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2001 Awards Recognize Leaders in Emissions Reductions

The 15 winners of VCR Inc.'s fifth annual leadership awards point the way to energy conservation, greenhouse gas reduction and sustained economic growth in Canada.

Thirteen organizations from 12 industry sectors, plus winners of the association leadership and individual leadership awards, are portrayed in this special issue of *Champion News*. The spectrum of winners is representative of not only Canadian industry, but also geography, with awards in the Yukon, North West Territories, British Columbia, Alberta, Manitoba, Québec and Ontario.

The winners demonstrate the ability of Canadians, and Canadian organizations, to reduce greenhouse gases while increasing productivity, and exhibit a trend away from generating more greenhouse gases in order to expand the country's economy. Since VCR was incorporated and became a standalone entity in 1997, president Robert Flemington says greenhouse gases have been increasing at a far slower pace than that of our gross domestic product.

This year's winners also affirm GHG reductions are a beacon for energy efficiency. Eighty per cent of greenhouse gases are generated as a result of harvesting and burning fossil fuels, and the primary motive for most companies to reduce, says Flemington, is the cost savings they achieve.

"There are real and effective things being undertaken voluntarily to reduce greenhouse gases," he says. "It's good corporate citizenship, but it's also because

there are real dollar savings. A reduction in emissions usually signals a decline in energy consumption, which saves money and shows up in the products a company produces. It's a win-win situation for the corporation and for the world environment."

What's truly unique about those leading the way in GHG reductions, however, is their willingness to invest in documenting efforts and readiness to share information. Flemington says the awards bring well-deserved attention to these companies, associations and individuals, but also to the information in the registry available to all who are encouraged to follow in their footsteps.

"I think it's almost as important to report what you've done as to do it," he says. "These companies have gone to a lot of trouble to document what they've done in a way that's clear, transparent and verifiable. If at some point we move toward being more directly accountable for greenhouse gas reductions achieved since 1990, they're now well positioned to do that."

VCR Inc. manages the country's only publicly accessible registry of past and projected voluntary GHG emissions and reductions. Since 1997, representatives from industry, governments and non-government environmental organizations have been judging and selecting organizations that have shown leadership in reducing GHG emissions through concrete action plans. More than 790 organizations have registered voluntary action plans.



The 2001 Honda Insight, the first gasoline-electric hybrid vehicle sold in North America, has substantially reduced emissions and has an average fuel economy of 64 mpg.

Honda Canada, new to VCR Inc.'s registry with an action plan submitted in the spring of 2001, has thoroughly documented across-the-board efforts to reduce environmental impacts, both in the past and into the future.

HCM is based in Alliston, Ontario and has two plants, employing over 4000 people. The first plant opened in 1986 and now builds 170,000 cars per year; the second went into production in 1998

and manufactures 180,000 units annually. While more than tripling production since its baseline year of 1990, HCM has decreased GHG emissions intensity by 28 per cent, from 0.392 tonnes CO₂ equivalent per vehicle manufactured to 0.281 tonnes.

In 1998, the company was one of the first automotive assembly facilities in North America to qualify for ISO 14001 certification, an international standard

setting rigorous environmental goals. As part of the ISO system, HCM committed to setting annual energy reduction targets both in natural gas and electrical usage. Success has been achieved through a number of process and equipment changes in the plants, particularly in painting operations, and by engaging plant personnel in submitting and implementing improvements. The results of energy efficiency efforts are reviewed monthly, and performance gaps are analyzed at six-month intervals to determine if year-end targets require revision.

Beyond its internal efforts, HCM is encouraging its suppliers to become ISO certified and last year conducted a conference where representatives from 33 companies learned about the requirements of the standards system. The manufacturer has also introduced a number of low emission vehicles into the Canadian market, including the Honda Insight, a hybrid electric/gasoline vehicle.

Based on its production forecast, HCM is planning to reduce energy consumption by a minimum of one per cent per unit annually until 2005, and then reduce emissions further to 0.267 tonnes per unit, equivalent to a 32 per cent reduction from 1990 levels.

Oil and Gas Upstream

Winner: ExxonMobil Canada Ltd.

ExxonMobil

ExxonMobil Canada is committed to cost-effective voluntary actions to improve energy efficiency and has significantly decreased its atmospheric emissions per unit of production.

