

ANNUAL REPORT TO PARLIAMENT

CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA 2008



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Catalogue No. BT1-15/2008
ISBN 978-0-660-64117-1

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I am pleased to table the 2008 edition of the *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* in accordance with the provisions of the *Financial Administration Act*.

Canada's Crown corporations are public organizations that operate at arm's length from the government. They address specific public policy and commercial objectives and provide necessary services to Canadians. This past year three new Crown corporations were created: the Canada Employment Insurance Financing Board, PPP Canada Inc. and the Canadian Museum for Human Rights.

This report contains information for both parliamentarians and Canadians regarding the Government of Canada's corporations and corporate holdings. It provides comprehensive information on the financial activities of all Crown corporations and their wholly owned subsidiaries, and profiles Canada's other corporate interests as well. These other corporate interests include joint enterprises, specified international organizations, and shared-governance corporations.

It is my sincere hope that this report will help Canadians learn more about these important institutions.



The Honourable Vic Toews, P.C., M.P.
President of the Treasury Board



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INTRODUCTION

The *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada 2008* is prepared in accordance with sections 151 and 152 of the *Financial Administration Act*. These sections require that the president of the Treasury Board table annually a consolidated report on the businesses and activities of all parent Crown corporations and information on other corporate interests of Canada. The president is also required to indicate when reports and summaries were due to be tabled in each House of Parliament and when they were actually tabled. This information is collected through an annual call for corporate information undertaken by the Treasury Board Secretariat.

To provide a complete picture of the composition of the federal government, the report also presents a description of the federal institutional forms that make up the Government of Canada and an inventory of these institutions. This information is collected and approved by deputy ministers and deputy heads pursuant to the *Policy on Reporting of Federal Institutions and Corporate Interests to Treasury Board Secretariat*, which came into effect on April 1, 2007. This policy supports the annual updating of information regarding the current composition of the Government of Canada as well as the current federal participation in mixed and joint enterprises, international organizations, and shared governance corporations.

This report comprises the following chapters:

Chapter 1, “Overview of Federal Government Institutions,” which briefly describes the different types of federal government institutions and provides a listing of institutional forms by ministerial portfolio;

Chapter 2, “Crown Corporations,” which highlights policy developments affecting Crown corporations during the reporting period,¹ outlines the various types of reviews and audits that Crown corporations have been subjected to, lists parent Crown corporations and their subordinate interests² by ministerial portfolio (noting changes since last year’s report), and provides consolidated financial and employment information. Corporate profiles for each Crown corporation have also been included in this chapter in addition to the required report on the timely tabling of Crown corporation documentation; and

1. The reporting period runs from August 1, 2007, to July 31, 2008, unless otherwise stated.

2. “Subordinate interests” refer to subsidiaries, associates, and legal partnerships of Crown corporations.



Chapter 3, “Other Corporate Interests of Canada,” which describes mixed, joint, international, and shared-governance corporations and any corporations or shares held by the government as a result of the provisions of the *Bankruptcy and Insolvency Act*. This chapter also compares changes in corporate interests since last year’s report and includes basic information on the composition of the boards of directors of companies in which the federal government holds an interest.

Corporate profiles for each of the other corporate interests of Canada are presented as a companion piece to this report and are available on the Treasury Board Secretariat website at <http://www.tbs-sct.gc.ca/report-rapport/cc-se/index-eng.asp>.

CHAPTER 1— OVERVIEW OF FEDERAL GOVERNMENT INSTITUTIONS

The federal government is made up of several different types of institutional forms of which Crown corporations are only one type. This chapter provides an overview of the federal government by listing the different types of institutions and the ministerial portfolios under which they are placed. This information is accurate as at July 31, 2008.

1.1 Overview of Institutional Forms³

The various institutional forms of federal organizations are grouped into schedules under the *Financial Administration Act* (FAA):

- ▶ 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 nine⁴ additional parent Crown corporations are not listed under Schedule III, and each has its own constituent legislation).

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.

There are other types of corporate entities in which the federal government has an interest that are not part of government:

- ▶ mixed enterprises;
- ▶ joint enterprises;

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

4. CPPIB, CBC, Telefilm, BoC, CRRF, IDRC, NCC, PSPIB, CCA. (See the Appendix for a list of abbreviations used in this report.)



- ▶ international organizations;
- ▶ shared-governance corporations; and
- ▶ corporations under the terms of the *Bankruptcy and Insolvency Act*.

Departments

Departments are created through legislation with mandates that typically cover a broad area of public policy, such as industry, justice, and health. Departments are organized in different ways to meet various policy and administrative needs. Listed in Schedule I of the FAA, they are all subject to its authority and are financed through parliamentary appropriations.

Special operating agencies are units within a department or agency that provide a particular operational function or service that has a separate or distinct identity. They are not listed in the FAA as separate legal entities but are considered part of the host department.

Statutory and other agencies

Statutory and other agencies listed in Schedule I.1 of the FAA are similar to departments in that they are usually financed through parliamentary appropriations, but 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 group⁵ of independent statutory officers who serve to scrutinize the activity of government. They report directly to Parliament rather than to government or an individual minister and, as such, exist to serve Parliament in relation to Parliament's oversight role. Agents normally produce a report to Parliament to account for their own activities, and their institutional heads are typically appointed through special resolutions of the House of Commons and the Senate. To maintain the independence of the Agent, the degree of influence exercised by the executive arm of government is minimal.

5. Although six Agents of Parliament have been listed in this report, there exist other parliamentary offices and officers that have not been listed, such as the Office of the Conflict of Interest and Ethics Commissioner, the Public Service Commission, and the Canadian Human Rights Commission.

Departmental corporations

Departmental corporations, listed in Schedule II of the FAA, are specialized entities for delivering services or performing research or regulatory functions. Departmental corporations are created by legislation, 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 created 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; the degree of autonomy therefore varies with each entity.

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 those directly owned by the Government of Canada and are created by legislation, by letters patent, or by articles of incorporation under the *Canada Business Corporations Act*.

Subsidiaries are entities owned, in whole or in part, by one or more parent Crown corporations and can be incorporated through provincial rather than federal legislation. Except in cases where a wholly owned subsidiary has been directed by the government to report as a parent Crown corporation,⁶ all subsidiaries are managed by their parent Crown corporation and other shareholders and report to them rather than to the government.

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



Exhibit 1: Inventory of Organizations of Federal Interest by Ministerial Portfolio and Organizational Form

Responsibility for federal institutions and for other federal government interests is assigned by the prime minister through the appointment of ministers and the assignment of organizations to these ministers by ministerial portfolio. The table below provides an inventory of all federal institutions and other corporate interests, as at July 31, 2008.

Organizational Form													
Departments, Agencies, and Departmental Corporations (Chapter 1)					Crown Corporations (Chapter 2)				Other Corporate Interests (Chapter 3)				
Departments	Statutory and Other Agencies	Agents of Parliament	Departmental Corporations	Service Agencies	Crown Corporations	Wholly Owned subsidiaries	Other Subsidiaries and Associates	Shared-Governance Corporations	Joint Enterprises	Mixed Enterprises	International Organizations	Total	
Ministerial portfolio	1	2		1	2			21				27	
Agriculture and Agri-Food													
Atlantic Canada Opportunities Agency	1				1	4	1					7	
Canadian Heritage	1	8	1		9		7	20			1	47	
Citizenship and Immigration	1	1										2	
Economic Development Agency of Canada for the Regions of Quebec													
Environment	1							3				4	
Finance	1	4	1	2	1	5	22	6			3	14	
Fisheries and Oceans	1				1			1			6	39	
Foreign Affairs and International Trade	1	2			3	1		3				3	
Health	1	3	2					9			6	16	
Human Resources and Social Development	1	2	2		2	1		1				15	
Indian Affairs and Northern Development													
Development	1	2	1		1			2				7	
Industry	1	4	3		4	1		3				16	
Justice	1	6	2	1								10	
National Defence	1	3										4	
National Revenue													
Natural Resources	1	2	1	1	2	2		9	1			1	
Ministerial Portfolio													
Public Safety	1	7	1									18	
Public Works and Government Services													
Privy Council	1	5	2	1	1			1				9	
Transport, Infrastructure and Communities													
Treasury Board	1	2			16	9	5	43				3	
Veterans Affairs	1	2	1	1	1	36						10	
Western Economic Diversification								1				76	
	1											42	
												2	

1.2 Changes in Federal Institutions

For the year ending July 31, 2008

Federal Institution	Portfolio	Change
Statutory and Other Agencies		
Indian Residential Schools Truth and Reconciliation Commission Secretariat	Indian Affairs and Northern Development	Added
Indian Specific Claims Commission	Indian Affairs and Northern Development	Deleted
Office of Indian Residential Schools Resolution of Canada ⁷	Indian Affairs and Northern Development	Deleted
Office of the Communications Security Establishment Commissioner	National Defence	Added
Registry of the Public Servants Disclosure Protection Tribunal*	Canadian Heritage	Added
Registry of the Specific Claims Tribunal*	Indian Affairs and Northern Development	Added
Statutory and Other Agencies—Name changed		
Office of the Commissioner of Lobbying	Treasury Board	Name changed from Office of the Registrar of Lobbyists
Crown Corporations⁸		
Canada Employment Insurance Financing Board	Human Resources and Social Development	Added
PPP Canada Inc.	Finance	Added
Crown Corporations— Change of ministerial portfolio		
Corporation for the Mitigation of Mackenzie Gas Project Impacts	Industry	Formerly under Indian Affairs and Northern Development

* Non-operational as at July 31, 2008.

7. This statutory agency was amalgamated with the Department of Indian Affairs and Northern Development.

8. Since the legislation creating CMHR did not come into force until August 10, 2008, CMHR is not included in this list.



1.3 List of Federal Institutions by Form (as at July 31, 2008)

Departments

Name of Department

Agriculture and Agri-Food
 Canadian Heritage
 Citizenship and Immigration
 Environment
 Finance
 Fisheries and Oceans
 Foreign Affairs and International Trade
 Health
 Human Resources and Skills Development⁹
 Indian Affairs and Northern Development
 Industry
 Justice
 National Defence
 Natural Resources
 Public Safety and Emergency Preparedness
 Public Works and Government Services
 Transport, Infrastructure and Communities
 Treasury Board Secretariat
 Veterans Affairs
 Western Economic Diversification

Statutory and Other Agencies

Name of Institution

Portfolio

Atlantic Canada Opportunities Agency	Atlantic Canada Opportunities
Canada Industrial Relations Board	Human Resources and Social Development
Canada Public Service Agency	Treasury Board
Canadian Artists and Producers Professional Relations Tribunal	Human Resources and Social Development
Canadian Environmental Assessment Agency	Environment
Canadian Forces Grievance Board	National Defence
Canadian Grain Commission	Agriculture and Agri-Food
Canadian Human Rights Commission	Justice
Canadian Human Rights Tribunal	Justice
Canadian Intergovernmental Conference Secretariat	Privy Council

9. The Department of Human Resources and Skills Development and the Department of Social Development still exist but operate as a single organization under this title.

