



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Better government: with partners, for Canadians



Inventory of Government of Canada Organizations

2011



Canada



Inventory of Government of Canada Organizations

2011

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President's Message

I am pleased to table the *Inventory of Government of Canada Organizations 2011*, which covers the information formerly reported in the Annual Report to Parliament on Crown Corporations and Other Corporate Interest of Canada in accordance with the provisions of the *Financial Administration Act*.

This report presents a snapshot of the structure of the federal government as at July 31, 2011. It describes how the government is organized and outlines its interests in other national and international organizations and private companies.



It also provides a complete listing of federal Crown corporations and their subsidiaries. Crown corporations play an important role in strengthening the economic, social, and cultural fabric of Canada. They are key partners in the government's delivery of programs and services to Canadians, and are integral to staying the course on returning to balanced budgets and controlling spending.

Over the past few years, the Secretariat has been publishing fewer and slimmer printed reports, and has been making more content available on the Web. This year's report marks a further evolution in this strategy, while still complying with the *Financial Administration Act* reporting requirements.

We want to give Canadians greater access to public information. We want to give them greater insight into the inner workings of their government and to empower them to participate more directly in the government's decision-making process.

Historically, Canada has been a leader in making information available to its citizens. As part of the expansion of open government, this year this report has been modernized to create a more readable and accessible report.

I encourage parliamentarians and Canadians to consult this report. They will find in it key useful information on the federal government, its Crown corporations, and their wholly owned subsidiaries, as well as information on the other corporate interests of Canada.

Original Signed By

The Honourable Tony Clement,
President of the Treasury Board and Minister for FedNor

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Introduction

This report provides a snapshot of the structure of the federal government as at July 31, 2011. It contains a comprehensive inventory of the composition of the Government of Canada, a consolidated report on the businesses and activities of federal parent Crown corporations, and information on the other corporate interests of the federal government. It also provides Web links to more comprehensive information on the structure of the federal government, and the businesses and activities of its institutions. This information is regularly updated throughout the year.

Information regarding the current composition of the Government of Canada and federal participation in mixed and joint enterprises, international organizations, and shared-governance corporations is compiled pursuant to the *Policy on Reporting of Federal Institutions and Corporate Interests to Treasury Board Secretariat*.

Information concerning the businesses and activities of all parent Crown corporations and information on other corporate interests of the federal government is prepared in accordance with section 151 of the *Financial Administration Act* (FAA) and tabled annually in Parliament by the President of the Treasury Board.

This report contains the following chapters:

Chapter 1, “Overview of Federal Government Institutions,” briefly describes the different types of federal government institutions, lists the changes to the composition of the Government of Canada from August 1, 2010, to July 31, 2011, and provides a listing of institutional forms by ministerial portfolio as at July 31, 2011.

This chapter includes all Crown corporations, as well as all corporations that have any shares held by, on behalf of, or in trust for the Crown or any Crown corporation as of July 31, 2011.

The corporate profiles of federal government institutions and other corporate interests, including Crown corporations, are available on the Treasury Board Secretariat website.¹

Chapter 2, “Crown Corporations,” provides consolidated financial and employment information on federal Crown corporations.

1. Treasury Board of Canada Secretariat, <http://www.tbs-sct.gc.ca/reports-rapports/cc-se/index-eng.asp>.

A companion report, the *Annual Report to Parliament on the Tabling of Crown Corporations' Reports 2011*, is verified by the Auditor General of Canada, and will be tabled separately in each House of Parliament in accordance with section 152 of the FAA.

In the past, the reports produced in accordance with FAA sections 151 and 152 were tabled in Parliament in a single document. This year, they are separated into two documents in order to facilitate links between the Inventory of Government of Canada Organizations and other publicly reported data and information about federal institutions.²

Over the past few years, the Secretariat has been publishing fewer and slimmer printed reports, and has been making more information available on the Web. The 2011 reports mark a further evolution in this strategy, while still complying with the FAA reporting requirements. The reports are now integrated with the federal government's Open Government Data Portal so that parliamentarians and Canadians are provided with organized electronic links to more timely and complete information in formats they can tailor to their needs. The change reflects the government's commitment to Open Government in the June 2011 Speech from the Throne in order to modernize the way the public service works and ensure that Canadians have improved access to the workings of government.

2. Data and information about federal institutions are updated regularly throughout the year; therefore, not all of this information is verified by the Auditor General of Canada.

Chapter 1

Overview of Federal Government Institutions

This chapter provides an overview of the federal government, listing the different types of institutions and the ministerial portfolios to which they belong. This information is accurate as at July 31, 2011.

1.1 Overview of institutional forms

The *Financial Administration Act* (FAA) groups the various institutional forms of federal organizations under schedules.³ The institutional forms and their corresponding schedules are as follows:

- ▶ Departments—FAA, Schedule I;
- ▶ Statutory and other agencies—FAA, Schedule I.1;
- ▶ Agents of Parliament—FAA, Schedule I.1;
- ▶ Departmental corporations—FAA, Schedule II;
- ▶ Service agencies—FAA, Schedule II; and
- ▶ Parent Crown corporations—FAA, Schedule III (although there are nine⁴ additional parent Crown corporations whose governance is primarily dictated by constituent legislation and, to a lesser extent, by the FAA, Part X).

There are two secondary institutional forms that are not listed in the FAA:

- ▶ Special operating agencies found within a department or agency; and
- ▶ Subsidiaries of Crown corporations.

Finally, there are other types of corporate entities that are not formally part of the federal government, but in which the government has an interest:

- ▶ Mixed enterprises;
- ▶ Joint enterprises;
- ▶ International organizations;
- ▶ Shared-governance corporations; and
- ▶ Corporations under the terms of the *Bankruptcy and Insolvency Act* (BIA).

3. Parliamentary entities and officers of Parliament have not been included in this report.

4. The nine additional parent Crown corporations are CPPIB, CBC, Telefilm, BoC, CRRF, IDRC, NCC, PSPIB, CCA (see the Appendix for a list of abbreviations used in this report).

Departments

Departments are established through legislation; their mandate typically covers a broad area of public policy, such as industry, justice, and health. Departments are financed through parliamentary appropriations and are organized in different ways to meet various policy and administrative needs.

Special operating agencies are units within a department or agency that have a separate or distinct identity and that serve a particular operational function or provide a particular service. They are considered part of the host department, and not as separate legal entities.

Statutory and other agencies

Statutory and other agencies are similar to departments in that they are usually financed through parliamentary appropriations. However, they often serve an operational purpose, such as an administrative, supervisory, advisory, regulatory, or adjudicative function.

Agents of Parliament

Agents of Parliament are a unique group of independent statutory officers who scrutinize the activities of government. They serve Parliament in relation to its oversight role; therefore, they report directly to Parliament and not to an individual minister. Agents account for their own activities normally by reporting to Parliament; their institutional heads are typically appointed through special resolutions of the House of Commons and the Senate. To maintain the agent's independence, the degree of influence exercised by the executive arm of government is minimal.

Departmental corporations

Departmental corporations are specialized entities, established through legislation, that deliver services, or perform research or regulatory functions. Departmental corporations are financed largely through parliamentary appropriations (and some user fees) and typically have a governing council or other form of management board.

