

ANNUAL REPORT

1999-2000

MUNICIPAL ASSESSMENT AGENCY

MUNICIPAL ASSESSMENT AGENCY

OUR VISION

Through our partnership with Municipalities, the Municipal Assessment Agency, as a leader in the valuation industry, will provide the highest quality property assessment services at the least cost to our clients while fostering a supportive work environment for our employees.

MANDATE	MISSION	VALUES
<p>The Municipal Assessment Agency is mandated, in accordance with the Assessment Act, to provide an independent and efficient property assessment service to taxing authorities. In support of this service, the Agency may provide assessment, valuation, and related services including consultation, education, and inspection to any level of government, Crown agent, or private sector interest.</p>	<p>It is the mission of the Municipal Assessment Agency to be a cost effective, efficient, independent agency providing fair and understandable property assessment and related services in response to the needs of the people of Newfoundland and Labrador.</p>	<p>WE BELIEVE:</p> <ul style="list-style-type: none">◆ In a fair, open, transparent, accessible assessment process◆ Our product must be understandable and defensible◆ We must operate in an efficient, effective and economical manner◆ We must be ethical and professional.◆ A supportive, motivational work environment is required for staff to be highly productive and satisfied.

LETTER OF TRANSMITTAL

October 29, 2000
The Honourable Joan Marie Aylward
Minister of Municipal and Provincial Affairs
P.O. Box 8700
St. John's, NF A1B 4J6

Dear Minister:

On behalf of the Board of Directors, I have the pleasure to submit the Municipal Assessment Agency's Annual Report for 1999 and the Financial Statements for the year ended March 31, 2000.

This report covers the first full year of operations for the Board of Directors with the Agency. During the year the Board has focused on improving communications with stakeholders and addressing the future governance of the Agency. The significant improvements in communications are noted in this report. The Board continues to work on its recommendations for changes to the governance of the Agency and will report on this item separately.

The Agency has continued to improve the assessment service delivered to municipalities and we remain committed to providing an efficient, effective and economical assessment service.

Sincerely,

R. Noseworthy
Chairperson, Board of Directors
Municipal Assessment Agency Inc.

HIGHLIGHTS

GOVERNANCE

FUTURE DIRECTION

The Board, as part of its mandate, begins the process of reviewing the future governance of the Agency. The Board conducts a survey of municipalities on their views for the future governance of the Agency. The survey results are published in the "ASSESSMENT NEWS" and are presented at the regional meetings of the Newfoundland and Labrador Federation of Municipalities.

During 2000 the Board will complete the review of the future direction of the Agency by making recommendations to the province for any required changes to the Agency's governance. The Board recognizes its mandate ends in late 2000 and will work to ensure a new Board is in place for 2001.

CEO APPOINTED

The Board of Directors confirmed Mr. Sean Martin as Executive Director /CEO of the Agency. Mr. Martin was the successful candidate in a Public Service Commission competition process. Mr. Martin had been the Acting Executive Director since December 1997 and was the Agency's Business Manager prior to that appointment.

PLANNING

As part of its strategic plan for the Agency, the Board commits to the creation of a business plan for the Agency. The plan, covering the next four years, will assist with the continuing evolution to a responsive Agency working in partnership with the municipalities of the Province.

During 2000 the Board is committed to completing the Agency's strategic plan. The Board will ensure the resulting operational plan is in place by 2001.

CLIENT SERVICES

TRAINING

The two-day program for municipal administrators is offered on a regional basis in the spring and fall of the year. The program for elected officials is a condensed version of the two-day program and is offered on demand.

VIDEO

The Board commissions the production of an orientation video for elected officials. The video is due for completion in late 2000.

CLIENT NEWSLETTER

The Board created "ASSESSMENT NEWS" as a publication for clients of the Municipal Assessment Agency. The Board recognizes the need to improve communications with stakeholders and establishes a newsletter to supplement other communications.

