



National
Defence

Défense
nationale

Canadian Forces
Housing Agency

Agence de logement
des Forces canadiennes

Annual Report

1999/00



Canada

Department of National Defence

Canadian Forces Housing Agency
Annual Report
1999/00

Annual Report 1999/00

Report and financial statement for the year
ended 31 March 2000.

TABLE OF CONTENTS	Message from the CEO	3
	The CFHA Organization	5
	Communications	6
	Housing Operations	7
	Capital Development	13
	Corporate Services	14
	Financial Statement	18
	Notes to Financial Statement	19
APPENDICES	A CFHA's Management Advisory Board	22
	B Address Index: CFHA Head Office and Housing Management Offices . .	23
	C Map of CFHA Locations Across Canada	26

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



Photo courtesy of Dave Tabbernor, CFHA Esquimalt

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

**MESSAGE
FROM THE
CEO**

Late in the previous fiscal year, the Agency's role as the operational arm of DND Housing Policy was confirmed, within the evolving policy framework governing accommodations. Based on the solid work done over the previous three years to put in place the Housing Managers and staff needed for front-line service to our clients, the Agency was able to turn its attention this year to providing expert advice and housing options to the Department of National Defence. We began by defining standards for contemporary housing solutions for military families in the years to come. Five regional Housing Requirement Studies were conducted - in Atlantic Canada, Quebec, Ontario, the Prairie Provinces and British Columbia - to determine the future requirement for CF housing throughout Canada. This initiative was complemented by addressing site-specific studies in four locations; the rationalization of the housing portfolio has begun in Esquimalt, Edmonton, Toronto and Ottawa. The exercise has been a collaborative effort between the Housing Manager, the Capital Development Division and the Base/Wing Commander throughout the process.

This year, the Agency continued to benefit from additional departmental funding for Health and Safety initiatives, leading to an accelerated program of repairs and maintenance to existing houses.

The maturing of the operational capacity within Housing Management Offices (HMOs) now allows the Agency to focus more directly on the provision of service to our clients, whether the occupants in Married Quarters (MQs) or senior officials of the Department who are seeking input to decision making. Implementing the vision of a client-focused Agency will necessitate some changes to reporting relationships and functioning, both in the Housing Management Offices and in Head Office.

In addition, feedback from staff, particularly in the context of the Public Service Employees' Survey conducted in the autumn, indicated priority areas needing attention. These are: a redistribution of the workload, improved internal communications, and a streamlining of the points of entry into the Agency - whether through the HMOs or from NDHQ - without loss of functional control. In response to the Survey, the Agency conducted a series of focus groups at all levels in the organization, designed to explore priority areas needing attention, in order to develop and implement the concept of "a quality workplace".

While the anticipated move to a new form of Agency has not developed as quickly as was originally thought, the Agency continues to seek the enhanced authorities needed to meet its evolving role. At present, both the mandate and vision of the Agency are under review, in order to ensure that we are correctly positioned to respond to the requirements of the Department over the coming five to ten years.

Throughout the year, Agency staff responded to a number of government-wide initiatives including preparation of a strategy and Business Continuity Plan to address possible consequences of the Year 2000 phenomenon, the preparation of model and job-specific position descriptions in response to the Universal Classification Standard exercise, and preparations for the new Financial Information Strategy (FIS).

Since my appointment in December, I have been struck by the energy and dedication that staff in Head Office and the field bring to the work of the Agency. I have appreciated their input to important decisions facing us, and their help in defining the vision that should govern the Agency both in terms of operations, and of the kind of place in which we wish to work. The professionalism and positive attitudes displayed will be key in our ability to evolve into an effective and respected provider of quality housing services. I would also like, at this time, to pay tribute to my predecessor, Michael Nelson, for his efforts to structure and develop the programs and services on which we can now build, in defining the Canadian Forces Housing Agency of the future.