Service agencies are a specialized form of departmental corporation established through tailored legislation to perform a highly operational function or service for which there is usually no private sector competition. Service agencies are financed through parliamentary appropriations and user fees. Their governing management boards and individual organizational arrangements and responsibilities are specified in the legislation; therefore, each entity's degree of autonomy varies.

Crown corporations

Crown corporations are government organizations that operate following a private sector model, but usually have a mixture of commercial and public policy objectives. Parent Crown corporations are directly owned by the Government of Canada and are established through legislation, letters patent, or articles of incorporation under the *Canada Business Corporations Act*.

Subsidiaries are entities that are owned, in whole or in part, by one or more parent Crown corporations and that can be incorporated through provincial or federal legislation. All subsidiaries are managed by their parent Crown corporation. They report to their parent Crown corporation and other shareholders, and not directly to the government, with the exception of wholly owned subsidiaries that have been directed by the government to report as a parent Crown corporation.⁵

Agent Crown corporations, as defined by Part X of the FAA, are Crown corporations that are expressly declared by, or pursuant to, any other Act of Parliament to be agents of the Crown. Such agency status is generally intended by Parliament to confer the privileges and immunities of the Crown. One privilege or immunity, for example, is that agent Crown corporations are free from provincial and municipal taxing statutes and charges.

Corporations held under the terms of the *Bankruptcy and Insolvency Act*

Pursuant to section 147 of the BIA, each time a trustee in bankruptcy makes a payment to a creditor in response to a claim against a bankrupt private sector corporation, the Superintendent of Bankruptcy is paid a levy.

A trustee in bankruptcy is a person appointed by the bankruptcy court to oversee the distribution of the assets of a bankrupt corporation to its creditors.

Although the levy is typically a percentage of each claim in dollars (fixed by the BIA), in rare cases, shares are provided in lieu of a cash payment. The Superintendent of Bankruptcy holds these shares on behalf of the Crown until all restrictions on their sale have expired and the shares are either sold for cash, transferred, or are deemed worthless.

It is worth noting that most of the shares the Superintendent receives as a levy do not produce revenue for the Crown. Nevertheless, the Office of the Superintendent of Bankruptcy Canada maintains records for all shares received in this capacity.

5. Currently, OPMC, PDP, and P3C are deemed parent Crown corporations (see the Appendix for a list of abbreviations used in this report).

Other corporate interests of Canada

Other corporate interests of Canada are institutions in which the federal government has an interest or participates in oversight.

Mixed enterprises are corporate entities whose shares are partially owned by the Government of Canada with the balance of shares owned by private sector parties. A minister represents the government as a shareholder, executing the corresponding rights and responsibilities.

Joint enterprises are corporate entities whose shares are partially owned by the Government of Canada with the balance of shares owned by another level of government. A minister represents the federal government as a shareholder, executing the corresponding rights and responsibilities.

International organizations are corporate entities created pursuant to international agreements under which Canada either holds shares or has a right to appoint or elect a number of members to a governing body. A minister represents the government in executing the rights and responsibilities accorded to Canada through the agreement.

Shared-governance corporations are corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right to appoint or nominate one or more members to a governing body.

1.2 Changes in federal institutions and other corporate interests

This section identifies additions, deletions and other portfolio changes that occurred for federal institutions and other corporate interests for the year ending July 31, 2011.

Federal Institution	Portfolio	Change
Crown Corporations		
Canada Lands Company Limited	Public Works and Government Services (formerly under Transport, Infrastructure and Communities)	Change of ministerial portfolio
Canadian Museum of Immigration at Pier 21	Canadian Heritage and Official Languages	Added
Corporation for the Mitigation of Mackenzie Gas Project Impacts	Aboriginal Affairs and Northern Development (formerly under Environment)	Change of ministerial portfolio
National Capital Commission	Foreign Affairs and International Trade (formerly under Transport, Infrastructure and Communities)	Change of ministerial portfolio
Old Port of Montréal Corporation Inc.	Public Works and Government Services (formerly under Transport, Infrastructure and Communities)	Change of ministerial portfolio
Parc Downsview Park Inc.	Public Works and Government Services (formerly under Transport, Infrastructure and Communities)	Change of ministerial portfolio
Royal Canadian Mint	Finance (formerly under Transport, Infrastructure and Communities)	Change of ministerial portfolio
Statutory and Other Agencies		
Canadian Northern Economic Development Agency	Health (formerly under Indian Affairs and Northern Development)	Change of ministerial portfolio
Federal-Provincial Relations Office	Privy Council	Deleted
NAFTA Secretariat—Canadian Section	Foreign Affairs and International Trade	Deleted

Federal Institution	Portfolio	Change
Office of the Co-ordinator, Status of Women	Human Resources and Skills Development (formerly under Canadian Heritage and Official Languages)	Change of ministerial portfolio
Shared-Governance Corporations		
2010 Games Operating Trust Society	Canadian Heritage and Official Languages	Added
Canadian Sport Centre Ontario	Canadian Heritage and Official Languages	Deleted
FPIInnovations	Natural Resources	Deleted
Petroleum Technology Research Centre Inc.	Natural Resources	Deleted
Prince Edward Island 2009 Canada Games Host Society Inc., The	Canadian Heritage and Official Languages	Deleted
Saint John Harbour Bridge Authority	Transport, Infrastructure and Communities	Deleted
Corporations Held under the <i>Bankruptcy and Insolvency Act</i>⁶		
Igo International Inc.	Not applicable	Added (October 22, 2010)
Argosy Energy Inc.	Not applicable	Added (November 10, 2010)
Orbus Pharma Inc.	Not applicable	Added (May 19, 2011)
C.L. Hall Limited	Not applicable	Added (July 5, 2011)

6. A chronological list of current share holdings held under the BIA is available on the Treasury Board Secretariat website at <http://www.tbs-sct.gc.ca/reports-rapports/cc-se/index-eng.asp>. These holdings are listed from the date on which the government took on the shares until they are disposed of.

1.3 Canadian federal institutions and relevant corporate interests

This section presents an alphabetical list of federal institutions and corporate interests by ministerial portfolio for the year ending July 31, 2011.