ANNUAL REPORT

The Agency's first annual report is produced and distributed to all clients. The report outlines the accomplishments of the Agency during its first full year outside Government. Included in the report is a copy of the audited financial statements for the year ended March 31, 1999.

TOLL-FREE TELEPHONE SERVICE

During the year the Agency instituted a toll-free telephone line for our clients. All municipalities can access the Agency's regional offices by calling 1-877-777-2807. When you call using the toll-free line, your call will be directed to the regional office responsible for your municipality.

ASSESSMENT FEES

Fees for 2000-2001 were maintained at the 1999 level, without increase.

REPORT OF THE BOARD OF DIRECTORS

On behalf of the Board of Directors, it is my pleasure to submit this annual report. The production and distribution of the annual report is an important step in the continuing accountability of the Agency.

This report covers the period of April 1, 1999 to March 31, 2000. This has been the Board of Directors first full year with the Agency, since our appointment in November 1998. During the year we have focused on improving communications with stakeholders and considering possible changes to the governance of the Agency.

GOVERNANCE

During the year (April 1999 - March 2000), the Board has been very active, holding a total of eighteen (18) meetings of either the Board or Board Committees. In addition, representatives of the Board have attended meetings with key stakeholders, including the annual conference of the NLFM. The strong municipal background of many of the Directors combined with the active participation of all Board members has assisted the Board in providing effective governance for the Agency.

As part of its responsibilities, the Board conducted a successful competition for a new Executive Director/Chief Executive Officer. In March, the Board announced Mr. Sean Martin as Executive Director /CEO of the Agency. Mr. Martin had been the Acting Executive Director since December 1997 and was the Agency's Business Manager prior to that appointment.

In addressing the future of the Agency, the Board committed last year to a consultative approach with all stakeholders on possible changes to our governance. As part of that commitment, the Board conducted a survey of municipalities on possible changes to the Agency's governance. Results of the survey were distributed to all stakeholders in the December 1999 "ASSESSMENT NEWS." In consultation with municipalities, government, staff, the Newfoundland and Labrador Federation of Municipalities and the Newfoundland and Labrador Association of Municipal Administrators, the Board completed its review and drafted recommendations. The

recommendations focus on increasing municipal control of the Agency and ensuring stakeholder involvement in future appointments to the Agency's Board of Directors.

PLANNING

Since our creation in 1997, the Agency has worked to implement the business plan developed to guide the transition to our new operating structure and the move to financial independence from the provincial government. A next step in this process is the development of a business plan for the Agency.

The Board has established a planning team of Board members and staff to address the Agency's business plan for the next three to five years.

Members of the Planning Team include:

- Robert Noseworthy, Chair, Board of Directors
- Randy Simms, Vice Chair, Board of Directors
- Walwin Blackmore, Chair, PR & Policy
- William Butt, Chair, Finance Committee
- Sean Martin, Executive Director/CEO
- Glenn Bonnell, Western Regional Manager

We intend to consult with stakeholders, including NLFM, NLAMA, municipalities and staff during the planning process and reflect their responses in our plan.

CLIENT SERVICES

The Board continues to meet the financial challenge presented by the move to cost recovery and the phase out of the provincial operating subsidy. The subsidy was reduced by \$500,000 for 1999-2000 and will be eliminated completely in 2000-2001. This places considerable pressure on the Agency to control costs and seek new revenues to offset cost increases to municipalities. In 1999 the Board set the fee for assessment services at \$22.50 per parcel, instead of \$24.00, the rate scheduled. This year the fee has been maintained at \$22.50 per parcel. Controlling the fee charged for assessment services will remain a goal for the foreseeable future.

Last year we committed to improving the communications with our clients. To that end we have undertaken a number of initiatives:

- Publication of "ASSESSMENT NEWS " at regular intervals. This newsletter provides an opportunity to update clients on the activities of the Agency.
- Establishment of a toll-free telephone service. All clients regardless of location are equally able to access the Agency's offices.
- Annual Report published. An important step in the accountability process is the publication of the annual report. The Agency delivered copies of the annual report to all stakeholders.