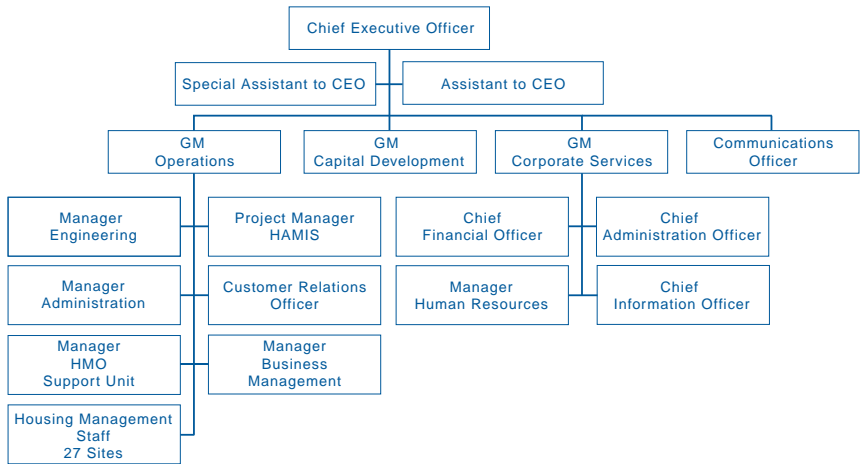
Jane Koszei
Chief Executive Officer

It is with great regret that the staff of CFHA note the passing of their colleague Albert Call, on 14 January 2000. Albert was General Manager, Operations and was instrumental in building the personnel and programs required in the early years, addressing our clients' needs in a professional and understanding manner.

Albert will be deeply missed by us all.

THE CFHA ORGANIZATION

The structure of CFHA evolved during the year to reflect its maturing mandate and operations. The focus of our activities continues to be on our clients - those military families living in CF housing throughout Canada - which argues for a relatively flat organizational structure. This year, specialist functions were added within the Capital Development Division to address the need for Housing Requirements Studies and a rationalization of the portfolio. In addition, a position of Communications Officer was created.



COMMUNICATIONS

This year, the Agency began to put in place a structured communications program, including the creation of a Communications Officer position that reports to the CEO. Key components of the program were: on-going advice to the CEO and senior management; strategic and operational planning in support of the full range of Agency activities; the development of a communications policy framework covering Audio-visual programs, Electronic Publishing, Media Relations and Publishing, and the publication of a Media Relations Handbook for managers to reinforce a media relations training session presented at the Housing Managers' Workshop in September. In addition, a study was conducted into the Agency's use of logos and symbols, and a new corporate identifier was designed, in keeping with the emerging Treasury Board guidelines governing the Federal Identity Program (FIP). The quality of translated documents was also reviewed, and recommendations made to acquire the services of a part-time French language editor on site. Communications support was provided to key Agency initiatives including publication of the Annual Report, the regional Housing Requirement Studies and the rationalization of the portfolio at Rockcliffe, the Year 2000 exercise, the adoption of the Universal Classification Standard (UCS) and the development of an Agency Web site.



Photo courtesy of Laurretta Whatley, CFHA Trenton

HOUSING OPERATIONS

In its third full year of operations, 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.

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. In addition to the funds normally allocated to bulk projects by CFHA, the Department provided an additional \$40 million of supplementary funding under the Quality of Life initiative. The Department contributed an additional \$10 million to CFHA in January 2000, of which \$8.5 million was added to the repairs and maintenance program (providing for additional planned maintenance and bulk projects) and the remaining \$1.5 million was applied to a shortfall in revenues caused by increased vacancies. This influx of departmental funding contributed to the successful completion of a rigorous and accelerated program of repairs and maintenance.



Photo courtesy of MCpl P.C.N. Redden, 14 Wing Greenwood

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, \$455 per housing unit, and planned maintenance funds (moving in/out) were set at \$2,500 per unit, allowing funding for a 30 per cent turnover of the portfolio. Additionally, snow removal, grass cutting and common-area maintenance funding was provided, based on identified site requirements. Self-help improvement funds and self-help maintenance funds continued to be popular programs with occupants. 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.

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 shows a decrease in the number of work orders raised by HMOs when compared to the previous year, resulting from a streamlined bulk project work order process.

FIGURE 1
Work Orders Raised by Housing Management Offices (HMOs)
1997/1998 to 1999/2000

