



National
Defence

Défense
nationale

Canadian Forces
Housing Agency

Agence de logement
des Forces canadiennes

Annual Report

1998/99



Canada

Department of National Defence

Canadian Forces Housing Agency
Annual Report
1998/99

Annual Report 1998/99

Report and financial statement for the year
ended March 31 1999.

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



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

CEO'S OVERVIEW

The year just ended saw a maturing of the Agency's capacity to analyze problems in housing condition, assign priorities, devise and implement solutions, and account for the resources expended. Increased activity in the repair and maintenance of housing was matched by increased experience, and therefore increased effectiveness, on the part of our Housing Management staff. The result was higher visibility of the Agency with our customers which, in turn, leads to higher expectations of service. The long hours and multiplicity of demands made on housing staff - and responded to - have become a regular feature of life in the field and have led to a higher level of customer confidence in our staff and our programs.

In support of field operations, Head Office staff continued to put in place the building blocks that will be needed to support CFHA's transition to a new form of agency. While these activities are not as visible as those of staff in the field, they are an essential underpinning to any cost-effective organization.

The Operations Division made considerable strides in the repair and maintenance of housing - both planned and on an emergency basis - with emphasis on the health and safety of the occupants and the structural integrity of the buildings. In addition, Housing Managers faced the challenge of implementing new allocation and rent calculation procedures based on the introduction of enhanced management information systems.

In the new Capital Development Division, work began on site-specific Housing Requirement Studies to determine future needs and the capability of the private market to meet them. The results of these studies will point the way to the necessary programs, authorities and budget required to meet Canadian Forces housing needs in future years.

Within Corporate Services, the core services of finance, human resources and administration were strengthened through new computer-based systems, staffing on a full-time basis and a tighter administrative framework, all designed to enhance cost-effectiveness. At the same time, all computer-based systems were tested to ensure compliance with Year 2000 requirements.

LOOKING TO THE FUTURE

Expectations for the housing program were raised this year by the release of the Report of the Standing Committee on National Defence and Veterans' Affairs (SCONDVA) that reported on the quality of life in the Canadian Forces. The Committee recognized that housing must remain a high priority for the Department, and that solutions must be site-specific. I am encouraged that in its March 1999 response, the Government supported supplementary funding to the Agency for health and safety repairs and maintenance, and reiterated its commitment to ensuring that the Canadian Forces Housing Agency of the future will have appropriate authorities and funding to meet its mandate.

A key consequence of the increased Departmental focus on housing issues was the establishment of a dedicated accommodation policy capacity within the Quality of Life Project Management Office. The significance of this for CFHA was the clarification of the Agency's role as the operational arm of DND Housing Policy. 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 will be to provide expert advice to the Department on housing options, and to deliver solutions based on sound business principles.

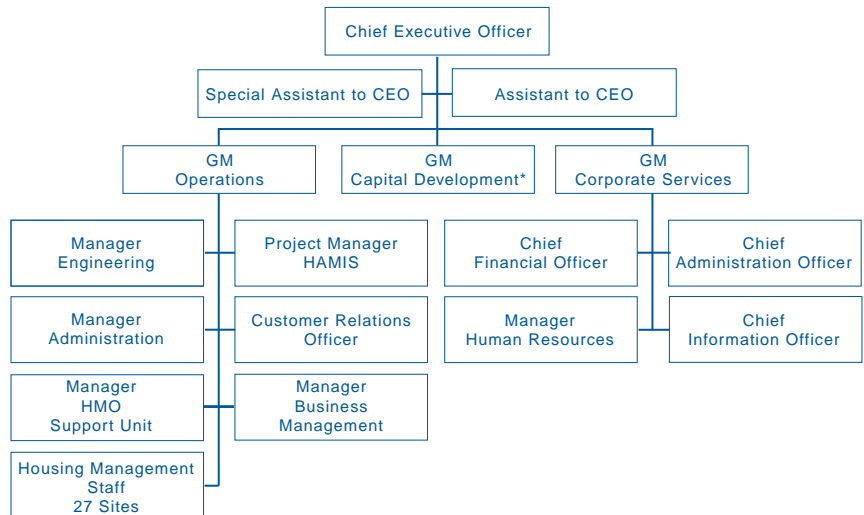
The results of the year just ended reflect the increasing capability of the Agency and experience of its staff. Real progress was made in key areas of policy, planning and operations. I am confident that each succeeding year will be able to capitalize on the results achieved in 1998/99.