Statutory and Other Agencies *(continued)*

Name of Institution	Portfolio
Canadian International Development Agency	Foreign Affairs and International Trade
Canadian International Trade Tribunal	Finance
Canadian Radio-television and Telecommunications Commission	Canadian Heritage
Canadian Security Intelligence Service	Public Safety
Canadian Space Agency	Industry
Canadian Transportation Agency	Transport, Infrastructure and Communities
Copyright Board	Industry
Correctional Service of Canada	Public Safety
Courts Administration Service	Justice
Economic Development Agency of Canada for the Regions of Quebec	Economic Development Agency of Canada for the Regions of Quebec
Financial Consumer Agency of Canada	Finance
Financial Transactions and Reports Analysis Centre of Canada	Finance
Hazardous Materials Information Review Commission	Health
Immigration and Refugee Board	Citizenship and Immigration
Indian Residential Schools Truth and Reconciliation Commission Secretariat	Indian Affairs and Northern Development
Library and Archives of Canada	Canadian Heritage
Military Police Complaints Commission	National Defence
NAFTA Secretariat—Canadian Section	Foreign Affairs and International Trade
National Energy Board	Natural Resources
National Farm Products Council	Agriculture and Agri-Food
National Film Board	Canadian Heritage
National Parole Board	Public Safety
Northern Pipeline Agency	Natural Resources
Office of the Commissioner for Federal Judicial Affairs	Justice
Office of the Commissioner of Lobbying	Treasury Board
Office of the Communications Security Establishment Commissioner	National Defence
Office of the Co-ordinator, Status of Women	Canadian Heritage
Office of the Correctional Investigator of Canada	Public Safety
Office of the Director of Public Prosecutions	Justice
Office of the Governor General's Secretary	Privy Council
Office of the Superintendent of Financial Institutions	Finance
Patented Medicine Prices Review Board	Health
Privy Council Office	Privy Council
Public Appointments Commission Secretariat*	Privy Council
Public Health Agency of Canada	Health



Statutory and Other Agencies *(continued)*

Name of Institution	Portfolio
Public Service Commission	Canadian Heritage
Public Service Labour Relations Board	Canadian Heritage
Public Service Staffing Tribunal	Canadian Heritage
Registrar of the Supreme Court of Canada	Justice
Registry of the Competition Tribunal	Industry
Registry of the Public Servants Disclosure Protection Tribunal*	Canadian Heritage
Registry of the Specific Claims Tribunal*	Indian Affairs and Northern Development
Royal Canadian Mounted Police	Public Safety
Royal Canadian Mounted Police External Review Committee	Public Safety
Royal Canadian Mounted Police Public Complaints Commission	Public Safety
Security Intelligence Review Committee	Privy Council
Statistics Canada	Industry
Transportation Appeal Tribunal of Canada	Transport, Infrastructure and Communities

Agents of Parliament

Name of Institution	Portfolio
Office of the Auditor General	Finance
Office of the Chief Electoral Officer	Privy Council
Office of the Commissioner of Official Languages	Privy Council
Office of the Information Commissioner	Justice
Office of the Privacy Commissioner	Justice
Office of the Public Sector Integrity Commissioner	Treasury Board

Departmental Corporations

Name of Institution	Portfolio
Assisted Human Reproduction Agency of Canada	Health
Canada Border Services Agency	Public Safety
Canada Employment Insurance Commission	Human Resources and Social Development
Canada School of Public Service	Treasury Board
Canadian Centre for Occupational Health and Safety	Human Resources and Social Development
Canada Emission Reduction Incentives Agency*	Environment
Canadian Institutes of Health Research	Health
Canadian Nuclear Safety Commission	Natural Resources
Canadian Polar Commission	Indian Affairs and Northern Development
Canadian Transportation Accident Investigation and Safety Board	Privy Council
Law Commission of Canada*	Justice
National Battlefields Commission	Canadian Heritage
National Research Council of Canada	Industry

Departmental Corporations (continued)

Name of Institution	Portfolio
National Round Table on the Environment and the Economy	Environment
Natural Sciences and Engineering Research Council	Industry
Social Sciences and Humanities Research Council	Industry

Service Agencies

Name of Institution	Portfolio
Canada Revenue Agency	National Revenue
Canadian Food Inspection Agency	Agriculture and Agri-Food
Parks Canada Agency	Environment

Crown Corporations

Name of Institution	Portfolio
Atlantic Pilotage Authority	Transport, Infrastructure and Communities
Atomic Energy of Canada Limited	Natural Resources
Bank of Canada	Finance
Blue Water Bridge Authority	Transport, Infrastructure and Communities
Business Development Bank of Canada	Industry
Canada Council for the Arts	Canadian Heritage
Canada Deposit Insurance Corporation	Finance
Canada Development Investment Corporation	Finance
Canada Employment Insurance Financing Board*	Human Resources and Social Development
Canada Lands Company Limited	Transport, Infrastructure and Communities
Canada Mortgage and Housing Corporation	Human Resources and Social Development
Canada Pension Plan Investment Board	Finance
Canada Post Corporation	Transport, Infrastructure and Communities
Canadian Air Transport Security Authority	Transport, Infrastructure and Communities
Canadian Broadcasting Corporation	Canadian Heritage
Canadian Commercial Corporation	Foreign Affairs and International Trade
Canadian Dairy Commission	Agriculture and Agri-Food
Canadian Museum of Civilization	Canadian Heritage
Canadian Museum of Nature	Canadian Heritage
Canadian Race Relations Foundation	Canadian Heritage
Canadian Tourism Commission	Industry
Cape Breton Development Corporation	Natural Resources
Corporation for the Mitigation of Mackenzie Gas Project Impacts*	Industry
Defence Construction (1951) Limited	Public Works and Government Services



Crown Corporations (continued)

Name of Institution	Portfolio
Enterprise Cape Breton Corporation	Atlantic Canada Opportunities
Export Development Canada	Foreign Affairs and International Trade
Farm Credit Canada	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Transport, Infrastructure and Communities
First Nations Statistical Institute*	Indian Affairs and Northern Development
Freshwater Fish Marketing Corporation	Fisheries and Oceans
Great Lakes Pilotage Authority	Transport, Infrastructure and Communities
International Development Research Centre	Foreign Affairs and International Trade
Laurentian Pilotage Authority	Transport, Infrastructure and Communities
Marine Atlantic Inc.	Transport, Infrastructure and Communities
National Arts Centre Corporation	Canadian Heritage
National Capital Commission	Transport, Infrastructure and Communities
National Gallery of Canada	Canadian Heritage
National Museum of Science and Technology	Canadian Heritage
Old Port of Montréal Corporation Inc. ¹⁰	Transport, Infrastructure and Communities
Pacific Pilotage Authority	Transport, Infrastructure and Communities
Parc Downsview Park Inc. ¹¹	Transport, Infrastructure and Communities
PPP Canada Inc. ¹²	Finance
Public Sector Pension Investment Board	Treasury Board
Ridley Terminals Inc.	Transport, Infrastructure and Communities
Royal Canadian Mint	Transport, Infrastructure and Communities
Standards Council of Canada	Industry
Telefilm Canada	Canadian Heritage
VIA Rail Canada Inc.	Transport, Infrastructure and Communities

* Non-operational as at July 31, 2008.

10. The Old Port of Montréal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.

11. Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 2003-1304) to report as if it were a parent Crown corporation.

12. PPP Canada Inc., a wholly owned subsidiary of the Canada Development Investment Corporation, has been directed by Order in Council (P.C. 2008-0855) to report as if it were a parent Crown corporation.

CHAPTER 2— CROWN CORPORATIONS

2.1 Introduction

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

Every parent Crown corporation is a legally distinct entity wholly owned by the Crown and managed by a board of directors. The corporation's name, mandate, powers, and objectives are set out either by the constituent legislation for the parent Crown corporation or by the articles of incorporation under the *Canada Business Corporations Act*.

As at July 31, 2008, there were 45 parent Crown corporations¹³ and 3 wholly owned subsidiaries¹⁴ that have been directed to report as parent Crown corporations for the purposes of the *Financial Administration Act* (FAA).

This chapter presents the following sections:

- ▶ Section 2.2, “Overview of Crown Corporations,” which summarizes the creation or dissolution of Crown corporations, highlights relevant policy developments, and summarizes the reviews and audits that occurred in Crown corporations during the 2008 reporting period. This section also presents the total costs of audits and examinations during 2007—the most recent reporting period for which data were available;
- ▶ Section 2.3, “Overall Crown Corporation Performance,” which provides consolidated financial and employment information;
- ▶ Section 2.4, “Crown Corporations’ Corporate Profiles,” which shows corporate profiles for each Crown corporation. These profiles include contact information, the mandate, when and how the corporation was incorporated, the major activities of each parent Crown corporation, and a description of whether the corporation is an agent of the Crown, or a non-agent;

13. Since the legislation creating CMHR did not come into force until August 10, 2008, CMHR is not included in this total.

14. They are OPMC, PDP, and P3C. (See the Appendix for a list of abbreviations used in this report.)



- ▶ Section 2.5, “Crown Corporations’ Corporate Holdings,” which presents an alphabetical listing of parent Crown corporations and their subsidiaries, legal partnerships, and associates as well as a summary of the changes that occurred to that listing during the 2008 reporting period; and
- ▶ Section 2.6, “Tabling of Crown Corporations’ Reports in Parliament,” which presents a record of annual reports and summaries of the corporate plans and budgets tabled in Parliament by the ministers responsible. The information reported in this section was audited by the Office of the Auditor General. For ease of reference, the audit statement has been included following the tabling statistics.

2.2 Overview of Crown Corporations

2008 year in review

This section highlights new legislation, policies, and structural changes affecting federal parent Crown corporations that came into effect or that were being modified during the reporting period, August 1, 2007, to July 31, 2008. The section also summarizes other relevant activities that were undertaken during this time, including audits and special examinations of Crown corporations.

Structural changes: creation and dissolution of Crown corporations

Crown corporations are created either through an act of Parliament (typically constituent legislation) or by articles of incorporation under the *Canada Business Corporations Act*. During the past year, two new Crown corporations were created—the Canada Employment Insurance Financing Board and PPP Canada Inc., which is a wholly owned subsidiary of the Canada Development Investment Corporation. A third Crown corporation, the Canadian Museum for Human Rights, was in the process of being established during the reporting period.

The Canada Employment Insurance Financing Board (CEIFB) was created through the *Canada Employment Insurance Financing Board Act* on June 20, 2008. The Corporation is included in Schedule III, Part I of the FAA. CEIFB is responsible for setting the Employment Insurance premium rate and managing a separate Employment Insurance account (where excess premiums from a given year will be held and invested).

PPP Canada Inc. was incorporated through the *Canada Business Corporations Act* on February 12, 2008, as a wholly owned subsidiary of the Canada Development Investment Corporation. PPP Canada Inc. was deemed a parent Crown corporation shortly thereafter and is subject to Part X of the FAA. The Corporation is a federal P3 (public-private partnership) office created to promote shared investment in Canada’s infrastructure.

The Canadian Museum for Human Rights received Royal Assent on March 13, 2008. The Corporation is included in Schedule III, Part I of the FAA. It was established by *An Act to Amend the Museums Act*¹⁵ to set up and manage the Canadian Museum of Human Rights.

Legislative Reviews

Two of the 45 parent Crown corporations, the Business Development Bank of Canada and Export Development Canada, are required by their enabling legislation to undergo specific regular reviews.¹⁶ The minister responsible for Export Development Canada announced a legislative review of the Corporation that began in February 2008. The review was concluded in August 2008 and assessed the Corporation's progress and future direction and made recommendations, including possible changes to legislation, based on the competitive nature and varying demands of international trade.

Other reviews

Mandate reviews are periodically conducted under the auspices of the minister responsible. In general, these reviews assess the current mandate, the continuing need for the corporation, its performance record and cost-effectiveness in meeting its objectives, and the consistency of these objectives with its mandate. No mandate reviews were completed during the reporting period.

Notably, a cycle of strategic reviews were initiated to enable the government to review on an ongoing basis the funding, relevance, and performance of all direct program spending of federal organizations receiving appropriations, including Crown corporations.

The minister responsible for the Canada Post Corporation announced a review of the Corporation on April 21, 2008. An external, independent advisory panel has been mandated to conduct this review and make recommendations to the minister pertaining to market and competition, public policy obligations and aspirations, commercial endeavours, and financial and performance objectives.

15. *An Act to Amend the Museums Act* did not come into force until August 10, 2008; therefore there is no profile or financial information for this Crown corporation in this year's annual report to Parliament.

16. The constituent acts of some corporations require only an initial legislative review within the first five years of operation, e.g., CRRF and CATSA. The constituent acts for BDC and EDC require 10 year reviews thereafter. (See the Appendix for a list of abbreviations used in this report.)



Special examinations

Pursuant to section 138 of the FAA, every five years¹⁷ each Crown corporation¹⁸ that is subject to Part X of the FAA is required to undergo a special examination. This examination is conducted by the external auditor(s) of the corporation (typically the Office of the Auditor General), and its purpose is to determine whether, during the period under examination, the corporation's financial and management practices and controls provide reasonable assurance that assets of the corporation are safeguarded and controlled, resources are managed economically and efficiently, and operations are carried out effectively.

Between April 1, 2007, and March 31, 2008, the Office of the Auditor General carried out special examinations of the following Crown corporations:

- ▶ Atlantic Pilotage Authority;
- ▶ Atomic Energy of Canada Limited;
- ▶ Blue Water Bridge Authority;
- ▶ Cape Breton Development Corporation;
- ▶ Farm Credit Canada; and
- ▶ The National Capital Commission.

