



HARBOUR
AUTHORITIES
*our harbour,
our community*

Small Craft Harbours Advisory Committees Orientation Package

Information for New Members



Date modified: October 2018

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Introduction to Small Craft Harbours Advisory Committees

Welcome to the Small Craft Harbours (SCH) Advisory Committee. Your participation is greatly appreciated and we hope that it will be an interesting and rewarding experience.

This document was developed for new members of SCH Advisory Committees to provide them with general information about the SCH Program and to explain the roles and responsibilities of Advisory Committees to the SCH program.

THE SCH PROGRAM

The SCH Program was created in 1977 when the *Fishing and Recreational Harbours Act* was passed. The Act allows the Minister of Fisheries and Oceans to acquire, contribute to, maintain, operate and repair fishing and recreational harbour facilities across Canada.

In 1995, following a Government-wide Program Review exercise, the SCH mandate was narrowed to focus solely on core fishing harbours critical to Canada's commercial fishing industry and the SCH Program was directed to divest all recreational and non-core fishing harbours. These divestitures have been occurring on an ongoing basis since that time.

As of October 2018, there are 1008 harbour sites across Canada – 678 core fishing harbours, 330 non core fishing harbours.

Together, these harbours represent over 10,000 structures valued at approximately \$5.6 billion. Sites vary in size and services, most are small, located in small or isolated communities.

SCH is a decentralized program. The National Headquarters (NHQ) is located in Moncton, New Brunswick. While the headquarter office provides national policy and program coordination, five regional offices manage the program operations.

For more information on the SCH program and its regions, please visit <http://www.dfo-mpo.gc.ca/sch-ppb/home-accueil-eng.htm>



THE SCH NATIONAL MANAGEMENT COMMITTEE

The SCH National Management Committee (NMC), is chaired by the Director General, SCH, and the members consist of: SCH Regional Directors (Pacific; Central & Arctic; Quebec; Maritimes & Gulf; and Newfoundland & Labrador); the Director, «*Harbour Development, Policy and Planning* »; the Director, «*Engineering and Technical Services* » and the Director, «*Integrated Program Planning and Analysis* ». Through a strong functional relationship between NHQ and SCH regions, NMC ensures consistency in program operations and delivery, and ensures a national and coordinated approach to program management. The Committee meets via teleconference on a bi-weekly basis and in person as required.



SCH Vision

An essential, affordable, national network of safe and accessible harbours, in good working condition, that meets the principle and evolving needs of the commercial fishing industry, while supporting the broader interests of coastal communities and Canada's national interests.

These harbours will be fully operated, managed and maintained by viable, professional and self-sufficient Harbour Authorities representing the interests of users and communities.

THE HARBOUR AUTHORITY PROGRAM

The Harbour Authority (HA) program was implemented in 1988 to involve local users in decisions on management and maintenance of harbours, take local needs into consideration, and increase users' commitment and contribution to the upkeep of their harbours.

HAs are client-run, not-for-profit, volunteer organizations that manage and operate the harbours at arm's length from Fisheries and Oceans Canada (DFO).

As of October 2018, 655 of the 678 SCH core commercial fishing harbours are managed by HAs.

HAs are responsible for all day-to-day operations at their harbour including:

- overseeing harbour operations such as berthage and off-loading of catch
- providing services such as utilities, security, recycling, and vessel launching
- ensuring proper maintenance and clean-up of the harbour
- collecting fees
- managing the business of the HA via a Board of Directors

SCH, in collaboration with HAs, remains responsible for:

- funding and overseeing all major repairs, maintenance and dredging
- providing ongoing advice to Has, and
- ensuring that harbours which are leased at a nominal cost are used for the public good and facilities conform to health, safety and environmental regulations.

THE ADVISORY COMMITTEES

At the end of the 90s, the SCH Program created the Regional Harbour Authority Advisory Committees (RHAACs) as a means to assist SCH in the management of its Program, further support its decision-making process and enhance relationships with the HAs. Each SCH region has its own RHAAC.

A National Harbour Authority Advisory Committee (NHAAC) was established in 2001. This committee has the same general purpose as the RHAACs, but at the national scale.

