

Gander International Airport Authority: Greenhouse Gas Report

Fiscal Year 2007



strategic
transportation
& tourism
solutions



Prepared for
Gander International
Airport Authority

Prepared by
InterVISTAS Consulting Inc.

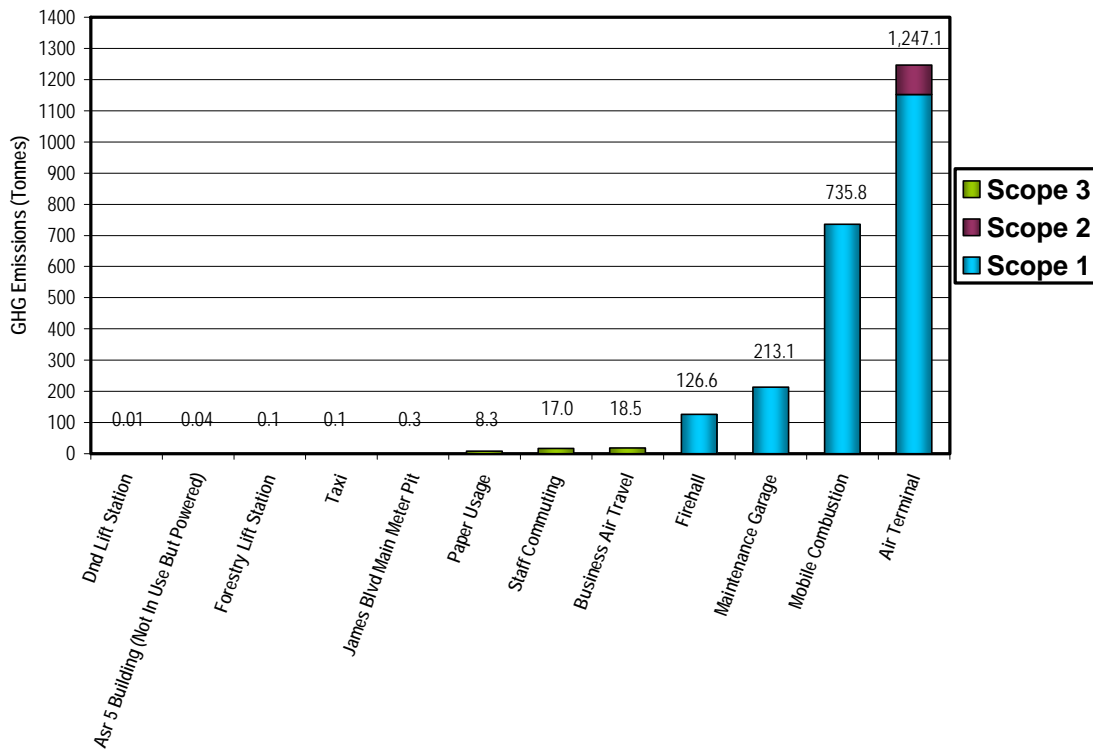
April 2008

Executive Summary

This Greenhouse Gas Report has been conducted on behalf of Gander International Airport Authority Inc. (GIAA) for fiscal year 2007, which is January 1, 2007 to December 31, 2007. The report follows the accounting and reporting guidelines of *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition* published by World Resources Institute and the World Business Council for Sustainable Development. This Protocol is the international accounting tool most widely used by government and business leaders to understand, quantify and manage greenhouse gas emissions. A copy of these documents can be downloaded from the GHG Protocol website, www.ghgprotocol.org.

GIAA's organizational structure consists of one stand-alone company, with no parent or subsidiaries. In fiscal year 2007, GIAA's total greenhouse gas emissions were 2,366.9 metric tonnes of carbon dioxide equivalent. Direct emissions from stationary and mobile combustion sources (Scope 1) contributed 2,226.8 metric tonnes; indirect emissions from consumption of purchased electricity (Scope 2) generated 96.2 metric tonnes; and other indirect emissions (Scope 3) accounted for 44.0 metric tonnes of carbon dioxide equivalent. A detailed breakdown of greenhouse gas emissions by source is shown in Figure 1.

Figure 1: Greenhouse gas emissions by source, fiscal year 2007



Note: Figures may not add due to rounding.

Darren Dalton, Vice President, has volunteered to act as the internal GHG champion. Mr. Dalton will see to it that the GHG inventory process and tracking system co-developed between GIAA and its consultants is implemented and maintained on an ongoing basis. The GHG Inventory Quality Management System (QMS) will ensure that inventory methods are the best possible, data is of the highest quality, and that the process and system developed by the company are fully implemented.

This report is available online on GIAA's website, www.ganderairport.com. For more information about GIAA's greenhouse gas reduction commitment, please contact Darren Dalton, Vice President at (709) 256-6664 or daltond@gjaa.nf.ca.