A handwritten signature in blue ink, appearing to read "M. Nelson". The signature is stylized and fluid.

Michael Nelson
Chief Executive Officer

THE CFHA ORGANIZATION

The organizational structure of CFHA reflects the nature of its mandate and operations. Our customers - those military families living in CF housing - are spread throughout Canada. The nature of housing services required varies from one site to another. For this reason, CFHA has designed a relatively flat organization in Head Office, with a highly decentralized structure for the actual delivery of services. Staff at Head Office number 71, while 166 are found in the 27 Housing Management Offices across the country.



* Note: the Capital Development Division was established at the end of the reporting period. It will be developed throughout 1999/2000.

HOUSING OPERATIONS

Throughout 1998/99, CFHA's 27 Housing Management Offices (HMOs) continued to operate and manage the Canadian Forces Married Quarters portfolio. HMOs report to the General Manager, Operations at Head Office.



In its second full year of operations, CFHA continued to emphasize repair and maintenance activities aimed at ensuring the immediate health, safety and security of Married Quarters occupants and at protecting the structural integrity of the housing units. The department provided an additional \$5 million of supplementary funding to CFHA bulk projects. This contributed to the successful completion of a rigorous and accelerated program of repairs and maintenance.



Responsive, planned and self-help maintenance funds were distributed amongst HMOs on a pro-rata basis by portfolio size and general condition of Married Quarters. The annual responsive maintenance funding was, on average, \$450 per housing unit, and planned maintenance funds (march in/out) were set at \$2,500 per unit, allowing for the rotation of occupants in 30 per cent of the portfolio. Additionally, snow removal, grass cutting and common-area maintenance funding was provided, based on identified site requirements. Self-help improvement funds - a popular program with occupants - were established at an average of \$25 per unit. Bulk project prioritization and funding were based on the results of CFHA's five-year business plans and the annual maintenance and project/program review process. In addition, the Division developed and implemented a timely reimbursement system to bases/wings, for municipal type services received.

The next three pages present a series of graphs and tables (Figures 1, 2 and 3) that represent the nature, focus and distribution of our business.