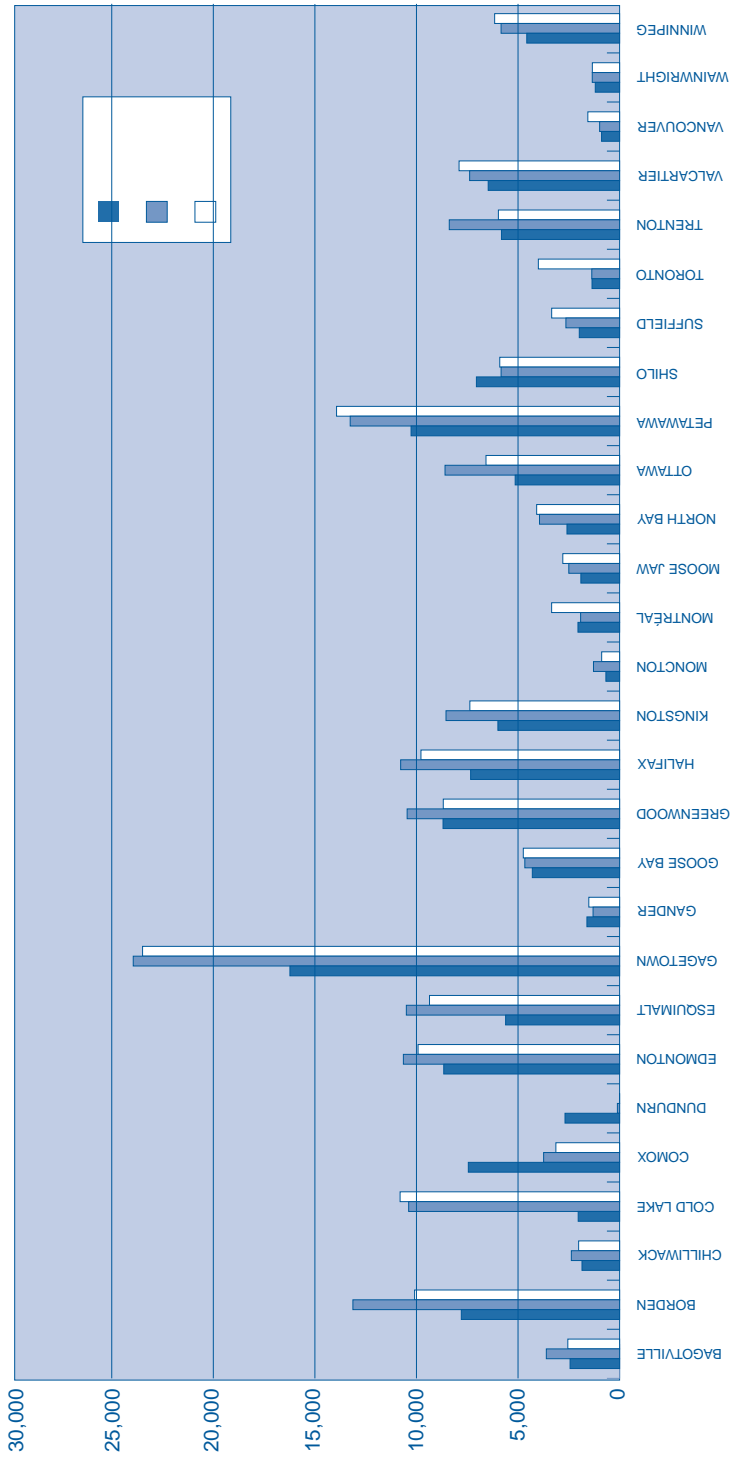
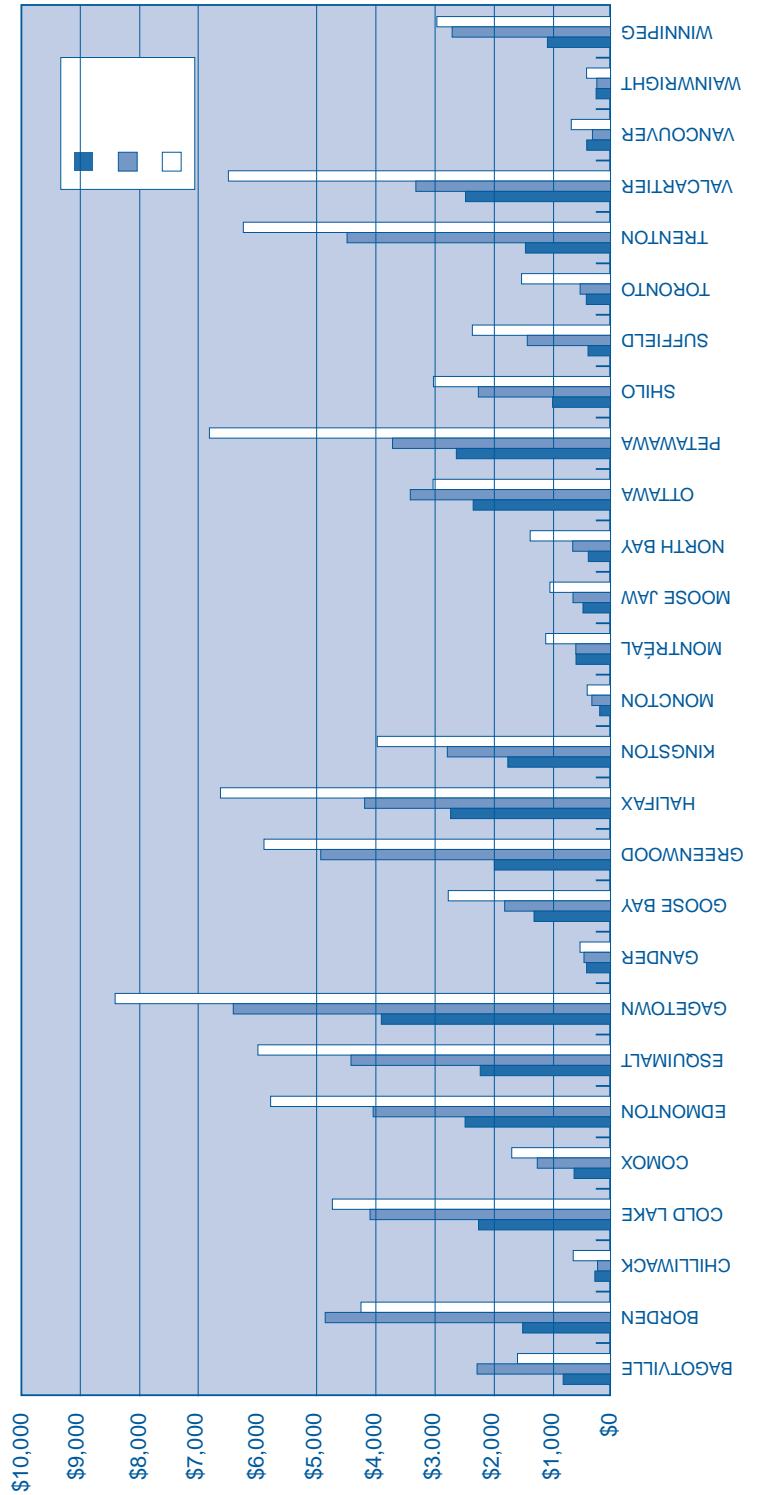