Table of Contents

Executive Summary	2
1.0 Introduction	6
2.0 Accounting and Reporting Procedures	7
2.1 Organizational and Operational Boundaries.....	7
2.2 Inventory Exclusions	8
2.3 Base year	9
2.4 Emissions adjustments.....	9
2.5 Inventory quality	9
3.0 Greenhouse Gas Emissions for Fiscal Year 2007	10
3.1 Scope 1	11
3.1.1 Stationary Combustion Sources	11
3.1.2 Mobile Combustion Sources.....	13
3.2 Scope 2	14
3.3 Scope 3	14
3.3.1 Business Travel.....	14
3.3.2 Employee Commuting	15
3.3.3 Paper Usage.....	15
4.0 Management Actions to Reduce Emissions	16
4.1 GHG Inventory Quality Management System	16
4.2 GHG Reductions Plan	17
5.0 Greenhouse Gas Target Setting	19
6.0 Fiscal Year 2008 Purchases of Carbon Credits.....	19
Appendix 1: Greenhouse Gas Emissions by Scope	20

List of Tables

Table 1: Consolidated greenhouse gas emissions, fiscal year 2007	10
Table 2: Emissions from natural gas consumption in buildings, fiscal year 2007	11
Table 3: Emissions from mobile combustion sources, fiscal year 2007	13
Table 4: Emissions from electricity consumption, fiscal year 2007.....	14
Table 5: Emissions from air travel, fiscal year 2007	14
Table 6: Emissions from employee commuting, fiscal year 2007	15
Table 7: Emissions from paper usage, fiscal year 2007	15
Table 8: Strategies to reduce heating, ventilation and air conditioning utility consumption	17
Table 9: Miscellaneous strategies	18

List of Figures

Figure 1: Greenhouse gas emissions by source, fiscal year 2007	2
Figure 2: Building map	12
Figure 3: Scope 1 greenhouse gas emissions	21
Figure 4: Scope 2 greenhouse gas emissions	22
Figure 5: Scope 3 greenhouse gas emissions	23

1.0 Introduction

This Greenhouse Gas Report has been conducted on behalf of Gander International Airport Authority Inc. (GIAA) by InterVISTAS Consulting Inc. The report presents information collected from a detailed accounting of GIAA's corporate emissions in fiscal year 2007, which is January 1, 2007 to December 31, 2007.

2007 is the first year a greenhouse gas report has been prepared for GIAA. GIAA intends to publish annual greenhouse gas reports in order to track its performance over time.

This report is organized as follows:

- Section 2 describes the accounting and reporting procedures used;
- Section 3 presents the greenhouse gas emission inventory for fiscal year 2007;
- Section 4 summarizes greenhouse gas management actions for reducing emissions;
- Section 5 outlines targets for future emissions reductions; and
- Section 6 discusses carbon credit purchases for fiscal year 2008.

2.0 Accounting and Reporting Procedures

The report follows the accounting and reporting guidelines of *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition* published by World Resources Institute and the World Business Council for Sustainable Development. A copy of these documents can be downloaded from the GHG Protocol website, www.ghgprotocol.org.

2.1 Organizational and Operational Boundaries

Organizational boundary: This defines the companies, business units and operations that constitute an organization for the purposes of the greenhouse gas report and the criteria for how the emissions will be reported. For corporate reporting, two distinct methods are available for consolidating GHG emissions: the *equity share*¹ approach and the *control*² approach (financial or operational). For the purposes of reporting this inventory, GIAA applies the GHG Protocol's organizational boundary based on the *operational control* approach.

Gander International Airport Authority Inc.'s organizational structure consists of one stand-alone company, with no parent or subsidiaries. Under this structure, there is no difference between the equity and control approach. GIAA has full ownership, financial control, and operational control of its organization.

Operational boundary: This identifies and categorizes emissions sources associated with an organization as defined in the organizational boundary. GIAA's inventory includes emissions categorized into the following "scopes" as defined by the GHG Protocol:

- **Scope 1** (direct emissions from sources that are controlled by GIAA)

GIAA has Scope 1 emissions from furnace oil heating of the buildings, fuel burned in its vehicle fleet and fire training.

- **Scope 2** (indirect emissions from GIAA's use of purchased electricity)

GIAA has Scope 2 emissions from the use of electricity onsite in its buildings and in lighting its airfield and aprons.

- **Scope 3** (all other indirect emissions)

GIAA has Scope 3 emissions from business air travel, taxis, employee commuting and paper usage.

¹ Under the equity share approach, a company accounts for GHG emissions from operations according to its share of equity in the operation.

² Under the control approach, a company accounts for one hundred percent of the emissions from operations which it controls. Control can be defined as *financial* (i.e. the company has financial control over the operation with the view of receiving economic gain) or *operational* (i.e. the company has the full authority to introduce and implement its operating policies at the operation).

2.2 Inventory Exclusions

As this is the first year that GIAA has quantified its greenhouse gas emissions, it has chosen to focus on quantifying emissions that result from its own administration and operations. In future years, GIAA plans to measure all airport-related emissions, regardless of boundary or responsibility. For the time being, the following categories have been excluded from the Fiscal 2007 GHG Report.

Scope 3 Indirect Emissions Within GHG Protocol Boundary:

- **Garbage** – The consultants were unable to obtain reliable data on the weight or volume of garbage picked up from GIAA, the types of vehicles used, or the routes that the vehicles take to the landfill. Therefore, emissions from hauling garbage have been excluded from the inventory until the haulers are able to quantify and report their emissions.
- **Couriers** – GIAA does not currently have access to reliable data on the types of vehicles or the routes used to deliver packages. Therefore, the emissions from couriers have been excluded from the inventory until the couriers are able to quantify and report their emissions.