PURPOSE OF THE ADVISORY COMMITTEES

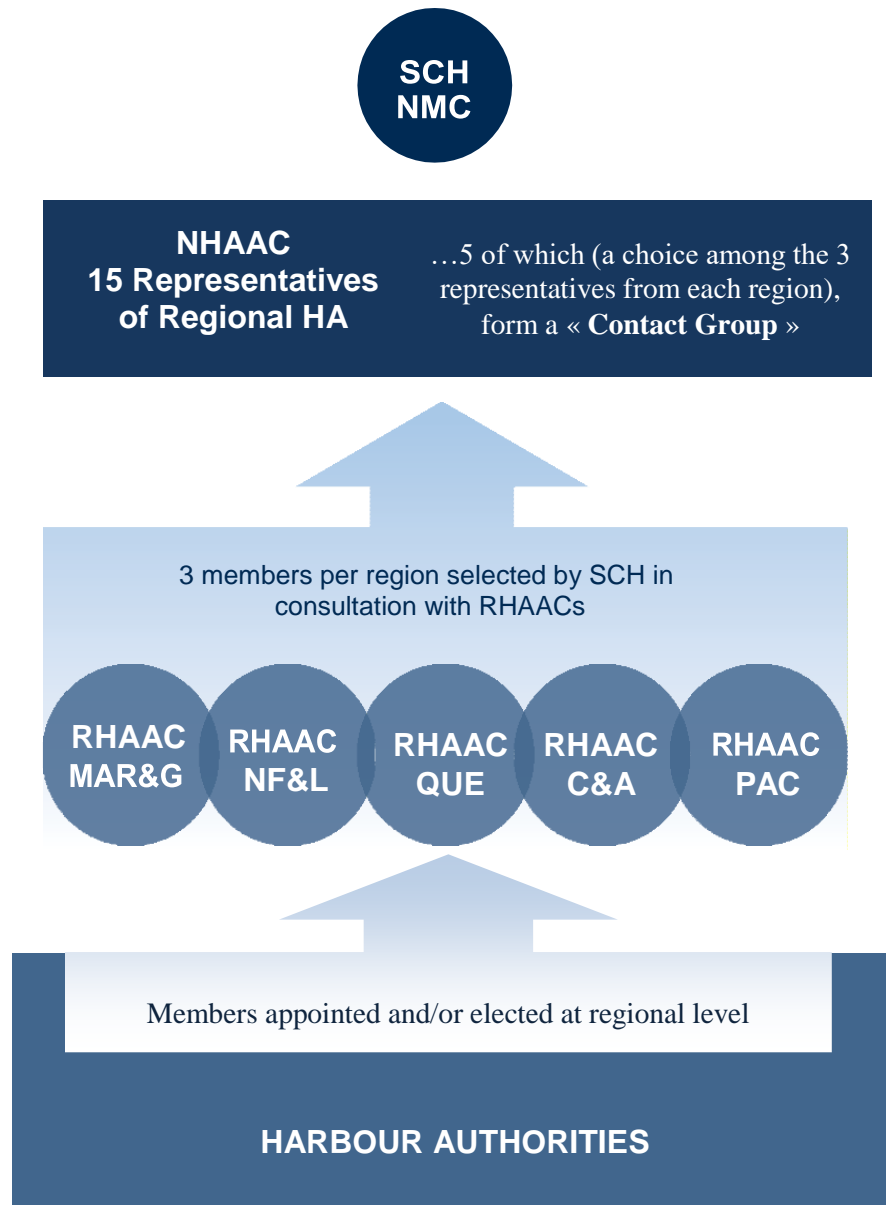
To provide advice to and share information with SCH on matters of national and regional interest regarding the HA Program and SCH Program overall in order to assist SCH in the development of policies and best practices. Members are expected to present their views based on their knowledge and own experience and not as representatives of their HAs.

As such, Harbour Authority Advisory Committees will:

1. Provide SCH with first-level contact with HAs on matters of national and regional interest.
2. Provide SCH with a forum for consultations as well as effective and timely communications.
3. Present and raise important issues for HAs, thus strengthening relations between national SCH and regional HA councils/organizations, and between regional SCH and HAs.

*Please refer to the *Terms of Reference* and *Code of Conduct* in the following pages for more details.

SCH Advisory Committee Process



LIST OF ACRONYMS

SCH: Small Craft Harbours

NMC: National Management Committee

RHAAC: Regional Harbour Authority Advisory Committee

NHAAC: National Harbour Authority Advisory Committee

HA: Harbour Authority

MAR&G: Maritimes and Gulf Regions

QUE: Quebec Region

C&A: Central and Arctic Region

NF&L: Newfoundland and Labrador Region

PAC: Pacific Region

Standard Terms of Reference for SCH Regional Advisory Committees

INTRODUCTION

Fisheries and Oceans Canada Consultation Framework states that:

«Fisheries and Oceans Canada (DFO) will undertake consultations in order to improve departmental decision-making processes, promote understanding of fisheries, oceans and marine transport issues, and strengthen relationships. »

As such, since the late 90s, Small Craft Harbours (SCH) established Regional Harbour Authority Advisory Committees (RHAAC) as a means to assist SCH in the management of its Program, further support its decision-making process and enhance relationships with Harbours Authorities (HAs) at the regional level. A National Harbour Authority Advisory Committee (NHAAC) was also formed in 2001.

The following describes the mandate and the terms of reference of the RHAAC.

PURPOSE OF REGIONAL COMMITTEES

To provide advice to and share information with SCH on matters of regional interest regarding the Harbour Authority (HA) Program and SCH Program overall in order to assist SCH in the development of regional policy and best operational practices.

As such, RHAAC will:

1. Provide SCH with first-level contact with HAs on matters of regional interest.
2. Provide SCH with a forum for consultations as well as effective and timely communications.
3. Raise important issues for HAs, thus strengthening relations between regional SCH and HAs.



STRUCTURE AND PARTICIPATION

The RHAAC will involve a balanced range of individuals that can make a meaningful contribution to the consultation process.

The number of members shall be established such that the Committee is reflective of the region and its specificities.

Membership of RHAAC should reflect each region's specificity and include individuals with diverse experience and expertise.

Each region will choose the selection methods for their RHAAC membership (election, appointment or combination thereof).

The members shall be appointed for a term of at least two years and may have overlapping terms to ensure continuity of the activities of the committee.

As determined by SCH, working groups made up of selected RHAAC members may be established to assist SCH in furthering specific initiatives. Joint SCH/RHAAC progress reports will be provided at the RHAAC meetings.