Costs of audits and special examinations

In addition to special examinations, Crown corporations are required to maintain proper financial statements and undergo annual audits. Because full cost data are not available for the 2008 reporting period, 2007 cost data are used in this report. Total costs of annual audits and special examinations for the 43 reporting as parent Crown corporations and 2 wholly owned subsidiaries (the Jacques Cartier and Champlain Bridges Inc. and the Seaway International Bridge Corporation, Ltd.) for their fiscal years ending on or before March 31, 2007,¹⁹ amounted to approximately \$17.61 million. Of this amount, the Office of the Auditor General costs totalled \$14.14 million and \$3.47 million was paid to private-sector auditors.

17. The constituent act for the CPPIB requires special examination only once every six years.

18. AECL, APA, BDC, BWBA, CATSA, CBC, CCA, CCC, CDC, CDIC (Dep), CDIC (Dev), CLCL, CMCC, CMHC, CMN, CPC, CTC, DCC, DEVCO, ECBC, EDC, FBCL, FCC, FPMC, FNSI, GLPA, IDRC, LPA, MAI, MMGPI, NAC, NCC, NGC, NMST, OPMC, P3C, PDP, PPA, PSPIB, RCM, RTI, SCC, Telefilm, VIA Rail. (See the Appendix for a list of abbreviations used in this report.)

19. The fiscal years of some Crown corporations end on a date other than March 31.

Exhibit 2: Total of All Reported Audits and Special Examinations in Fiscal Year 2007

Type of Auditor	Costs for Audits (\$)	Costs for Special Examinations	Total Costs
Office of the Auditor General ²⁰	10,306,818	3,831,417	14,138,235
Private Sector	3,475,143	0	3,475,143
TOTAL	13,781,961	3,831,417	17,613,378

As at March 31, 2007, the Office of the Auditor General had completed special examinations for four²¹ Crown corporations at a total cost of \$3.83 million. No special examinations were completed by the private sector during this time period.

For this period, private sector firms carried out audits jointly with the Office of the Auditor General in the case of eight Crown corporations.

Exhibit 3: Use and Choice of Private-Sector Auditors (to March 2007)

Crown Corporation	Audit Type	Private sector Firm
Atomic Energy of Canada Limited	Joint	PricewaterhouseCoopers LLP
Business Development Bank of Canada	Joint	Raymond Chabot Grant Thornton LLP
Canada Development Investment Corporation	Joint	KPMG LLP
Canada Lands Company Limited	Joint	Ernst & Young LLP
Canada Mortgage and Housing Corporation	Joint	Ernst & Young LLP
Canada Post Corporation	Joint	KPMG LLP, PricewaterhouseCoopers LLP
Public Sector Pension Investment Board	Joint	Deloitte & Touche LLP
Via Rail Canada Inc.	Joint	Ernst & Young LLP

Changes in accounting standards

In 2006, the Canadian Accounting Standards Board announced its decision that all publicly accountable enterprises, including Crown corporations, replace the Generally Accepted Accounting Principles (GAAP) with the International Financial Reporting Standards by January 1, 2011. Crown corporations, which currently prepare their financial statements in accordance with GAAP, have introduced processes to ensure that the necessary changes to accounting systems will be implemented in time.

20. Source: 2007 Report of the Auditor General of Canada (Appendix D), published October 2007.

21. The Crown corporations were CLCL, CATSA, CMN, and CTC. The cost of the CTC special examination is reported in both the 2006 and 2007 Auditor General reports, because it was not completed until April 2006 (see the appendix for a list of abbreviation used in this report).



Achievements and awards

On December 5, 2007, the Canadian Institute of Chartered Accountants (CICA) awarded its first Awards of Excellence for annual reporting by federal Crown corporations. The Business Development Bank of Canada was the winner in the large Crown corporation category, while Telefilm Canada won the award in the small Crown corporation category.

Four Crown corporations were recognized for their employment equity achievements. Under section 20 of the *Employment Equity Act*, the Minister of Labour is required each year to table in Parliament a consolidation and analysis of Crown corporations' reports illustrating what measures the corporations have taken during the reporting period to eliminate barriers met in the workplace by designated group members (women, Aboriginal peoples, persons with disabilities, and members of visible minorities).

The Crown corporations that received a superior performance rating in the *Employment Equity Act Annual Report, 2007* were the Business Development Bank of Canada, the Canada Council for the Arts, the Canadian Museum of Civilization Corporation, and the Canadian Museum of Nature. Notably, this was the Canadian Museum of Nature's fifth year of superior performance.

Five Crown corporations made the "Canada's Top 100 Employers" 2008 listing by Mediacorp Canada Inc. under the public-sector and non-profit employers category and were recognized as industry leaders in attracting and retaining employees: Business Development Bank of Canada, Canada Post Corporation, Export Development Canada, Farm Credit Canada, and the Royal Canadian Mint.

Exhibit 4: Parent Crown Corporations Grouped by Ministerial Portfolio
(as at July 31, 2008)

Agriculture and Agri-Food Canadian Dairy Commission Farm Credit Canada	Fisheries and Oceans Freshwater Fish Marketing Corporation	Natural Resources Atomic Energy of Canada Limited Cape Breton Development Corporation
Atlantic Canada Opportunities Agency Enterprise Cape Breton Corporation	Foreign Affairs International Development Research Centre	Public Works and Government Services Defence Construction (1951) Limited
Canadian Heritage Canada Council for the Arts Canadian Broadcasting Corporation Canadian Museum of Civilization Canadian Museum of Nature Canadian Race Relations Foundation National Arts Centre Corporation National Gallery of Canada National Museum of Science and Technology Telefilm Canada	Industry Business Development Bank of Canada Canadian Tourism Commission Corporation for the Mitigation of Mackenzie Gas Project Impacts Standards Council of Canada	Transport, Infrastructure and Communities Atlantic Pilotage Authority Blue Water Bridge Authority Canada Lands Company Limited Canada Post Corporation Canadian Air Transport Security Authority Federal Bridge Corporation Limited, The Great Lakes Pilotage Authority Laurentian Pilotage Authority Marine Atlantic Inc. National Capital Commission Old Port of Montréal Corporation Inc. ³ Pacific Pilotage Authority Parc Downsview Park Inc. ⁴ Ridley Terminals Inc. Royal Canadian Mint VIA Rail Canada Inc.
Finance Bank of Canada Canada Deposit Insurance Corporation Canada Development Investment Corporation Canada Pension Plan Investment Board PPP Canada Inc. ¹	Human Resources and Social Development Canada Employment Insurance Financing Board ² Canada Mortgage and Housing Corporation	Treasury Board Public Sector Pension Investment Board
	Indian Affairs and Northern Development First Nations Statistical Institute	
	International Trade Canadian Commercial Corporation Export Development Canada	

¹ P3C, a wholly owned subsidiary of CDIC, has been directed by Order in Council (P.C. 2008-0855) to report as if it were a Crown corporation.

² CEIFB was created by the *Canada Employment Insurance Financing Board Act* on June 20, 2008.

³ OPMC, a wholly owned subsidiary of CLCL, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.

⁴ PDP, a wholly owned subsidiary of CLCL, has been directed by Order in Council (P.C. 2003-1304) to report as if it were a parent Crown corporation.



2.3 Overall Crown Corporation Performance

The FAA requires that employment and financial data, including aggregate borrowings of parent Crown corporations, be included in this report. Accordingly, this section provides a graphic depiction of the overall performance by Crown corporations in each of the following areas:

- ▶ employment;
- ▶ assets;
- ▶ budgetary appropriations; and
- ▶ debt obligations.

As well, financial information on individual Crown corporations is presented in a table format by ministerial portfolio as follows:

- ▶ each corporation's employment and financial position; and
- ▶ each corporation's operating results and financing.

Information about individual Crown corporations may be found in the Corporate Profiles section of this report as well as in the respective annual reports and corporate plan summaries of the Crown corporations.

Wherever possible, the data presented here cover all Crown corporations. Where data could not be included, an explanation has been provided.

It should also be noted that the figures in the accompanying graphs and tables have been rounded for ease of presentation.

When comparing individual Crown corporations' reports with the data presented here, note that the corporation may have restated certain financial data to reflect changes in their 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 to Parliament on Crown corporations.

The corporate data in this section largely reflect either the 2007 calendar year or the 2007–08 fiscal year. For Crown corporations with fiscal years ending on or after July 31, 2008, however, this report displays the financial data for the previous fiscal year. Accordingly, for the Canadian Dairy Commission and the Blue Water Bridge Authority, this report includes data for the periods ending July 31, 2007, and August 31, 2007, respectively.

A glossary of the financial and employment terms used in this report is provided at the end of this section.

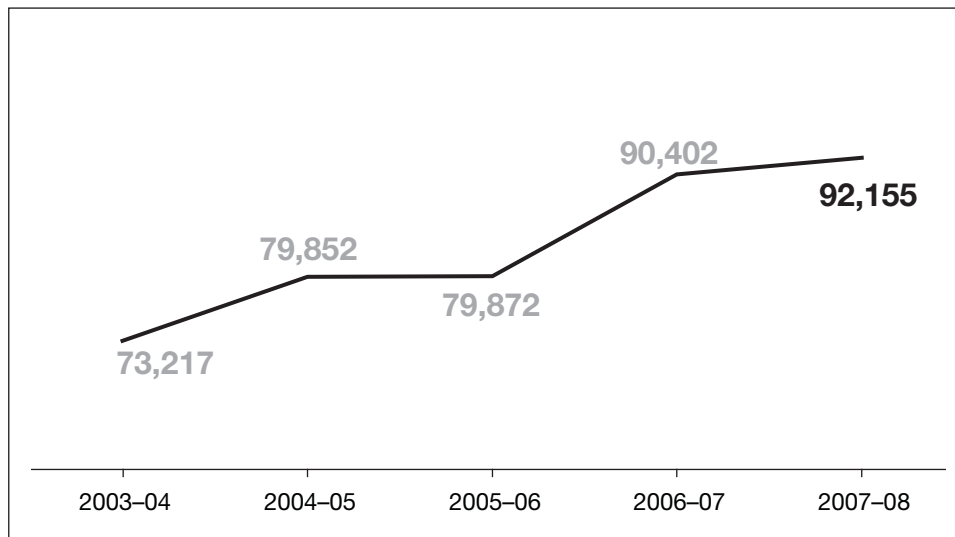
Employment

During the past year, Crown corporation employment increased by 1,753 employees, from 90,402 last year to 92,155 this year (a 2-per-cent increase). The largest fluctuations can be attributed to the following corporations:

- ▶ Atomic Energy of Canada Limited—an increase of 593 employees (a 14-per-cent increase);
- ▶ Canada Post Corporation—an increase of 493 employees (a 1-per-cent increase);
- ▶ Farm Credit Canada—an increase of 263 employees (a 22-per-cent increase); and
- ▶ Canada Pension Plan Investment Board—an increase of 110 employees (a 43-per-cent increase).

Exhibit 5 shows the changing trend over the last five years.

Exhibit 5: Employment in Crown Corporations, 2003–04 to 2007–08



Note that employment data for 44 Crown corporations, operational as at July 31, 2008, are included in this analysis.

Assets

The data for assets cover 20 Crown corporations. Specifically, 28 corporations have been excluded from this section for the following reasons:

- ▶ The Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board—the unique nature of their operations and the total asset holdings of these organizations would not be available to the Government of Canada should it choose to dissolve these Crown corporations.
- ▶ The Canada Employment Insurance Financing Board, the Corporation for the Mitigation of Mackenzie Gas Project Impacts, the First Nations Statistical Institute and PPP Canada Inc.—these are newly established Crown corporations and are not yet fully operational. As such, no financial information is available for inclusion in this year's report.
- ▶ The Canada Council for the Arts, the Canada Mortgage and Housing Corporation, the Canadian Broadcasting Corporation, the Canadian Commercial Corporation, the Canadian Dairy Commission, the Canadian Museum of Nature, the Canadian Race Relations Foundation, the Cape Breton Development Corporation, the Defence Construction (1951) Limited, the Enterprise Cape Breton Corporation, The Federal Bridge Corporation Limited, the International Development Research Centre, Marine Atlantic Inc., the National Arts Centre Corporation, the National Capital Commission, the National Gallery of Canada, the National Museum of Science and Technology, Ridley Terminals Inc., the Royal Canadian Mint, the Standards Council of Canada, and Telefilm Canada—the audited financial statements for these corporations were not available to the public in time for inclusion in this report.