Scope 3 Emissions Outside of GHG Protocol Boundary:

- **Passenger Commuting** – An estimate was produced for the greenhouse gas emissions associated with passenger commuting between the community of Gander and the airport. In 2007, a total of 72,630 enplaning and deplaning passengers travelled to and from the airport. Based on an average one-way commuting distance of 5 kilometres, and assuming 73% of passengers use private vehicles or rental cars and 27% use taxis or carpool³, the GHG impact from passenger commuting is estimated to be 63.9 metric tonnes of carbon dioxide equivalent.
- **Ground Support Equipment Gasoline** – Ground support fuel is sold by GIAA to each of its ground support service providers. Based on fuel sales data, an estimated 112,778 litres of gasoline was sold during fiscal year 2007, representing 266.2 metric tonnes of carbon dioxide equivalent. This estimate is for gasoline only, and does not include emissions from diesel, jet fuel, furnace oil or propane. In the future, GIAA plans to utilize the Emissions and Dispersion Modeling System (EDMS)⁴ to estimate emissions from ground support equipment and auxiliary power units.

³ Based on findings from the 2007 Customer Satisfaction Survey conducted at the airport.

⁴ The Emissions and Dispersion Modeling System (EDMS) is an emissions calculation tool and dispersion model developed by the U.S. Federal Aviation Administration (FAA) for the assessment of air quality at airports. EDMS calculates emissions from aircraft at the airport (during startup, taxi out, takeoff, climb out, approach, and taxi in) and from ground support equipment and auxiliary power units while on the airport apron.

- **Airport Aircraft** – GIAA plans to utilize the EDMS in future years to estimate emissions from aircraft at the airport (including start-up, taxi out, takeoff, climb out, approach, and taxi in).

2.3 Base year

A base year is a reference year against which emissions performance can be measured over time. GIAA has selected 2007 as its base year.

2.4 Emissions adjustments

As GIAA's knowledge and experience in inventory development grows, it may develop improved calculation methodologies and tools. When this happens, previous years' reported emissions will be adjusted according to the new methodology. Adjustments will also be made when new emissions factors are published that more closely reflect actual emissions than those available at the time of the original calculations. These adjustments allow the emissions accounting to be as accurate and consistent from year to year as possible. However, in the case where adjustments are relatively insignificant or do not reflect a change in calculation methodology, recalculations will not be performed for previous years' emissions.

2.5 Inventory quality

To ensure inventory quality, a GIAA staff person external to the Inventory Quality Team will review all calculation spreadsheets for accuracy. GIAA may choose to subject this inventory to a verification (audit) by a qualified third party.

3.0 Greenhouse Gas Emissions for Fiscal Year 2007

In fiscal year 2007, GIAA's total greenhouse gas emissions were 2,366.9 metric tonnes of carbon dioxide equivalent.⁵ Direct emissions from stationary and mobile combustion sources (Scope 1) contributed 2,226.8 metric tonnes; indirect emissions from consumption of purchased electricity (Scope 2) generated 96.2 metric tonnes; and other indirect emissions (Scope 3) accounted for 44.0 metric tonnes of carbon dioxide equivalent. Further details on each scope are provided in the subsequent sections.

Table 1: Consolidated greenhouse gas emissions, fiscal year 2007

		Emissions (tonnes CO ₂ e)
Scope 1 (Direct)	Stationary	1,491.0
	Mobile	735.8
Scope 2 (Indirect - Consumption of Purchased Electricity)		96.2
Scope 3 (Other Indirect emissions)	Business Air Travel	18.5
	Taxi Travel	0.1
	Staff Commuting	17.0
	Paper Usage	8.3
TOTAL		2,366.9

Note: Figures may not add due to rounding.

⁵ GHG emissions are reported in terms of carbon dioxide equivalent (CO₂e). The metric CO₂e is used to calculate the impact of various gases involved in global warming using a single unit of measurement.

3.1 Scope 1

In fiscal year 2007, direct emissions from stationary and mobile combustion sources (Scope 1) generated a total of 2,226.8 metric tonnes of carbon dioxide equivalent. More details are provided in the following sections.

3.1.1 Stationary Combustion Sources

Building Furnace Oil: GIAA occupies six buildings, including the main terminal, maintenance garage, fire hall, fire training facility, storage building and lift stations. There are four other buildings and a bomb shelter, which are all leased. There is also an abandoned sewage treatment plant. Under the operational control approach of the GHG Protocol, the buildings leased to tenants are not included within its GHG boundary.

Table 2: Emissions from natural gas consumption in buildings, fiscal year 2007

	Emissions Source	Activity Data (litres)	Emissions Factor	Emissions (tonnes CO ₂ e)
Gander International	#2 Fuel Oil	526,860.4	2,830 g CO ₂ e/litre	1,491.0
TOTAL		526,860.4		1,491.0