Figure 2 shows the achievements of the major maintenance and repairs program for the year. Repairs were largely focused on the exterior housing envelope. As in the previous year, most of the resources were used for replacement of siding, insulation, windows, doors, roofs, furnaces and sewer laterals, in keeping with our health and safety objectives. Once these maintenance activities have been completed at all sites, the Agency will start to direct its funds towards the upgrading of bathrooms and kitchens, a goal to be met by fiscal year 2004/05.

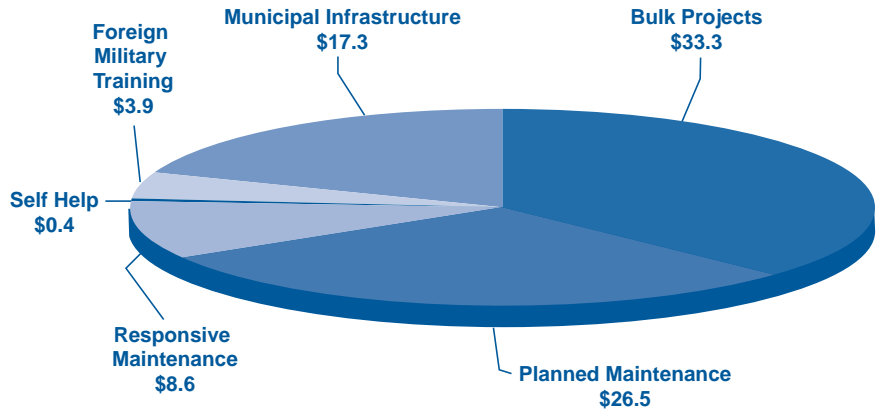
FIGURE 2

Major Maintenance/Repairs to Family Housing				
Type of Work Done	Number of Housing Units			
	1996/97	1997/98	1998/99	1999/00
Asphalt/Driveways	41	282	245	275
Drainage (Major)	152	16	992	1,099
Electrical Upgrades	150	182	3,035	2,130
Garage Repairs	0	106	177	121
Heating System Repairs	50	0	711	1,321
Kitchen/Bathroom Refit	97	0	392	1,154
Painting (Exterior)	464	818	486	591
Balconies/Stairwells/Handrails	0	0	114	295
Replace Doors	1,035	921	4,309	3,356
Replace Flooring	0	0	292	587
Replace Furnaces	968	350	3,133	581
Replace Oil Tanks	60	91	85	635
Replace Roofs	388	169	1,968	2,492
Replace Sewer Laterals	10	141	902	1,963
Replace Soffits/Fascia/Eavestroughs	0	0	450	783
Replace Steps and Sidewalks	285	0	1,031	303
Replace/Repoint Chimneys	120	0	321	180
Siding/Insulation	334	322	942	3,832
Window Replacement	886	295	2,827	3,401
TOTALS	5,040	3,693	22,412	25,099