Because the data from the above-named 21 Crown corporations were not available, these corporations have been removed from the year over-year comparisons. Last year, however, the assets of these 21 Crown corporations totalled \$128.81 billion and accounted for 69 per cent of total assets.

The total assets for the 20 Crown corporations²² reported on this year increased by \$2.44 billion, from \$58.17 billion last year to \$60.61 billion this year (a 4.19-per-cent increase). The largest fluctuations are noted for the following corporations:

- ▶ Farm Credit Canada—an increase of \$1.64 billion (a 11.8-per-cent increase);

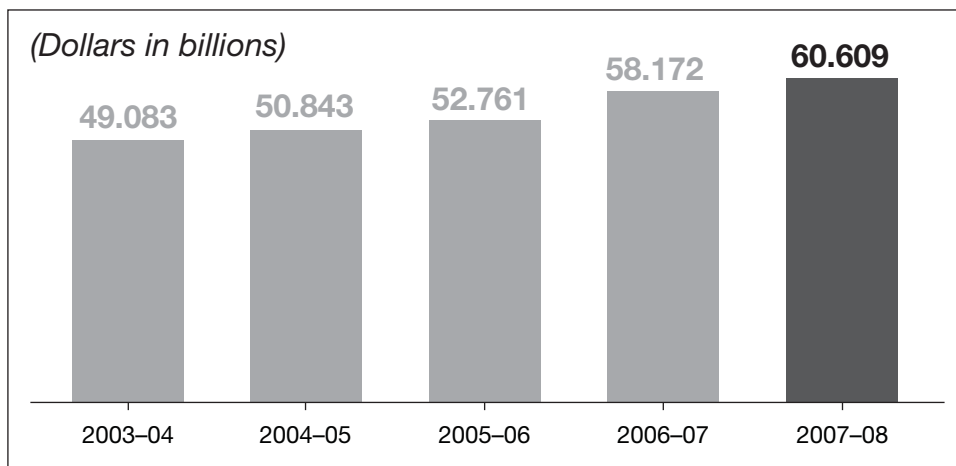
22. The 20 corporations include 2 deemed parent corporations, the Old Port of Montréal Corporation Inc. and Parc Downsview Park Inc., that have separate financial statements not consolidated with their parent corporation.

- ▶ Canada Deposit Insurance Corporation—an increase of \$0.1 billion (a 6.6-per-cent increase); and
- ▶ Business Development Bank of Canada—an increase of \$0.62 billion (a 5.7-per-cent increase).

Four Crown corporations accounted for 91 per cent of the total assets reported in the 2008 reporting period: Export Development Canada, Farm Credit Canada, the Business Development Bank of Canada, and the Canada Post Corporation.

Exhibit 6 depicts the steady rise in the value of the Crown corporations' assets over the last five years.

Exhibit 6: Total Assets of Crown Corporations, 2003–04 to 2007–08



Budgetary appropriations

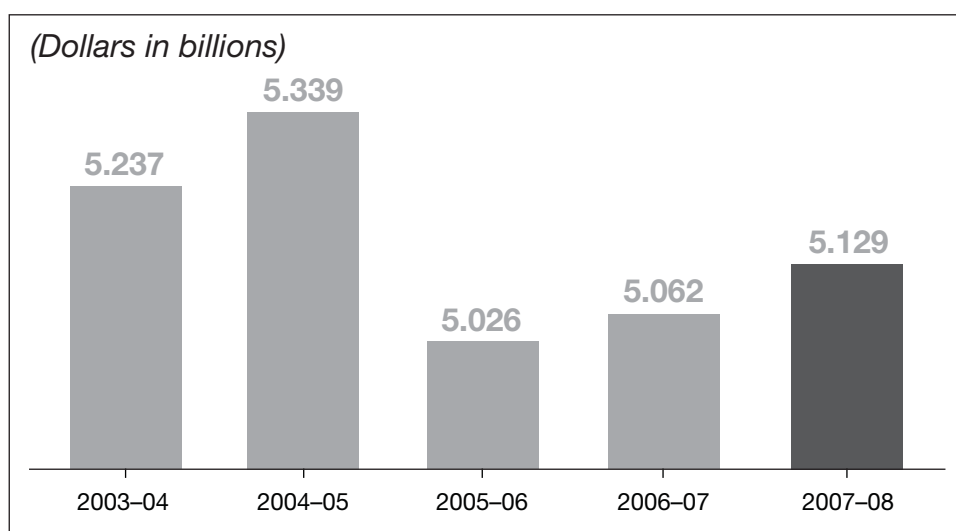
Total parliamentary funding for Crown corporations increased by \$0.07 billion over the previous year, rising from \$5.06 billion in the 2007 reporting period to \$5.13 billion in the 2008 reporting period (a 0.01-per-cent increase). The largest fluctuations in funding were noted for the following corporations:

- ▶ First Nations Statistical Institute—an increase of \$0.005 billion (a first time appropriation);
- ▶ Ridley Terminals Inc.—a decrease of \$0.002 billion (a 100-per-cent decrease);
- ▶ Atomic Energy of Canada Limited—an increase of \$0.08 billion (a 71.6-per-cent increase); and
- ▶ Canada Post Corporation—a decrease of \$0.06 billion (a 34.2-per-cent decrease in relation to the transitional support for pension benefit).



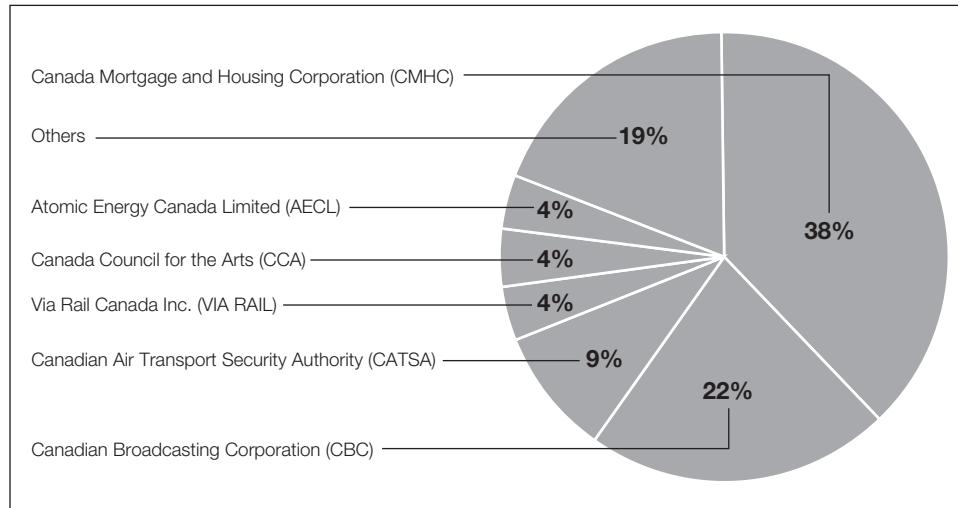
Total budgetary appropriations for the five year period from 2003–04 to 2007–08 are shown in Exhibit 7. The reported figures include data from all Crown corporations; this information is disclosed in the Main Estimates and the Supplementary Estimates of the Government of Canada. Of the total 48 parent and deemed parent Crown corporations, 25 received appropriations during 2007–08.

Exhibit 7: Total Budgetary Appropriations, 2003–04 to 2007–08



Six Crown corporations accounted for 81 per cent of the total budgetary appropriations received by Crown corporations. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, the Canadian Air Transport Security Authority, VIA Rail Canada Inc., the Canada Council for the Arts, and the Atomic Energy of Canada Limited. The largest recipient, CMHC, had a decrease of \$0.14 billion to its appropriation.

Exhibit 8 provides a summary view of the 2007–08 recipients of budgetary appropriations. Percentages shown in the following table are based on the total number of corporations receiving appropriations.

Exhibit 8: Recipients of 2007–08 Budgetary Appropriations**Debt obligations**

The analysis of debt data in this section covers 20 Crown corporations but excludes 28, as was the case for the assets data. Debt obligations, consisting of debts payable either to Canada or the private sector, increased by \$2.48 billion over the previous year, from \$35.64 billion last year to \$38.12 billion this year (a 7-per-cent increase). This overall increase can be attributed to the following reasons:

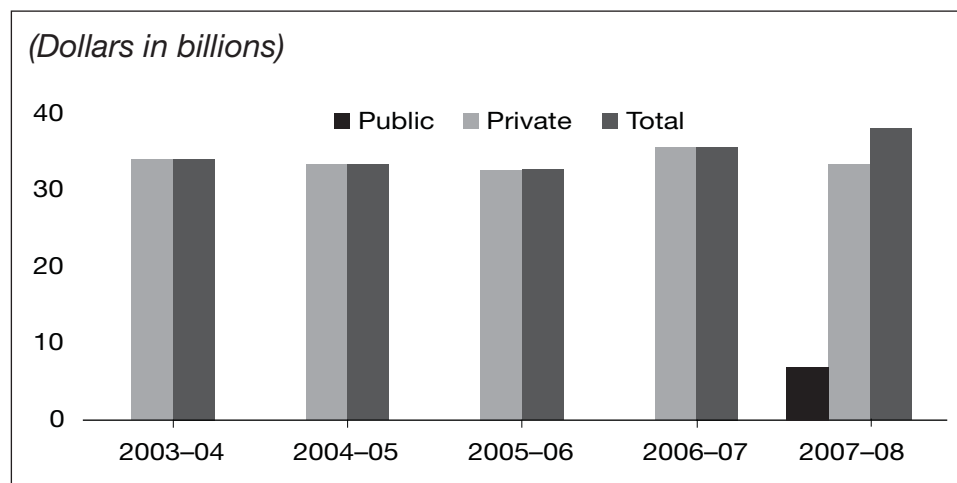
- ▶ a decrease of \$2.3 billion (6.5 per cent in debts to the private sector, dropping from \$35.6 billion to \$33.3 billion); and
- ▶ an increase of \$4.7 billion in debts to Canada, rising from \$0.1 billion to \$4.8 billion. This increase is explained by the consolidation of the borrowings of Crown corporations with the Government of Canada's debt program, as announced in Budget 2007.

Other significant changes in total debt obligations were noted for the following corporations:

- ▶ Farm Credit Canada—an increase of \$1.12 billion (a 9.2-per-cent increase); and
- ▶ Business Development Bank of Canada—an increase of \$0.76 billion (a 9.2-per-cent increase).

Exhibit 9 shows the debt payable to Canada, the debt incurred in private markets, as well as the total debt obligations over the last five years. Readers should again note that historical figures do not include the debt obligations of the 28 Crown corporations for which data were either not available or not appropriate to be included.



Exhibit 9: Total Debt Obligations of Crown Corporations, 2003–04 to 2007–08

The three largest debtors for 2007–08 with their respective proportions of the overall debt obligations of \$38.12 billion were Export Development Canada (40.9 per cent), Farm Credit Canada (34.9 per cent), and the Business Development Bank of Canada (23.6 per cent). The same three Crown corporations were also among the largest debtors last year.

Exhibit 10 presents the respective debt loads of the largest debtors in 2007–08 as compared to those of 2003–04.