The Board recognizes the important role the Agency plays in educating stakeholders about the property tax system. Our education programs for municipal administrators and municipal officials are important parts of this process. We have committed to enhance our education program for elected officials with the creation of a video orientation to the property tax system. Our next goal is to expand our education program to better include property owners.

We remain committed to an open and consultative approach on important issues. The Board recognizes the role of the Newfoundland and Labrador Federation of Municipalities as the representative body for municipal issues in the province. The Agency has maintained a strong working relationship with the Federation, seeking their input on behalf of municipalities.

HUMAN RESOURCES

In 1999-2000, four employees left to pursue other opportunities, both within and outside the assessment field. We wish them well and thank them for their service.

One member of the Board of Directors, Mr. Stan Oliver, resigned for personal reasons in 1999-2000. On behalf of the Agency, I wish Mr. Oliver much future success. A replacement for Mr. Oliver as Labrador Director will be appointed.

The success of the Municipal Assessment Agency and the property tax system depends on the continued ability of our staff to deliver an efficient and effective service. During 1999-2000, our staff met this challenge. On behalf of the Board of Directors I recognize the value of their contribution and express our gratitude for their service.

CONCLUSION

As the first full Board of Directors for the Agency, we have an obligation to establish a solid foundation for future Boards. Throughout the year the Board has set a high priority on establishing a responsive and vital agency through communications with stakeholders. In the coming year the Board will solidify the governance structure of the Agency by providing for the selection of future Boards in partnership with stakeholders.

On a personal note, a heartfelt thank you to the Board. The Directors have willingly provided of their time and knowledge to provide direction and focus to the Municipal Assessment Agency.

Robert Noseworthy
Chairperson, Board of Directors

OPERATIONAL REPORT

INTRODUCTION

During the past year we have continued to evolve in response to the needs of our stakeholders. To understand stakeholder needs the Agency has focused on improving our communication.

The building of relationships and understanding has also been aided by the assignment of specific assessors to each municipality. The resulting familiarity has improved communications between municipal administrators and the assessor.

We continue to participate at the annual meetings of the NLFM and NLAMA. Our booth at each conference provides an opportunity for municipal officials and administrators to discuss concerns and obtain information. By invitation we have attended many of the regional meetings conducted by the NLFM.

COMMITTEE STRUCTURE

With the strong support of the Board, the Agency has an established committee structure, in addition to Board Committees. The committees represent a broad sampling of the Agency's stakeholders and underscore our commitment to an open and transparent organization.

ADVISORY COMMITTEES

Assessment Procedures and Practices

- Sean Martin, MAA
- Ron Cadigan, City of St. John's
- John Moore, MAPA
- Bill Balsom, Kirkland, Balsom Appraisal
- Glenn Bonnell, MAA

Assessment Services

- Michael Pinsent, Past-president, NLAMA
- Marie Blackmore, Clarendville
- Michelle Peach, Mount Pearl
- Jackie Chow, Corner Brook
- Garry Brown, Gander

STAFF COMMITTEES

Occupational Health and Safety Committee

- Glenn Bonnell, Western Region
- Terry Snow, Western Region
- Dale Hiscock, Corporate Services
- Paul Layman, Eastern Region

Labour-Management Committee

- Greg Rumbolt, Central Region
- Clar Simmons, Corporate Services
- Ken Glynn, Eastern Region
- Terry Peckham, Central Region

In March 2000, the Board approved the creation of a Staff Development and Education Committee. The Committee will be responsible for preparing a training and staff development plan, within approved budgetary limits, for the next fiscal year and beyond.

ASSESSMENT STATISTICS

<	231 municipalities assessed
<	166,800 parcels assessed
<	11,700 commercial tenants
<	more than \$9.3 billion in assessed value

ASSESSMENT ROLLS

231 annual assessment rolls delivered on schedule September 10, 1999 for taxation year 2000.

The total taxable assessed value for the province increased by more than \$212 million for tax year 2000 over 1999. This provides municipalities with the opportunity to collect additional property and business taxes.