FIGURE 3
Maintenance Expenditure by Housing Management Office (HMO)
1997/1998 to 1999/2000
(In thousands of dollars)

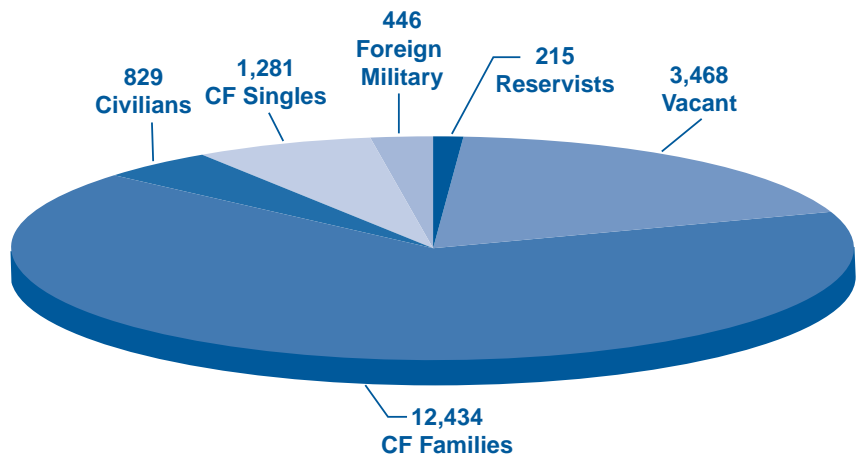


**FIGURE 4 Repairs and Maintenance Expenditures 1999/2000
(In millions of dollars)**



The portfolio was reduced from 19,035 to 18,673 housing units during 1999/00. The reduction results from the demolition of 12 surplus housing units listed as Beyond Economical Repair in Kingston; returning to the owner 40 leased units at Wallis Heights in Dartmouth, Nova Scotia and 42 leased units at North Bay, Ontario in accordance with the provision of the leases; 240 leased housing units as well as 48 storage units at Lakefront Apartments in Halifax being returned to the owner at the end of a lease agreement. Other adjustments included increasing the size of apartments, converting units to office space, and transfers of property title. At many bases/wings, a significant number of surplus houses remain that are either vacant or occupied by other than military families. Please refer to the occupancy profile below. (Figure 5)

FIGURE 5 Occupancy Profile 1999/2000



Bulk-leased housing units inherited by CFHA caused operating losses again in 1999/00 in the lease property management account, as a result of the difference between rent paid by CFHA to retain the space, and rent collected from occupants. These losses were reduced in 1999/00 compared to previous years, as CFHA continues to pursue a strategy to reduce these holdings as quickly as possible to minimize losses. In 1999/00, this loss was valued at \$2.2 million.

The centralized Emergency After-hours Call Centre, successfully staffed by the Corps of Commissionnaires, continued to provide quality and efficient emergency after-hours repairs and contractor dispatch services to occupants. The Centre responded to and managed 6,256 emergency after-hours calls in 1999/00.

A new Customer Relations program was introduced in the form of an Occupant Complaint Resolution Process, which was formalized in February. Work began on a pamphlet to be distributed to occupants, explaining the process.

The national CFHA and HMO Y2K Emergency preparedness coordination efforts with bases/wings and maintenance contractors ensured CFHA occupants a smooth transition to the new millennium. Contingency planning, such as the provision of emergency supplies and generators, was in place to ensure continuity in service in case of disruption.



Photo courtesy of Mike Lapierre, CFHA Kingston

CAPITAL DEVELOPMENT

Since its establishment as a separate division in March of 1999, Capital Development has provided advice on medium and long-term directions for the management of the CFHA housing portfolio. The initiatives of Capital Development are focused on enhancing the Agency's ability to manage portfolio resources in accordance with Government policy that Crown housing should be provided only where there is an operational requirement or the private market cannot meet the need.

The Housing Requirement Studies project, begun in 1999, continued to form a major focus of the Division's work. Studies of the housing needs of CF members and the ability of the private housing market to fill these needs were conducted at the 35 different sites where more than 50 CF members are posted. Terms of Reference for the studies were completed in 1999 and circulated within the Department of National Defence, forming the basis for the work undertaken by five consultant firms hired for each of five different regions - the Atlantic provinces, Quebec, Ontario, the Western provinces and Northern territories, and British Columbia. Draft versions of the studies for the Atlantic and Western provinces and for Ontario were completed and circulated to all stakeholders in the spring of 2000, following the Quebec studies, which were circulated in January. The study findings will be used as the basis for site-specific options analysis and rationalization initiatives.