Aboriginal Affairs and Northern Development

Department

Department of Indian Affairs and Northern Development

Statutory and Other Agencies

Indian Residential Schools Truth and Reconciliation Commission

Registry of the Specific Claims Tribunal

Departmental Corporation

Canadian Polar Commission

Crown Corporations

Corporation for the Mitigation of Mackenzie Gas Project Impacts*

First Nations Statistical Institute

Shared-Governance Corporations

Aboriginal Healing Foundation

First Nations Financial Management Board

First Nations Tax Commission

Agriculture and Agri-Food

Department

Department of Agriculture and Agri-Food

Statutory and Other Agencies

Canadian Grain Commission

National Farm Products Council

Service Agency

Canadian Food Inspection Agency

Crown Corporations

Canadian Dairy Commission

Farm Credit Canada

Shared-Governance Corporations

Canadian International Grains Institute

Canadian Livestock Records Corporation

Canadian Wheat Board, The

PrioNet Canada

Atlantic Canada Opportunities Agency

Statutory and Other Agency

Atlantic Canada Opportunities Agency

Crown Corporation

Enterprise Cape Breton Corporation

Canadian Heritage and Official Languages

Department

Department of Canadian Heritage

Statutory and Other Agencies

Canadian Radio-television and Telecommunications Commission

Library and Archives of Canada

National Film Board

Public Service Commission

Public Service Labour Relations Board

Public Service Staffing Tribunal

Registry of the Public Servants Disclosure Protection Tribunal

Departmental Corporation

National Battlefields Commission, The

Crown Corporations

Canada Council for the Arts

Canadian Broadcasting Corporation

Canadian Museum for Human Rights

Canadian Museum of Civilization

Canadian Museum of Immigration at Pier 21

Canadian Museum of Nature

National Arts Centre Corporation

National Gallery of Canada

National Museum of Science and Technology

Telefilm Canada

International Organization

World Anti-Doping Agency

Shared-Governance Corporations

2010 Games Operating Trust Society
 Calgary Olympic Development Association
 Canada Commonwealth Legacy Fund
 Canada Games Council
 Canada Media Fund
 Centre national multisport – Montréal
 Coaching Association of Canada
 Halifax 2011 Canada Games Host Society, The
 Sport Dispute Resolution Centre of Canada
 Terry Fox Humanitarian Award Inc.
 Toronto Organizing Committee for the 2015 Pan American and Parapan American Games
 TV5 Québec Canada
 Vancouver Organizing Committee for 2010 Olympics and Paralympic Winter Games

Citizenship, Immigration and Multiculturalism**Department**

Department of Citizenship and Immigration

Statutory and Other Agency

Immigration and Refugee Board

Crown Corporation

Canadian Race Relations Foundation

Economic Development Agency of Canada for the Regions of Quebec**Statutory and Other Agency**

Economic Development Agency of Canada for the Regions of Quebec

Environment

Department

Department of the Environment

Statutory and Other Agency

Canadian Environmental Assessment Agency

Departmental Corporations

Canada Emission Reduction Incentives Agency*

National Round Table on the Environment and the Economy

Service Agency

Parks Canada Agency

International Organizations

International Lake Memphremagog Board

International Lake of the Woods Control Board

North American Commission for Environmental Cooperation – Joint Public Advisory Committee

Shared-Governance Corporations

Canadian Foundation for Climate and Atmospheric Sciences

Lake of the Woods Control Board

Ouranos Consortium

Porcupine Caribou Management Board

Wildlife Habitat Canada

Finance

Department

Department of Finance

Statutory and Other Agencies

Canadian International Trade Tribunal

Financial Consumer Agency of Canada

Financial Transactions and Reports Analysis Centre of Canada

Office of the Superintendent of Financial Institutions

Agent of Parliament

Office of the Auditor General

Crown Corporations

Bank of Canada
Canada Deposit Insurance Corporation
Canada Development Investment Corporation
Canada Pension Plan Investment Board
PPP Canada
Royal Canadian Mint

International Organizations

European Bank for Reconstruction and Development
International Bank for Reconstruction and Development
International Development Association
International Finance Corporation
International Monetary Fund
Multilateral Investment Guarantee Agency

Shared-Governance Corporation

Waterfront Toronto

Fisheries and Oceans**Department**

Department of Fisheries and Oceans

Crown Corporation

Freshwater Fish Marketing Corporation

Shared-Governance Corporation

International Fisheries Commissions Pension Society

Foreign Affairs and International Trade

Department

Department of Foreign Affairs and International Trade

Statutory and Other Agency

Canadian International Development Agency

Crown Corporations

Canadian Commercial Corporation

Export Development Canada

International Development Research Centre

National Capital Commission

International Organizations

African Development Bank

Asian Development Bank

Caribbean Development Bank

Inter-American Development Bank

International Joint Commission

Shared-Governance Corporations

Asia-Pacific Foundation of Canada

International Centre for Human Rights and Democratic Development

Roosevelt Campobello International Park Commission

Health

Department

Department of Health

Statutory and Other Agencies

Canadian Northern Economic Development Agency

Hazardous Materials Information Review Commission

Patented Medicine Prices Review Board

Public Health Agency of Canada

Departmental Corporations

Assisted Human Reproduction Agency of Canada

Canadian Institutes of Health Research

Shared-Governance Corporations

Canada Health Infoway Inc.
Canadian Agency for Drugs and Technologies in Health
Canadian Centre on Substance Abuse
Canadian Institute for Health Information
Canadian Partnership Against Cancer Corporation
Canadian Patient Safety Institute
Health Council of Canada
Mental Health Commission of Canada

Human Resources and Skills Development**Department**

Department of Human Resources and Skills Development

Statutory and Other Agencies

Canada Industrial Relations Board
Canadian Artists and Producers Professional Relations Tribunal
Office of the Co-ordinator, Status of Women

Departmental Corporations

Canada Employment Insurance Commission
Canadian Centre for Occupational Health and Safety

Crown Corporations

Canada Employment Insurance Financing Board
Canada Mortgage and Housing Corporation

Industry

Department

Department of Industry

Statutory and Other Agencies

Canadian Space Agency

Copyright Board

Federal Economic Development Agency for Southern Ontario

Registry of the Competition Tribunal

Statistics Canada

Departmental Corporations

National Research Council of Canada

Natural Sciences and Engineering Research Council

Social Sciences and Humanities Research Council

Crown Corporations

Business Development Bank of Canada

Canadian Tourism Commission

Standards Council of Canada

Shared-Governance Corporations

Canada Foundation for Innovation

Internal Trade Secretariat Corporation

Pierre Elliott Trudeau Foundation, The

Justice**Department**

Department of Justice

Statutory and Other Agencies

Canadian Human Rights Commission

Canadian Human Rights Tribunal

Courts Administration Service

Office of the Commissioner for Federal Judicial Affairs

Office of the Director of Public Prosecutions

Registrar of the Supreme Court of Canada

Agents of Parliament

Office of the Information Commissioner of Canada

Office of the Privacy Commissioner of Canada

Departmental Corporation

Law Commission of Canada*

National Defence**Department**

Department of National Defence

Statutory and Other Agencies

Canadian Forces Grievance Board

Military Police Complaints Commission

Office of the Communications Security Establishment Commissioner

National Revenue**Service Agency**

Canada Revenue Agency

Natural Resources

Department

Department of Natural Resources

Statutory and Other Agencies

National Energy Board

Northern Pipeline Agency

Departmental Corporation

Canadian Nuclear Safety Commission

Crown Corporation

Atomic Energy of Canada Limited

Joint Enterprise

Lower Churchill Development Corporation Limited

Shared-Governance Corporations

Association of Canada Lands Surveyors

Canada Foundation for Sustainable Development Technology

Canada-Newfoundland Offshore Petroleum Board

Canada-Nova Scotia Offshore Petroleum Board

Canadian Energy Research Institute

Maritime Forestry Complex Corporation

Privy Council

Statutory and Other Agencies

Canadian Intergovernmental Conference Secretariat

Office of the Governor General's Secretary

Privy Council Office

Public Appointments Commission Secretariat*

Security Intelligence Review Committee

Agents of Parliament

Office of the Chief Electoral Officer

Office of the Commissioner of Official Languages

Departmental Corporation

Canadian Transportation Accident Investigation and Safety Board

Shared-Governance Corporations

Nature Trust of British Columbia, The

Vanier Institute of the Family, The

Public Safety**Department**

Department of Public Safety and Emergency Preparedness

Statutory and Other Agencies

Canadian Security Intelligence Service

Correctional Service of Canada

National Parole Board

Office of the Correctional Investigator of Canada

Royal Canadian Mounted Police

Royal Canadian Mounted Police External Review Committee

Royal Canadian Mounted Police Public Complaints Commission

Departmental Corporation

Canada Border Services Agency

Public Works and Government Services**Department**

Department of Public Works and Government Services

Crown Corporations

Canada Lands Company Limited

Defence Construction (1951) Limited

Old Port of Montréal Corporation Inc.