A subsidiary of Texas-based ExxonMobil Corp., and headquartered in Calgary, ExxonMobil Canada (EMC) is one of the country's largest natural gas, oil and liquids producers. It has operations across

western Canada and is a leader in the development of offshore oil and gas production near Newfoundland and Nova Scotia.

EMC reduced its 2000 emissions intensity by 57 per cent to 0.086 tonnes of CO₂ equivalent per m³ oil equivalent, down from 0.2 tonnes in the 1994 baseline year. This accomplishment is particularly impressive given that while production increased 45 per cent, total

2000 annual emissions decreased by nearly 579 kilotonnes.

The reductions are a result of varied and comprehensive projects, including the use of vapour recovery systems, reductions in the volume of waste natural gas flared or vented, and prolific process and equipment changes. EMC also has employee education programs and is involved in the development of an automated emissions tracking system.

Colleges and Universities

Winner: University of Lethbridge



With a comprehensive action plan and progress report, based on data from the last 10 years and forecasting annual projections to 2010, the University of Lethbridge has become a leader among Canadian educational institutions for energy conservation and emissions reductions.

U of L has been operating since 1967, and has more than 6,000 students from 37 countries and about 1000 employees. Its facilities include 14 buildings with a total area of 124,000 m². Between 1990 and 2000 the institution extended operations to accommodate a 35 per cent increase in students. At the same time, through a series of conservation initiatives, it reduced the intensity of its energy consumption by 17 per cent from 1.29 GJ/m² floor area to 1.07 GJ/m².

The university has accomplished these results through a retrofit of more efficient lighting, heating and air conditioning equipment in older buildings and designing new facilities with energy saving features. It also credits an onsite 1 MW cogeneration unit with helping manage energy. Installed in 1981, the plant augments a hot water heating system and supplies a third of the school's power needs.

As a participant in Natural Resources Canada's Energy Innovators Initiative, a program that suggests efficiency options and strategies to businesses and public institutions, U of L has committed to reduce greenhouse gas emissions another 10 per cent by 2006.



Electric Utilities

Winner: Northwest Territories Power Corporation

With an innovative approach to increasing energy efficiency and promoting community involvement, Northwest Territories Power Corporation is a leader in an industry sector noted for high-quality GHG emission reduction reporting.

This leadership award is the second for NWT Power, which won the best new submission award in 1999. In 2000-2001, its CO₂ equivalent emissions were 47 per cent below those of its baseline period of 1990-1991, falling from 114.7 kilotonnes to 61.1 kt. The company's performance is remarkable given it operates 27 separate power systems, some in very remote areas, providing energy to 40,000 people in 28 communities spread across 1.2 million square kilometres.

North West Territories Power Corporation has accomplished reductions through internal conservation measures, fuel switching and promoting energy efficiency throughout its customer base. It has installed waste heat recovery systems on diesel generation units to capture thermal energy for internal purposes as well as to sell to customers. It's also steadily decreasing diesel generation by investing in cleaner-burning resources, such as natural gas and hydro.

The corporation also actively promotes energy efficiency in the communities it serves by publishing customer newsletters and hosting energy management seminars. Through a program encouraging energy efficient street lighting, to date five northern communities have made a complete or partial conversion to mercury vapour lights, which has saved a total of 454 tonnes of CO₂.

Chemicals



Winner:
Dow Chemical Canada Inc.

Senior management at Dow Chemical Canada demonstrates a commitment to the issue of climate change by participating in high-efficiency power and steam generation projects and following a plan to significantly reduce greenhouse gas emissions.

Servicing a wide range of market sectors, including transportation, health and construction, Dow Canada manufactures chemical and plastic products at facilities in Ontario, Alberta, Manitoba and Quebec. Through two joint venture projects, power plants at Dow facilities in Alberta and Ontario cogenerate electricity and steam from natural gas, yielding reductions from both increased energy efficiency and fuel switching.

During a period of substantial growth in production, between 1990 and 2000, Dow decreased its net greenhouse gas emissions by nearly 14 per cent, from 2040 to 1757 kilotonnes of CO₂ equivalent. The net result is that the amount of CO₂ per kilogram of product has dropped by more than 50 per cent. By 2005, Dow plans to reduce emissions per unit of production a further 10 per cent.