FIGURE 1 Work Orders Raised by Housing Management Offices, 1998/99

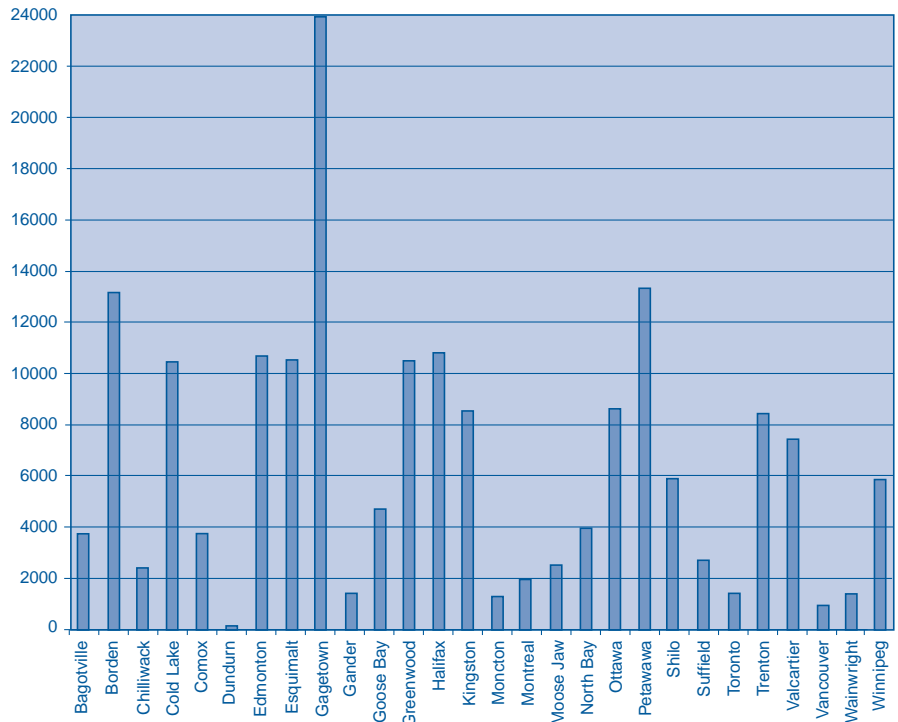


FIGURE 2

Major Maintenance/Repairs to Family Housing 1998/99			
Type of Work Done	Number of Housing Units		
	1996/97	1997/98	1998/99
Asphalt/Driveways	41	282	245
Drainage (Major)	152	16	992
Electrical Upgrades	150	182	3,035
Garage Repairs	0	106	177
Heating System Repairs	50	0	711
Kitchen/Bathroom Refit	97	0	392
Painting (Exterior)	464	818	486
Repair Apartment	0	0	114
Balconies/Stairwells/Handrails			
Replace Doors	1,035	921	4,309
Replace Flooring	0	0	292
Replace Furnaces	968	350	3,133
Replace Oil Tanks	60	91	85
Replace Roofs	388	169	1,968
Replace Sewer Laterals	10	141	902
Replace Soffits/Fascia/Eavestroughs	0	0	450
Replace Steps and Sidewalks	285	0	1,031
Replace/Repoint Chimneys	120	0	321
Siding/Insulation	334	322	942
Window Replacement	886	295	2,827
TOTALS	5,040	3,693	22,412

Figure 2 shows the achievements of the major maintenance and repairs program for the year. They were largely focused on the exterior housing envelope. Most of the resources were used for replacement of siding, insulation, windows, doors, roofs, furnaces and sewer laterals, in keeping with our health and safety objectives. Once these maintenance activities are complete at all sites, the Agency will start to direct funds towards the upgrading of bathrooms and kitchens.

FIGURE 3

**Maintenance Expenditure by Housing Management Office (HMO) - 1998/99
(In thousands of dollars)**

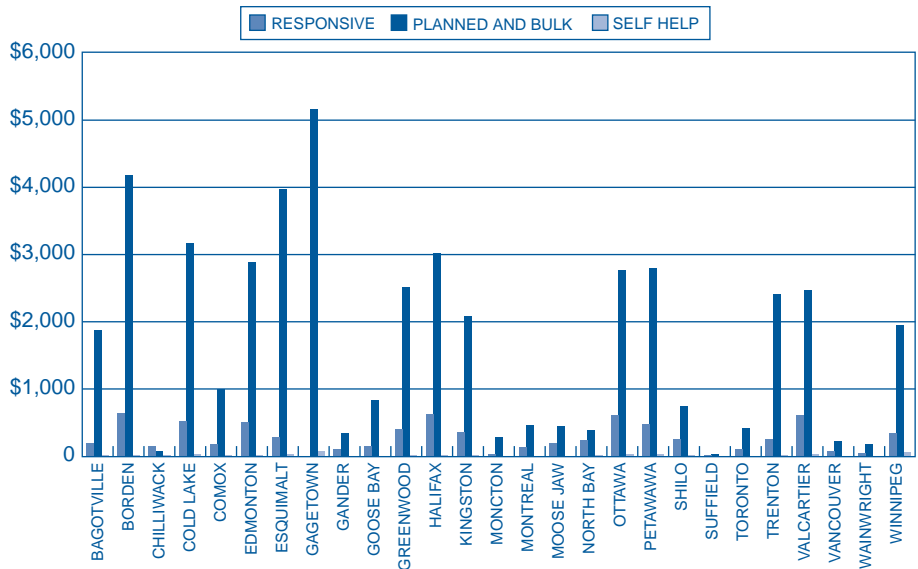
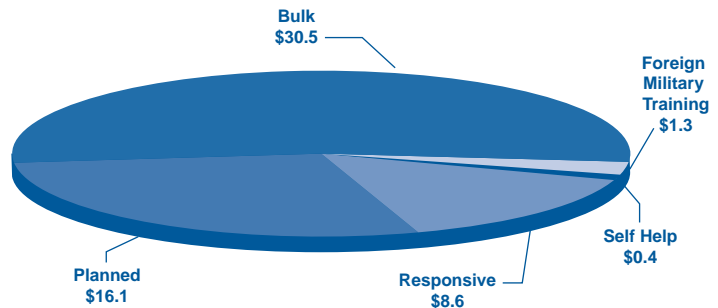


