with this initiative by identifying short-term processes for implementation and identifying medium to long-term initiatives to meet this service.

HOUSING PORTFOLIO

The current portfolio consists of approximately 16,690 units. Of this number of units 34% are single homes, 35% are duplexes, 25% are row houses and 6% are apartments. Eighteen (18) % of the total stock has two-bedrooms, 60% three-bedrooms and 22% four-bedrooms.



Because of the cumulative impact of neglect of the portfolio over the first 35 years of its life, capital investments in the past 7 years under CFHA management has, of necessity, focused on bringing units up to minimum health and safety standards. Issues of suitability and comparability with contemporary housing have only been addressed whenever possible through the repair program. In the absence of sufficient funding to address all immediate maintenance issues, the Agency was unable to focus its effort on resolving issues of suitability or comparability. The majority of the houses in the portfolio are currently beyond their life expectancy of 40 years: 83 % of the stock was constructed before 1961. Many units are thus in need of renovation or replacement in order to meet standards of suitability and comparability with contemporary housing.

The Department and the Agency face some challenges in terms of reducing property holdings and thereby reducing operating costs. The Agency recognizes a need to work more closely with the Department to determine how priorities will affect housing requirements, so that the risks associated with investing capital resources in an uncertain environment can be minimized.

In addition the Agency faces a major challenge in terms of the Rationalization Framework. This framework outlines a proposal for the development of a renewed portfolio over the next 26 years, along with an expanded range of means for recapitalizing. In 2002/03, program details were refined, and financial resources needed to implement the plan were modeled. The Rationalization Framework forms part of a Treasury Board submission that will request full Special Operating Agency status for the Agency and the lifting of the moratorium on construction of new housing units. The Agency and the Department will be bringing forward a submission to Treasury Board for approval in 2003/2004.

**CFHA
WORKFORCE**

CFHA is creating a workplace representative of the composition of the wider Canadian labour force as required by the Employment Equity Act and supportive of responding to the diverse needs of our customers.

In addition, CFHA is developing new human resource policies and programs which support the creation of a modern workforce and assist in the implementation of our organizational values; implement succession-planning processes that are better integrated with strategic, business and financial planning processes; assess compliance with legislated requirements, measure the impact of HR decisions on the Agency and its business objectives, and benchmark results over time.

CFHA, like other employers, requires highly skilled individuals to keep pace with global change in a high-performance market place. The significant loss of expertise and corporate knowledge, due to impending retirements and attrition, is also of great concern to the Agency. The profile of our workforce indicates that significant staffing actions will be required over the next 10 years. For example, almost 60% of our middle managers are 46 years of age or older. To ensure that human resources are effectively managed and specific areas are addressed, CFHA has

commenced the alignment of the HR Strategy with its business goals and objectives. This will provide for recruitment, learning and development, and retention of our employees.

The Agency is reviewing its personnel performance evaluation and management procedures to develop a Performance Objectives Agreement and Annual Review Framework, establishing objectives and consistent performance measures. The development of a framework of core competencies will provide a systematic approach that focuses on worker qualifications and the identification of skills and characteristics necessary for job success.

**FUNDING
CONSTRAINTS**

The constraints on departmental finances affect all aspects of the Agency's operations, including the housing of CF members. Because housing is classed as a support function rather than an operational requirement, the Agency must seek additional funding for portfolio renewal in the context of constraint. In the past year, the Agency has investigated and identified funding sources to enable it to move towards the renewal of its portfolio. These will be presented as part of the Treasury Board submission.



2002-2003 HIGHLIGHTS

CUSTOMER SERVICE

In the spring of 2002, CFHA launched its Web Site. The site is designed to provide relevant information about the Agency and its services to DND/CF employees and Married Quarters (MQ) occupants. The site features an Occupant Corner containing a map link to HMO locations, with information on local housing portfolios, rent and utilities and community and Base/Wing services. As well, the site contains corporate information including brief descriptions of CFHA Divisions, and offers a Frequently-Asked Questions (FAQ) section covering issues such as Rent, Maintenance, Allocations, Customer Services and Rationalization/Disposal. The CFHA web site is a work in progress and is expected to continuously evolve in terms of content and design in order to ensure CFHA customers have access to relevant and needed information.

A large amount of information related to CFHA's work is available both externally and internally to the Agency. This information becomes valuable knowledge when it is harnessed, used and shared by employees to further the work of the organization. This has allowed the Agency as a whole to learn, to adapt and to become better at what it does. The Agency has taken a collegial approach to the resolution of issues and concerns raised by occupants, and Housing Managers alike, where judgement and experience are shared resources that encourage an environment of consistency and trust. The Agency has established a performance standard for responding to occupant complaints whereby most issues are addressed within a timely manner acceptable to the occupants, in accordance with the complaint resolution process.

Substantial effort has gone into the development of the customer service policy framework, allowing completion of the first stage of policy instructions that will lead to the promulgation of much needed Agency instructions. The Agency will continue to establish policies and procedures that will be applied consistently nationally and which will evolve to support the single-window accommodation service program.