Other initiatives, demonstrating Dow's creative approach to the GHG challenge, include internal measures, such as energy efficiency programs targeted at employees, and projects resulting in regional emissions reductions accomplished through the sale of energy services to other companies.

Yukon Development Corporation is making the most of every opportunity to replace fossil-fuelled energy with cleaner alternatives, and has reported a 65 per cent reduction in GHG emissions associated with diesel-generated power.

The Whitehorse-based corporation is a Yukon government agency mandated to invest in electricity and related energy infrastructure. It has two subsidiaries, Yukon Energy Corp., a public electric utility with 116 MW of generating capacity, and Energy Solutions Centre Inc., an organization that works with Natural Resources Canada, utilities, and the private sector to promote and implement renewable energy and efficiency programs.

Historically, Yukon Development's GHG emissions have been substantially coupled to the subsidiary utility's

generation capacity, 40 per cent of which is diesel powered with the remainder from hydro and wind. The corporation's reduction goal, says president and CEO Duncan Sinclair, is aligned with federal targets, to produce emissions six per cent below 1990 levels by 2010.

The company, however, was approximately 65 per cent below 1990 emissions in 2001. This, explains Sinclair, is due in part to the closure of a large mining operation in the region, which purchased nearly 40 per cent of the utility's electricity sales in 1997. It's also due to Yukon Development's comprehensive action plan, which includes energy efficiency programs and the development of cost-effective alternative energy options.

Yukon Development has also decided to build a new transmission line, connecting

isolated diesel-powered communities to surplus hydropower. This will eliminate Yukon Energy's diesel-powered base-load capacity altogether and encourage a GHG reduction far below the six per cent goal into the future.

"The customers see the benefit. The environment sees the benefit. There's business activity. It's all going in the right direction and serves the territory's interest around Kyoto and self-sufficiency," says Sinclair. "It's a rolling ball."

Yukon Development's emissions intensity has dropped from 80 tonnes CO₂ equivalent per GWh of generated electricity to 48 tonnes, an improvement of 40 per cent. The company wants to maintain this intensity for the next 10 years, even though it's forecasting a potential load growth by as much as 43 per cent.

Yukon Development's subsidiary, Yukon Energy, operates two wind turbines near Whitehorse with a combined capacity of 810 kW. The utility's work to commercialize wind power in the territory's harsh northern climate is part of a drive to reduce greenhouse gas emissions.



Forest Products

Winner: Tembec-Spruce Falls Operations

Honourable Mention: Alberta-Pacific Forest Industries Inc.

Company-wide environmental commitment, senior management support and a detailed action plan have made it possible for an Ontario paper and lumber manufacturer to reduce greenhouse gas emissions by an impressive 61 per cent since 1990.

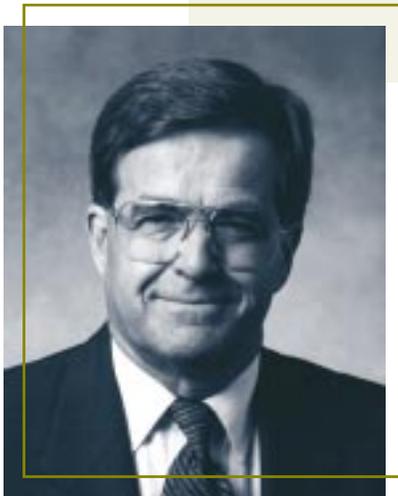
Tembec-Spruce Falls Operations, a wholly owned subsidiary of Montreal-based Tembec Inc., produces newsprint, specialty paper and dimensional lumber from its Kapuskasing manufacturing facility. The mill employs 1200 people and shipped about 400 tonnes of paper products last

year. In 2001, the company's total net atmospheric emission was 57.8 kilotonnes CO₂ equivalents, more than 61 per cent below its 1990 baseline.

The parent company's corporate commitment has led to two internal programs, Impact Zero and Forever Green, which aim to implement and maintain environmental management systems for its manufacturing and forestry practices in compliance with the ISO 14001 international standard. Tembec-Spruce Falls Operations' newsprint mill, sawmill and woodland operations were registered

to the ISO standard in 1999. The subsidiary's processes have undergone extensive modernization in the last 10 years, increasing energy efficiency and converting from fossil fuels to renewable biomass resources.