FIGURE 4

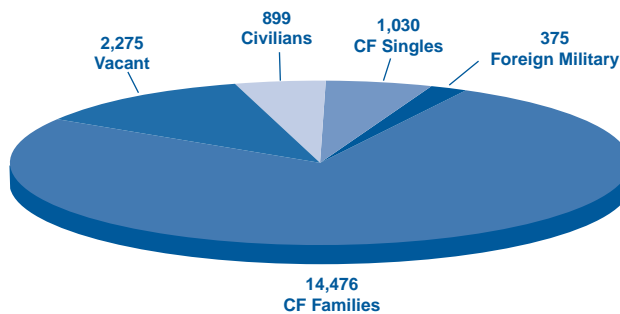
**Repairs and Maintenance Expenditures
(In millions of dollars), 1998/99**



The portfolio was reduced from 19,311 to 19,055 units during 1998/99. Eighteen surplus housing units were identified for demolition during 1998/99. Additionally, 22 units were transferred to the Department of Public Works and Government Services (PWGSC) for disposal. A further 217 surplus housing units were returned to owners under leaseback provisions. Other portfolio adjustments between bases/wings and CFHA resulted in a net addition of one unit. There are still a significant number of surplus houses remaining at many bases/wings that are either vacant or occupied by other than military families. Please refer to the occupancy profile below (Figure 5).

FIGURE 5

Occupancy Profile 1998/99



Bulk-leased housing inherited by CFHA caused operating losses in 1998/99 in the lease/property management account as a result of the difference between the rent paid by CFHA to retain the space, and rent collected from occupants. CFHA continues to pursue a strategy to reduce these holdings as quickly as possible to minimize losses. In 1998/99, 80 units were returned at Wallis Heights in Dartmouth, Nova Scotia and at North Bay, Ontario in accordance with the provisions of the leases.

CFHA continued to pursue the major task of rationalizing the portfolio in 1998/99. At the end of the year, the Capital Development Division, discussed later in this Report, was formed to help determine and meet departmental requirements for housing. The key rationale, in the interim, is to ensure that the limited funds available to CFHA are directed to houses occupied by military families and to minimize expenditures on surplus housing.