Parc Downsview Park Inc.

Shared-Governance Corporation

Milit-Air Inc.

Transport, Infrastructure and Communities

Department

Department of Transport

Statutory and Other Agencies

Canadian Transportation Agency

Office of Infrastructure of Canada

Transportation Appeal Tribunal of Canada

Crown Corporations

Atlantic Pilotage Authority

Blue Water Bridge Authority

Canada Post Corporation

Canadian Air Transport Security Authority

Federal Bridge Corporation Limited, The

Great Lakes Pilotage Authority

Laurentian Pilotage Authority

Marine Atlantic Inc.

Pacific Pilotage Authority

Ridley Terminals Inc.

VIA Rail Canada Inc.

Shared-Governance Corporations

Aéroport de Québec inc.

Aéroports de Montréal

Belledune Port Authority

Buffalo and Fort Erie Public Bridge Authority

Calgary Airport Authority

Charlottetown Airport Authority Inc.

Edmonton Regional Airports Authority

Gander International Airport Authority Inc.

Greater Fredericton Airport Authority Inc.

Greater London International Airport Authority

Greater Moncton International Airport Authority Inc.

Greater Toronto Airports Authority

Halifax International Airport Authority

Halifax Port Authority

Hamilton Port Authority

Montréal Port Authority
Nanaimo Port Authority
NAV CANADA
Oshawa Harbour Commission
Ottawa Macdonald-Cartier International Airport Authority
Port Alberni Port Authority
Prince George Airport Authority Inc.
Prince Rupert Port Authority
Québec Port Authority
Regina Airport Authority
Saguenay Port Authority
Saint John Airport Inc.
Saint John Port Authority
Saskatoon Airport Authority
Sept-Îles Port Authority
St. John's International Airport Authority
St. John's Port Authority
St. Lawrence Seaway Management Corporation
Thunder Bay International Airports Authority Inc.
Thunder Bay Port Authority
Toronto Port Authority
Trois-Rivières Port Authority
Vancouver Fraser Port Authority
Vancouver International Airport Authority
Victoria Airport Authority
Windsor Port Authority
Winnipeg Airports Authority Inc.

Treasury Board

Department

Treasury Board Secretariat

Agents of Parliament

Office of the Commissioner of Lobbying

Office of the Public Sector Integrity Commissioner

Departmental Corporation

Canada School of Public Service

Crown Corporation

Public Sector Pension Investment Board

Veterans Affairs

Department

Department of Veterans Affairs

Statutory and Other Agency

Veterans Review and Appeal Board

Shared-Governance Corporation

Last Post Fund

Western Economic Diversification

Department

Department of Western Economic Diversification

Joint Enterprise

North Portage Development Corporation

*Non-operational as at July 31, 2011.

1.4 Changes in Crown corporations' corporate holdings

This section highlights the additions, deletions and other changes in corporate holdings that occurred for parent Crown corporations and their subsidiaries, legal partnerships, and associates for the year ending July 31, 2011.

Canada Development Investment Corporation

Subsidiaries held at 100 per cent

Canada CH Investment Corporation	Deleted
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Canada Pension Plan Investment Board⁷

Subsidiaries held at 100 per cent

CPPIB Asia Inc. (formerly known as CPP Investment Board Asia Inc.)	Name change
CPPIB Equity Investments Inc. (formerly known as Canada Pension Plan Investment Board Financial Products Inc.)	Name change
CPPIB Roads Hold Co. Pty Ltd.	Added
CPPIB US Real Estate Holdings, Inc.	Added

Marine Atlantic Inc.

Subsidiaries held at 100 per cent

Newfoundland Dockyard Corporation	Deleted
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Public Sector Pension Investment Board

Subsidiaries held at 100 per cent

Infra H20 GP Partners Inc. (formerly known as Infra-PSP GP Partners Inc.)	Name change
7929790 Canada Inc.	Added
Argentia Private Investments Inc.	Added
Belle Bay Private Investments Inc.	Added
Infra H20 LP Partners Inc.	Added
PSPIB Baltimore G.P. Inc.	Added
PSPIB Emerald Inc.	Added
Sooke Investments Inc.	Added
WAPT Pty Ltd.	Added

7. The subsidiaries 2185278 Ontario Limited, Greenwood Holdings 1 Inc. and Greenwood Holdings 2 Inc. were included in the *Annual Report to Parliament - Crown Corporations and Other Corporate Interests of Canada 2010*, but should have been deleted from the list. As well, the following subsidiaries were omitted: CPP Investment Board (USRE II) Inc. and CPP Investment Board (USRE) Inc.

1.5 Crown corporations' corporate holdings

This section presents an alphabetical list of parent Crown corporations together with their subsidiaries, legal partnerships, and associates. Corporations without holdings were excluded to simplify the presentation for the year ending July 31, 2011.

Crown Corporation	Subsidiaries/Associates*
Atomic Energy of Canada Limited	Subsidiaries held at 100 per cent AECL Technologies B.V. AECL Technologies Inc.
Business Development Bank of Canada	Subsidiary held at 100 per cent BDC Capital Inc.
Canada Development Investment Corporation	Subsidiaries held at 100 per cent Canada Eldor Inc. Canada GEN Investment Corporation and its subsidiary – General Motors Company (11.7 per cent) Canada Hibernia Holding Corporation, its associate and its subsidiary – Hibernia Management and Development Company Ltd. (8.5 per cent)
Canada Lands Company Limited	Subsidiary held at 100 per cent Canada Lands Company CLC Limited
Canada Mortgage and Housing Corporation	Subsidiary held at 100 per cent Canada Housing Trust ⁸
Canada Pension Plan Investment Board⁹	Subsidiaries held at 100 per cent CPP Investment Board (USRE) Inc CPP Investment Board (USRE II) Inc. CPP Investment Board (USRE III) Inc. CPP Investment Board (USRE IV) Inc. CPP Investment Board (USRE V) Inc. CPP Investment Board European Holdings S.à.r.l.

8. Note that the Canada Housing Trust (CHT) does not have share capital, but rather is a variable interest entity. Based on current accounting guidelines, the financial results of CHT are consolidated with the financial statements of the Canada Mortgage and Housing Corporation.