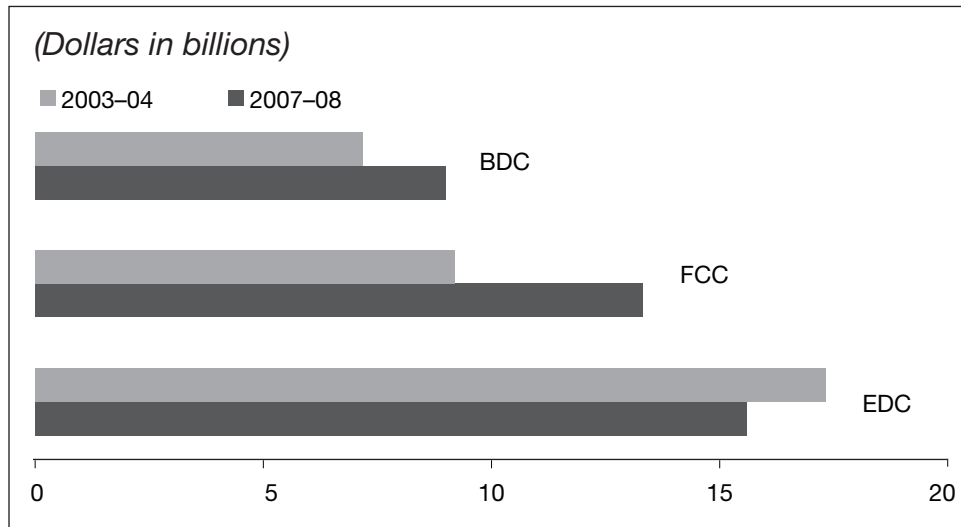
Exhibit 10: Comparison of Largest Debtors in 2007–08 and in 2003–04

Exhibit 11 below presents the total employment and financial data for the 20 Crown corporations reported on this year grouped by ministerial portfolio. Exhibit 12 presents the total operating results and financing data for the same sample of corporations, also grouped by ministerial portfolio. Note that data for the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board (shaded in grey) appear in these exhibits for information purposes but are not included in the grand totals because of the unique nature of their operations.



Exhibit 11: Employment and Financial Position Grouped by Ministerial Portfolio
(as of year-ends before July 31, 2008; \$ millions)

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-term Liabilities	Equity ²³	
Canadian Dairy Commission	—	—	—	—	67
Farm Credit Canada	15,470.5	7,198.6	6,495.1	1,776.8	1,457
Total Agriculture and Agri-Food	15,470.5	7,198.6	6,495.1		1,524
Enterprise Cape Breton Corporation	—	—	—	—	42
Total Atlantic Canada Opportunities Agency	0.0	0.0	0.0		42
Canada Council for the Arts	—	—	—	—	212
Canadian Broadcasting Corporation	—	—	—	—	7784
Canadian Museum of Civilization	343.3	18.8	262.5	61.973	392
Canadian Museum of Nature	—	—	—	—	180
Canadian Race Relations Foundation	—	—	—	—	9
National Arts Centre Corporation	—	—	—	—	286
National Gallery of Canada	—	—	—	—	261
National Museum of Science and Technology	—	—	—	—	189
Telefilm Canada	—	—	—	—	200
Total Canadian Heritage	343.3	18.8	262.5		9,513
Bank of Canada	53,896.8	50,565.2	0.0	154.7	1183
Canada Deposit Insurance Corporation	1,663.7	5.8	652.4	1,005.5	83
Canada Development Investment Corporation	441.6	20.5	129.2	292.0	3
Canada Pension Plan Investment Board	130,923.0	7,272.0	948.0	0.0	368
PPP Canada Inc.	—	—	—	—	—
Total Finance	2,105.3	26.3	781.5		1,637
Freshwater Fish Marketing Corporation	28.7	25.2	0.0	3.6	200
Total Fisheries and Oceans	28.7	25.2	0.0		200
International Development Research Centre	—	—	—	—	455
Total Foreign Affairs	0.0	0.0	0.0		455
Canada Employment Insurance Financing Board	—	—	—	—	—
Canada Mortgage and Housing Corporation	—	—	—	—	1,888
Total Human Resources and Social Development	0.0	0.0	0.0		1,888
First Nations Statistical Institute	—	—	—	—	—
Total Indian Affairs and Northern Development	0.0	0.0	0.0		0

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

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-term Liabilities	Equity ²⁴	
Business Development Bank of Canada	11,423.6	99.6	4,259.0	1,867.3	1,732
Canadian Tourism Commission	27.6	21.4	7.8	(1.5)	161
Corporation for the Mitigation of Mackenzie Gas Project Impacts	—	—	—	—	—
Standards Council of Canada	—	—	—	—	85
Total Industry	11,451.2	121.1	4,266.8		1,978
Canadian Commercial Corporation	—	—	—	—	117
Export Development Canada	23,089.0	4,497.0	12,568.0	6,024.0	1,068
Total International Trade	23,089.0	4,497.0	12,568.0		1,185
Atomic Energy of Canada Limited	865.1	552.7	599.3	(2,812.2)	4,728
Cape Breton Development Corporation	—	—	—	—	16
Total Natural Resources	865.1	552.7	599.3		4,744
Defence Construction (1951) Limited	—	—	—	—	606
Total Public Works and Government Services	0.0	0.0	0.0		606
Atlantic Pilotage Authority	11.2	2.1	4.8	4.3	77
Blue Water Bridge Authority	187.8	6.7	99.8	81.2	55
Canada Lands Company Limited	362.7	36.2	63.9	262.6	337
Canada Post Corporation	5,151.0	1,057.0	2,633.0	1,439.0	61,557
Canadian Air Transport Security Authority	565.4	82.7	465.6	17.1	330
Federal Bridge Corporation Limited, The	—	—	—	—	155
Great Lakes Pilotage Authority	6.6	6.4	3.5	(3.3)	81
Laurentian Pilotage Authority	11.8	12.2	0.8	(1.2)	51
Marine Atlantic Inc.	—	—	—	—	954
National Capital Commission	—	—	—	—	434
Old Port of Montreal Corporation Inc.	31.9	10.7	21.0	0.2	163
Pacific Pilotage Authority	17.0	8.3	1.1	6.8	157
Parc Downsview Park Inc.	16.6	8.8	0.0	7.1	37
Ridley Terminals Inc.	—	—	—	—	80
Royal Canadian Mint	—	—	—	—	669
VIA Rail Canada Inc.	894.0	111.6	69.6	224.1	3,017
Total Transport, Infrastructure and Communities	7,256.1	1,342.8	3,363.2		68,154
Public Sector Pension Investment Board					
Public Service Pension Plan Account	32,342.0	4,078.0	0.0	0.0	—
Canadian Forces Pension Plan Account	8,950.0	1,131.0	0.0	0.0	—
Royal Canadian Mounted Police Pension Plan Account	3,188.0	401.0	0.0	0.0	—
Total Treasury Board	44,480.0	5,610.0	0.0		229
Grand Total	60,609.2	13,782.4	28,336.4		92,155

Note: Values shaded in grey are not included in the Grand total. The current liabilities for the Bank of Canada consist of bank notes in circulation.

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



Exhibit 12: Operating Results and Financing Grouped by Ministerial Portfolio
(as of year-ends before July 31, 2008; \$ millions)

Corporation by Ministerial Portfolio	Net Income ²⁴	Financing			
		Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Canadian Dairy Commission	—	—	—	3.7	0.0
Farm Credit Canada	205.1	9,492.9	3,806.4	0.0	5.5
Total Agriculture and Agri-Food		9,492.9	3,806.4	3.7	5.5
Enterprise Cape Breton Corporation	—	—	—	8.7	0.0
Total Atlantic Canada Opportunities Agency		0.0	0.0	8.7	0.0
Canada Council for the Arts	—	—	—	182.5	—
Canadian Broadcasting Corporation	—	—	—	1,104.0	—
Canadian Museum of Civilization	(5.4)	0.0	0.0	72.6	0.0
Canadian Museum of Nature	—	—	—	28.2	—
Canadian Race Relations Foundation	—	—	—	0.0	—
National Arts Centre Corporation	—	—	—	37.0	—
National Gallery of Canada	—	—	—	51.9	—
National Museum of Science and Technology	—	—	—	31.6	—
Telefilm Canada	—	—	—	105.2	—
Total Canadian Heritage		0.0	0.0	1,613.0	0.0
Bank of Canada	2,024.4	0.0	0.0	0.0	2,024.4
Canada Deposit Insurance Corporation	47.9	0.0	0.0	0.00.0	—
Canada Development Investment Corporation	160.8	0.0	0.0	0.0	151.0
Canada Pension Plan Investment Board	(422.0)	0.0	0.0	0.0	0.0
PPP Canada Inc.	—	—	—	—	—
Total Finance		0.0	0.0	0.0	151.0
Freshwater Fish Marketing Corporation	0.2	18.8	0.0	0.0	0.0
Total Fisheries and Oceans		18.8	0.0	0.0	0.0
International Development Research Centre	—	—	—	155.9	—
Total Foreign Affairs		0.0	0.0	155.9	0.0
Canada Employment Insurance Financing Board	—	—	—	—	—
Canada Mortgage and Housing Corporation	—	—	—	2,020.0	—
Total Human Resources and Social Development		0.0	0.0	2,020.0	0.0
First Nations Statistical Institute	—	—	—	—	—
Total Indian Affairs and Northern Development		0.0	0.0	0.0	0.0

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

25. This applies only to Crown corporations subject to Part X of the FAA.

Corporation by Ministerial Portfolio	Net Income ²⁴	Financing		Budgetary Appropriations	Dividends
		Changes to Net Borrowings			
		Private Sector	Canada		
Business Development Bank of Canada	84.6	7,990.8	994.8	0.0	21.5
Canadian Tourism Commission	(0.1)	0.0	0.0	73.6	0.0
Corporation for the Mitigation of Mackenzie Gas Project Impacts	—	—	—	—	—
Standards Council of Canada	—	—	—	7.1	—
Total Industry		7,990.8	994.8	80.7	21.5
Canadian Commercial Corporation	—	—	—	15.2	—
Export Development Canada	473.0	15,583.0	0.0	0.0	350.0
Total International Trade		15,583.0	0.0	15.2	350.0
Atomic Energy of Canada Limited	(364.4)	0.0	0.5	181.0	0.0
Cape Breton Development Corporation	—	—	—	60.0	—
Total Natural Resources		0.0	0.5	241.0	0.0
Defence Construction (1951) Limited	—	—	—	0.0	—
Total Public Works and Government Services		0.0	0.0	0.0	0.0
Atlantic Pilotage Authority	(0.7)	0.0	0.0	0.0	0.0
Blue Water Bridge Authority	4.0	99.4	0.0	0.0	0.0
Canada Lands Company Limited	13.4	30.6	35.8	0.0	7.5
Canada Post Corporation	54.0	58.0	0.0	106.0	47.0
Canadian Air Transport Security Authority	(0.1)	0.0	0.0	453.0	0.0
Federal Bridge Corporation Limited, The	—	—	—	26.0	—
Great Lakes Pilotage Authority	0.3	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	4.1	2.3	0.0	0.0	0.0
Marine Atlantic Inc.	—	—	—	75.6	—
National Capital Commission	—	—	—	94.2	—
Old Port of Montreal Corporation Inc.	(0.2)	0.0	0.0	18.9	0.0
Pacific Pilotage Authority	1.6	3.4	0.0	0.0	0.0
Parc Downsview Park Inc.	(5.2)	0.0	0.0	0.0	0.0
Ridley Terminals Inc.	—	—	—	0.0	—
Royal Canadian Mint	—	—	—	0.0	—
VIA Rail Canada Inc.	43.5	0.0	0.0	212.7	0.0
Total Transport, Infrastructure and Communities		193.7	35.8	986.3	54.5
Public Sector Pension Investment Board					
Public Service Pension Plan Account	(199.0)	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	(55.0)	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account	(19.0)	0.0	0.0	0.0	0.0
Total Treasury Board		0.0	0.0	0.0	0.0
Grand Total		33,279.3	4,837.5	5,129.4	582.5

Note: Values shaded in grey are not included in the Grand total.

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



Glossary of financial and employment terms used in exhibits 11 and 12

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

Exhibit 11 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 as at July 31 of the reporting year as submitted by the Crown corporation. The figure includes the full-time staff and others employed outside of 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 12 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 where 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 fiscal 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.

2.4 Corporate Profiles

Introduction

The corporate profile for each parent Crown corporation identifies the key individuals responsible for the corporation and the corporation's location, mandate, and major activities as at July 31, 2008.

The profile also names the legislative authority under which the corporation was incorporated, notes the corporation's inclusion under the *Financial Administration Act*, and confirms whether or not the corporation is an agent of Her Majesty. Agency status enables the corporation to access the same immunities, privileges, and prerogatives enjoyed by the Crown and results in the corporation's activities being binding on the Crown.

Wherever possible, the corporate profile also briefly describes how the corporation came to be, why the corporation was created, and how the mandate and activities may have evolved over the years as a result of changing public policy objectives.

For additional information on these Crown corporations, including more details on their performance over the past year, please consult the individual corporations' annual reports and summaries of their corporate plans²⁵ tabled in Parliament pursuant to subsection 125(4) of the *Financial Administration Act*. These reports are accessible through <http://www.canada.gc.ca>, on corporation websites, or by contacting the corporations directly.