ROLES AND RESPONSIBILITIES

Small Craft Harbours

1. Provide a secretariat service including the:
 - a. Provision of logistical arrangements for RHAAC meetings.
 - b. Preparation of the agenda for the meetings with input from the RHAAC members.
 - c. Distribution of agenda and dissemination of other relevant information as early as possible before the meetings.
 - d. Production and distribution of minutes.
 - e. Follow-up on action items.
2. Approve and fund RHAAC meeting expenses (expenses for meeting rooms, translation services (as required) and the participants' travel and accommodation), in accordance with Treasury Board policies, rules and regulations.
3. Select, in consultation with RHAAC members, three RHAAC members and alternates to participate at NHAAC.
4. Communicate relevant information to the RHAAC on SCH issues.
5. Facilitate the communications between RHAAC members and individual HAs and between NHAAC members and RHAAC as required (e.g. by organizing regional conferences, area meetings or supporting existing forum).

RHAAC members

1. May co-chair RHAAC meetings (as required and/or determined by regional participants).
2. As required by SCH, advise SCH on matters of regional and area interest regarding the HA Program and SCH Program overall.
3. Inform SCH of HA-related issues with regional impact.

MEETINGS AND OPERATIONAL RULES

Generally, a meeting should take place prior to a scheduled NHAAC meeting either by teleconference or face-to-face.

SCH staff and other guests may attend the meetings with the prior authorization of the SCH Chair of the Committee.

CODE OF CONDUCT

Committee members shall adhere to the Code of Conduct attached as Appendix A.

EVALUATION AND MONITORING

SCH assess the effectiveness of advisory mechanisms on a periodic basis in consultation with RHAAC.

Terms of Reference for the National Harbour Authority Advisory Committee

INTRODUCTION

Fisheries and Oceans Canada Consultation Framework states that:

«Fisheries and Oceans Canada (DFO) will undertake consultations in order to improve departmental decision-making processes, promote understanding of fisheries, oceans and marine transport issues, and strengthen relationships. »

As such, in 2001, the Small Craft Harbours Program (SCH) established the National Harbour Authority Advisory Committee (NHAAC) as a means to assist SCH in the management of its Program, further support its decision-making process and enhance relationships with the Harbours Authorities (HAs). Regional Harbour Authority Advisory Committees (RHAAC) have also existed since the late 90s.

The following describes the mandate and the terms of reference of the NHAAC.

PURPOSE OF THE NATIONAL COMMITTEE

To provide advice to and share information with SCH on matters of national interest regarding the Harbour Authority (HA) Program and SCH Program overall in order to assist SCH in the development of national policy and best practices. Members are encouraged to express their views based on their personal knowledge and experience and not as representatives of their HA.

As such, NHAAC will:

- Provide SCH with first-level contact with HAs on matters of national interest.
- Provide SCH with a forum for consultations as well as effective and timely communications.
- Present issues of national scope discussed at RHAAC, thus strengthening relations between national SCH and regional HA councils/organizations.



STRUCTURE AND PARTICIPATION

The NHAAC will involve a balanced range of individuals that can make a meaningful contribution to the consultation process.

The NHAAC will be comprised of three RHAAC members from each region, for a national total of fifteen members. A Contact Group of five members, made up of one representative per region, shall be responsible for follow-up with SCH between NHAAC meetings. Each regional Contact Group member will be selected by the 3 regional members on NHAAC, on an annual basis.

RHAAC members participating at NHAAC meetings (including alternates, as required) will be selected through a region specific process (appointment or election). If the mode is elective, the results of the regional selections will have to be endorsed by SCH since the regional representatives sent to NHAAC must reflect the specificities of these regions and demonstrate diverse experiences and expertise.

NHAAC members will be selected for a renewable two-year period.

As determined by SCH, working groups made up of selected NHAAC members may be established to assist SCH in furthering specific initiatives.

ROLES AND RESPONSIBILITIES

Small Craft Harbours

1. Determine topics for discussion and set the agenda for the NHAAC meetings with input from the Contact Group members.
2. Provide secretariat service including the:
 - a. Provision of logistical arrangements for NHAAC meetings;
 - b. Distribution of agendas one month prior to each NHAAC meeting;
 - c. Distribution of other relevant information to the members as early as possible before the meetings;
 - d. Preparation of records of discussion of meetings including distribution to NHAAC members as soon as possible;
 - e. Follow-up on action items stemming from NHAAC meetings; and
 - f. Provision of an Orientation package to all new NHAAC members.
3. NHAAC meetings will be attended by SCH's National Management Committee members (i.e. national and regional directors).
4. Approve and fund NHAAC meeting expenses (meeting rooms, interpretation services, travel and accommodation), in accordance with Treasury Board policies, rules and regulations.
5. Communicate relevant information to the NHAAC on SCH issues.

NHAAC members

1. Advise SCH, on matters of national interest regarding the HA Program and SCH Program overall.
2. Inform SCH of HA issues and/or concerns of national interest.
3. Consult the RHAAC on matters of national interest (facilitated by SCH).
4. Communicate information received at NHAAC to the RHAAC (facilitated by SCH).
5. Communicate information received at RHAAC meetings to NHAAC members.
6. Provide input to SCH on potential agenda items for NHAAC meetings.

Contact Group members

1. Provide input, as required, into the development of the agenda of NHAAC meetings.
2. Contact point for follow-up with SCH between NHAAC meetings.
3. Keep other NHAAC members apprised of their discussions with SCH and consult them, as necessary.

MEETINGS AND OPERATIONAL RULES

There will be one meeting per year; the location of this meeting will alternate throughout the five regions.

A Pre-NHAAC meeting will be scheduled for the five NHAAC contact group members prior to the NHAAC meeting. Its duration will be determined on a case-by-case basis by the Chair in consultation with the Contact Group.

SCH staff and other guests may attend the meetings with prior authorization of the Chair of the Committee.