Options Analyses were prepared for Toronto, Edmonton, Esquimalt, and Ottawa. A phased plan for Ottawa has been selected and approved, and implementation of the plan was begun in April 2000. In conjunction with these site-specific studies, a Married Quarters Disposal Plan framework was finalized and disposal authorization procedures put in place. At year end, implementation plans for Goose Bay, Borden and Gagetown were in preparation.

In order to develop a consolidated strategy based on the information gathered through these various initiatives, a Rationalization and Renewal Project was initiated in the spring of 2000 to provide costs and development options for the long-term housing program. At the same time, site-specific disposal, renovation and new construction projects are being implemented on a progressive basis as the options for each base/wing are approved.

The Capital Development Division continues to provide input to the Project Management Office for Quality of Life on Accommodation Policy and housing standards as well as to other sectors within DND.

CORPORATE SERVICES

Corporate Services was the lead Division for the preparation of the Agency's 2000/01 Business Plan. In it, the Agency requested that the Department review the mission and mandate, and approve the delegation of authorities to CFHA, appropriate to its evolving role.

ADMINISTRATION

Administration Services underwent a reprofiling of functions, effective 1 February 2000 along the following lines:

- 🏠 Administrative Services: the Administrative Support Centre was reconfigured to allow for additional staff, in order to improve service delivery.
- 🏠 Facilities and Security Management: the office environment restructuring plans were completed in May 1999, in accordance with departmental accommodation plans, and included refurbishing, recabling and rewiring of Head Office.
- 🏠 Contracting and Procurement: services are being consolidated under Administration.
- 🏠 Occupational Health and Safety: a Joint Occupational Safety and Health (JOSH) Committee was established in February and planning began for the appointment of a Health and Safety Officer.

FINANCE

The achievements and milestones of the Finance Section in 1999/00 were as follows:

- 🏠 CFHA Revenues and Recoveries were \$136.1 million while Expenditures were \$134.2 million, resulting in a Net Surplus of \$1.9 million. Improved Revenue/Expenditure forecasting procedures enabled CFHA to manage within 1.5 per cent of budget. Revenues and Expenditures are illustrated in Figures 6 and 7.
- 🏠 The volume of financial transactions processed by financial staff was significantly higher than in prior years as a result of the increased funding provided under the Quality of Life Program (\$40 million) and the department Investment Opportunity Fund (\$10 million).
- 🏠 In 1999/00, Finance undertook a Reconciliation, Commitment and Reporting Project aimed at providing management with more accurate and timely financial management information. The Purchase Order module of Oracle Financials, designed to capture all CFHA commitments, was implemented; the Reconciliation module, designed to reconcile Oracle Financials with the DND FMAS system, was built and tested; and customized reporting capabilities in Version 11 of Oracle Financials were designed. The project is to be completed and rolled out to CFHA offices across the country in the fall of 2000.

FIGURE 6

**Revenues/Recoveries 1999/2000
(In thousands of dollars)**

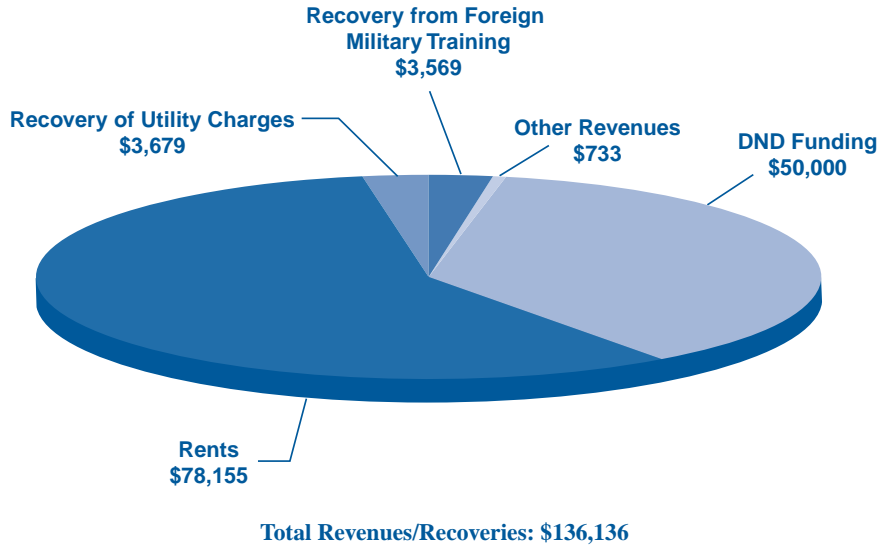
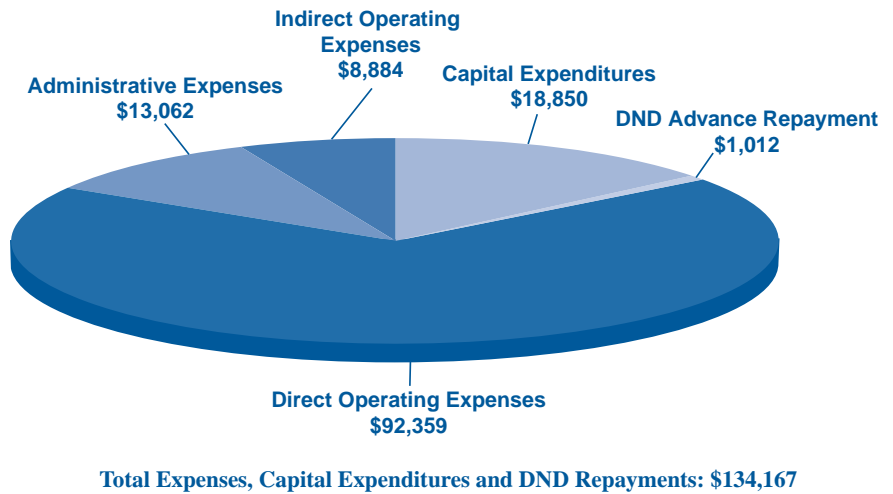