25. This applies only to Crown corporations subject to Part X of the FAA.



Atlantic Pilotage Authority

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Tom Calkin

CEO

R. Anthony McGuinness

Head Office

Cogswell Tower, Suite 910
2000 Barrington Street
Halifax NS B3J 3K1

Telephone: 902-426-2550

Fax: 902-426-4004

Website: <http://www.atlanticpilotage.com>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada

Incorporation

1972, pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14)

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

To establish, operate, maintain, and administer, in the interest of safety, an efficient pilotage service within the designated waters set out in respect of the Authority. These objectives are to be achieved by establishing a fair and reasonable tariff.

Corporate Profile

As a result of recommendations made by the Royal Commission of Pilotage in Canada, the *Pilotage Act* was assented to and proclaimed into force on February 1, 1972. The *Pilotage Act* created four pilotage authority regions with specific authorities, thereby replacing a large number of local pilotage districts. The Atlantic Pilotage Authority was established in 1972 as a Crown corporation.

To fulfill its mandate, the Atlantic Pilotage Authority hires and trains mariners to become pilots; licenses pilots; issues pilotage certificates; and with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Atomic Energy of Canada Limited

Natural Resources

Appropriate Minister

The Honourable Gary Lunn, P.C., M.P.
Minister of Natural Resources

Chairperson

Glenna Carr

President and CEO

Hugh MacDiarmid

Head Office

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Toll-free: 1-800-377-5995
Fax: 905-823-7565
Website: <http://www.aecl.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada
PricewaterhouseCoopers LLP

Incorporation

1934, *Companies Act*; 1952, under Part I of the *Canada Corporations Act*; continued July 8, 1977, under the *Canada Business Corporations Act*; amended July 15, 1982

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To sustain and enhance nuclear technology to safely and securely support Canada's nuclear energy supply and other applications of nuclear technology; manage nuclear wastes and legacy liabilities; and maximize return on investment in nuclear technology by supplying innovative products and services.

Corporate Profile

Atomic Energy of Canada Limited (AECL) is an integrated nuclear technology company providing services to nuclear utilities worldwide.

To achieve its mandate, AECL's commercial operations include reactor development, design, engineering, special equipment manufacturing, project management and construction of Canada Deuterium Uranium (CANDU®) power plants, and provision of reactor services and technical support to operating CANDU reactors.

AECL also operates nuclear laboratories and performs research, produces isotopes used in nuclear medicine and other applications, stores and manages nuclear wastes, and decommissions nuclear facilities.



Bank of Canada

Finance

Appropriate Minister

The Honourable James Michael Flaherty, P.C., M.P.
Minister of Finance

Governor

Mark Carney

Head Office

234 Wellington Street
Ottawa ON K1A 0G9

Toll-free: 1-800-303-1282

Fax: 613-782-7713

Website: <http://www.bank-banque-canada.ca>

Fiscal Year-End

December 31

Auditor

Ernst & Young LLP
PricewaterhouseCoopers LLP

Incorporation

1934 by the *Bank of Canada Act* (R.S.C. 1985, c. B-2)

Status

Not an agent of Her Majesty but acts as the fiscal agent of the Government of Canada; exempt from Divisions I to IV of Part X of the *Financial Administration Act*

Mandate

To formulate and implement monetary policy in Canada and to act as the government's fiscal agent. The Bank has the sole right to issue paper currency for circulation in Canada.

Corporate Profile

A Royal commission carried out a study in 1933 to review the organization and inner workings of Canada's entire banking and monetary system. As a result, the Bank of Canada was created as a privately owned corporation. In 1938, the Bank became a Crown corporation. It operates under the authority of the *Bank of Canada Act*, which received Royal Assent in 1934.

To achieve its mandate, the Bank of Canada promotes solid economic performance and higher living standards for Canadians by keeping inflation low, stable, and predictable through the use of a clearly defined inflation target. It is responsible for the design, production, and distribution of paper currency (bank notes), ensuring that there is a sufficient supply of bank notes and that those notes are secure against counterfeiting.

The Bank of Canada also promotes the safe and efficient operation of the country's financial system, helping Canada's payments system function smoothly, and keeping accounts for the country's largest deposit-taking institutions. The Bank of Canada identifies the clearing and settlement systems that could pose systemic risks and oversees the efficient management and control of these risks.

The Bank of Canada is the federal government's fiscal agent: it acts as banker and manager for Canada's debt and reserves; it manages the government's exposure to financial risks; and it handles the deposit accounts of the Receiver General for Canada. It also provides operations and systems support for the government's retail debt.

Blue Water Bridge Authority

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Ken James

President and CEO

Chuck Chrapko

Head Office

1 Bridge Street
Point Edward ON N7V 4J5

Telephone: 519-336-2720

Fax: 519-336-7622

Website: <http://www.bwbc.gc.ca>

Fiscal Year-End

August 31

Auditor

Auditor General of Canada

Incorporation

1964 by the *Blue Water Bridge Authority Act*; became a federal Crown corporation listed in the *Financial Administration Act* on April 26, 2002

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

To operate, maintain, and repair the Canadian halves of the two bridges spanning the St. Clair River between Sarnia, Ontario, and Port Huron, Michigan, and the approaches and structures.

Corporate Profile

The Blue Water Bridge Authority (BWBA) was created in 1964 by the *Blue Water Bridge Authority Act* and was expected to become a bi-national authority. The United States, however, has never exercised its option to appoint members. As a result, because all members of the board of directors are appointed by the Governor in Council, the BWBA was deemed a federal Crown corporation on April 26, 2002. Under the *Federal Identity Program*, the Minister approved the revised corporate name to Blue Water Bridge Canada.

To achieve its mandate, the BWBA owns and operates the Canadian half of the Blue Water Bridge located between Point Edward (Sarnia), Ontario, and Port Huron, Michigan. The American half is owned and operated by the Michigan Department of Transportation. The Corporation sets charge tolls for the use of the bridge structures and prepares a renewable long-term plan for the Canadian Plaza.



Business Development Bank of Canada

Industry

Appropriate Minister

The Honourable Jim Prentice, P.C., M.P.
Minister of Industry

Chairperson

John A. MacNaughton

President and CEO

Jean-René Halde

Head Office

BDC Building
5 Place Ville Marie, Suite 300
Montréal QC H3B 5E7

Telephone: 1-877-BDC-BANX (232-2269)

Fax: 1-877-329-9232

Website: <http://www.bdc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada
Raymond Chabot Grant Thornton LLP

Incorporation

1974 by the *Federal Business Development Bank Act* (R.S.C. 1985, c. F-6) and continued by the *Business Development Bank of Canada Act* (S.C. 1995, c. 28)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

The mandate of the Business Development Bank of Canada (BDC) is to support Canadian entrepreneurship through the provision of financial and consulting services. In fulfilling this mandate, the BDC must give particular consideration to the needs of small and medium-sized enterprises.

Corporate Profile

The BDC plays a leadership role in delivering financing, investment, and consulting services that support the needs of Canadian entrepreneurs. With close to 65 years as Canada's development bank, the BDC provides solutions aimed at accelerating the success of Canadian small and medium-sized enterprises. The BDC serves approximately 28,000 clients via four operational units: BDC Financing; BDC Subordinate Financing; BDC Venture Capital; and BDC Consulting. The BDC's services complement those of private-sector financial institutions.

Canada Council for the Arts

Canadian Heritage

Appropriate Minister

The Honourable Josée Verner, P.C., M.P.

Minister of Canadian Heritage and Status of Women and Minister for La Francophonie

Chairperson

Karen Kain

Director and CEO

Robert Sirman

Head Office

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PO Box 1047

Ottawa ON K1P 5V8

Telephone: 613-566-4414

Toll-free: 1-800-263-5588

Fax: 613-566-4390

Website: <http://www.canadacouncil.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1957 by the *Canada Council Act* (R.S.C. 1995, c. C-2)

Status

Exempt from Division I to IV of Part X of the *Financial Administration Act* (except for sections 131 to 148 of Division III and section 154.01 of Division IV); not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*

Mandate

To foster and promote the study and enjoyment and production of works in the arts.

Corporate Profile

In 1951, the publication of the Massey Commission report presented the results of comprehensive research and analysis of Canada's cultural and educational life. The report recommended the creation of the Canada Council for the Arts (the Council), which was established on March 28, 1957, by the *Canada Council Act*.

To fulfill its mandate, the Council provides grants and services to professional Canadian artists and arts organizations in the genres of dance, interdisciplinary performing arts, media arts, music, theatre, visual arts, and writing and publishing. The Council promotes public awareness of the arts through its communications, research, and arts advocacy activities; it administers the Art Bank, Endowments and Prizes, offers the Killam Program of Scholarly Awards and the Governor General's Awards in Visual and Media Arts; and is responsible for the Canadian Commission to the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Rights Commission.



Canada Deposit Insurance Corporation

Finance

Appropriate Minister

The Honourable James Michael Flaherty, P.C., M.P.
Minister of Finance

Chairperson

Bryan P. Davies

President and CEO

Guy L. Saint-Pierre

Head Office

50 O'Connor Street, 17th Floor
PO Box 2340 STN D
Ottawa ON K1P 5W5

Telephone: 613-996-2081

Toll-free: 1-800-461-2342

Fax: 613-996-6095

Website: <http://www.cdic.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1967 by the *Canada Deposit Insurance Corporation Act* (R.S.C. 1985, c. C-3; R.S.C. 1985, c. 18 (2nd Supp.); R.S.C. 1985, c. 18 (3rd Supp.); S.C. 1991, c. 45; S.C. 1992, cc. 1, 26, 27; S.C. 1993, c. 34; S.C. 1996, c. 6; S.C. 1997, c. 15; S.C. 1999, cc. 28, 31; S.C. 2001, c. 9; S.C. 2002, c. 8; S.C. 2003, c. 22; S.C. 2005, c. 30; S.C. 2007, c.6; S.C. 2007, c. 29)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To provide insurance against the loss of part or all of deposits; to promote and otherwise contribute to the stability of the financial system in Canada; and to pursue the foregoing for the benefit of persons having deposits with member institutions and in such a manner as will minimize the exposure of the Corporation to loss.

Corporate Profile

The Canada Deposit Insurance Corporation (CDIC) was created in 1967 to insure deposits in banks, loan and trust companies that take deposits, as well as associations governed by the *Cooperative Credit Associations Act* that take deposits, against loss in case of member failure.

To achieve its mandate, the CDIC undertakes a wide range of initiatives to increase public understanding of deposit insurance; assesses and manages the risks of insuring deposits in collaboration with regulators; and manages relationships with federal and provincial governments, member institutions, their associations, and other interested parties. The Corporation keeps abreast of economic and policy issues and undertakes initiatives to minimize the cost of deposit insurance.

The primary functions of the CDIC include insurance and risk management, claims and recoveries, and depositor communications and awareness.

Canada Development Investment Corporation

Finance

Appropriate Minister

The Honourable James Michael Flaherty, P.C., M.P.
Minister of Finance

Chairperson

Donald McQ. Shaver, O.C., D.Sc

Head Office

1235 Bay Street, Suite 400
Toronto ON M5R 3K4

Telephone: 416-304-3932

Fax: 416-934-5009

Website: N/A

Fiscal Year-End

December 31

Auditor

Auditor General of Canada
KPMG LLP

Incorporation

1982 under the *Canada Business Corporations Act*; articles of incorporation, May 26, 1982

Status

Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To manage Crown corporations and investments assigned to it and privatize its holdings when appropriate. The primary objective of the Canada Development Investment Corporation (CDIC) is to carry out its activities in the best interests of Canada, operating in a commercial manner. In November 2007, the Minister of Finance wrote to the Chairman and indicated that the operations of the CDIC should reflect a future focussed on the ongoing management of its current holdings in a commercial manner, providing assistance to the government in new directions suited to the CDIC's capabilities, while maintaining the capacity to divest the CDIC's existing holdings, and any other government interests assigned to it for divestiture, upon the direction of the Minister of Finance.

Corporate Profile

The CDIC, a government holding company, was created in 1982 to provide a commercial vehicle for government equity investment and manage the commercial holdings of the government.