9. Note that the following subsidiaries had been reported in the *Annual Report to Parliament - Crown Corporations and Other Corporate Interests of Canada 2010* as held by Canada Pension Plan Investment Board (CPPIB), however they are holdings of subsidiaries held by CPPIB: CPP Investment Board Private Holdings (2) Inc., CPPIB Credit Investments European Holdings S. à r.l., CPPIB US Private Holdings Inc. II, CPPIB US RE-7 G.P. Inc., CPPIB US RE-8 G.P. Inc., and CPPIB Zambezi Holdings Inc.

Crown Corporation	Subsidiaries/Associates*
	<p>CPP Investment Board PMI-1 Inc.</p> <p>CPP Investment Board PMI-2 Inc.</p> <p>CPP Investment Board PMI-3 Inc.</p> <p>CPP Investment Board PMI-4 Inc.</p> <p>CPP Investment Board Private Debt Holdings Inc. and its subsidiary</p> <ul style="list-style-type: none"> – CPPIB Private Debt Holdings II Inc. (100 per cent) <p>CPP Investment Board Private Holdings Inc. and its subsidiary</p> <ul style="list-style-type: none"> – CPPIB Zambezi Holdings Inc. (100 per cent) <p>CPP Investment Board Private Holdings (2) Inc.</p> <p>CPP Investment Board Real Estate Holdings – Australia Inc.</p> <p>CPP Investment Board Real Estate Holdings Inc. and its subsidiaries</p> <ul style="list-style-type: none"> – CPPIB US RE-A Inc. (100 per cent) – CPPIB REH – LRC Inc. (100 per cent) – CPPIB (EURO RE) Inc. (100 per cent) <p>CPP Investment Board Real Estate Holdings (2) Inc. and its subsidiaries</p> <ul style="list-style-type: none"> – CPPIB US RE-1 Inc. (100 per cent) – CPPIB US RE-2 Inc. (100 per cent) – CPPIB US RE-3 Inc. (100 per cent) – CPPIB US RE-4 Inc. (100 per cent) – CPPIB US RE-7 G.P. Inc. (100 per cent) – CPPIB US RE-8 G.P. Inc. (100 per cent) – CPPIB REI US RE-5 Inc. (100 per cent) – CPPIB REI US RE-6 Inc. (100 per cent) – CPPIB US REI Inc. (100 per cent) <p>CPPIB Asia Inc.</p> <p>CPPIB Australia Holdings No.1 Pty Ltd.</p> <p>CPPIB Capital Inc. CPPIB</p> <p>Credit Investments Inc. and its subsidiaries</p> <ul style="list-style-type: none"> – CPPIB Credit Investments European Holdings S.à.r.l (100 per cent) – CPPIB CII US Holdings (1) Inc. (100 per cent) – CPPIB CII US Holdings (2) Inc. (100 per cent) <p>CPPIB Equity Investments Inc.</p> <p>CPPIB Infrastructure Holdings Inc.</p> <p>CPPIB LAV Holdings Inc. and its subsidiary</p> <ul style="list-style-type: none"> – CPPIB US Private Holdings Inc. II (100 per cent)

Crown Corporation	Subsidiaries/Associates*
	<p>CPPIB NZ Airport Holding Inc.</p> <p>CPPIB Real Estate Debt Investments Inc.</p> <p>CPPIB Roads Hold Co. Pty Ltd. and its subsidiary</p> <ul style="list-style-type: none"> – CPPIB Roads Sub Co. Pty Ltd. (100 per cent) <p>CPPIB Stone Holdings Inc.</p> <p>CPPIB Technology Inc.</p> <p>CPPIB US Private Holdings Inc.</p> <p>CPPIB US Real Estate Holdings, Inc. and its subsidiary</p> <ul style="list-style-type: none"> – Mayflower REIT LLC (100 per cent)
Canada Post Corporation	<p>Subsidiaries held at 100 per cent</p> <p>2875039 Canada Limited</p> <p>2875047 Canada Limited</p> <p>3906949 Canada Inc.</p> <p>Subsidiaries held at 50 to 99 per cent</p> <p>Innovapost Inc. (51 per cent)</p> <p>Purolator Holdings Ltd. (91.05 per cent through the Corporation and 2875039 Canada Limited) and its subsidiaries</p> <ul style="list-style-type: none"> – 4444655 Canada Inc. (100 per cent) – Purolator Courier Ltd. (100 per cent) and its subsidiaries <ul style="list-style-type: none"> ○ Purolator Holdings U.S. Ltd. (100 per cent) ○ Purolator U.S.A. Inc. (100 per cent) ○ 4444655 (Delaware) Corp. (100 per cent) ○ Purolator Trade Solutions Ltd. (51 per cent) <p>SCI Group Inc. (98.74 per cent) and its subsidiaries</p> <ul style="list-style-type: none"> – SCI Logistics Ltd. (100 per cent) – Progistix-Solutions Inc. (100 per cent) – AMG Logistics Inc. (100 per cent) – Assured Logistics Inc. (100 per cent) – First Team Transport Inc. (100 per cent) – Partnership Inc. (100 per cent) – 6076386 Canada Inc. (Edge Logistics Inc.) (100 per cent) <p>Associate held at less than 50 per cent</p> <p>Co-operative Vereniging International Post Corporation U.A. (5.92 per cent) and its subsidiary</p> <ul style="list-style-type: none"> – IPC CV (100 per cent)

Crown Corporation	Subsidiaries/Associates*
Canadian Broadcasting Corporation	Subsidiaries held at 50 to 99 per cent ARTV (85 per cent) The Canadian Documentary Channel (82 per cent) Associates held at less than 50 per cent Cable North Microwave Limited (1 share) Master FM Limited (20 per cent) Sirius Canada Inc. (40 per cent) TV5 Monde (6.7 per cent) Visnews Limited (1 share)
Enterprise Cape Breton Corporation	Subsidiaries held at 100 per cent Cape Breton Casting Inc. Cape Breton Marine Farming Limited ¹⁰ DARR (Cape Breton) Limited Gulf Bras D'Or Estates Limited ¹¹
Export Development Canada	Subsidiary held at 100 per cent Exinvest Inc.
Federal Bridge Corporation Limited, The	Subsidiaries held at 100 per cent Jacques Cartier and Champlain Bridges Incorporated, The Seaway International Bridge Corporation, Ltd., The St. Mary's River Bridge Company