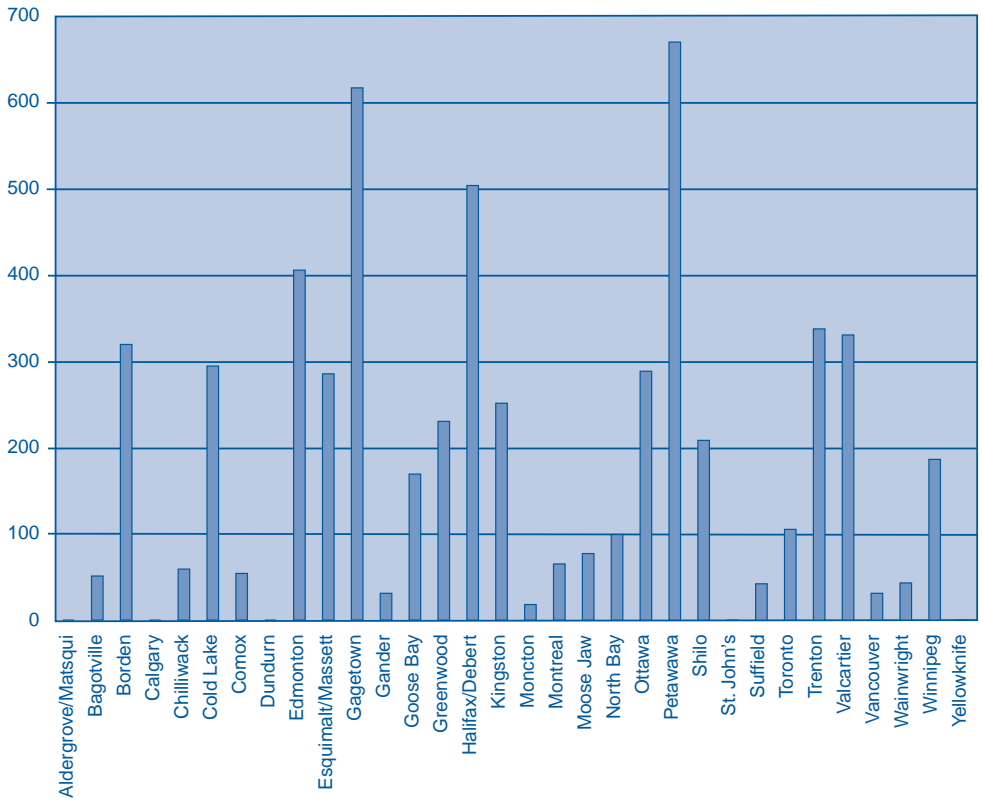
CFHA has continued to improve and standardize the application of the existing rent policy, and to apply it consistently and fairly throughout Canada. During the year ended 31 March 1999, increases in the Base Shelter Values (BSV) of housing - the market values, or market values reduced by rent control where applicable - varied considerably from one site to another. Increases in the BSV in Vancouver averaged \$343, owing to the fact that CF rents have lagged the local market for some time. Conversely, sites in Newfoundland and Nova Scotia had zero or negligible BSV increases. On average, BSVs across Canada increased five per cent over the previous year. Despite large increases in the BSV at some locations, actual rents increased by about \$20 per month on average, during the year, owing primarily to two factors: phased-in increases, and rent protection for some Canadian Forces members in the lower income ranks. Utility rate increases, where utilities continue to be provided through the base/wing, averaged some three per cent.

Two new programs to increase services to occupants were introduced during the year. First, a dedicated position of Customer Relations Officer was created, responsible for planning and implementing information programs for occupants. One of the first tasks was the preparation and distribution of a brochure explaining the rent system.

Second, a centralized, round-the-clock service was implemented to respond to emergency, after-hours service calls. Staffed by the Corps of Commissionnaires, the service handled over 5,000 calls in an eight-month period.

Figure 6 presents the volume and distribution of emergency after-hours calls since the program's implementation in mid-June.

FIGURE 6 **Emergency After-hours Calls by Site**
15 June 1998 to 31 March 1999



Totals 5765

CAPITAL DEVELOPMENT

In March 1999, Capital Development was created as a division of CFHA in its own right, reporting to the Chief Executive Officer. Formerly, the function had reported to the Operations Division. The rationale for the restructuring was the need to have a dedicated, specialized service in place when new authorities are conferred on the Agency, including the ability to raise capital and to enter into joint initiatives with the private sector.

The major undertaking for Capital Development in 1998/99 and 1999/00 is Housing Requirement Studies. The studies will be conducted at each of 35 sites (where 50 or more Canadian Forces members are stationed), and will provide market data to support the number of Crown housing units required at each site. Underlying the studies is the Government's policy that the private market should be the first option in providing housing for the Canadian Forces, and Crown housing provided only where there is an operational requirement or the private market cannot meet the need. During 1998/99, the initial research and information gathering was undertaken. Milestones include the completion of the Project Charter and the methodology for the studies. Requests for Proposals from consulting firms will be posted during the summer of 1999, with results expected in the winter.

Housing studies for Edmonton, Esquimalt, Ottawa and Toronto began during 1998/99. The research phase is now complete. The four studies were initiated at these sites – separate from the larger Housing Requirement Studies project – owing to specific local issues that needed to be addressed. The studies are now moving to the Options Analysis phase, with Toronto taking the lead. The project team will be assessing options for the cost-effective delivery of the required number of housing units through various means such as renovation, acquisition, construction or lease. Client consultation remains an important component of the studies.

In collaboration with other branches of the Agency, Capital Development provided input into the Project Management Office for Quality of Life, for the development of an Accommodation Policy and new housing standards.