FIGURE 7

**Expenses 1999/2000
(In thousands of dollars)**



- 🏠 A Rent Policy Working Group was established to resolve rent issues in the short term and to develop longer-term recommendations for senior management. The group was composed of both Head Office staff and Housing Managers resulting in a group with a wide range of ideas and experience. The recommendations of the group are reflected in the existing rent policy and the Agency's approach for the future.
- 🏠 An Allocation Policy Working Group reviewed the current Departmental Allocation policy and made recommendations to bring it into line with future Agency directions.
- 🏠 A rent module, reflecting Agency rent policy, was added to the Housing Agency Management Information System (HAMIS) and was instrumental in ensuring consistent and accurate calculation of occupants' rental charges across the country. It also permitted the Agency to identify and quantify rent reductions accurately.

HUMAN RESOURCES

CFHA continues to pursue its commitment to encourage employee and staff innovation by working towards the goal of "Building a Quality Work Place". In response to employee opinions and suggestions expressed in the course of the Public Service Survey, CFHA held a series of focus groups for staff of Head Office and Housing Managers, and for members of the Executive Committee. Participants identified and validated eight goals and objectives that emphasize the need to improve the Agency's commitment to client services.

Other activities within this Section were:

- 🏠 Official languages: on 23 November 1999, the Department delegated powers relating to official languages to the Agency, which has reaffirmed its commitment to the Official Languages Program. Senior management sent a memorandum clarifying and strengthening the Agency's position regarding the *Official Languages Act* to each staff member.
- 🏠 Universal Classification Standard (UCS): CFHA played an important role in the development of model work descriptions at the departmental and agency level. Some of the models developed at CFHA will be used by many employees throughout CFHA and DND.
- 🏠 Training: a Training Unit was created in June. Its primary objective was to create a competency-based management framework and to provide professional development training services, advice and guidance to the management team. This was accomplished, and the Unit delivered nearly 1,000 days of training, valued at just under \$350,000.

**INFORMATION
SERVICES**

The Year 2000 Project was completed successfully. Under the direction of the Chief Information Officer, the Agency's Y2K Working Group addressed the need for software and hardware upgrades at Head Office and at all 27 Housing Management Offices (HMOs), to meet the requirements of the Year 2000 rollover. These upgrades were implemented within the required timelines, in the Agency's complex business systems environment. In addition, the Working Group developed a Business Continuity Plan that was implemented as part of the CFHA Business Resumption Plan, following the Year 2000 rollover. There were no reported incidents.

The core systems supporting the housing operations and financial management were enhanced and streamlined in the following areas: better rents information for prospective occupants, the use of standard rates in contracting for repairs, and access to the departmental e-mail, intranet and internet facilities for all HMOs.