Interpretation services will be available during the NHAAC meetings.

CODE OF CONDUCT

Committee members shall adhere to the Code of Conduct attached as Appendix A.

EVALUATION AND MONITORING

SCH will evaluate the effectiveness of consultative processes on a periodic basis in consultation with the NHAAC

Code of Conduct

GENERAL PRINCIPLES

Individual and stakeholder's participation in consultations are accompanied by responsibilities. Parties that participate in consultation processes should do so in good faith and with the public interest in mind. Committee members also have a responsibility to engage in effective, balanced and respectful communication. All participants have a responsibility to actively participate and provide non-partisan advice so that the government gets the information it needs to make well-informed and balanced decisions, and so that consultation processes operate as efficiently as possible.

COMMUNICATIONS

In order to maximize the exchange of information among parties and minimize misunderstandings, Small Craft Harbours (SCH) and Advisory Committee members should:

- speak clearly, listen carefully and ask for clarification if a point is not understood;
- share information related to the issues at hand; and
- clearly explain what is important to them, what their interests are and why.

The Committee Chair shall ensure that all Committee members have the opportunity to speak and all perspectives and interests are heard, by:

- seeking the active participation of all members; and
- providing opportunities for all members to be heard.

CONFIDENTIALITY

SCH and Advisory Committee Members shall engage in appropriate communications activities by:

- respecting the confidentiality of individual views expressed during meetings;
- not divulging information identified as privileged or time sensitive obtained from the work of the Committee until the information has been released for public distribution.

MUTUAL RESPECT

SCH and Advisory Committee members shall maintain a respectful atmosphere, by:

- respecting each other's' values and interests;
- separating issues from people;
- avoiding accusatory or critical language, rude behavior, and stereotyping;
- listening to what others have to say without interrupting;
- beginning meetings on time;
- seeking a better understanding of other perspectives with an open mind; and
- allowing members the freedom to be creative, brainstorm, and test ideas without prejudice to future discussions.

CONFLICT OF INTEREST

Conflict of interest is defined as any situation in which a member is in a real or perceived position to take advantage of privileged information for their personal benefit. As such:

- members should avoid situations in which their participation in RHAAC results in real or perceived conflict of interest (i.e. personal benefit);
- members should declare any potential conflict of interest to the Chair for awareness and consideration.

TRANSPARENCY AND LEGITIMACY

SCH and Advisory Committee members shall:

- avoid participation in activities that might undermine the consultation process;
- not use the consultative bodies as lobbying* mechanisms.

*lobbying - An organized attempt by a group of people or an individual seeking to influence legislators or members of public office on a particular issue (Oxford Dictionary)

Note: This Code of Conduct is adapted from the *Code of Conduct* included in DFO's Consultation Toolbox (DFO / 2004-66 / March 2004).

Selection of Advisory Committee Members

There are two selection processes that can be used: appointment, or election. Irrespective of the selection process that is chosen, the membership should be composed of individuals that are interested in the SCH program and who are prepared to offer advice on HA-related matters. In order to ensure a full range of opinions, selection of members could include representatives of small, medium and large harbours, of a representative mix of fish harvesters, harbour managers and of other industry representatives with diverse experience and expertise.

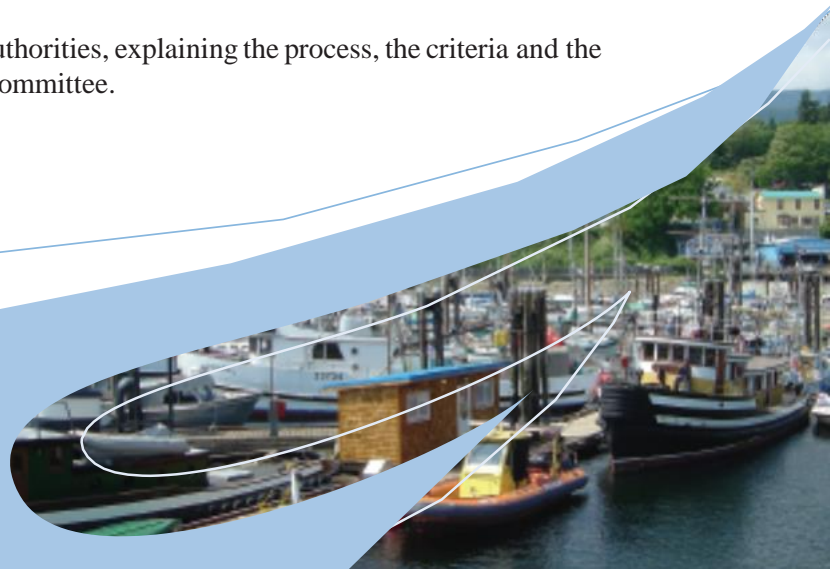
APPOINTMENT OF MEMBERS

- The members shall be appointed on the basis of established criteria, after having expressed their interest through a nomination process. Their appointment shall be based on their potential to make a meaningful contribution to the consultation process (knowledge of the subjects addressed, the level of impact on their activities, their ability to work in a consensus environment, their willingness to adopt and comply with a code of conduct, etc).
- The members shall be appointed for a term of at least two years and may have overlapping terms to ensure continuity of the activities of the committee.
- The members may be reappointed for subsequent terms without going through the formal process after the initial appointment. Appointments may be revoked at any time.