A key to Tembec-Spruce Falls Operations' success is the reduction of GHG emissions per tonne of product, which is now more than 66 per cent below 1990 levels at 0.146 tonnes CO₂ equivalent per tonne of newsprint. The company expects to reduce emissions intensity further in the next five years and is projecting a five per cent increase in production.



Bob Page, TransAlta Vice-President of Sustainable Development, is winner of the VCR Inc.'s Individual Leadership Award.

TransAlta

Individual Leadership

Winner: Dr. Bob Page

University of Calgary's Faculty of Environmental Design and, since 1997, Vice-President in charge of Sustainable Development at TransAlta Corporation. He's also a board member of the Clean Air Strategic Alliance of Alberta and the International Institute for Sustainable Development. And the list goes on: he chairs the International Emissions Trading Association of Geneva, Switzerland and BIOCAP Canada, a national university research program on climate change.

"I worked very closely with the federal government as a member of the official delegation for four of the Conference of the Parties to Kyoto," he says. "I appreciate we are now on the verge of ratifying Kyoto, but I think policy is very necessary and should reflect a primary emphasis on extensions of voluntary programs."

Once a "policy format" is in place, says Dr. Page, a wider expansion of efforts by Canadian companies to reduce greenhouse gases will occur, including emissions

reduction trading. While he believes offset credits and trading will help in the near term, Dr. Page supports a climate change technology strategy, where corporations and governments work together to accomplish the long-term goals of climate change.

"I'm talking about the technology of transportation, including public transportation, and how we design and build cities. There are a whole variety of consumer products that can be energy-efficient and emissions efficient. There's a whole range of things in addition to the technology of industry and energy."

Dr. Page's work with TransAlta, Canada's largest independent power producer, has helped the company design a plan to reduce its Canadian net carbon dioxide emissions to zero by 2024 through emission trading, offsets, new technology and investments in renewable energy.

Dr. Bob Page believes carbon offsets, emission trading, new technology and wider corporate commitment will move Canada toward its Kyoto target, but he says it all depends on firm government policy.

Dr. Page's credentials and contributions to solving the complex problem of climate change include his work as dean of the

Primary Metals Manufacturing Winner: Stelco Inc.

stelco

Through its work with partnerships formed by Canadian industry and government, Stelco Inc. leads Canadian metal manufacturers in reducing and documenting greenhouse gas emissions.

Stelco Inc., headquartered in Hamilton, Ontario, is comprised of two business units, nine wholly owned subsidiaries and a number of jointly owned corporate entities. In 2000, the Stelco group of businesses produced five million tonnes of steel and shipped 4.3 million tonnes of steel products valued at \$2.8 billion.

Working through an initiative created by the Canadian Industrial Program for Energy Conservation (CIPEC), a partnership between industry and the federal government to help manufacturing and mining companies increase energy efficiency, Stelco began documenting its GHG reductions in 1996.

The CIPEC initiative connects companies to Industrial Energy Innovators (IEI), a program allying industry with the federal government through Natural Resources Canada's Office of Energy Efficiency. The goal of the IEI is to help Canadian industry stay competitive and limit greenhouse gas emissions by improving energy efficiency.

The Stelco IEI action plan has, as its minimum goal, an annual one-per-cent improvement in energy efficiency between 1990 and 2000, in lockstep with the steel sector's goal under CIPEC. In 2000, Stelco achieved an aggregate decrease in GHG emissions intensity of nine per cent, expressed as mass CO₂ emissions per unit shipped, compared to 1990.

Stelco has an ambitious plan to improve on its results by modernizing processes, adding cogeneration equipment and furthering changes in employee and senior management practices.



CONSOLTEX INC.

General Manufacturing Winner: Consoltex Inc.

North American-based textile producer, Consoltex Inc., has established an effective in-house environmental management system and documented substantial greenhouse gas reductions.

Headquartered in Montréal, Consoltex Inc. is a vertically integrated textile producer, weaving, dyeing, finishing and coating fabrics. It specializes in the production of man-made fabrics, including polyester, nylon, aramid and various blends, used for fashionable clothing and outerwear, home furnishings and a number of industrial purposes. Its Canadian manufacturing facilities include four plants in Quebec and one in Ontario, with a total of 1000 employees.