10. This corporation is inactive.

11. This corporation is inactive.

Crown Corporation	Subsidiaries/Associates*
Public Sector Pension Investment Board	<p data-bbox="558 306 932 338">Subsidiaries held at 100 per cent</p> <p data-bbox="558 344 786 371">7929790 Canada Inc.</p> <p data-bbox="558 382 907 409">Argentia Private Investments Inc.</p> <p data-bbox="558 417 919 445">Belle Bay Private Investments Inc.</p> <p data-bbox="558 455 946 483">Blue & Gold Private Investments Inc.</p> <p data-bbox="558 491 889 518">Datura Private Investments Inc.</p> <p data-bbox="558 529 919 556">Galvaude Private Investments Inc.</p> <p data-bbox="558 564 837 592">Infra H2O GP Partners Inc.</p> <p data-bbox="558 602 833 630">Infra H2O LP Partners Inc.</p> <p data-bbox="558 638 797 665">Infra-PSP Canada Inc.</p> <p data-bbox="558 676 777 703">Infra-PSP Credit Inc.</p> <p data-bbox="558 711 777 739">Infra-PSP ECEF Inc.</p> <p data-bbox="558 749 802 777">Infra-PSP Partners Inc.</p> <p data-bbox="558 785 870 812">Ivory Private Investments Inc.</p> <p data-bbox="558 823 948 850">Kings Island Private Investments Inc.</p> <p data-bbox="558 858 976 886">Port-aux-Choix Private Investments Inc.</p> <p data-bbox="558 896 732 924">PSP Capital Inc.</p> <p data-bbox="558 932 716 959">PSP Finco Inc.</p> <p data-bbox="558 970 805 997">PSP Public Credit I Inc.</p> <p data-bbox="558 1005 727 1033">PSPIB-AFP Inc.</p> <p data-bbox="558 1043 748 1071">PSPIB-Andes Inc.</p> <p data-bbox="558 1079 834 1106">PSPIB Baltimore G.P. Inc.</p> <p data-bbox="558 1117 760 1144">PSPIB-Condor Inc.</p> <p data-bbox="558 1152 805 1180">PSPIB Deep South Inc.</p> <p data-bbox="558 1190 769 1218">PSPIB Emerald Inc.</p> <p data-bbox="558 1226 818 1253">PSPIB G.P. Finance Inc.</p> <p data-bbox="558 1264 727 1291">PSPIB G.P. Inc.</p> <p data-bbox="558 1299 824 1327">PSPIB G.P. Partners Inc.</p> <p data-bbox="558 1337 745 1365">PSPIB IRP60 Inc.</p> <p data-bbox="558 1373 724 1400">PSPIB-LSF Inc.</p> <p data-bbox="558 1411 829 1438">PSPIB Michigan G.P. Inc.</p> <p data-bbox="558 1446 732 1474">PSPIB-MSR Inc.</p> <p data-bbox="558 1484 862 1512">PSPIB-MV Development Inc.</p> <p data-bbox="558 1520 956 1547">PSPIB Pennsylvania Investments Inc.</p> <p data-bbox="558 1558 883 1585">PSPIB Realty International Inc.</p> <p data-bbox="558 1593 805 1621">PSPIB-RE Finance Inc.</p> <p data-bbox="558 1631 902 1659">PSPIB-RE Finance Partners Inc.</p> <p data-bbox="558 1667 922 1694">PSPIB-RE Finance Partners II Inc.</p> <p data-bbox="558 1705 810 1732">PSPIB-RE Partners Inc.</p> <p data-bbox="558 1740 727 1768">PSPIB-SDL Inc.</p>

Crown Corporation	Subsidiaries/Associates*
	PSPLUX Sàrl Red Isle Private Investments Inc. Revera Inc. Sooke Investments Inc. Trinity Bay Private Investments Inc. WAPT Pty Ltd.
Royal Canadian Mint	Subsidiary held at 100 per cent RCMH-MRCF Inc.

* Note that the Subsidiaries/Associates column may not contain all of the indirectly held corporate holdings or all those held at less than 100 per cent. For certain corporations, such as the pension boards, details on their specific holdings and investments may be considered commercially sensitive information, which cannot be made public.

Chapter 2 Crown Corporations

2.1 Parent Crown corporations' employment and financial data, including aggregate borrowings

Federal Crown corporations operate in many sectors of the Canadian economy, though each has a unique public policy interest. The corporations vary in size and in their reliance on government appropriations.

The *Financial Administration Act* (FAA) requires that employment and financial data, including aggregate borrowings of parent Crown corporations, be reported to Parliament annually. As at July 31, 2011, there were 49 Crown corporations¹² directed to report as parent Crown corporations for the purposes of the FAA.

This section provides financial information on individual Crown corporations grouped by ministerial portfolio presented in table format as follows:

- ▶ Exhibit 1 presents each corporation's employment and financial position
- ▶ Exhibit 2 presents each corporation's operating results and financing

Information about the activities and business of individual Crown corporations can be found in the corporate profiles available on the Treasury Board Secretariat website¹³ and in the corporations' respective annual reports and corporate plan summaries.

The data presented here cover most Crown corporations. Where data could not be included, an explanation has been provided.

It should also be noted that the figures in the accompanying tables have been rounded to simplify presentation.

When comparing individual Crown corporations' reports with the data presented here, note that a corporation may have restated certain financial data to reflect changes in its accounting policies. No attempt has been made to apply such changes to the data in this report beyond correcting errors that may have occurred in previous annual reports tabled in Parliament.

12. This breaks down into 46 parent Crown corporations and 3 wholly owned subsidiaries, which are OPMC, PDP, and P3C (see the Appendix for a list of abbreviations used in this report).

13. Treasury Board of Canada Secretariat, Inventory of Government of Canada Organizations and Annual Report to Parliament on the tabling of Crown Corporations' Reports 2011, <http://www.tbs-sct.gc.ca/reports-rapports/cc-se/index-eng.asp>.

The corporate data in exhibits 1 and 2 are based on Crown corporations' annual reports for their financial year ending on or before July 31, 2011. For Crown corporations with financial years ending after July 31, 2011, financial data for the previous financial year have been used.¹⁴

A glossary of the financial and employment terms used in the exhibits is provided in section 2.2.

14. This report includes the data for the Canadian Dairy Commission for the period ending July 31, 2010; data for the Blue Water Bridge Authority and the National Arts Centre Corporation for the period ending August 31, 2010; and data for the Atlantic Pilotage Authority, the Bank of Canada, the Canada Development Investment Corporation, Canada Mortgage and Housing Corporation, Canada Post Corporation, Canadian Tourism Commission, Export Development Canada, Great Lakes Pilotage Authority, Laurentian Pilotage Authority, Pacific Pilotage Authority, Royal Canadian Mint, and Via Rail Canada Inc. for the period ending December 31, 2010.