Photo of Ste-Foy, Québec, courtesy of Alain Lafrenière, CFHA

FINANCIAL
STATEMENT

CANADIAN FORCES HOUSING AGENCY
STATEMENT OF OPERATIONS
FOR THE PERIOD ENDED 31 MARCH 2000
(IN THOUSANDS OF DOLLARS)

	1999/2000	1998/1999
Revenue		
Rents	78,155	78,434
DND Funding (Note 4)	50,000	13,398
Recovery of Utility Charges	3,679	4,322
Other Revenues	733	648
Total – Revenue	132,567	96,802
Cost of Providing Accommodation		
Direct Operating Expenses		
Repairs and Maintenance	72,710	56,878
Utilities Expenses	6,852	7,141
Municipal Type Services	3,717	4,010
Rental of Housing	5,350	8,256
Professional Services	2,834	1,213
Other Direct Operating Expenses	896	803
Total – Direct Operating Expenses	92,359	78,301
Indirect Operating Expenses		
Salaries and Benefits	7,211	6,445
Professional Services	168	425
Accommodation and Office Expenses	785	736
Other Indirect Operating Expenses	720	846
Total – Indirect Operating Expenses	8,884	8,452
Total – Cost of Providing Accommodation	101,243	86,753
Administrative Expenses		
Salaries and Benefits	3,899	2,863
Professional Services	7,085	4,465
Corporate Services from DND	443	332
Accommodation and Office Expenses	829	775
Other Administrative Expenses	806	796
Total – Administrative Expenses	13,062	9,231
Total – Expenses	114,305	95,984
Operating Surplus before Capital Expenditures, DND Advance Repayment and FMT Recovery	18,262	818
Capital Expenditures (Note 5)	18,850	10,294
DND Advance Repayment	1,012	323
Recovery from Foreign Military Training	(3,569)	(1,934)
Total – Capital Expenditures, DND Advance Repayment and FMT Recovery	16,293	8,683
Net Surplus / (Deficit)	1,969	(7,865)

**NOTES TO
FINANCIAL
STATEMENT**

**(AMOUNTS IN
THOUSANDS OF
DOLLARS)**

1. Authority and Purpose

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

2. Significant Accounting Policies

This statement was prepared using the following accounting policies:

(a) Start-Up Costs

Costs incurred during the implementation of the Agency and funded from repayable advances has been amortized over a ten-year period corresponding to the repayment schedule of the advance. As mentioned in Note 3, the balance of these advances has been forgiven by the Department for following years.

(b) Revenue and Expense Recognition

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

(c) Capital Expenditures

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

(d) Operating Results

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

3. 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 costs represented start-up costs incurred by the Agency during its implementation period for opening its field offices, hiring and training staff and implementing its computerized systems. In addition, the Department advanced the Agency's 1997 deficit of \$4.2M resulting from its first year of operations. These costs, totaling \$10.12M, were to be paid back to the Department over a ten-year period. As of 31 March 2000, \$2.024M has been repaid, leaving a balance of \$8.096M. This balance has been forgiven by the Department.

4. DND Funding

	1999/2000	1998/1999
SCONDVA funding	\$ 40,000	\$ 5,600
Investment funding	\$ 10,000	\$ 0
Carry-over funding from previous year	\$ 0	\$ 6,963
Funding for Collective Agreements	\$ 0	\$ 835
Total DND Funding	\$ 50,000	\$ 13,398

5. Capital Expenditures

	1999/2000	1998/1999
Property Improvements	\$ 17,451	\$ 8,842
Informatics Equipment and Other	\$ 1,399	\$ 1,452
Total Capital Expenditures	\$ 18,850	\$ 10,294

6. Lease Commitments

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

2001	\$ 5,274
2002	\$ 4,094
2003	\$ 3,621
2004	\$ 3,162
Total Lease Commitments	\$ 16,151

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 \$7.6M in 1999/00 and \$8.4M in 1998/99.

	1999/2000	1998/1999
Municipal Type Services	\$ 3,412	\$ 3,852
Utilities Paid to Bases/Wings	\$ 3,174	\$ 3,889
Accommodation Obtained from DND	\$ 608	\$ 352
Services Obtained from DND	\$ 312	\$ 201
Liaison Officer	\$ 86	\$ 75
Total Related Party Transactions	\$ 7,592	\$ 8,369

9. 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).

10. Restatement of FY 98/99

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

**APPENDIX A
CFHA'S
MANAGEMENT
ADVISORY
BOARD**

The original Management Advisory Board for the Agency was discontinued at the end of fiscal year 1997/98 and replaced during 1999/00 with a streamlined Board. Management oversight is now exercised jointly by:

- 🏠 Assistant Deputy Minister Human Resources-Military, ADM(HR-Mil)
Lieutenant-General Michael Caines
- 🏠 Assistant Deputy Minister Infrastructure and Environment, ADM(IE)
Brent DiBartolo

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

HEAD OFFICE

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Borden ON L0M 1C0
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(705) 424-0309 (Fax)

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Canadian Forces Housing Agency
PO Box 5000
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APPENDIX C
MAP OF CFHA
LOCATIONS
ACROSS
CANADA

ANNEXE C
CARTE DES
EMPLACEMENTS
DE L'ALFC
AU CANADA