Under the guidance of a proactive, in-house committee that directs the company's environmental management and operational standards, Consoltex has undertaken a series of energy efficiency investments over the last 10 years. The most interesting is a follow-up system that, in the near future, will allow monitoring of energy use in real-time and match results against production indicators. Other GHG reduction projects include the installation of a Solarwall, manufactured by Toronto-based Conserval, compressed air leakage repairs and lighting upgrades.

Consoltex's 1999 GHG emissions were slightly over 49 kilotonnes of CO₂, a reduction of more than 23 kt from the 1990 baseline year. Emissions intensity compared to production has shown a similar improvement, down nearly 15 per cent, from 0.590 tonnes CO₂ equivalent/m² of product to 0.503 t/m².

Integrated Oil and Gas Winner: Suncor Energy Inc.



Suncor Energy displays environmental commitment at every level of its operations, and the Canadian petroleum giant is continually exploring innovative ways to reduce greenhouse gas emissions.

Suncor is an integrated energy company with three business units, a northern Alberta oilsands operation, a Calgary-based natural gas business and Sunoco, which operates 300 retail gas stations and an oil refinery in Ontario. Using 1990 baseline values, Suncor projects its collective operations will achieve a 50 per cent annual reduction in emissions intensity by 2005, and an annual reduction of one per cent per year between 2003 and 2008. Emissions intensity is the level of emissions per unit of production.

Sunoco's emission intensity values in 2000 were almost 15 per cent below 1990 levels, and this is expected to improve by at least another nine per cent this year. The natural

gas unit, involved in the exploration, development and marketing of crude oil, natural gas and other oil-based products, expects a 3.3 per cent decrease this year. The oilsands operation reduced GHG emissions relative to production by almost 31 per cent in 2000. Suncor plans to double production at the site, but at the same time will reduce emissions intensity by nearly 16 per cent through the utilization of waste heat recovery and cogeneration technologies.

Suncor is an advocate of emissions trading, and believes that, through both domestic offsets and international initiatives, this method of reduction is the most cost-effective approach to the climate change problem. It was involved in two offset and sequestration projects in 2000.

The company also has plans for investing in alternative and renewable energy, including solar and wind energy, geological sequestration and energy from municipal landfill sites.

Health Services

Winner: Brandon Regional Health Authority



The Brandon Regional Health Authority operates one of only four Canadian hospitals that have achieved gold level reporter status from VCR Inc., and in the last five years has increased its energy efficiency by 17 per cent.

The health authority has more than 1500 full-time employees and 12 buildings with almost 800 acute and long-term-care beds in the Brandon, Manitoba area. It also has plans to substantially expand facilities. Senior management has endorsed, and the organization is committed to, long-term energy efficiency targets and emission reduction strategies. The result is an energy

efficiency committee that plans, implements and evaluates energy reduction strategies, and has very ambitious plans for upgrading and improving all aspects of energy management.

The facility engineering services department, for example, now keeps energy efficiency at the forefront of its decision-making process. Employees training programs and changes in routine operations, such as turning computers and lights off when not in use, have also reduced energy consumption. The intensity of energy used, measured in gigajoules per square metre of floor area,

dropped by nearly 15 per cent from 3.92 GJ/m² in 1997-1998 to 3.34 GJ/m² in 2000-2001.

The Brandon RHA's extensive voluntary initiatives to reduce energy consumption have decreased 2000-2001 CO₂ and other greenhouse gas emissions by 1.3 kilotonnes CO₂ equivalent. With more investments planned, including additional education programs and lighting and heating upgrades, the health authority has targeted a further 21.6 per cent reduction in the energy it consumes, to 2.62 GJ/m², by 2007-2008.



Gordon Peeling, Mining Association of Canada President and Chief Executive Officer



Association Leadership

Winner: Mining Association of Canada

MAC has made an important contribution to GHG reductions by effectively engaging members in improving energy efficiency and documenting decreasing emissions. While only 14 of MAC's 28 members are registered in VCR Inc.'s Challenge Registry, these represent over 90% of the total sector emissions. In fact, six are ranked either Silver or Gold in VCR Inc.'s Champion Level Reporting System.