Exhibit 1: Employment and Financial Position Grouped by Ministerial Portfolio
(as of year-ends before July 31, 2011; \$ millions)

Corporation by Ministerial Portfolio	Financial Position				Employment [†]
	Total Assets	Current Liabilities	Long-term Liabilities	Equity [‡]	
Corporation for the Mitigation of Mackenzie Gas Project Impacts*	—	—	—	—	—
First Nations Statistical Institute	0.7	0.2	0.0	0.1	20
Total Aboriginal Affairs and Northern Development	0.7	0.2	0.0	0.1	20
Canadian Dairy Commission	173.9	157.8	1.2	14.2	59
Farm Credit Canada	21,910.1	8,085.3	11,056.1	2,755.3	1,642
Total Agriculture and Agri-Food	22,084.0	8,243.1	11,057.3	2,769.5	1,701
Enterprise Cape Breton Corporation	74.8	90.8	321.2	(337.3)	60
Total Atlantic Canada Opportunities Agency	74.8	90.8	321.2	(337.3)	60
Canada Council for the Arts	306.0	33.6	4.4	268.0	239
Canadian Broadcasting Corporation	1,512.0	342.0	1,330.0	(160.0)	7,378
Canadian Museum for Human Rights	246.6	14.7	177.8	54.1	50
Canadian Museum for Immigration at Pier 21	11.2	0.7	0.0	6.2	24
Canadian Museum of Civilization	336.4	15.6	251.5	69.3	387
Canadian Museum of Nature	228.4	11.1	222.1	(4.8)	164
National Arts Centre Corporation	90.9	17.6	73.2	0.0	236
National Gallery of Canada	114.4	15.5	92.6	6.4	236
National Museum of Science and Technology	80.9	6.7	63.8	10.3	229
Telefilm Canada	49.2	2.4	4.9	41.9	214
Total Canadian Heritage and Official Languages	2,976.0	459.9	2,220.3	291.4	9,157
Canadian Race Relations Foundation	24.9	0.1	0.0	0.7	7
Total Citizenship, Immigration and Multiculturalism	24.9	0.1	0.0	0.7	7
Bank of Canada [§]	60,884.8	57,874.2	0.0	130.0	1,281
Canada Deposit Insurance Corporation	2,219.2	6.3	1,100.0	1,112.9	96
Canada Development Investment Corporation	5,584.9	50.7	55.0	5,479.2	7
Canada Pension Plan Investment Board	154,076.0	4,518.0	1,362.0	0.0	656
PPP Canada	415.2	3.3	411.2	0.7	33
Royal Canadian Mint	339.4	67.5	33.2	238.7	755
Total Finance	223,519.5	62,520.0	2,961.4	6,961.5	2,828
Freshwater Fish Marketing Corporation	31.6	28.3	0.0	3.0	200
Total Fisheries and Oceans	31.6	28.3	0.0	3.0	200
Canadian Commercial Corporation	646.8	595.2	1.6	50.1	135
Export Development Canada	31,872.0	8,876.0	14,895.0	8,101.0	1,102
International Development Research Centre	108.8	39.7	22.4	46.6	459
National Capital Commission	752.7	37.8	343.9	370.9	492
Total Foreign Affairs and International Trade	33,380.3	9,548.7	15,262.9	8,568.6	2,188

* The corporation was non-operational as at July 31, 2011.

† This column is not totalled because the information is not reported in a consistent manner.

‡ "Employment" means the number of full-time employees as at the financial year-end of the corporation.

§ The current liabilities for the Bank of Canada consist of bank notes in circulation.

Corporation by Ministerial Portfolio	Financial Position				
	Total Assets	Current Liabilities	Long-term Liabilities	Equity [†]	Employment [‡]
Canada Employment Insurance Financing Board	0.5	0.5	0.0	0.0	2
Canada Mortgage and Housing Corporation	293,218.0	44,346.0	237,437.0	11,435.0	2,069
Total Human Resources and Skills Development	293,218.5	44,346.5	237,437.0	11,435.0	2,071
Business Development Bank of Canada	18,400.1	9,812.0	4,579.8	4,008.3	1,948
Canadian Tourism Commission	31.9	21.5	8.9	1.5	117
Standards Council of Canada	7.9	3.8	0.7	3.4	83
Total Industry	18,439.9	9,837.3	4,589.4	4,013.2	2,148
Atomic Energy of Canada Limited	1,048.0	924.6	3,567.6	(3,444.3)	4,830
Total Natural Resources	1,048.0	924.6	3,567.6	(3,444.3)	4,830
Canada Lands Company Limited	526.2	53.4	158.5	0.0	321
Defence Construction (1951) Limited	44.8	8.4	18.2	18.2	908
Old Port of Montréal Corporation Inc.	105.9	10.8	93.4	1.2	176
Parc Downsview Park Inc.	53.4	6.4	0.0	(6.1)	39
Total Public Works and Government Services	730.3	79.0	270.1	13.3	1,444
Atlantic Pilotage Authority	14.3	2.0	5.1	7.2	76
Blue Water Bridge Authority	194.4	15.4	92.3	86.8	51
Canada Post Corporation	7,600.0	1,209.0	4,122.0	2,236.0	58,205
Canadian Air Transport Security Authority	507.7	78.1	393.1	36.4	508
Federal Bridge Corporation Limited, The	315.2	21.7	235.6	57.9	88
Great Lakes Pilotage Authority	4.7	4.8	3.2	(3.4)	74
Laurentian Pilotage Authority	22.7	9.7	0.8	12.3	52
Marine Atlantic Inc.	320.3	39.8	219.9	60.5	1,113
Pacific Pilotage Authority	27.0	9.6	1.0	16.5	155
Ridley Terminals Inc.	60.6	4.3	2.7	53.6	96
VIA Rail Canada Inc.	1,313.8	219.6	84.5	257.8	2,875
Total Transport, Infrastructure and Communities	10,380.7	1,614.0	5,160.2	2,821.6	63,293
Public Sector Pension Investment Board	62,403.0	4,390.0	0.0	58,013.0	346
Total Treasury Board	62,403.0	4,390.0	0.0	58,013.0	346
Grand Total	668,312.2	142,082.5	282,847.4	91,109.3	90,293

[†] This column is not totalled because the information is not reported in a consistent manner.

[‡] "Employment" means the number of full-time employees as at July 31, 2011.

Exhibit 2: Operating Results and Financing Grouped by Ministerial Portfolio
(as of year-ends before July 31, 2011; \$ millions)

Corporation by Ministerial Portfolio	Financing				
	Net Income	Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Corporation for the Mitigation of Mackenzie Gas Project Impacts	—	—	—	—	—
First Nations Statistical Institute	0.0	0.0	0.0	2.5	0.0
Total Aboriginal Affairs and Northern Development	0.0	0.0	0.0	2.5	0.0
Canadian Dairy Commission	2.7	2.3	98.9	3.8	0.0
Farm Credit Canada	459.2	1,292.6	17,659.3	0.0	18.5
Total Agriculture and Agri-Food	461.9	1,294.9	17,758.2	3.8	18.5
Enterprise Cape Breton Corporation	41.1	0.0	0.0	83.1	0.0
Total Atlantic Canada Opportunities Agency	41.1	0.0	0.0	83.1	0.0
Canada Council for the Arts	(46.5)	0.0	0.0	181.3	0.0
Canadian Broadcasting Corporation	(30.0)	319.0	0.0	1,160.0	0.0
Canadian Museum for Human Rights	3.4	0.0	0.0	55.9	0.0
Canadian Museum for Immigration at Pier 21	1.6	0.0	0.0	0.0	0.0
Canadian Museum of Civilization	1.6	0.0	0.0	74.0	0.0
Canadian Museum of Nature	1.2	30.6	0.0	37.2	0.0
National Arts Centre Corporation	0.0	0.0	0.0	38.4	0.0
National Gallery of Canada	0.9	0.0	0.0	51.6	0.0
National Museum of Science and Technology	0.4	0.0	0.0	35.4	0.0
Telefilm Canada	(2.6)	0.0	0.0	105.7	0.0
Total Canadian Heritage and Official Languages	(70.0)	349.6	0.0	1,739.5	0.0
Canadian Race Relations Foundation	1.1	0.0	0.0	0.0	0.0
Total Citizenship, Immigration and Multiculturalism	1.1	0.0	0.0	0.0	0.0
Bank of Canada	1,152.8	0.0	0.0	0.0	0.0
Canada Deposit Insurance Corporation	255.4	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	758.1	0.0	0.0	0.0	1,289.1
Canada Pension Plan Investment Board	15,230.0	1,394.0	0.0	0.0	0.0
PPP Canada	(0.2)	0.0	0.0	11.0	0.0
Royal Canadian Mint	33.8	12.0	0.0	0.0	7.0
Total Finance	17,429.9	1,406.0	0.0	11.0	1,296.1
Freshwater Fish Marketing Corporation	0.1	23.6	0.0	0.0	0.0
Total Fisheries and Oceans	0.1	23.6	0.0	0.0	0.0
Canadian Commercial Corporation	1.5	5.8	0.0	15.5	0.0
Export Development Canada	1,531.0	22,485.0	0.0	0.0	0.0
International Development Research Centre	29.7	0.0	0.0	195.9	0.0
National Capital Commission	(2.2)	0.0	0.0	83.5	0.0
Total Foreign Affairs and International Trade	1,560.0	22,490.8	0.0	294.9	0.0