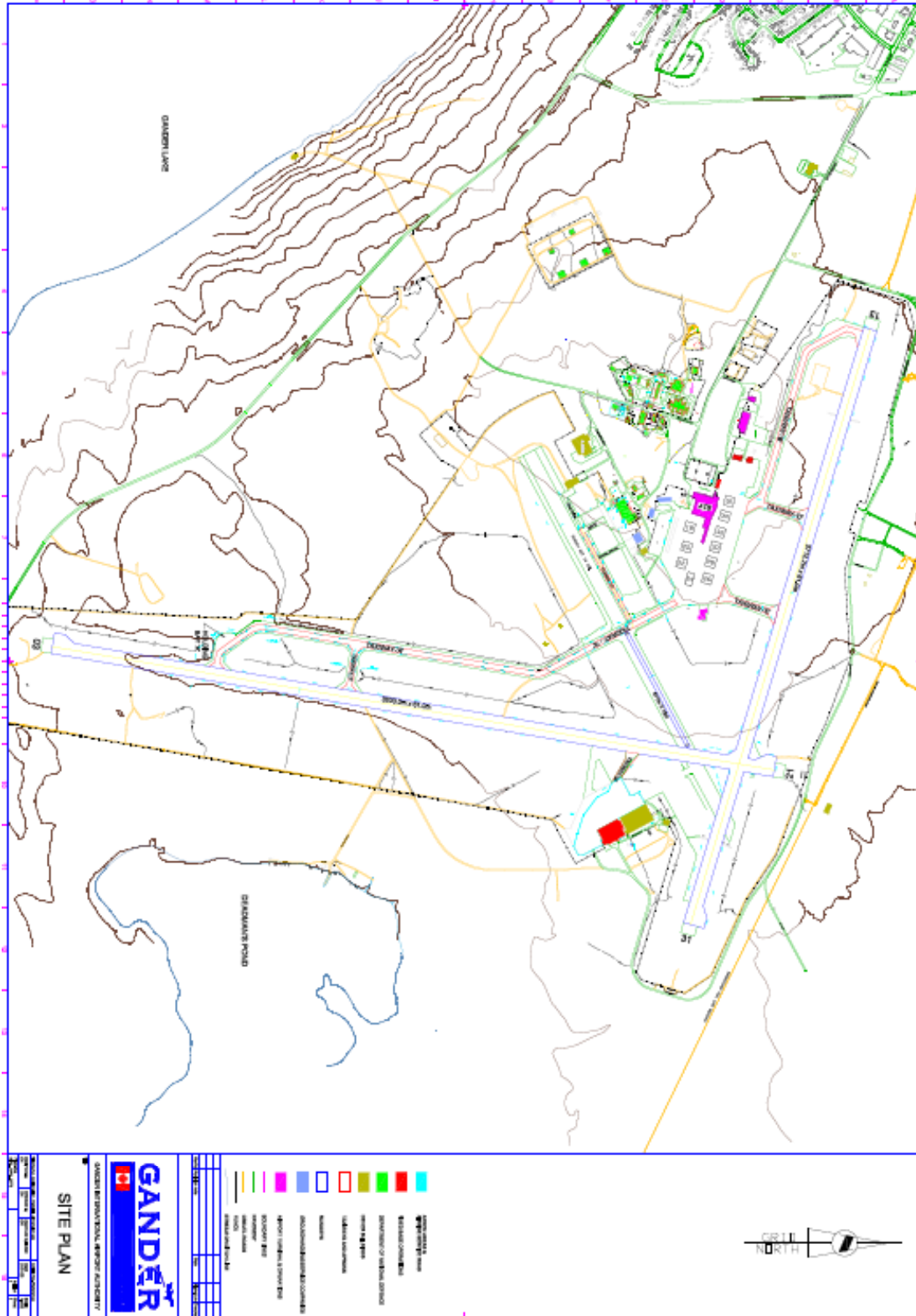
Emissions factor source: Environment Canada

http://www.ec.gc.ca/pdb/ghg/inventory_report/2004_report/ann13_e.cfm#sa13_1_2

Environment Canada Table A13-2 Emissions Factors for refined petroleum products.

Note: Figures may not add due to rounding.

Figure 2: Building map



3.1.2 Mobile Combustion Sources

Vehicle Fleet: GIAA maintains a fleet of 46 vehicles and heavy equipment. The vehicle fleet includes emergency response vehicles, pickup trucks, dump trucks, tractors, snow blowers, front-end loaders, tractors, sweepers, mowers and brush cutters. Based on fuel supplier summaries, the fuel and oil consumed by this fleet generated 735.8 metric tonnes of carbon dioxide equivalent in 2007. Fuel purchased from the fuel supplier and sold to ground support service companies generated an additional 266.2 metric tonnes of carbon dioxide equivalent. However, emissions associated with ground support do not form part of the GHG boundary at this time.

Table 3: Emissions from mobile combustion sources, fiscal year 2007

Fuel Supplier / Category	Emissions Source	Activity Data (litres)	Emission Factor	Emissions (tonnes CO ₂ e)
Imperial Oil / Maintenance Garage - Gas	Gasoline	54,825.6	2,360 gCO ₂ e/L	129.4
Imperial Oil / Maintenance Garage – Diesel	Diesel	133,153.9	2,730 gCO ₂ e/L	363.5
Imperial Oil / Fire Training – Gas	Gasoline	14,975.0	2,360 gCO ₂ e/L	35.3
North Atlantic / Highway Vehicles – Diesel	Diesel	61,508.4	2,730 gCO ₂ e/L	167.9
North Atlantic / Maintenance Garage – Diesel	Diesel	38,214.1	2,730 gCO ₂ e/L	104.3
Melvin Parsons Ltd. / Fire Training – Gas	Gasoline	46,110.7	2,360 gCO ₂ e/L	108.8
Melvin Parsons Ltd. / Maintenance Garage – Gas	Gasoline	39,240.5	2,360 gCO ₂ e/L	92.6
Less: Fuels sold to Ground Support Co's	Gasoline	(112,778.3)	2,360 gCO ₂ e/L	(266.2)
TOTAL	Gasoline	42,373.5		735.8
	Diesel	232,876.4		

Emissions factor sources: Environment Canada

http://www.ec.gc.ca/pdb/ghg/inventory_report/2005_report/a12_eng.cfm#a12_1_4.

Note: Figures may not add due to rounding.