"We've made sure the cross reference and cross learning, where success stories about companies reducing their costs and emissions, have quickly become evident to others as an encouragement to further progress," says Gordon Peeling, MAC president and CEO.

One of MAC's primary roles is presenting industry information and views to the federal government. Peeling says association directors aren't sure what policy instruments will guide GHG reductions in the future, but MAC's strategy is "to put the membership in the best possible

position to respond positively to the public policy challenge."

As an industry sector, between 1990 and 1999, metal mining decreased its total GHG emissions by nearly 25 per cent. It also improved overall GHG emissions per unit of metal concentrate by 13.8 per cent. In the same period, nonferrous metal smelting and refining decreased GHG emissions by 1.8 percent, improving GHG intensity by 15.9 percent.

MAC's approach includes the development of documents that facilitate planning, implementing and reporting climate change actions. It has released a modified VCR Inc. registration guide designed specifically to help mining companies report information.

"Part of the whole strategy is to encourage self-learning across the industry," says Peeling. "That's the role we can play as an association, by making sure those linkages and educational opportunities exist."

Oil and Gas – Pipelines and Natural Gas Distribution

Winner: BC Gas Utility Ltd.



British Columbia's natural gas utility has reduced its annual greenhouse gas emissions intensity 25 per cent below 1990 levels.

BC Gas Utility Ltd. (BC Gas) is British Columbia's largest natural gas distributor and a regulated subsidiary of BC Gas Inc., a publicly held company trading on the Toronto Stock Exchange. It serves 762,000 customers in more than 100 communities and significantly expanded transmission facilities in 2000. The company has annually reported on its voluntary efforts to manage GHG emissions since 1994, and its 1999 and 2000 VCR Inc. submissions were awarded gold-level reporter status.

Despite the growth in its customer base, the utility's 2000 GHG emissions were 2.6 per cent below its 1990 baseline year, and it delivered its product with 25 per cent fewer emissions per customer. The company has successfully managed its emissions through a combination of operational efficiencies, equipment selection and investments in GHG offsets.

An independent survey has established that the BC Gas transmission system has much lower fugitive natural gas emissions, included in the spectrum of greenhouse gases, than the Canadian average. The company is working to lower leaks in its system and

upgrade transmission technology to further reduce fugitive emissions. It's also improving the efficiency with which it uses energy to operate the system.

As a member of the Greenhouse Emissions Management Consortium (GEMCo), BC Gas has invested in a landfill gas recovery project and, beginning in 2000, contracted to purchase 1500 tonnes CO₂ equivalent per year for 14 years.

By 2006, BC Gas projects it will achieve reductions totaling 28,200 tonnes of CO₂ equivalents per year, an amount equal to 28 per cent of 1990 GHG emissions.



Automotive Manufacturing

Winner: General Motors of Canada Ltd. (GMCL)

General Motors of Canada has decreased its greenhouse gas emissions by 37 per cent since 1990 and has a broad range of environmental ambitions supporting further reductions.

GMCL has five plants across Ontario and Quebec and assembled over 960,000 cars and light duty trucks in 2000. In its vehicle assembly operations, it reduced its energy consumption per vehicle produced by nearly 30 per cent between 1990 and 2000, from 3.43 MWh to 2.44 MWh per vehicle. Over the same period, it also realized a per vehicle reduction in GHGs of nearly 30

per cent, from 0.652 to 0.458 tonnes of CO₂ equivalent. When added together with its other manufacturing operations, GMCL has reduced overall emissions by 37 per cent since 1990.

The company is strongly committed to environmental stewardship and is pursuing ISO 14001 certification for its Canadian facilities, a stringent international certification program that verifies a recipient's management system is integrated with a set of environmental goals. It has also been an active member of the Coalition for Environmentally Responsible

Economies, a coalition of environmental, investor, and advocacy groups focused on sustainable practices and social responsibility.

In-house environmental awareness programs are also a component of GMCL's GHG reduction plan, urging employees and suppliers to reduce energy consumption and informing them about the issue of climate change. The company is now working toward a 56.1 per cent improvement in GHG reduction since its 1990 baseline by 2005, a total decrease of 578 kilotonnes CO₂ equivalent.

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