The Emergency After Hour's Service to occupants was improved. A trained team of Commissionaires, contracted and formed by CFHA, provided an extended coverage of service on the CFHA emergency service telephones during off hours and emergencies 7 days/week, thus providing continuity, and an increased consistency of service to the occupants. A total of 9,161 calls were received by this service and responded to during the year, an increase of 18% over 2001-2002 (7,769). The increase in calls was primarily attributable to a number of unusual weather conditions such as that which caused flooding in Cold Lake during the summer 2003.

Each year the CF moves thousands of members and their families within Canada and abroad. This posting cycle is an essential component of operations and career development for military personnel. Access to suitable and contemporary residential accommodation is an important factor in the quality of life of CF members. As in other years 2002/03 was a busy year for CFHA site offices that facilitated a total of 4,685 march-ins and 4,992 march-outs across Canada

**HOUSING
PORTFOLIO**

In 2002/03, the Agency managed and delivered over 340 major repair and maintenance projects with a total value in excess of \$17 million along with an additional \$ 5.2 million invested in Health and Safety, regular operation and maintenance.

In the first three years of a seven-year plan, which started in 2000/2001, CFHA disposed more than 2,740 of an anticipated 6,000 surplus units. During 2002/2003 CFHA disposed of 597 units: 38 were returned to PWGSC (St-John's); 28 were sold in Gander; 442 were demolished at various sites; 18 units were returned to Bases/Wings for other uses; and leases for 71 units were terminated.

The disposals will reduce the Payments in Lieu of Taxes costs to the Bases and Wings and the Department by approximately \$350,000. For CFHA, there will be reductions of approximately \$750,000 in vacancy management costs, such as utilities, maintenance and security. The disposal process contributes to CFHA meeting its reflected Rationalization Framework targets and also contributes to the Department's 10% infrastructure reduction program. The Agency's savings resulting from the disposals are reinvested in upgrading and maintaining units to be retained in the long term.

Portfolio rationalization plans for FY 03/04 were developed and will be implemented for the following sites: Montreal; Greenwood; Trenton; Comox; Halifax; Borden; Kingston; Goose Bay; Moose Jaw; Gagetown; Gander; and Moncton.

**EFFECTIVE AND
EFFICIENT
OPERATIONS**

In June 2002, CFHA was delegated most authorities associated with Human Resources Management and now has centralized HR operations in Head Office. The Human Resources section has moved forward with the staffing of key positions in order to deliver the full range of HR services. This has led to the development of policies and procedures as well as a Human Resources Strategy to outline HR priorities and to promote the organizational values: customer service, teamwork, communication and respect. Customized training courses were delivered to all staff at the sites and Head Office in order to foster a professional business approach, effective liaison with customers and cultivate harassment-free workplace. These initiatives are aimed at maintaining a productive and sustainable workforce, consistent with the vision.

CFHA has diligently pursued the attainment of additional departmental authorities which are based on sound risk management and business-based principles. The authority structure is a key ingredient to operating and maintaining the Agency's portfolio in an efficient and cost-effective manner. These authorities relate to real property, financing, contracting, capital program, and administrative processes. The requested authorities have been included in the revised departmental Delegation Document to be submitted for ministerial approval in 2003/04.

The development of a Result-based Management and Accountability Framework (RMAF) was initiated. The CFHA Logic Model was established, illustrating the results chain on how CFHA key activities are expected to

lead to the achievement of its strategic objectives. The performance measurement and reporting strategies are anticipated to be completed by the end of 2003-04. Once fully implemented, the RMAF will allow the Agency to report on its programs performance and link resources spent with results achieved.

An important area of work for CFHA is in line with the government's Modern Comptrollership initiative. CFHA has set targets and goals related to Modern Comptrollership in the areas of control systems and performance measurement. The Agency is continuing to improve the integration between automated systems and business processes that in turn improve the relevance, quality and timeliness of information available to strategic decision-makers. By re-engineering several business processes, CFHA was able to make gains by building more intuitive control systems, particularly in the areas of budget and revenue management systems. A new automated financial forecasting module was implemented in May 2002 and has gone a long way towards improving financial performance reviews. By challenging the status quo and ensuring each process or control in place is adding value, CFHA is making in-roads in successfully meeting the objectives of Modern Comptrollership.

Discussions and negotiations were initiated with Defence Construction Canada to explore options for the use of innovative contracting tools that are more closely aligned with the residential maintenance environment of the CFHA. The aim is to improve business processes, between both organizations, and deliver a more effective and efficient maintenance program. The implementation of revised contracting approaches is planned for FY 04/05 along with an evaluation program designed to highlight areas where further improvement and or expansion could be realized.