ASSESSMENT APPEALS

For 2000, there were 2279 appeals, which represents an appeal rate of 1.37%. During 2000, the Agency revised its appeal handling procedures. The revised process will reduce the number of appeals requiring a hearing and the number of scheduled hearings where the appellant does not attend.

VALUATION CYCLE

The 2000 annual roll will be the last assessment based on 1996 values. Effective with the 2001 annual roll, property values will be based on 1999 values. This is a requirement of the *Assessment Act*. By providing for regular revaluations of all property, owners can better understand their valuations.

FINANCIAL OVERVIEW

Providing a quality assessment service while controlling the fee charged to municipalities represents a significant challenge for the Agency. Containing costs and expanding revenues from other, non core activities will be emphasized in the Agency's future operational plans.

BALANCED BUDGET

The Agency operates on a nonprofit basis to provide assessment services to the people of Newfoundland and Labrador. We collect fees for our services sufficient to cover the cost of our operations. For 2000, the Agency's fees for assessment services were maintained at the 1999 level of \$22.50 per parcel. Our budget is projected to remain balanced at the end of the planning period.

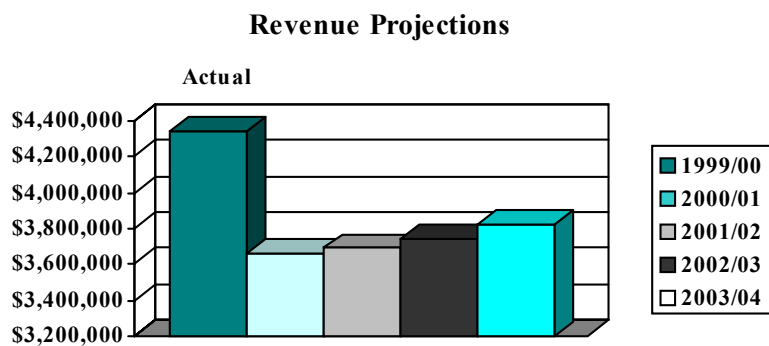
For purposes of this overview certain assumptions were made:

- , No future operating grant
- , 0.5% growth per year in # of parcels
- , Expenses remain within forecast
- , No change in fee structure / client base

REVENUE

The chart at the right provides an overview of our revenues through 2003-2004. The 1999-2000 figure is actual from the financial statements, while the remainder are projections.

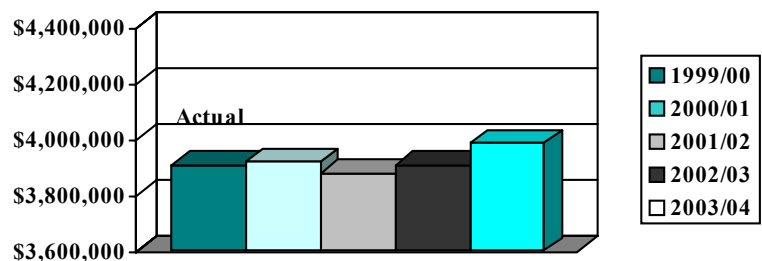
This year was the last year for the provincial operating subsidy. For 1999-2000 this subsidy was \$500,000. Effective April 2000, the Agency will be fully funded by fees for services.



Expenditure Projections

EXPENDITURES

For 1999-2000, the chart represents the actual expenses from the financial statements and our investment in capital assets for the year. The remaining years are projections of expenditures.



MUNICIPAL ASSESSMENT AGENCY INC.

FINANCIAL STATEMENTS Year ended March 31, 2000

AUDITORS' REPORT

To the Shareholder of
Municipal Assessment Agency Inc.

We have audited the balance sheet of Municipal Assessment Agency Inc. as at March 31, 2000 and the statements of revenue, expenses and surplus and cash flows for the year then ended. These financial statements are the responsibility of the corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements.

An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the corporation as at March 31, 2000 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles.

The prior year was reported on by another public accountant.

