

**DETAILED ACTION PLAN FOR OAG REPORT RECOMMENDATIONS – CHAPTER 5: CANADIAN ARMED FORCES HOUSING**

Report Reference	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)
Para 5.38	<p><i>Military Housing Requirements</i></p> <p>National Defence should complete the review of its military housing policy and clearly define its operational requirements for military housing.</p>	<p>Agreed. In September 2015, at a pre-meeting of National Defence’s Accommodation Board, the advisory body of the military housing policy, the departmental stakeholders were directed to complete the review of the operational requirement for military housing. The review, to be completed by the fall of 2016, will draw from the findings of previously published reports to recommend changes and revisions to the existing policy. National Defence will produce a revised accommodation policy by the fall of 2017.</p>	<p>Commencing in February 2016 the Department will engage internal resources in order to determine a quantifiable operational requirement for military housing based on criteria established by environmental commands in fall 2015. Once the operational requirement is established, a fulsome review of DND housing policy will commence, with a view to bringing policy in-line with the newly determined requirement. The policy review will aim to align the overall housing strategy, through the Queen’s Regulations and Orders (QR&amp;O), with the operational requirement and will result in a review and/or revision of QR&amp;O, Defence Administrative Order and Directive (DAOD), and the DND living Accommodation Instruction.</p>	<p>QR&amp;O changes will require Minister of National Defence (MND) approval. Changes to the QR&amp;O appendix, integral to the policy, will require a Treasury Board submission; hence a 2018 vice 2017 deliverable.</p>	<p>(1) Summer 2016 – Director General Military Personnel Research and Analysis (DGMPRA) research and analysis returned to Military Family Services (MFS)</p> <p>(2) Fall 2016 – MFS operational requirement study presented to Living Accommodation Working Group (LAWG) and Accommodation Board (AB)</p> <p>(3) Winter 2016 – Operational requirement review by Armed Forces Council/Defence Executive Committee (AFC/DSX)</p> <p>(4) Spring 2017 – Commencement of QR&amp;O policy review and revision, with subsequent policy review following on</p>	<p>Col C.D. Harris, Chief Military Personnel (CMP), Director Military Family Services (DMFS), 613-943-5518</p>

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					(5) Fall 2018 – Implementation of revised DND housing policy	
Para 5.53	<p><i>Military Housing Management</i></p> <p>Once National Defence has completed its policy review and clearly defined its operational requirements for military housing, it should develop adequate plans that identify the work, time, and resources needed to meet these requirements.</p>	<p>Agreed. National Defence will have a long-term accommodation plan in place within a year after</p> <ul style="list-style-type: none"> <li>• the accommodation policy review is complete, and</li> <li>• operational requirements for military housing are clearly defined and have received departmental approval.</li> </ul> <p>This long-term plan will respond to National Defence’s revised accommodation policy and the defined operational requirements. The plan will be multifaceted and will offer a range of options to meet the newly defined requirements, which could include updating National Defence’s existing portfolio plans as well as</p>	<p>National Defence will produce a long-term plan that will identify the work, time, and resources needed to meet the operational requirements that will be identified and promulgated by the revised accommodation policy.</p> <p>The plan will be approved for implementation, and will be resourced through projected revenues and supplemented by departmental appropriations.</p>	National Defence will have a long-term residential housing accommodation plan in place one year after it produces a revised accommodation policy (Fall of 2018).	<p>Upon receipt of approved operational requirements and the production of a revised accommodation policy (T=0):</p> <p>(1) Conduct assessment of the operational requirements and accommodation policy to determine the expected end-state and objectives of DND’s Residential Accommodation. Assess the feasibility of achieving these objectives through the existing service delivery model. (T+1 month)</p> <p>(2) Conduct Options Analysis to identify possible program service delivery responses and approaches to meet the operational requirement. It will include local and</p>	Dominique Francoeur, Chief Executive Officer , Canadian Forces Housing Agency, 613-998-5904