FIGURE 7

1998/99 Revenues (In thousands of dollars)

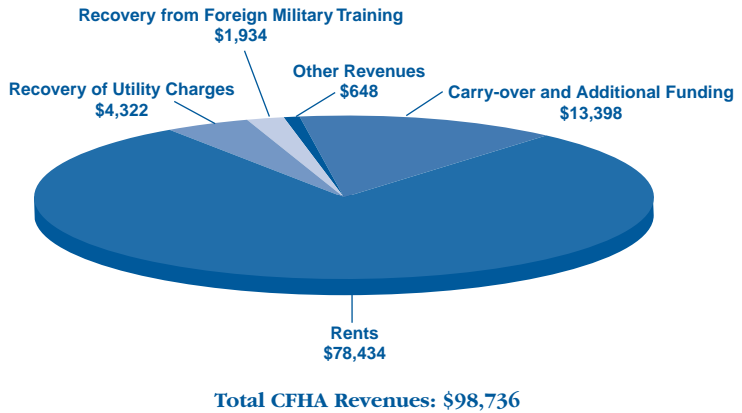
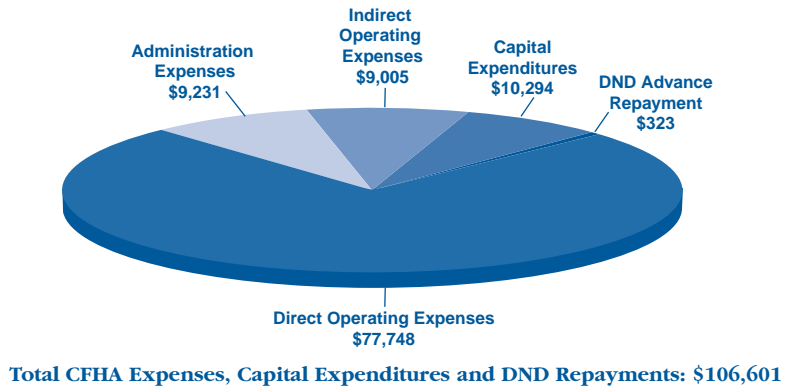


FIGURE 8

1998/99 Expenses, Capital Expenditures and DND Repayments (In thousands of dollars)



CORPORATE SERVICES

This Division is responsible for providing the underlying support that allows the Agency to carry out its mandate. A reorganization of the Division resulted in the creation, classification and staffing of the positions of Chief Administration Officer, Chief Financial Officer and Chief Information Officer. The key activities of the four sections of the Division are described below.

ADMINISTRATION

Key developments in Administration during the year were as follows.

- ⌞ Implementation began on office environment restructuring plans to improve operating efficiency at Head Office, and was 75 per cent complete by the end of the fiscal year. Completion of the balance is expected during the summer of 1999.
- ⌞ For the first time, CFHA was recognized as a Level One Business Planning entity (one level down from the Department as a whole) in keeping with its specialized mandate. This will allow the Agency the freedom and flexibility to plan for the unique needs of its customers separately from the normal DND mission-oriented planning structure.
- ⌞ Work began on developing performance measures for CFHA. These will form part of the 2000/01 business planning process, with progress reported in future years' Annual Reports.

FINANCE

The achievements and milestones of the Finance Section in 1998/99 were as follows.

- ⌞ CFHA revenues totalled \$98.7 million while expenditures reached \$106.6 million, as illustrated in Figures 7 and 8.
- ⌞ The volume of financial transactions processed grew significantly due to important increases in expenditures including a carry forward of \$7.0 million, Quality of Life initiatives of \$5.6 million and the excess of expenditures over revenues of \$7.9 million.
- ⌞ The Chart of Accounts was completely revised to streamline the former coding block and to address management reporting requirements better, mainly by enabling reporting by both project and activity.
- ⌞ The Rent Allocation Module was implemented to streamline the process of rent calculation, collection and forecasting as a means of ensuring that CFHA accurately receives all rental revenue on a timely basis.
- ⌞ In 1998/99, Finance undertook a Reporting Project aimed at providing management with more accurate and timely financial management information. The commitment process in particular will receive special attention. The Project will be completed in the fall of 1999.