ELECTION OF MEMBERS

- The members shall be elected from a variety of groups to ensure diversity (i.e. location, harbour size, competency, interests, etc.). The most appropriate election process will be determined by the region (vote in person, ballots sent by mail, show of hands, etc.).
- The members shall be elected for a term of at least two years and may have overlapping terms to ensure continuity of the activities of the committee.
- The members, who demonstrate interest, may be re-elected for subsequent terms. Appointments may be revoked at any time.

In all cases, call letters must be sent to all Harbour Authorities, explaining the process, the criteria and the requirements to be used to ensure a representative committee.



Travel and Hospitality Directives

Advisory Committee members are required to travel from time to time to attend meetings and associated activities (eg: harbour tour, special event, etc.). Reasonable expenses are covered by Small Craft Harbours (SCH), Fisheries and Oceans Canada (DFO) upon submission of travel claims as per Treasury Board directives.

- Plane ticket
- Taxi
- Gas
- Hotel
- Breakfast
- Lunch
- Dinner

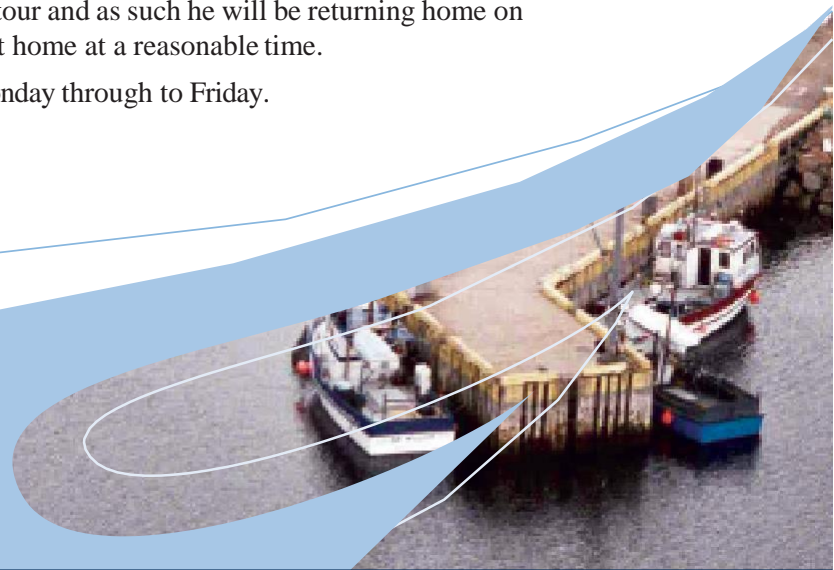
WHAT IS COVERED

Example

This is a fictional scenario to demonstrate the expenses that would be covered for someone attending a National Harbour Authority Advisory Committee (NHAAC) meeting. The expenses would somewhat vary for someone attending a Regional Harbour Authority Advisory Committee (RHAAC) meeting, however the nature of the costs and reimbursements would remain the same.

The rates in the example are based on the Treasury Board Travel Directive published in October 1, 2018.

- Henry is a member of a Harbour Authority in Newfoundland & Labrador.
- He is on the Newfoundland & Labrador Regional Harbour Authority Advisory Committee and has been asked by the SCH regional director to attend the upcoming NHAAC meeting.
- The meeting will take place in Victoria, British Columbia, beginning Tuesday, November 12 at 9:00 am until Wednesday November 13 at 3pm.
- Coffee breaks will be provided for the two days of meetings.
- The Pacific region has organized a harbour tour, which will take place on Thursday November 14 from 9am until 3pm. They have also arranged a lunch at a local harbour.
- Henry's flight has been booked by the Newfoundland & Labrador region and he has received his prepaid ticket. The hotel has been booked for his arrival on Monday evening, November 11.
- Henry has decided to participate in the harbour tour and as such he will be returning home on Friday November 15. This will allow him to get home at a reasonable time.
- His hotel room, meals will be covered from Monday through to Friday.



ITINERARY

It will take Henry approximately 15 minutes to travel by car from home to the airport and he needs to arrive 1 hour prior to the departure of his flight. Therefore Henry will leave his home at approximately 11am.

TRIP FROM ST-JOHN'S TO VICTORIA

Departure from St-John's airport – Monday, Nov 11, 12:24pm

Arrival in Victoria, B.C. – Monday, Nov 11, 18:43pm

Upon arrival in Victoria he will have a \$26.00 taxi ride to the designated hotel; he will keep the receipt to be submitted with his travel claim. A taxi is the most cost efficient solution, which is in line with the travel directive.

TRIP FROM VICTORIA TO ST-JOHN'S

Departure from Victoria, B.C. – Friday, November 15, 6:00am

Arrival in St. John's – Friday, November 15, 7:40pm.

Henry will take another taxi to the airport, however someone else is leaving at the same time and they have agreed to pay the taxi and claim the receipt.

When Henry arrives in St. John's he will pay for the parking and drive from the airport to his house.

EXPENSES*

Here is what Henry will be entitled to claim (based on the Travel Directive rates for Kilometric Rates, October 2018 and for Allowances Rates, October 2018).

Monday, November 11	
Drive to St. John's Airport, approx. 12km	(12 x 0.575 = \$6.90)
Taxi Victoria airport to hotel	\$26.00
Lunch (\$19.85), dinner (\$50.00)	\$69.85
Hotel	\$138.00
Tuesday, November 12	
Breakfast (\$20.25), lunch (\$19.85), dinner (\$50.00)	\$90.10
Hotel	\$138.00
Wednesday, November 13	
Breakfast (\$20.25), lunch (\$19.85), dinner (\$50.00)	\$90.10
Hotel	\$138.00
Thursday, November 14	
Breakfast (\$20.25), lunch (\$19.85), dinner (\$50.00)	\$90.10
Hotel	\$138.00
Friday, November 15	
Breakfast (\$20.25), lunch (\$19.85), dinner (\$50.00)	\$90.10
Parking at the St. John's airport for 5 days @ \$10.00 / day	\$50
Drive from St. John's Airport to Home, 12 km	(12 x 0.575 = \$6.90)
Total	\$ 1,072.05

*Please contact your region prior to booking for the meeting to receive approval.