3.2 Scope 2

In fiscal year 2007, indirect emissions from consumption of purchased electricity in the six buildings occupied by GIAA generated 96.2 metric tonnes of carbon dioxide equivalent.

Table 4: Emissions from electricity consumption, fiscal year 2007

	Emissions Source	Activity Data (kWh)	Emissions Factor	Emissions (tonnes CO ₂ e)
Gander International	Electricity	4,579,014.0	0.021 kg/kWh	96.2
TOTAL		4,579,014.0		96.2

Emissions factor source: Newfoundland Power Emissions factor of 0.02 kg/kWh National Energy Board (2005 data) as referenced by Dowlatabadi et al Paper "Ground Source Heat Pumps in Canada: Economics and GHG Reductions Potential" Page 10, Table 4, Published May 2007.

Note: Figures may not add due to rounding.

3.3 Scope 3

In fiscal year 2007, other indirect emissions (Scope 3) accounted for a total of 44.0 metric tonnes of carbon dioxide equivalent. More detail is provided in the following sections.

3.3.1 Business Travel

GIAA employees utilize airplanes and taxis for business travel purposes. In fiscal year 2007, business air travel generated 18.5 metric tonnes of carbon dioxide equivalent. Taxis generated 0.1 metric tonnes of CO₂ equivalent.

Table 5: Emissions from air travel, fiscal year 2007

	Emissions Source	Activity Data	Emissions Factor	Emissions (tonnes CO ₂ e)
	Airplane Fuel	Destinations to and from	Refer to Offsetters.ca flight calculator*	18.5
	Taxi Gasoline	Total dollar amount per taxi	254.7gCO ₂ e/km**	0.1
TOTAL				18.6

Emissions factor sources:

* www.offsetters.ca flight calculator,

** The GHG Protocol Mobile Guide V1.3 (03/21/05) Table 4 Medium Gas Auto, City.

Note: Figures may not add due to rounding.

3.3.2 Employee Commuting

Based on an assumption that 100% of employees travel to work by car and 20% of them return home for lunch, the total commuting distance of all 41 GIAA employees is approximately 343 km per day, or 8.4 km per person per day. Based on this estimate, employee commuting accounted for 17.0 metric tonnes of carbon dioxide equivalent in fiscal year 2007.

Table 6: Emissions from employee commuting, fiscal year 2007

	Emissions Source	Activity Data (km/year)	Emissions Factor	Emissions (tonnes CO ₂ e)
All Staff	Automobile Fuel	77,175	220.8 gCO ₂ e/km	17.0
TOTAL		77,175		17.0

Emissions factor sources:

*GHG Protocol – Mobile Guide (03/21/05) v1.3 Table 4 Medium Gas Auto, averaged for city and highway.

3.3.3 Paper Usage

Paper usage includes copy paper used in photocopiers, printers and fax machines. GIAA used a combined 158,000 sheets of paper, or 316 packages (reams) of paper. In fiscal year 2007, paper usage accounted for 8.3 tonnes of carbon dioxide equivalent.

Table 7: Emissions from paper usage, fiscal year 2007

	Emissions Source	Activity Data (lbs)	Emissions Factor	Emissions (tonnes CO ₂ e)
Gander International	Copy Paper 0% recycled	5,360	57 lbs of CO ₂ e per 20 lb package	6.9
Gander International	Newsletters 0% recycled	960	63 lbs of CO ₂ e per 20 lb package	1.4
TOTAL		6,320		8.3

Emissions factor source: Environmental Defence Paper Task Force Website www.papercalculator.org.

Note: Figures may not add due to rounding.

4.0 Management Actions to Reduce Emissions

GIAA is implementing a four-part GHG management action plan, including: 1) a GHG Inventory Quality Management System, 2) an internal reductions plan for its office space, vehicle fleet and buildings, 3) target setting, and 4) investment in GHG offsets for 2008.

4.1 GHG Inventory Quality Management System

Darren Dalton, Vice President, has volunteered to act as the internal GHG champion. Mr. Dalton will see to it that the GHG inventory process co-developed between GIAA and its consultants is implemented and maintained on an ongoing basis. A new GHG Inventory Quality Management System (QMS) will ensure that inventory methods are the best possible, data is of the highest quality, and that the process and system developed by the company are fully implemented.

Through this inventory process GIAA has:

- Established a GHG Inventory Quality Team made up of Brian Hicks and Tony Barron.
- Developed a Quality Management System, including steps for collecting the data, inputting it into a tracking spreadsheet, and reporting the results annually.

As recommended by the GHG Protocol, in future fiscal years, the Inventory Quality Team will ensure that GIAA:

- Performs generic quality checks to ensure that the tracking system continues to remain accurate, and that data is being archived for future verification.
- Reviews final inventory estimates and reports – as a normal part of monthly, quarterly or annual management decision making, management should review and support the greenhouse gas inventory estimates and reports.
- Performs source-specific quality checks from time to time to ensure the continued quality of the data.
- Institutionalizes formal feedback loops so that errors, operational changes or inconsistencies are reflected in the ongoing inventory tracking system.
- Documents activities in its Annual Report and archives all data.

4.2 GHG Reductions Plan

During the inventory process, the Inventory Quality Team reviewed GIAA's environmental policies and recommended a range of greenhouse gas reduction strategies and other environmental policies. These recommendations are provided in the tables below.