The CDIC presently has two remaining wholly owned subsidiaries, Canada Eldor Inc. and Canada Hibernia Holding Corporation. The Canada Hibernia Holding Corporation manages the federal government's 8.5-per-cent interest in the Hibernia Oil and Gas Offshore Development Project. Canada Eldor Inc.'s mandate is to administer outstanding issues such as waste contingencies and outstanding litigation.

On February 15, 2008, PPP Canada Inc. was incorporated as a wholly owned subsidiary of the CDIC and then deemed a parent Crown Corporation on May 8, 2008, for the purposes of the majority of Part X of the *Financial Administration Act*.



Canada Employment Insurance Financing Board

Human Resources and Social Development

Appropriate Minister

The Honourable Monte Solberg, P.C., M.P.
Minister of Human Resources and Social Development

Chairperson

Vacant

President and CEO

Vacant

Head Office

National Capital Region

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

2008 under the *Canada Employment Insurance Financing Board Act*

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty in right of Canada

Mandate

- (a) To set the premium rate under section 66 of the *Employment Insurance Act*;
- (b) maintain a reserve in accordance with that section;
- (c) manage any amounts paid to it under section 77.1 of that Act; and
- (d) invest its financial assets with a view to meeting its financial obligations.

Corporate Profile

The primary purpose of the Canada Employment Insurance Financing Board is to enhance the independence of the Employment Insurance (EI) premium rate setting and ensure that EI premiums are used exclusively for the EI program.

Canada Lands Company Limited

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Marc Rochon

President and CEO

Mark Laroche

Head Office

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Toronto ON M5J 2P1

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Toll-free: 1-888-252-5263
Fax: 416-952-6200
Website: <http://www.clc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada
KPMG LLP

Incorporation

1956 by letters patent; reorganized under the *Canada Business Corporations Act*, September 19, 1977; Certificate of Continuance under the *Canada Business Corporations Act*, July 7, 1981

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To create value, through its CLC subsidiary, from strategic properties no longer required for program purposes by the Government of Canada.

Corporate Profile

The Canada Lands Company Limited (CLCL) was established in 1956 and is the parent company of three wholly owned subsidiaries: Canada Lands Company CLC Limited (CLC), which carries out real estate business and is a non-agent of the Crown; Parc Downsview Park Inc. (PDP), which manages and develops the former Canadian Forces Base (CFB) Toronto lands as an urban recreational green space; and Old Port of Montréal Corporation Inc. (OPMC), which develops and promotes the Old Port of Montréal for recreation, tourism, and cultural activities. Both the PDP and the OPMC are agents of Her Majesty and report as parent Crown corporations.

To fulfill its mandate, the CLC purchases surplus strategic properties from the government that possess significant development potential, require innovative planning, rezoning, servicing, or environment remediation, or have other specific sensitivities at various levels of government. The CLC then performs these latter activities and sells or otherwise disposes of the properties for profit. The CLC is currently active in 20 municipalities across Canada.

The property holdings of the CLC fall into three categories: rental properties, properties under development, and land held for development or sale. Its principal held and managed property is Canada's most recognizable national landmark, the CN Tower in Toronto.



Canada Mortgage and Housing Corporation

Human Resources and Social Development

Appropriate Minister

The Honourable Monte Solberg, P.C., M.P.
Minister of Human Resources and Social Development

Chairperson

Dino Chiesa

President and CEO

Karen Kinsley

Head Office

700 Montreal Road
Ottawa ON K1A 0P7

Telephone: 613-748-2000

Fax: 613-748-2098

Website: <http://www.cmhc-schl.gc.ca>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada
Ernst & Young LLP

Incorporation

1946 by the *Central Mortgage and Housing Corporation Act*; amended March 16, 1979, to *Canada Mortgage and Housing Corporation Act* (R.S.C. 1985, c. C-7)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty except when s.13 of its constituent Act applies

Mandate

To promote the construction, repair, and modernization of housing; the improvement of housing and living conditions, housing affordability and choice; the availability of low-cost financing for housing; and the national well-being of the housing sector.

Corporate Profile

The Canada Mortgage and Housing Corporation (CMHC) was created in 1946 by the *Central Mortgage and Housing Corporation Act*, originally to house returning war veterans and to lead the nation's housing programs.

Currently, the CMHC delivers its products and services to Canadians and supports federal policy objectives through four areas of housing activity: housing finance, assisted housing, research and information transfer, and export promotion.

To achieve its mandate, the CMHC ensures the availability, accessibility, and choice of housing funding to Canadians; improves housing and supports the housing market by providing practical information and advice to the housing industry; participates in assisted housing initiatives; and supports and promotes the export of Canadian housing products and expertise.

Canada Pension Plan Investment Board

Finance

Appropriate Minister

The Honourable James Michael Flaherty, P.C., M.P.
Minister of Finance

Chairperson

Gail Cook-Bennett

President and CEO

David F. Denison

Head Office

1 Queen Street East, Suite 2600
Toronto ON M5C 2W5

Telephone: 416-868-4075

Fax: 416-868-1536

Website: <http://www.cppib.ca>

Fiscal Year-End

March 31

Auditor

Deloitte & Touche LLP

Incorporation

1998 by the *Canada Pension Plan Investment Board Act* (S.C. 1997, c. 40)

Status

Exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

To assist the Canada Pension Plan in meeting its obligations to contributors and beneficiaries under the *Canada Pension Plan*; to manage any amounts transferred to it under section 108.1 of the *Canada Pension Plan*, and its right, title, or interest in any designated securities, in the best interests of the contributors and beneficiaries under the Act; and to invest its assets with a view to achieving a maximum rate of return, without undue risk of loss, having regard to the factors that may affect the funding of the Canada Pension Plan and the ability of the Canada Pension Plan to meet its financial obligations on any given business day.

Corporate Profile

The Canada Pension Plan Investment Board (CPPIB) was created in December 1997 by an Act of Parliament, the *Canada Pension Plan Investment Board Act*. The CPPIB is a professional investment management organization that invests the funds not needed by the Canada Pension Plan (CPP) to pay current benefits. Its long-term goal is to contribute to the financial strength of the CPP and help sustain the pensions of 17 million CPP contributors and beneficiaries by investing CPP assets and maximizing returns without undue risk of loss.

In order to build a diversified portfolio of CPP assets, the CPPIB invests in public and private equities, inflation-linked bonds, real estate, infrastructure, and fixed income instruments. At March 31, 2008, the CPP Fund totalled \$122.7 billion.



Canada Post Corporation

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairman

Marc Courtois

President and CEO

Moya Greene

Head Office

Canada Post Place
2701 Riverside Drive
Ottawa ON K1A 0B1

Telephone: 613-734-8440

Fax: 613-734-6022

Website: <http://www.canadapost.ca>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada
KPMG LLP

Incorporation

1981 by the *Canada Post Corporation Act* (R.S.C. 1985, c. C-10)

Status

Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians.
Corporate Profile

The Canada Post Corporation (CPC) was created to provide affordable communication and mail delivery solutions from coast to coast. The CPC was established as a Crown corporation in 1981 by the *Canada Post Corporation Act*.

To achieve its mandate, the CPC now provides both physical and electronic delivery solutions, such as epost. It tailors its product offerings within its parcel business line to meet the demands of customers and supports the growth of direct mail and advertising. To measure customer satisfaction, the CPC uses both a Customer Value Management tool and telephone surveys to gather feedback.

The CPC is entrusted with approximately 10 billion messages and parcels annually. These items are processed through 22 major plants and many other facilities for delivery to 14 million addresses in Canada. In so doing, the CPC serves approximately 31 million Canadians, and over 1 million businesses and public institutions. There are now over 23,000 retail points of purchase where customers can access postal services; these have expanded from traditional post offices into convenient kiosks in high-traffic retail locations.

Canadian Air Transport Security Authority

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Mr. D. Ian Glen, Q.C.

Interim President and CEO

Kevin McGarr, M.S.M. MBA

Head Office

99 Bank Street, 13th Floor
Ottawa ON K1P 6B9

Telephone: 1-888-294-2202

Fax: 613-990-1295

Website: <http://www.catsa-acsta.gc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

2002 pursuant to the *Canadian Air Transport Security Authority Act*, as part of the *Budget Implementation Act, 2001*

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To take actions, either directly or through a screening contractor, for the effective and efficient screening of persons who access aircraft or restricted areas through screening points, the property in their possession or control, and the belongings or baggage that they give to an air carrier for transport; to ensure consistency in the delivery of screening across Canada, and any other air transport security function provided for in the *Canadian Air Transport Security Authority Act* and air transport security functions that the Minister may assign to it, subject to any terms and conditions that the Minister may establish.

Corporate Profile

The creation of the Canadian Air Transport Security Authority (CATSA) was the centrepiece of the Government of Canada's response to the events of September 11, 2001. CATSA was established on April 1, 2002, and is responsible for several key aviation security services.



CATSA is responsible for the delivery of consistent, effective, and professional services at or above the standards set by Transport Canada. To fulfill its mandate, CATSA performs the pre-boarding screening of passengers and their belongings. It also undertakes the acquisition, deployment, operation, and maintenance of explosives detection systems at airports; performs the screening of non-passengers entering airport restricted areas; and implements a restricted area identity card.

In September 2007, the Minister announced that the administration of the Canadian Air Carrier Protective Program (CACPP) would be transferred to the Royal Canadian Mounted Police (RCMP) as of April 1, 2008. Until that time, CATSA administered the funding of the CACPP on behalf of the Government of Canada and evaluated the program. The RCMP carried out all operational aspects of the program.

In September 2007, the Minister also announced that responsibility for the Airport Policing Contribution Program would be transferred to Transport Canada as of April 1, 2008. The Program was created to assist airports with the costs of enhanced aviation security-related policing. Until April 1, 2008, CATSA provided funding to eligible airports to offset a portion of the costs of providing this service.

CATSA is also responsible for any other air transport security functions that the Minister of Transport, Infrastructure and Communities may assign to it, subject to any terms and conditions that the Minister may establish.

Canadian Broadcasting Corporation

Canadian Heritage

Appropriate Minister

The Honourable Josée Verner, P.C., M.P.
Minister of Canadian Heritage and Status of Women and Minister for La Francophonie

Chairperson

Timothy W. Casgrain

President and CEO

Hubert T. Lacroix

Head Office

181 Queen Street
PO Box 3220 STN C
Ottawa ON K1P 1K9

Telephone: 613-288-6000

Toll-free: 1-866-306-4636

Fax: N/A

Website: <http://www.cbc.radio-canada.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

Established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968, and 1991 Broadcasting Acts (R.S.C. 1991, c. 11)

Status

Exempt from Divisions I to IV of Part X of the *Financial Administration Act* (except for sections 131 to 148); an agent of Her Majesty

Mandate

As Canada's national public broadcaster, the Corporation's mission is to inform, enlighten, and entertain; to contribute to the development of a shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; and to contribute to the development of Canadian talent and culture.

Corporate Profile

To achieve its mandate, the Canadian Broadcasting Corporation (CBC) produces, procures, and distributes Canadian programming in English, French, and eight Aboriginal languages and broadcasts a selection of programs from around the world.

On March 31, 2005, the CBC began distributing its programs via satellite, in combination with existing microwave and landline methods, to feed 105 CBC-owned stations, 1,238 CBC rebroadcasters, 46 private affiliated stations, and 224 affiliated or community-owned rebroadcasters and stations.



Canadian Commercial Corporation

Foreign Affairs and International Trade

Appropriate Minister

The Honourable Michael Fortier, P.C., M.P.
Minister of International Trade

Chairperson

Alan R. Curleigh

President and CEO

Marc Whittingham

Head Office

50 O'Connor Street, Suite 1100
Ottawa ON K1A 0S6

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Toll-free: 1-800-748-8191

Fax: 613-995-2121

Website: <http://www.ccc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1946 by the *Canadian Commercial Corporation Act* (R.S.C. 1985, c. C-14)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To assist in the development of trade between Canada and other nations; and to assist persons in Canada to obtain goods and commodities from outside Canada and dispose of goods and commodities that are available for export from Canada.

Corporate Profile

The Canadian Commercial Corporation (CCC) is a Crown corporation mandated to assist in the development of international trade, focussing on sectors where there is a clear government role: that are either sensitive and outside of the World Trade Organization's disciplines, such as defence; or where foreign governments require additional capacity to undertake complex and timely procurements, namely in emerging and developing country markets. Through its contracting and procurement services, the CCC enables exports of Canadian goods and services worth over \$1.6 billion a year.