In some cases, where travelers are in more remote location, extra expenses might be covered by the discretion of regional and National headquarters of SCH. Please note that for accommodation for Canadian city rate limits, these vary by region.

DETAILS ON THE TREASURY BOARD TRAVEL DIRECTIVE AND HOW IT APPLIES TO COMMITTEE MEMBERS

Committee members are on government travel status while attending meetings of the NHAAC and RHAAC. All travel and expenses are subject to Treasury Board Travel Directive (<http://www.njc-cnm.gc.ca/directive/d10/en>). The provisions contained in this directive provide for the reimbursement of reasonable expenses necessarily incurred while travelling on government business. The directive rates changes twice a year therefore confirm with regional SCH offices prior to submitting claim. Government travel shall be authorized in advance in writing to ensure that all travel arrangements are in compliance with the provisions of this directive. Each region has their own authorization format. Some may provide a Letter of Invitation while others may provide an agenda with list of approved rates. The travel arrangements and payments will be facilitated by the regional SCH offices.

The duration of the NHAAC and RHAAC meetings can range from one to three days. When a NHAAC meeting is held in a region, it is customary that the hosting region will organize a half to full day harbour tour, usually after the meeting. The following are the specific details pertaining to transportation, accommodations, and meals.

TRANSPORTATION

The selection of the mode of transportation is based on cost, duration, convenience, safety and practicality. Cost of transportation is based on the permanent home address to the location of the event. Enough time will be allocated to arrive to the destination and to return home at an acceptable hour.

When commercial transport is authorized and used, the necessary ticket are paid in advance (e.g. air tickets) when possible. Coordination and delivery are provided by the regional offices.

It may be required to use taxis, shuttles and local transportation services from time to time. For example: from the airport to the designated hotel. Actual expenses are reimbursed, based on **receipts**.

The rates payable per kilometer for the use of privately owned vehicles driven on authorized government business travel are shown in *Appendix B* of the *Travel Directive*. Due to the fact that the applicable rates are revised biannually they are not listed in this document.

ACCOMMODATIONS

When DFO is organizing meetings and selecting accommodations, the decision is based on the following factors: safe environment, cost, conveniently located and comfortably equipped.

All participants will be provided with a single standard room. Any other extra room costs are the responsibility of the individual.

MEALS AND INCIDENTALS

The meetings are generally held during work hours and coffee breaks are provided.

Participants are given the applicable meal allowance for each breakfast, lunch and dinner while on travel status.

Meal allowances are to be reimbursed in accordance with the rates specified in *Appendix C* of the *Travel Directive*.

DECLARATION

The participant must approve and attest a travel claim for the expenses incurred while on travel status. Please refer to the above for the expenses that require receipts. This is to be coordinated with the regional offices.

Appendix B – Kilometric rates

<https://www.njc-cnm.gc.ca/directive/d10/v238/s658/en>

Appendix C – Allowances Modules 1, 2 & 3 (Meals & Incidentals)