Table 8: Strategies to reduce heating, ventilation and air conditioning utility consumption

	Existing Condition 2007	Recommendations
Occupied Buildings	<ul style="list-style-type: none"> ▪ Computer based program has been utilized to maximize energy efficiency. Complete shut downs and start-ups of equipment has lead to considerable discomfort and complaints by passengers. ▪ Mechanical and electrical services baseline condition and retrofit study completed for main terminal building December 18, 2007 ▪ Airflow costs are high due to non-variable speed motors (17% of electricity costs). 	<p><i>Action:</i></p> <ul style="list-style-type: none"> ▪ Research Federal Programs to help finance priority retrofits. ▪ Hire engineer to do energy audit Fiscal 2008. ▪ Examine Biomass and Geothermal options.

Table 9: Strategies to reduce electricity consumption (non-HVAC)

	Existing Condition 2007	Recommendations
Runway Lighting	<ul style="list-style-type: none"> ▪ All runway lights are to be turned on for a minimum five minutes before an aircraft lands and after it takes off. ▪ 17% of electricity costs are from Airfield and Apron lighting. 	<p><i>Action:</i></p> <ul style="list-style-type: none"> ▪ Investigate LED lighting for taxiways, and determine if they can withstand snowclearing. ▪ Meet with Flight School to investigate if night flights can be grouped to reduce electricity usage. ▪ Set up Environmental Committee to meet with other stakeholders, including tenants, NAV Canada, Department of National Defence and the Flight School.
Building Lighting	<ul style="list-style-type: none"> ▪ The main terminal building is open to the public 24/7 due to late night flights. All lights need to be on all the time for security purposes. ▪ Lights in the main offices being turned off by employees at night. 	<p><i>Action:</i></p> <ul style="list-style-type: none"> ▪ Investigate motion detector light switches.
Computers (Electricity)		<p><i>Policy:</i></p> <ul style="list-style-type: none"> ▪ Replace plasma computer monitors with LCD monitors. ▪ Change power settings on all computers to power down if not used within a certain amount of time. ▪ Install stickers on monitors reminding staff to turn off monitors and computers not in use.

Table 9: Miscellaneous strategies

	Existing Condition 2007	Recommendations
Vehicle Fleet	<ul style="list-style-type: none"> Fuel efficiency is taken into consideration when purchasing new vehicles. 	<i>Policy</i> <ul style="list-style-type: none"> Establish anti-idling policy. <i>Action</i> <ul style="list-style-type: none"> Engage Unions in environmental policy discussions.
Air Travel		<ul style="list-style-type: none"> Continue to consider the environmental impact of flying before booking flights.
Staff Commuting		<i>Action</i> <ul style="list-style-type: none"> Environmental Committee to brainstorm ideas to encourage carpooling amongst staff.
Paper Usage	<ul style="list-style-type: none"> Although Municipality does not offer paper recycling, Gander staff is collecting recycling on their own. 	<i>Policy</i> <ul style="list-style-type: none"> All paper purchases to be 100% recycled. <i>Action</i> <ul style="list-style-type: none"> Broaden the number of recycling bins available throughout the airport. Ensure all printers are set to double-sided default. Encourage a no-print mindset by leaving electronic files on the computer server, by reinforcing the safety of computer servers and unlikelihood of server crashes or data loss. Look for more opportunities to scan instead of printing or faxing. Place a "Consider the Environment, please do not print this email" signature at the bottom of staff emails.
Forest Program	<ul style="list-style-type: none"> Scout's Canada silviculture program in place. 	<ul style="list-style-type: none"> Investigate forestry project.

5.0 Greenhouse Gas Target Setting

After reviewing the greenhouse gas inventory for its baseline year of 2007, GIAA selected a new greenhouse gas target as follows:

1) **GIAA GHG Emissions Target**

TARGET: 33% reduction in GHG emissions within GIAA's control by 2020

This target measures the buildings, vehicles and behaviours within the direct control of GIAA's administrative operations. Included in this measure are Scopes 1, 2 and 3 emissions, as outlined in this report. In fiscal year 2007, these emissions totalled 2,366.9 tonnes. To meet the target, GIAA will need to reduce its emissions to 1,577.9 tonnes by 2020.

6.0 Fiscal Year 2008 Purchases of Carbon Credits

In addition to setting GHG reduction targets for 2008, GIAA has agreed to reduce its net corporate GHG footprint to zero by purchasing high quality, verified carbon credits.

These credits are invested into renewable energy and energy efficiency projects that reduce greenhouse gas emissions and would not take place without its involvement.