St. John's, Newfoundland
June 30, 2000

CHARTERED ACCOUNTANTS

MUNICIPAL ASSESSMENT AGENCY INC.

BALANCE SHEET

AS AT MARCH 31, 2000

ASSETS	2000	1999
CURRENT		
Cash	\$ 1,014,940	\$ 474,515
Accounts receivable (note 2)	290,116	386,767
Prepaid expenses	89,173	72,393
	1,394,229	933,675
Capital assets (note 3)	883,554	603,629
	\$ 2,277,783	\$ 1,537,304

LIABILITIES AND SHAREHOLDER'S EQUITY

CURRENT		
Accounts payable and accrued liabilities	\$ 153,651	\$ 111,983
Accrued vacation pay (note 6)	125,623	114,804
Deferred contributions - operating	63,615	72,393
	342,889	299,180
Accrued severance pay (note 6)	452,521	398,871
Deferred contributions - capital	427,626	603,629
	1,223,036	1,301,680

SHAREHOLDER'S EQUITY

Capital		
Authorized and issued		
1 Common share	1	1
Surplus	1,054,746	235,623
	1,054,747	235,624
	\$ 2,277,783	\$ 1,537,304

Commitments and contingencies (notes 4 and 5)

On behalf of the board:

MUNICIPAL ASSESSMENT AGENCY INC.

STATEMENT OF REVENUES, EXPENSES AND SURPLUS

FOR THE YEAR ENDED MARCH 31, 2000

	2000	1999
REVENUES:		
Assessment services	\$ 3,729,352	\$ 3,206,505
Operating grant (note 7)	500,000	535,000
Valuation revenue	41,000	66,125
Interest revenue	63,350	31,566
	4,333,702	3,839,196
EXPENSES:		
Salaries	2,206,147	2,095,488
Benefits	337,100	239,290
Travel	262,595	232,795
Premises and equipment lease	171,961	171,998
Information technology	149,862	170,513
Telephone	71,498	70,675
Bad debt	70,812	-
Office supplies	36,694	34,938
Professional fees	22,875	8,086
Postage and courier	14,483	22,721
Printing	9,721	10,325
Insurance	6,402	1,043
Staff training	4,861	33,009
Payroll processing	4,284	2,680
Advertising	2,033	2,639
Miscellaneous	1,339	374
Bank charges	682	294
	3,373,349	3,096,868
Excess of revenues over expenses before the following	960,353	742,328
Provision for severance and vacation pay (note 6)	70,332	84,929
Amortization of deferred contributions (note 7)	(184,781)	(29,833)
Amortization of capital assets	255,679	29,833
Excess of revenues over expenses	819,123	657,399
Surplus (deficit), beginning of year (note 7)	235,623	(421,776)
Surplus, end of year	\$ 1,054,746	\$ 235,623

See Accompanying Notes to Financial Statements

MUNICIPAL ASSESSMENT AGENCY INC.

STATEMENT OF CHANGES IN FINANCIAL POSITION

FOR THE YEAR ENDED MARCH 31, 2000

	2000	1999
Operating activities:		
Net income for the year	\$ 819,123	\$ 657,399
Items not affecting cash:		
Amortization of capital assets	255,679	29,833
Amortization of deferred contributions	(184,781)	(29,833)
Increase in severance pay accrual	53,650	58,364
Increase in vacation pay accrual	10,820	26,565
Net change in non-cash working capital balance	(414,066)	(301,144)
Cash provided by operating activities	540,425	441,184
Investing activities:		
Purchase of capital assets	(535,608)	(368,745)
Financing activities:		
Contributions - capital assets	535,608	368,745
Increase in cash position	540,425	441,184
Cash position, beginning of year	474,515	33,331
Cash position, end of year	\$ 1,014,940	\$ 474,515

MUNICIPAL ASSESSMENT AGENCY INC.