- 🏠 New Treasury Board policy required that T4A supplementary income reports be issued to service contractors. CFHA was one of the first Government agencies to comply with the policy.
- 🏠 Cheque deposits were centralized, resulting in improved control and accounting of Agency receipts.
- 🏠 The payment process was streamlined, permitting a 50 per cent increase in transactions processed while decreasing the total number of staff required.

HUMAN RESOURCES

While work continues on the transition to a new form of agency, CFHA employees and staff continue to form part of the Public Service, within the Department of National Defence. There is an on-going need to provide a high level of customer service to CF military families, other clients and contractors involved in the provision of housing and related services. Employees are selected in accordance with Public Service hiring procedures.

CFHA pursues its commitment to encourage employee and staff innovation, initiative, pride, exchange of ideas, efficient work practices and equal employment opportunity while emphasizing training and development and harmonious working relations.

During 1998/99, key developments in the area of Human Resources, were as follows.

- 🏠 A Human Resources unit was created at Head Office, and staff hired to provide staffing and training services, advice and guidance to the management team.
- 🏠 CFHA developed and implemented its grievance procedure through the posting of grievance charts and the identification of grievance officers across the country.
- 🏠 CFHA's employees were committed to providing on-going services to its clients and contractors during the 1998/99 Public Service Alliance of Canada rotating strikes and there was little to no disruption of services during that period.
- 🏠 CFHA participated in the Government's Universal Classification Standard (UCS) sampling exercises by developing 45 work descriptions from all parts of the organization. Both management and employees were consulted for input for the development of all work descriptions.

**INFORMATION
SERVICES**

The following key projects were carried out during 1998/99, enhancing the capacity of the Agency to track and manage its diverse programs.

- ☞ The Housing Agency Management Information System (HAMIS) responsive reporting tool was added to the housing side of the program, to allow users to produce specialized or one-time reports.
- ☞ The Schedule of Unit Rates activity, by which the rates are set for maintenance tasks to be undertaken by contractors, changes every year. Work is on-going to streamline the procedures.
- ☞ CFHA's mission-critical Year 2000 testing neared completion; problem areas have been addressed. Business Continuity Planning has begun and the non-mission critical Year 2000 configurations and applications are being tested.
 - On the HAMIS housing application side, tests are being run on the data base for work orders and scheduling. This is done by entering a date beyond 1999 to see if it remains valid throughout. As well, the rent module is being tested for various components such as rents and repairs.
 - On the HAMIS financial side, testing is done by trying to make a payment into the year 2000, to see if the capability exists throughout the application.
- ☞ The HAMIS portfolio allocations and rent calculation modules were brought online at all HMOs on 1 April 1999.
- ☞ All HMOs and Head Office were converted to the Departmental Wide Area Network (DWAN) by the end of September 1998 and by the end of the year, two-thirds of the HMOs had access to departmental E-mail.

FINANCIAL
STATEMENT

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

	1998/1999	1997/1998
Revenue		
Rents	78,434	76,745
DND Funding (Note 4)	13,398	-
Recovery of Utility Charges	4,322	4,553
Recovery from Foreign Military Training	1,934	1,107
Other Revenues	648	578
Total – Revenue	98,736	82,983
Cost of Providing Accommodation		
Direct Operating Expenses		
Repairs and Maintenance	56,878	34,160
Utilities Expenses	7,141	6,837
Municipal Type Services	4,010	2,766
Rental of Housing	8,256	9,631
Professional Services	1,012	731
Other Direct Operating Expenses	451	125
Total – Direct Operating Expenses	77,748	54,250
Indirect Operating Expenses		
Salaries and Benefits	6,445	7,157
Professional Services	626	1,534
Accommodation and Office Expenses	1,088	923
Other Indirect Operating Expenses	846	976
Total – Indirect Operating Expenses	9,005	10,590
Total – Cost of Providing Accommodation	86,753	64,840
Administrative Expenses		
Salaries and Benefits	2,863	2,347
Professional Services	4,465	3,710
Corporate Services from DND	332	-
Accommodation and Office Expenses	775	362
Other Administrative Expenses	796	700
Total – Administrative Expenses	9,231	7,119
Total – Expenses	95,984	71,959
Operating Surplus before Capital Expenditures and DND Advance Repayment	2,752	11,024
Capital Expenditures (Note 5)	10,294	3,291
DND Advance Repayment	323	770
Total – Capital Expenditures and DND Advance Repayment	10,617	4,061
Net Surplus/(Deficit) (Note 11)	(7,865)	6,963

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 and utilities charged to housing occupants.