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		<p>innovative approaches to deliver its housing program. The plan will be fully costed and funded based on projected revenues and departmental appropriations.</p>			<p>private sector considerations. (T+6 months)</p> <p>(3) Options evaluation and internal consultation with DND governance bodies on program service delivery options. It will include qualitative, risk, and rough cost estimates. (T+6 months)</p> <p>(4) Development of the DND Residential Accommodation Plan which will identify the work, time, and resources needed to meet the operational requirements. (T+6 months)</p> <p>(5) Seek and obtain departmental approval of the DND Residential Accommodation Plan (T+12 months, Fall 2018)</p> <p>(Proposed milestones assumes no requirement for approval from</p>	

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					external authorities - i.e. TBS).	
Para 5.54	<p><i>Military Housing Management</i></p> <p>The Canadian Forces Housing Agency should regularly capture and update its condition assessment information to ensure it is accurate and available to inform decisions.</p>	<p>Agreed. The Canadian Forces Housing Agency has configured the condition assessment functionality within its recently upgraded Housing Agency Management Information System and has transferred the housing asset condition data from the old system. The transfer of the housing condition data collected since October 2014 will be completed by the end of November 2015. The Agency will complete system training and system roll-out to regional offices by 31 March 2016. The Agency will</p> <ul style="list-style-type: none"> <li>• strengthen its management oversight of the condition assessment business processes,</li> <li>• monitor the quality and timely entry of data through ongoing system</li> </ul>	<p>Completion of the design and implementation of a system solution. Supporting the condition assessment functionality within the CFHA Enterprise Resource Planning (ERP).</p>	Spring 2016	<p>(1) Planning, implementation and testing (Fall 2015).                      (2) System training and deployment (Winter 2016).                      (3) Monitoring process (Spring 2016).</p>	<p>Dominique Francoeur, Chief Executive Officer , Canadian Forces Housing Agency, 613-998-5904</p>

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		<p>reports, and</p> <ul style="list-style-type: none"> <li>conduct a full review of the housing condition assessment data annually prior to the end of the fiscal year to allow for sound decision making.</li> </ul>				
Para 5.69	<p>National Defence should ensure that it uses resources dedicated to military housing effectively. In particular, it should:</p> <ul style="list-style-type: none"> <li>clarify operating costs and track the costs it expects to be covered by rental revenues, and</li> <li>allocate capital funds in a timely manner so that it can plan their use adequately.</li> </ul>	<p>Agreed. National Defence will compile reconciliation at the end of every fiscal year that will report housing rental revenues received and expenditures incurred within National Defence related to and in support of military housing operations. This will be an ongoing requirement, with the reconciliation to be produced by the Assistant Deputy Minister (Infrastructure and Environment) no later than 30 days after the end of the previous fiscal year.</p> <p>Furthermore, National Defence will approve capital funding to</p>	<p>National Defence will compile reconciliation at the end of every fiscal year that will report housing rental revenues received and expenditures incurred within National Defence related to and in support of military housing operations. This will be an ongoing requirement, with the reconciliation to be produced by the Assistant Deputy Minister (Infrastructure and Environment). The reconciliation will be used to confirm that rental revenues have been used to offset Departmental operating costs related to military housing.</p> <p>National Defence will approve capital funding to the Canadian Forces Housing</p>	<p>No later than 30 days after the end of the previous fiscal year.</p> <p>Three-year notional allocations will be adjusted when National Defence</p>	<p>Nil.</p> <p>Completion of National Defence long-term accommodation plan.</p>	<p>Mr. Pat Osborne, ADM(IE), Acting ADM(IE) Comptroller 613-971-7665</p> <p>Capt(N) Cathy Corrigan, ADM(Fin)/CFO,</p>

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		<p>the Canadian Forces Housing Agency through resource allocation decisions made as a result of the departmental three-year integrated business planning cycle. Consequently, funding to the Agency will be allocated over a three-year planning period through the initial allocation letter signed by the Deputy Minister at the beginning of every year.</p>	<p>Agency, as a sub-element of ADM(IE), through resource allocation decisions made as a result of the departmental three-year integrated business planning cycle.</p> <p>Establish and approved long-term funding commitment.</p>	<p>completes long -term accommodation plan and identifies resource requirements.</p>	<p>(TBC)</p> <p>Once National Defence completes the Long - Term Accommodation Plan, it will establish and approve a long-term funding commitment based on projected revenues and Departmental appropriations.</p>	<p>Director Budget 613-992-4646</p>