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2000

General:

Effective April 2, 1997, the Municipal Assessment Agency Inc. (the "Corporation") was incorporated under the laws of the Province of Newfoundland and Labrador to carry out assessment services for various municipalities throughout the Province of Newfoundland and Labrador pursuant to the Assessment Act. Prior to this date, these services were performed by the Department of Municipal and Provincial Affairs, Government of Newfoundland and Labrador (the "Department").

The Corporation has one common share with a par value of \$1.00 issued to the Minister of Municipal and Provincial Affairs, Government of Newfoundland and Labrador.

The Corporation is a crown corporation and, accordingly, is exempt from paying income taxes under Subsection 149(1)(d) of the Income Tax Act.

1. Summary of significant accounting policies:

The financial statements of the Corporation have been prepared within the framework of generally accepted accounting principles which require the use of estimates and assumptions that affect the amounts reported and disclosed in these statements and related notes. Any variations between these estimates and actual amounts are not expected to materially affect reported results. The more significant accounting policies of the Corporation are as follows:

(a) Capital assets

Capital assets are purchased by the Corporation are recorded at cost. Amortization is recorded on a declining balance basis over the assets estimated useful lives at the following rates:

Furniture and equipment	20%
Computer hardware and software	30%

The Corporation is currently using furniture, equipment and computers provided by the Department. As title to these assets have not been transferred to the Corporation, they have not been recorded in the accounts.

(b) Revenue recognition

Government operating grants are recorded on an accrual basis.

Operating grants related to expenses of future periods are deferred and amortized to income as related expenses are incurred.

Government assistance related to acquisition of fixed assets is deferred and amortized to income on the same basis as the related capital assets are amortized.

MUNICIPAL ASSESSMENT AGENCY INC.

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2000

1. Summary of significant accounting policies (continued):

Revenue for the provision of assessment and valuation services is recognized at the time the services are provided.

(c) Accrued severance pay

Severance pay is accounted for on an accrued basis and is calculated based upon years of service and current salary levels. The right to be paid severance pay vests with employees with nine years of continued service and accrues to a maximum of twenty years and, accordingly, no provision has been made in the accounts for employees with less than nine years of continued service. The amount is payable when the employee ceases employment with the Corporation.

(d) Redundancy pay

Redundancy pay is recognized as a liability when it is probable that employees will be entitled to benefits and the amount can be reasonably estimated.

2. Accounts receivable:

	<u>2000</u>	<u>1999</u>
Receivable from Municipalities	\$ 313,448	\$ 341,043
Receivable from Govt. of Newfoundland and Labrador	4,500	26,649
Receivable from Government of Canada (HST)	31,863	16,691
Other	5,150	2,384
Allowance for doubtful accounts	(64,845)	-
	\$ 290,116	\$ 386,767

Receivables from municipalities consist of amounts due from municipalities throughout the Province of Newfoundland and Labrador related to assessment services.

3. Capital assets:

	<u>2000</u>		<u>1999</u>	
<u>Cost</u>	<u>Accumulated Depreciation</u>	<u>Net Book Value</u>	<u>Net Book Value</u>	
Computer hardware and software	\$ 148,631	\$ 58,871	\$ 89,760	\$ 71,557
Furniture and equipment	75,131	22,486	52,645	50,855
Integrated assessment system	<u>956,860</u>	<u>215,711</u>	<u>741,149</u>	<u>481,216</u>
	<u>\$ 1,180,622</u>	<u>\$ 297,068</u>	<u>\$ 883,554</u>	<u>\$ 603,628</u>

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2000

4. Commitments:

The Corporation has entered into leases for the rental of office space. Lease payments to October 31, 2000, the end of the current lease, are approximately \$41,000.

5. Contractual obligations:

The Corporation has entered into a contract for the design, development and implementation of a computer assisted appraisal system. The new system has an estimated cost of \$638,000, of which \$588,600 was incurred prior to year end.

6. Severance and vacation pay:

As at the time of incorporation, the Corporation assumed liabilities for severance pay, vacation and accrued overtime associated with employees transferred to the Corporation resulting in an opening deficit in the amount of \$366,950. An agreement has been finalized with the Province with respect to how this deficit will be funded, subsequent to the year end, which will be reflected in the following fiscal period's financial statements.