**MOVING
FORWARD**

The Agency has had an interesting journey since its 1995 inauguration. In that time, it has matured in several key areas: from being a new organization to one that has reached a reliable state of operations; implementing effective stewardship practices; developing excellence and expertise in the area of residential living accommodations while upholding transparency, and fairness; contributing to improved residential accommodations for the Canadian Forces and fostering an organizational culture of customer service. It has not been without its challenges however, but lessons have been learned, and credibility amongst CFHA's stakeholders remains critical to its success. Various internal and external communication initiatives will be implemented to develop a greater awareness among members of the Canadian Forces of the Agency's existence demonstrating its contributions to the housing of the CF.

CFHA's mandate will continue to expand and the Agency will become the primary implementation agent of the residential component of the DND Accommodation Vision 2020. In this role, CFHA will offer expert advice to the Department on housing options, and the delivery of solutions based on sound business principles. The Agency will also 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 and the "Residential Agent of Excellence" for military accommodation. The services offered by CFHA will be value-added in the contribution to the overall well-being and morale of military personnel, yet remain cost effective for DND.



CANADIAN FORCES HOUSING AGENCY

**APPENDIX A
FINANCIAL
STATEMENT**

**CANADIAN FORCES HOUSING AGENCY
STATEMENT OF OPERATIONS
FOR THE PERIOD ENDED 31 MARCH 2003
(IN THOUSANDS OF DOLLARS)**

	2002/2003	2001/2002
Revenue		
Rents	76,176	77,408
DND Funding (Note 3)	3,591	40,555
Recovery of Utility Charges	3,449	3,506
Other Revenues	202	87
Total – Revenue	83,418	121,556
Operating Expenses		
Salaries and Benefits	10,042	10,206
Repairs and Maintenance	45,024	77,442
Utilities Expenses	7,822	7,523
Municipal Type Services	2,711	3,841
Rental of Housing	3,335	4,123
Professional Services	1,949	1,665
Other Operating Expenses	1,839	2,265
Total – Operating Expenses	72,722	107,065
Corporate Management Expenses		
Salaries and Benefits	3,821	4,087
Professional Services	1,388	1,835
Corporate Services from DND	50	105
Administrative Expenses	1,398	1,883
Total – Corporate Management Expenses	6,657	7,910
Total – Expenses	79,379	114,975
Operating Surplus before Capital Expenditures, FMT Recovery and Disposal	4,039	6,581
Capital Expenditures (Note 4)	2,209	2,933
Recovery from Foreign Military Training	(2,302)	(2,926)
Disposal	2,895	3,241
Total – Capital Expenditures, FMT Recovery and Disposal	2,802	3,248
Net Surplus / (Deficit)	1,237	3,333

**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. DND receives revenue spending authority from Parliament with the approval of the departmental Main Estimate. DND funds CFHA's operating activities from vote-netted revenues generated by rents collected from the housing portfolio and credited to the Defence appropriation. The Agency is also partially funded through departmental appropriations.

2. Significant Accounting Policies

This statement was prepared using the following accounting policies:

(a) Revenue and Expense Recognition

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

(b) 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 for the acquisition of new assets, extends the life of existing assets by at least one year or enhances the capabilities of existing assets, the cost is amortized over the useful life of the asset where such life exceeds at least one year.

(c) 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

	2002/2003	2001/2002
SCONDVA funding	\$ 0	\$ 38,760
Funding for Collective Agreements	\$ 334	\$ 1,190
Other DND Funding	\$ 3,257	\$ 605
Total DND Funding	\$ 3,591	\$ 40,555

4. Capital Expenditures

	2002/2003	2001/2002
Property Improvements	\$ 1,206	\$ 1,999
Office Improvements	\$ 626	\$ 0
Informatics Equipment and Other	\$ 377	\$ 934
Total Capital Expenditures	\$ 2,209	\$ 2,933

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:

2004	\$ 2,298
2005	\$ 610
2006	\$ 552
2007	\$ 557
2008	\$ 562
Total Lease Commitments	\$ 4,579

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.

Recent policy decisions have determined that the department may be liable for some rent reimbursements for the years 1997 to 2003.

7. Related Party Transactions

CFHA received services from DND for which the Department was reimbursed \$6.8M in 2002/03 and \$8M in 2001/02.

	2002/2003	2001/2002
Municipal Type Services	\$ 2,712	\$ 3,830
Utilities Paid to Bases/Wings	\$ 3,835	\$ 3,8756
Accommodation Obtained from DND	\$ 3	\$ 135
Services Obtained from DND	\$ 225	\$ 345
Total Related Party Transactions	\$ 6,775	8,039

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

The CFHA Financial Statement has been prepared from the various departmental and agency financial systems which include FMAS (Financial Management Accounting System), Oracle and HAMIS (Housing Asset Management Information System).

APPENDIX B
CORPORATE
DIRECTORY:
CFHA HEAD
OFFICE AND
HOUSING
MANAGEMENT
OFFICES

HEAD OFFICE

Mailing Address:

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BORDEN

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CANADIAN FORCES HOUSING AGENCY

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CANADIAN FORCES HOUSING AGENCY

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APPENDIX C
MAP OF CFHA
LOCATIONS
ACROSS
CANADA

APPENDICE C
CARTE DES
EMPLACEMENTS
DE L'ALFC
AU CANADA