<https://www.njc-cnm.gc.ca/directive/d10/v238/s659/en>

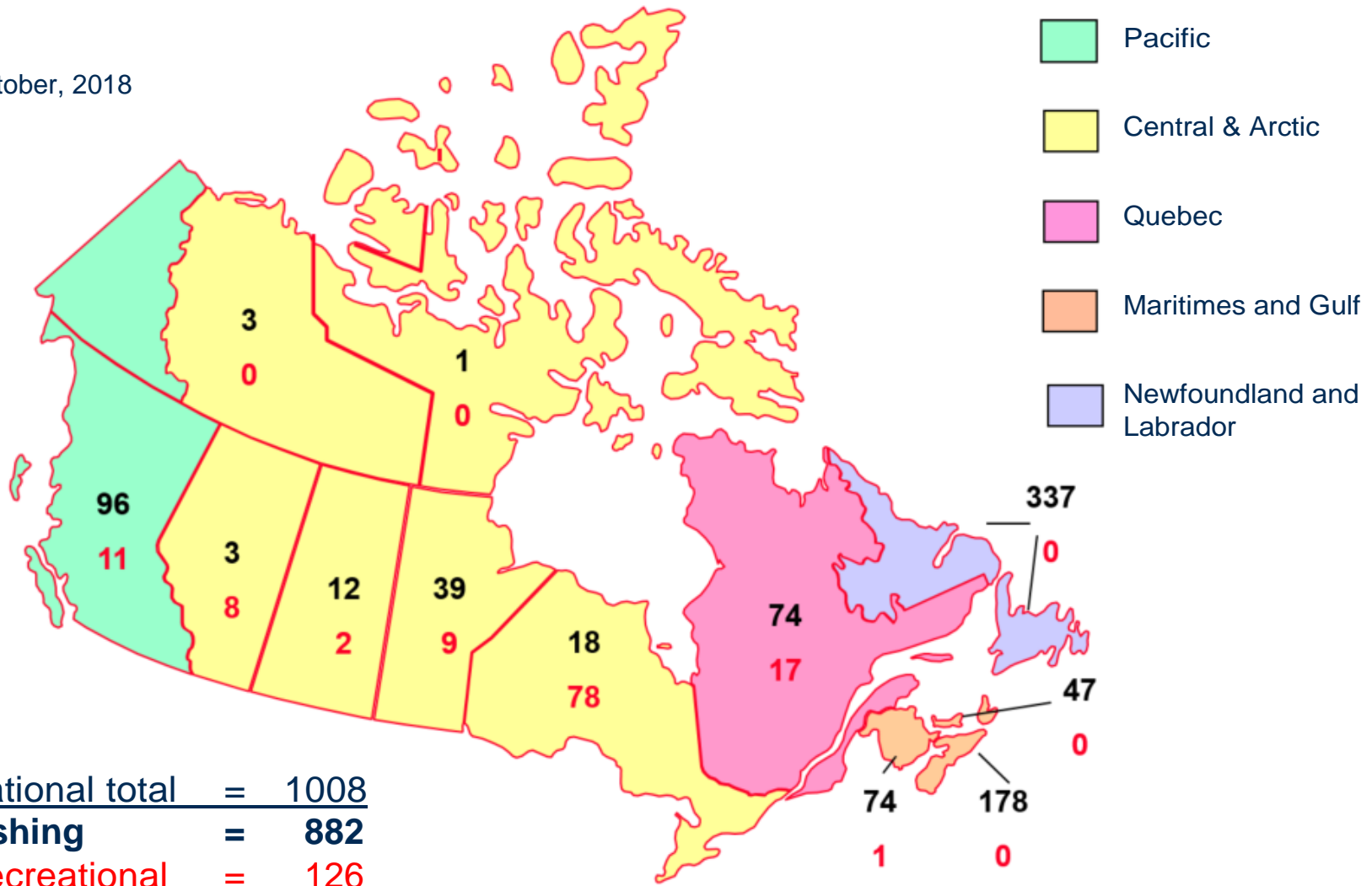


Small Craft Harbours

National Distribution

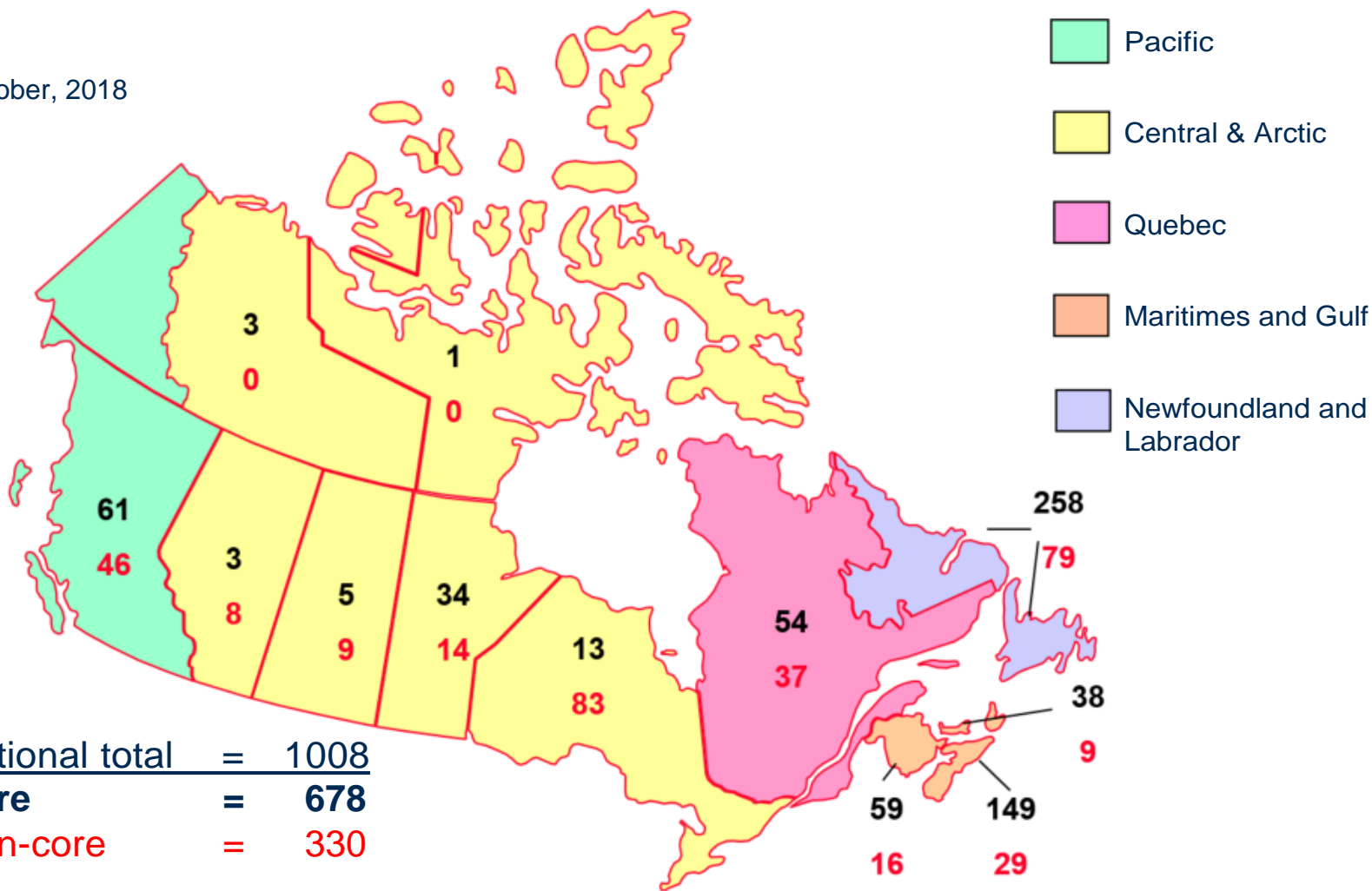
FISHING/RECREATIONAL

October, 2018



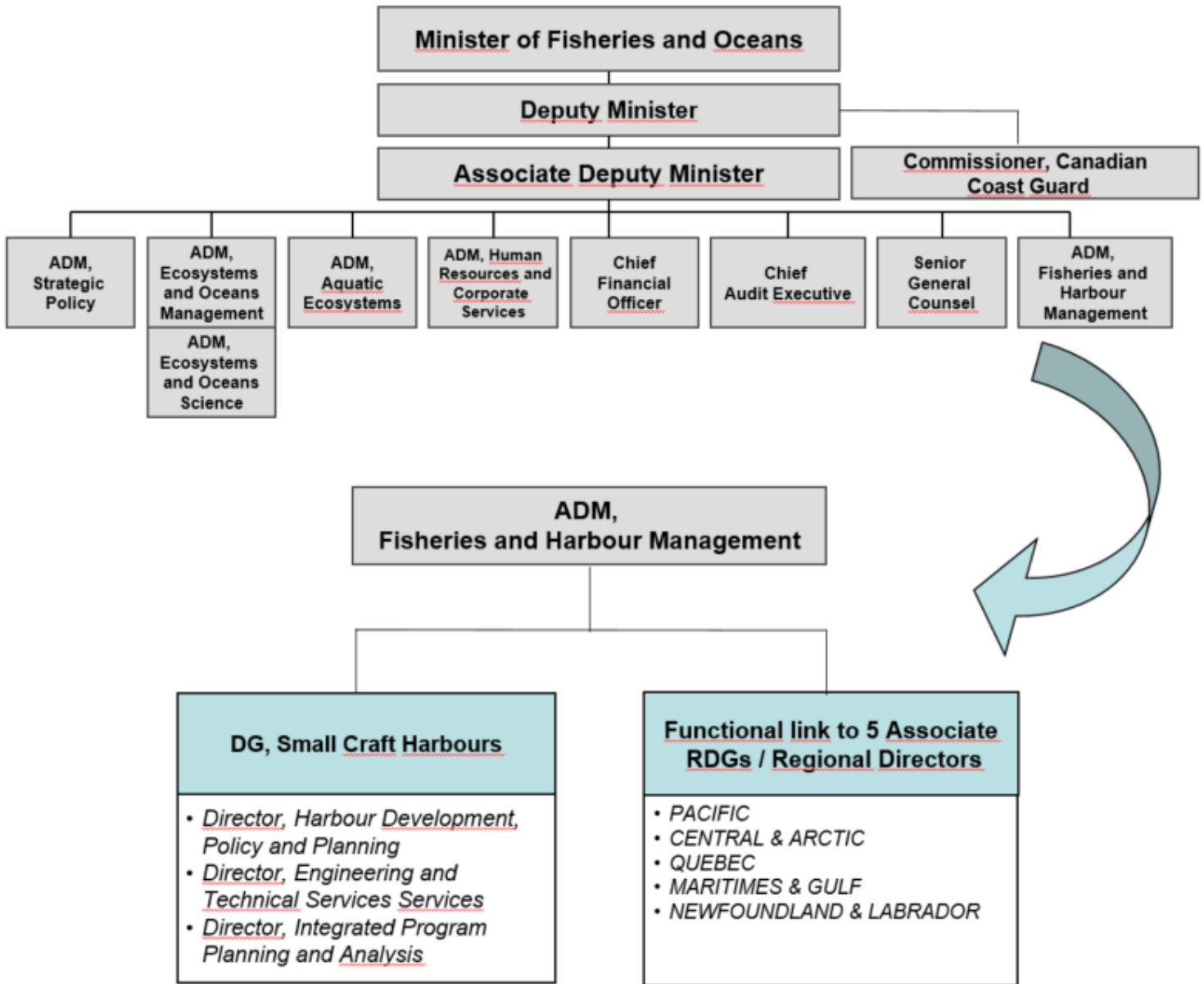
National total	=	1008
Fishing	=	882
Recreational	=	126

October, 2018



<u>National total</u>	=	1008
Core	=	678
Non-core	=	330

Fisheries and Oceans Organizational Structure



Acronyms

ADM	Assistant Deputy Minister
C&A	Central and Arctic Region
DFO	Department of Fisheries and Oceans
DG	Director General
HA	Harbour Authority
M&G	Maritimes and Gulf Regions
NF&L	Newfoundland and Labrador Region
NHAAC	National Harbour Authority Advisory Committee
NMC	National Management Committee
PAC	Pacific Region
QUE	Quebec Region
RDG	Regional Director General
RHAAC	Regional Harbour Authority Advisory Committee
SCH	Small Craft Harbour

Small Craft Harbours Regional Offices

Pacific

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Tel.: (604) 666-2231

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Maritimes & Gulf

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Tel.: (506)-851-6580

Fax: (506) 851-7732

Central & Arctic

501 University Crescent Winnipeg, MB R3T 2N6

Tel.: (204) 983-5721

Fax: (204) 983-7166

Newfoundland & Labrador

4th Floor, 10 Barter's Hill P.O. Box 5667 St. John's, NL A1C 5X1

Tel.: (709) 772-4486

Fax: (709) 772-4610

Quebec

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