Appendix 1: Greenhouse Gas Emissions by Scope

Figure 3: Scope 1 greenhouse gas emissions

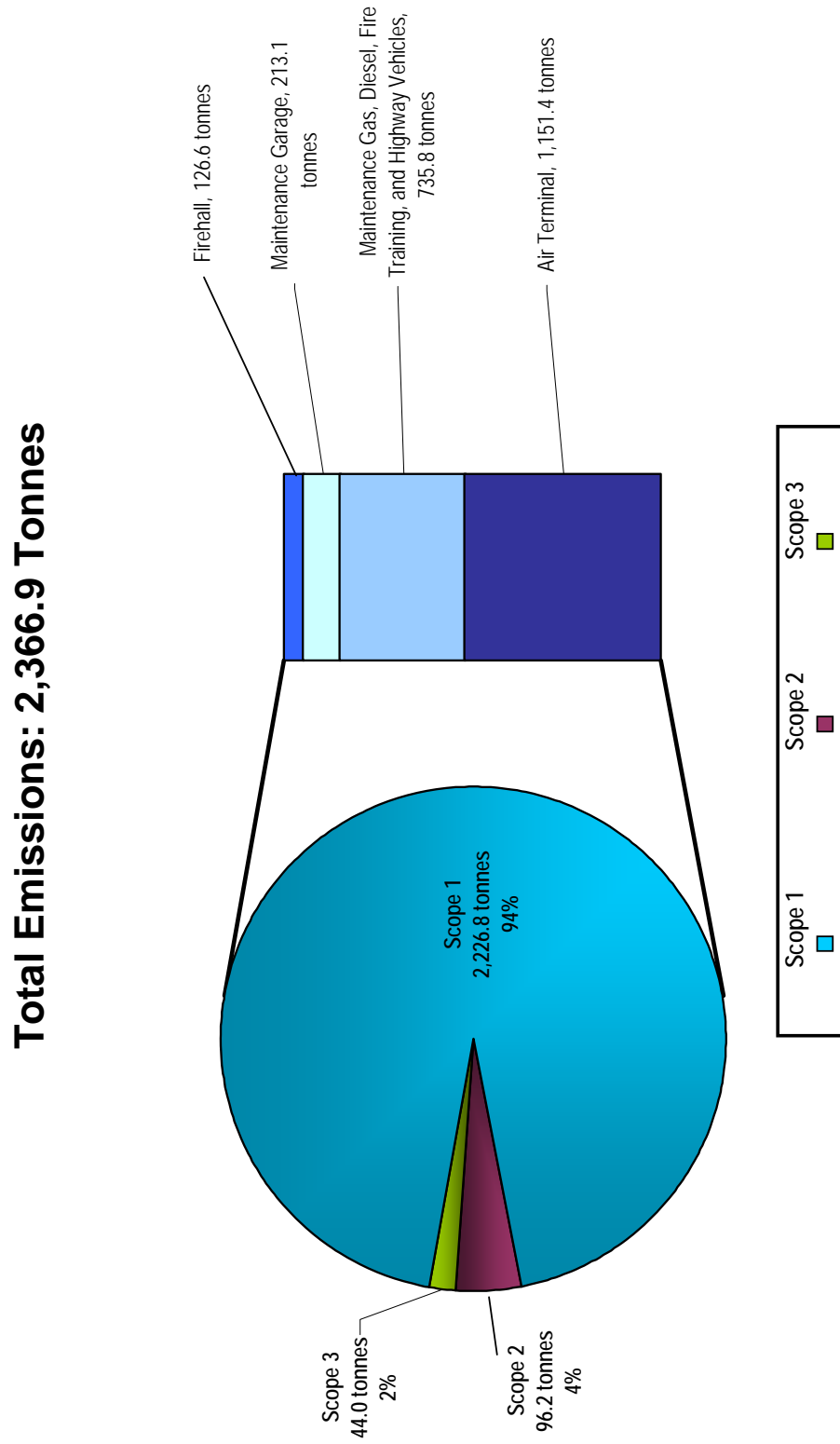


Figure 4: Scope 2 greenhouse gas emissions

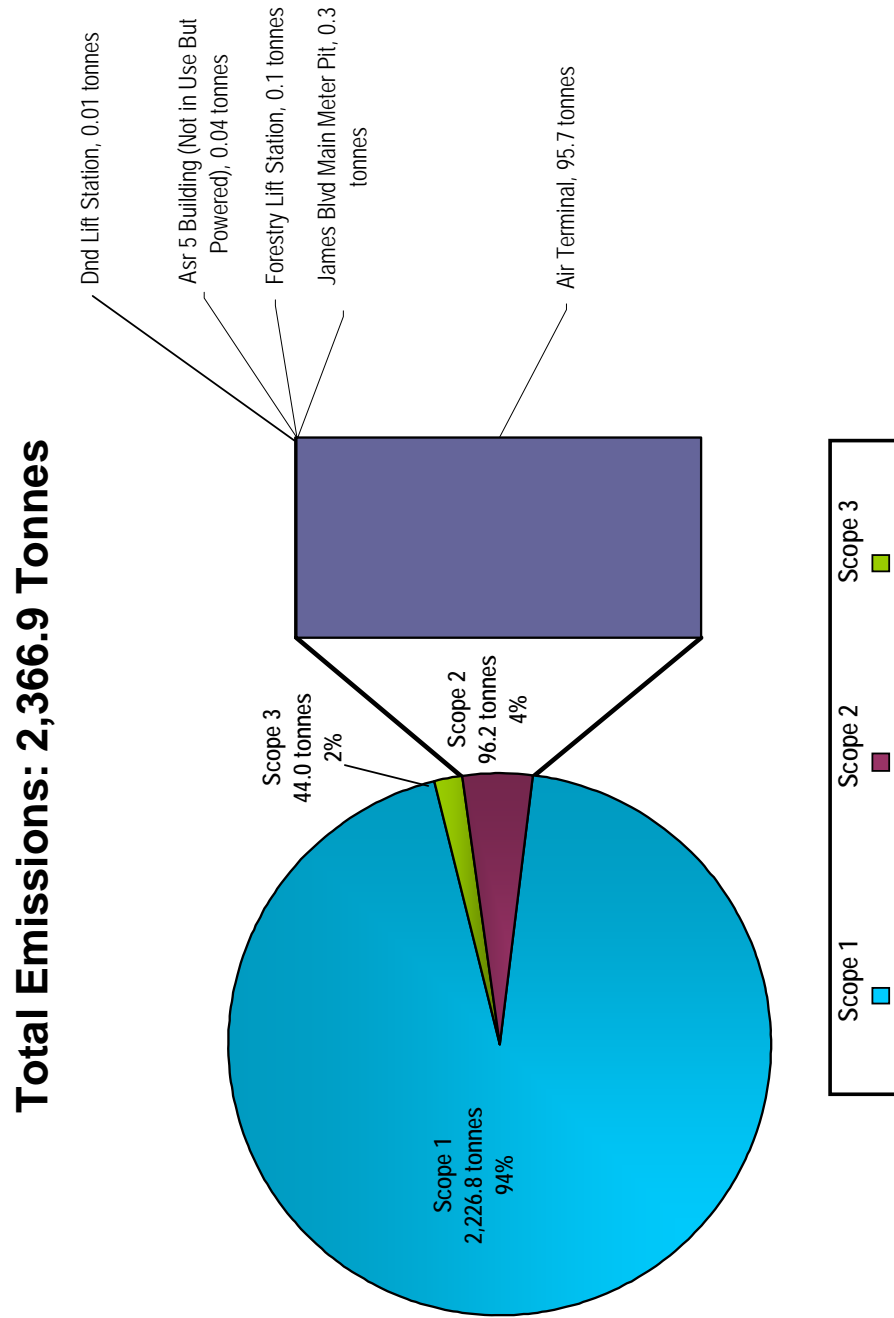
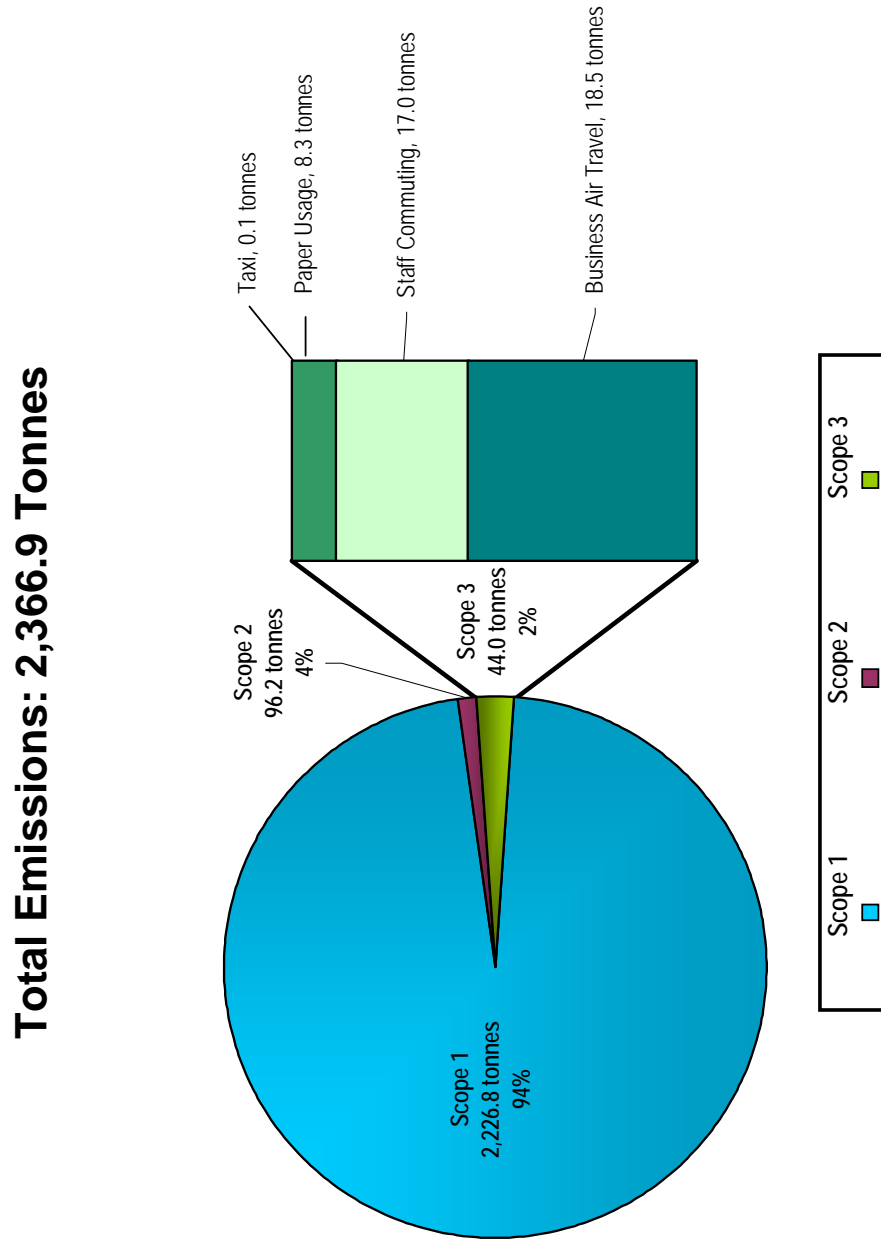


Figure 5: Scope 3 greenhouse gas emissions





Prepared by
Inter *VISTAS* Consulting Inc.

Airport Square – Suite 550
1200 West 73rd Avenue
Vancouver, BC
Canada V6P 6G5

Telephone: (604) 717-1800
Facsimile: (604) 717-1818
www.intervistas.com