Corporation by Ministerial Portfolio	Financing				
	Net Income	Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Canada Employment Insurance Financing Board	0.0	0.0	0.0	0.0	0.0
Canada Mortgage and Housing Corporation	1,768.0	200,528.0	69,986.0	3,155.0	0.0
Total Human Resources and Skills Development	1,768.0	200,528.0	69,986.0	3,155.0	0.0
Business Development Bank of Canada	346.7	891.7	13,233.3	0.0	5.0
Canadian Tourism Commission	0.5	0.0	0.0	106.3	0.0
Standards Council of Canada	0.8	0.0	0.0	7.7	0.0
Total Industry	348.0	891.7	13,233.3	114.0	5.0
Atomic Energy of Canada Limited	(60.3)	0.0	0.0	792.6	0.0
Total Natural Resources	(60.3)	0.0	0.0	792.6	0.0
Canada Lands Company Limited	27.4	111.5	69.8	0.0	8.5
Defence Construction (1951) Limited	5.0	0.0	0.0	0.0	0.0
Old Port of Montréal Corporation Inc.	0.0	0.0	0.0	29.0	0.0
Parc Downsview Park Inc.	(4.0)	53.0	0.0	0.0	0.0
Total Public Works and Government Services	28.4	164.5	69.8	29.0	8.5
Atlantic Pilotage Authority	2.4	0.0	0.0	0.0	0.0
Blue Water Bridge Authority	2.5	91.2	0.0	0.0	0.0
Canada Post Corporation	439.0	1,108.0	0.0	22.2	0.0
Canadian Air Transport Security Authority	12.0	0.0	0.0	567.2	0.0
Federal Bridge Corporation Limited, The	(2.4)	0.0	0.0	85.1	0.0
Great Lakes Pilotage Authority	2.0	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	5.2	0.0	0.0	0.0	0.0
Marine Atlantic Inc.	21.6	0.0	0.0	200.7	0.0
Pacific Pilotage Authority	3.2	3.6	0.0	0.0	0.0
Ridley Terminals Inc.	31.2	0.0	0.0	0.0	0.0
VIA Rail Canada Inc.	21.8	0.0	0.0	534.7	0.0
Total Transport, Infrastructure and Communities	538.5	1,202.8	0.0	1,409.9	0.0
Public Sector Pension Investment Board	6,929.0	0.0	0.0	0.0	0.0
Total Treasury Board	6,929.0	0.0	0.0	0.0	0.0
Grand Total	28,975.7	228,351.9	101,047.3	7,635.3	1,328.1

2.2 Glossary of financial and employment terms used in Exhibit 1 and Exhibit 2

All financial data are extracted from the Crown corporations' audited financial statements for the most recently completed financial year. Because the financial statements do not always display the same information consistently, certain values have been adjusted accordingly to provide a meaningful basis for comparison. The terms below are listed in the order in which they appear in the exhibits.

Exhibit 1 terminology

Total assets represent all assets reported by the corporation in its audited financial statements.

Current liabilities represent all current-year liabilities (due within one year) as reported by the corporation in its audited financial statements.

Long-term liabilities represent all long-term liabilities spanning several years, including deferred capital funding, reported by the corporation in its audited financial statements.

Equity represents the equity of Canada. For some corporations, such as marketing boards, the excess of assets over liabilities is not deemed to be equity of Canada because of the nature of their operations.

Employment represents the number of full-time employees reported by the Crown corporation as at its financial year-end. The figure includes the full-time staff and others employed outside Canada by the parent corporation and its wholly owned subsidiaries. The two exceptions are the data for the Canada Development Investment Corporation, which relate to the parent corporation only, and the data for the four pilotage authorities, which include contracted pilots.

Exhibit 2 terminology

Net income represents after-tax income (where applicable) and any extraordinary items. It includes parliamentary appropriations where the corporation has included these in the computation of net income. In some cases, net income has been defined as the "excess of parliamentary appropriations over cost of operations" or as the "excess of proceeds over expenditures." A negative net income or net loss is shown in parentheses.

Borrowings from the private sector include short- and long-term borrowings, capital leases, and any other debt-like instruments. For the Canadian Dairy Commission and the Freshwater Fish Marketing Corporation, loans may include payments accruing to dairy producers and fishers.

Borrowings from Canada include short- and long-term borrowings, advances from the Government of Canada for working capital or other purposes, and other debt-like instruments.

Budgetary appropriations refer to parliamentary funding for capital and operating purposes. The amounts exclude grants and contributions paid to Crown corporations when they qualify as members of a general class of recipients. Budgetary appropriations increase the expenditures of Canada and thus have a direct impact on the amount of the government's surplus or deficit.

Dividends represent those dividends declared by the corporation during its financial year. The figure includes cash recoveries by Canada (where applicable) and other types of payments or contributions made to Canada, excluding repayments of debt-like instruments. Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year end.

Appendix – List of Abbreviations Used in this Report

Abbreviation	Name
AECL	Atomic Energy of Canada Limited
BDC	Business Development Bank of Canada
BIA	Bankruptcy and Insolvency Act
BoC	Bank of Canada
CBC	Canadian Broadcasting Corporation
CCA	Canada Council of the Arts
CHT	Canada Housing Trust
CPP	Canadian Pension Plan
CPPIB	Canada Pension Plan Investment Board
CRRF	Canadian Race Relations Foundation
FAA	Financial Administration Act
IDRC	International Development Research Centre
NCC	National Capital Commission
OPMC	Old Port of Montréal Corporation Inc.
P3C	PPP Canada
PDP	Parc Downsview Park Inc.
PSPIB	Public Sector Pension Investment Board
RCM	Royal Canadian Mint
Telefilm	Telefilm Canada