2. Significant Accounting Policies

These statements were prepared using the following accounting policies:

(a) Start-Up Costs

Costs incurred during the implementation of the Agency and funded from repayable advances will be amortized over a ten-year period corresponding to the repayment schedule of the advance.

(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. Long-Term Funding Advance

Funding in the amount of \$5.9M was advanced by the Department of National Defence to cover the start-up costs of CFHA. These represent costs incurred by the Agency during its implementation period for opening field offices, hiring and training staff and implementing computerized systems. In addition, the Department has advanced the Agency's 1997 deficit of \$4.2M resulting from its first year of operations. These advances bear no interest.

The outstanding amount as at March 31, 1999 totals \$9.108M and will be repaid to the Department as follows:

1999/00	\$ 1,012
2000/01	\$ 1,012
2001/02	\$ 1,012
2002/03	\$ 1,012
2003/04	\$ 1,012
2004/05	\$ 1,012
2005/06	\$ 1,012
2006/07	\$ 1,012
2007/08	\$ 1,012

4. DND Funding

	1998/1999	1997/1998
Carry-over funding from previous year	\$ 6,963	0
SCONDVA funding	\$ 5,600	0
Funding for Collective Agreements	\$ 835	0
Total DND Funding	\$ 13,398	0

5. Capital Expenditures

	1998/1999	1997/1998
Property Improvements	\$ 8,842	2,572
Informatics Equipment and Other	\$ 1,452	719
Total Capital Expenditures	\$ 10,294	3,291

6. Lease Commitments

The Agency has responsibility for departmental bulk leases related to family housing; in addition, the Department has entered into commercial leases pertaining to office accommodation for the Agency. These leases expire between 1999/00 and 2003/04 and the future minimum annual lease payments are as follows:

1999/00	\$ 5,502
2000/01	\$ 4,534
2001/02	\$ 4,157
2002/03	\$ 3,915
2003/04	\$ 3,115
Total Lease Commitments	\$ 21,223

7. 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.

8. Related Party Transactions

CFHA received services from DND for which the Department was reimbursed \$8.7M in 1998/99 and \$9.8M in 1997/98.

	1998/1999	1997/1998
Municipal Type Services	\$ 3,852	\$ 5,338
Utilities Paid to Bases/Wings	\$ 3,889	\$ 3,479
Accommodation Obtained from DND	\$ 352	\$ 178
Corporate Services Obtained from DND	\$ 332	\$ 0
Other Services Obtained from DND	\$ 201	\$ 850
Liaison Officer	\$ 75	\$ 0
Total Related Party Transactions	\$ 8,701	\$ 9,845

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

The CFHA Financial Statement has been prepared from the CFHA Oracle Financial System. Although the Total Revenues and Total Expenditures are in balance with the DND Financial Management Accounting System (FMAS), \$2.1M has been reclassified from O&M to Capital in the CFHA Financial Statement. This reclassification has not been done in FMAS.

10. Restatement of FY 98/99

Some FY 98/99 expenditures have been reclassified for comparative purposes.

11. Expenditures in Excess of Revenues

As part of CFHA's increased emphasis on health and safety repairs both last and this year, and owing to the increased pressures arising from Quality of Life concerns, a number of repair and maintenance programs were accelerated during the last quarter of FY 1998/99. As a result, CFHA ended the year in a position of \$7.9M expenditures in excess of revenues. CFHA will be approaching DND's Program Management Board (PMB) to seek forgiveness of this amount on the basis that this over-expenditure was in direct support of the Quality of Life initiative.

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

HEAD OFFICE

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APPENDIX B
MAP OF CFHA
LOCATIONS
ACROSS
CANADA

ANNEXE B
CARTE DES
EMPLACEMENTS
DE L'ALFC
AU CANADA