The provision for severance and vacation pay consists of the following:

	<u>2000</u>	<u>1999</u>
Provision for severance pay	\$ 59,512	\$ 58,364
Provision for vacation pay	<u>10,820</u>	<u>26,565</u>
	<u>\$ 70,332</u>	<u>\$ 84,929</u>

7. Government of Newfoundland and Labrador - Funding

The Corporation received Government funding of \$500,000 during the year ended March 31, 2000 of which it recognized as operating revenue. During the year, the corporation recognized amortization of deferred operating contributions of \$8,778 and amortization of deferred capital contributions of \$176,003. The corporation allocated a portion of these funds for the purchase of capital assets. The Government funding will be eliminated for fiscal 2000/2001 as the Corporation is to become self-sustaining.

8. Financial instruments:

The Corporation's financial instruments consist of cash, accounts receivable and accounts payable. Unless otherwise noted, it is management's opinion that the Corporation is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair values of these financial instruments approximate their carrying values, unless otherwise noted.

9. Comparative figures:

Certain of the comparative figures have been reclassified to conform to the presentation adopted in 2000.

CORPORATE DIRECTORY

OFFICE DIRECTORY

BOARD OF DIRECTORS

Chairperson **Mr. Robert Noseworthy**
Deputy Minister, MAPA

Vice-Chairperson **Councillor Randy Simms**
Mount Pearl

Members

Mayor Aneitha Sheaves
Channel-Port aux Basques

Mr. John Stratton
Corner Brook

Mayor Rowena Bursey
Middle Arm

Mayor Walwin Blackmore
Grand Falls-Windsor

Mayor Fred Best
Clareville

Mr. William Butt
Carbonear

Ms. Barbara Knight
Deputy Minister
Government Services
& Lands

FINANCE AND AUDIT COMMITTEE

Chairperson William Butt

Members Randy Simms
Fred Best
Barbara Knight

PUBLIC RELATIONS & POLICY COMMITTEE

Chairperson Walwin Blackmore

Members Randy Simms
John Stratton
Rowena Bursey
Aneitha Sheaves

MANAGEMENT

Executive Director
& CEO **Sean Martin**

Business Manager Clarence Simmons

Regional Managers

Western Glenn Bonnell

Central Greg Rumbolt

Eastern James Ridgley

HR Manager (A) Dale Hiscock

HEAD OFFICE/CORPORATE SERVICES

75 O'Leary Avenue, St. John's NF A1B 2C9
Tel: (709) 724-1532 Fax: (709) 724-1531

EASTERN REGIONAL OFFICE

75 O'Leary Avenue
St. John's NF A1B 2C9
Tel: (709) 724-1510 Fax: (709) 724-1531

CENTRAL REGIONAL OFFICE

1 Markham Place
P.O. Box 570, Gander NF A1V 2E1
Tel: (709) 651-4460 Fax: (709) 651-4473

WESTERN REGIONAL OFFICE

63 Broadway
Corner Brook NF A2H 4C7
Tel: (709) 637-7150 Fax: (709) 637-7162

LABRADOR OFFICE

Elizabeth Goudie Building
P.O. Box 3014, Station "B"
Happy Valley, Goose Bay A0P 1E0
Tel: (709) 896-5393 Fax: (709) 896-8847

FIELD OFFICES

Conception Bay South
Tel: (709) 843-7541 Fax: (709) 834-7540

Carbonear

Tel: (709) 596-3044 Fax: (709) 596-3046

Marystown

Tel: (709) 279-3591 Fax: (709) 279-3578

Clareville

Tel: (709) 466-5120 Fax: (709) 466-5121

Grand Falls-Windsor

Tel: (709) 292-1170 Fax: (709) 292-1171

Stephenville

Tel: (709) 643-8570 Fax: (709) 643-8571

Flowers Cove

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