The CCC also manages the Defence Production Sharing Agreement under which Canadian companies are treated as equal partners in an integrated North American defence industrial base and therefore have equal opportunity for contracts with the United States Department of Defense.

Canadian Dairy Commission

Agriculture and Agri Food

Appropriate Minister

The Honourable Gerry Ritz, P.C., M.P.

Minister of Agriculture and Agri-Food and Minister for the Canadian Wheat Board

CEO

John Core

Head Office

Central Experimental Farm
Building 55, NCC Driveway
960 Carling Avenue
Ottawa ON K1A 0Z2

Telephone: 613-792-2000

Fax: 613-792-2009

Website: <http://www.cdc-ccl.gc.ca>

Fiscal Year-End

July 31

Auditor

Auditor General of Canada

Incorporation

1966 by the *Canadian Dairy Commission Act* (R.S.C. 1985, c. C-15); (S.C. 1994, c. 26 and c. 38); (S.C. 1995, c. 23)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To provide efficient producers of milk and cream with the opportunity to obtain a fair return for their labour and investment; and to provide consumers with a continuous and adequate supply of high quality dairy products.

Corporate Profile

The Canadian Dairy Commission (CDC) was established on October 31, 1966, to coordinate federal and provincial dairy policies and create a control mechanism for milk production that would help stabilize and avoid costly surpluses.

To fulfill its mandate, the CDC promotes the use of dairy products; investigates matters relating to the production, processing, or marketing of any dairy product; purchases, stores, processes, or sells dairy products within Canada's World Trade Organization commitments; advises the Minister of Agriculture and Agri-Food on matters relating to dairy policy; determines domestic requirements for industrial milk and cream for purposes of establishing Market Sharing Quota; sets Canadian market target pricing for various dairy products, then offers to purchase these products for retail sale; and helps to build consensus among industry players and governments—which underlies the orderly marketing of dairy products in Canada—through its research and advisory function, as well as in its facilitative efforts on behalf of the Canadian Milk Supply Management Committee.



Canadian Museum of Civilization

Canadian Heritage

Appropriate Minister

The Honourable Josée Verner, P.C., M.P.

Minister of Canadian Heritage and Status of Women and Minister for La Francophonie

Chairperson

Fredrik S. Eaton, O.C., O.Ont

President and CEO

Victor Rabinovitch

Head Office

100 Laurier Street

Gatineau QC K1A 0M8

Telephone: 819-776-7116

Fax: 819-776-7122

Website: <http://www.civilization.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1990 by the *Museums Act* (S.C. 1990, c. 3)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To increase, throughout Canada and internationally, interest in, knowledge and critical understanding of, and appreciation and respect for human cultural achievements and human behaviour by establishing, maintaining, and developing for research and posterity a collection of objects of historical or cultural interest, with special but not exclusive reference to Canada, and by demonstrating those achievements and behaviour, the knowledge derived from them, and the understanding they represent.

Corporate Profile

The Canadian Museum of Civilization was established as a Crown Corporation in 1990 by the *Museums Act*. It began operations in 1856, under the Geological Survey of Canada. The Corporation's primary responsibilities are the management of Canada's national museum of human history, the Canadian Museum of Civilization, Canada's national museum of military history, the Canadian War Museum, and a virtual online museum, the Museum of New France. Through its activities, the Corporation is a centre of museological excellence, thereby promoting greater understanding of Canadian identity, history, and culture.

The Canadian Museum of Civilization is recognized as one of the premier cultural facilities of the twentieth century. The Canadian War Museum is similarly an outstanding institution. Its exhibitions and public programs have the objective of promoting understanding of Canada's military history in its personal, national, and international dimensions.

Canadian Museum of Nature

Canadian Heritage

Appropriate Minister

The Honourable Josée Verner, P.C., M.P.
Minister of Canadian Heritage and Status of Women and Minister for La Francophonie

Chairperson

Robert Kenneth Armstrong, O.M.C.

President and CEO

Joanne DiCosimo

Head Office

Victoria Memorial Museum Building
240 McLeod Street
PO Box 3443 STN D
Ottawa ON K1P 6P4

Telephone: 613-566-4700
Toll-free: 1-800-263-4433
Fax: 613-364-4020
Website: <http://www.nature.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1990 by the *Museums Act* (S.C. 1990, c. 3)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To increase, throughout Canada and internationally, interest in, knowledge of, and appreciation and respect for the natural world by establishing, maintaining, and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it, and the understanding it represents.

Corporate Profile

On July 1, 1990, the Canadian Museum of Nature (CMN) was established as a Crown corporation by the *Museums Act*.

To achieve its mandate, the CMN performs systematic research and then applies its expertise to specific projects in various subject areas, such as biodiversity, earth sciences, and life sciences. The CMN presents Canada's natural heritage through multiple static exhibitions and travelling exhibitions, high-definition cinema offerings, and daily special programs at its main site, the Victoria Memorial Museum Building in Ottawa.



Canadian Race Relations Foundation

Canadian Heritage

Appropriate Minister

The Honourable Josée Verner, P.C., M.P.

Minister of Canadian Heritage and Status of Women and Minister for La Francophonie

Chairperson

Albert Lo

Executive Director

Dr. Ayman Al-Yassini

Head Office

4576 Yonge Street, Suite 701
Toronto ON M2N 6N4

Telephone: 416-952-3500

Toll-free: 1-888-240-4936

Fax: 416-952-3326

Website: <http://www.crr.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1996 under the *Canadian Race Relations Foundation Act*

Status

Exempt from Part X of the *Financial Administration Act* (except for sections 131 to 148); not an agent of Her Majesty; a registered charity for the purposes of the *Income Tax Act*

Mandate

To facilitate throughout Canada the development, sharing, and application of knowledge and expertise to contribute to the elimination of racism and all other forms of racial discrimination in Canadian society.

Corporate Profile

In 1988, the Government of Canada and the National Association of Japanese Canadians signed the Japanese Canadian Redress Agreement. Through this agreement, the federal government promised to create a Canadian Race Relations Foundation, which would “foster racial harmony and cross-cultural understanding, and help eliminate racism.”

The Canadian Race Relations Foundation (CRRF) was proclaimed by the federal government on October 28, 1996, and officially opened its doors in November 1997. The government provided the CRRF with a one-time endowment fund of \$24 million. The CRRF operates entirely on income generated by the invested endowment fund and through donations.

To fulfill its mandate, the CRRF raises public awareness of the causes and manifestations of racism in Canada; studies and provides perspective on research data that contribute to the elimination of racism; and disseminates information through its website, annotated bibliographies, and published materials.

Canadian Tourism Commission

Industry

Appropriate Minister

The Honourable Jim Prentice, P.C., M.P.
Minister of Industry

Chairperson

J. Stephens Allan

President and CEO

Michele McKenzie

Head Office

Four Bentall Centre
1055 Dunsmuir Street, Suite 1400
Box 49230
Vancouver BC V7X 1L2

Telephone: 604-638-8300

Fax: 604-638-8425

Website: <http://www.corporate.canada.travel>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada

Incorporation

2001 by the *Canadian Tourism Commission Act* (S.C. 2000, c. C-5)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To sustain a vibrant and profitable tourism industry in Canada; market Canada as a desirable tourist destination; support a cooperative relationship between the private sector and the governments of Canada, the provinces, and the territories with respect to Canadian tourism; and provide information about Canadian tourism to the private sector and to the federal, provincial, and territorial governments.

Corporate Profile

Canada's tourism industry makes an essential contribution to the Canadian economy and is vital to the social and cultural identity and integrity of Canada.

To achieve its mandate, the Canadian Tourism Commission (CTC) leads the tourism industry in marketing Canada as a premier four-season tourism destination and generating travel export revenues. Through collaboration and partnerships with the private sector, the governments of Canada, the provinces, and the territories, the CTC works with the tourism sector to maintain its competitiveness. With its public- and private-sector partners, the CTC undertakes joint advertising and promotional activities in markets across the Americas (Canada, the United States and Mexico), Asia-Pacific, and Europe.

The CTC also conducts macroeconomic, market, and industry research, and performs product innovation and enhancement activities. The CTC News and Media Centre at <http://www.canada.travel/media> is a comprehensive web-based platform designed to provide all clientele—media, industry, public sector and staff—with timely news and research relevant to the Canadian tourism industry.



Cape Breton Development Corporation

Natural Resources

Appropriate Minister

The Honourable Gary Lunn, P.C., M.P.
Minister of Natural Resources

Chairperson

Gordon M. MacInnis

President and CEO

Dr. Ross McCurdy

Head Office

70 Crescent Street
Sydney NS B1S 2Z7

Telephone: 902-563-0050

Fax: 902-563-0054

Website: N/A

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1967 by the *Cape Breton Development Corporation Act* (R.S.C. 1985, c. C-25)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To administer and fund the closure of the mining operations and related workforce reduction programs.

Corporate Profile

The Cape Breton Development Corporation (DEVCO) was formed by an Act of Parliament in 1967 to assume control of a failing private coal mine. DEVCO, which is located on Cape Breton Island, Nova Scotia, closed its last functional coal mine in the fall of 2001. Since that time, the sale of surface assets, including the pier, railway, and other associated assets, has been undertaken with a view to winding up operations.

The residual activities of DEVCO involve addressing significant obligations for benefits to former employees and for environmental remediation of the land as well as the disposal of all remaining assets.

Corporation for the Mitigation of Mackenzie Gas Project Impacts²⁶

Indians Affairs and Northern Development

Appropriate Minister

The Honourable Jim Prentice, P.C., M.P.
Minister of Industry

Chairperson

To be determined

President and CEO

To be determined

Head Office

Yellowknife

Telephone: To be determined

Fax: To be determined

Website: To be determined

Fiscal Year-End

March 31

Auditor

To be determined

Incorporation

Mackenzie Gas Project Impacts Act (2006, c. 4, s. 208)

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

Will be responsible for the administration of \$500 million to regional organizations for projects that mitigate the existing or anticipated socio-economic impact on communities in the Northwest Territories arising from the Mackenzie Gas Project.

Corporate Profile

To be determined

26. As at July 31, 2008, this Crown corporation is non-operational.



Defence Construction (1951) Limited

Public Works and Government Services

Appropriate Minister

The Honourable Christian Paradis, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

Robert Presser

President and CEO

Ross Nicholls

Head Office

Constitution Square
350 Albert Street, 19th Floor
Ottawa ON K1A 0K3

Telephone: 613-998-9548

Toll-free: 1-800-514-3555

Fax: 613-998-1061

Website: <http://www.dcc-cdc.gc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1951 by the *Defence Production Act* (R.S.C. 1985, c. D-1); continued under the *Canada Business Corporations Act*, November 21, 1978

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To provide a wide variety of property-related services to support the Department of National Defence in the management of its facilities' infrastructure needs.

Corporate Profile

Defence Construction Canada (DCC) was established as a Crown corporation in 1951 and was originally created to help build the defence infrastructure that would protect Canadians throughout the cold war.

To achieve its mandate, DCC provides service in the areas of engineering, contracting, contract management, and other property-related services in support of defence projects. DCC is involved in supporting the environmental programs of the Department of National Defence (DND), as well as its construction programs both at home and abroad. All infrastructure work is implemented by private industry, and DCC serves as an interface between DND and the contractors and suppliers hired to complete the work.

The function of DCC is to ensure the financial and competitive integrity of the contracting process; devise sound contracts that protect the interests of both the government and those entrusted with their implementation; and monitor and influence the time, cost, and quality aspects of projects.

Enterprise Cape Breton Corporation

Atlantic Canada Opportunities Agency

Appropriate Minister

The Honourable Peter Gordon MacKay, P.C., M.P.
Minister of National Defence and Minister of the Atlantic Canada Opportunities Agency

Chairperson

Monique Collette

CEO

John K. Lynn

Head Office

70 Crescent Street
PO Box 1750
Sydney NS B1S 2Z7

Telephone: 902-564-3600
Fax: 902-564-3825
Website: <http://www.ecbc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1988 by the *Enterprise Cape Breton Corporation Act* (Part II of the *Government Organization Act, Atlantic Canada, 1987* [S.C. 1988, c. 50])

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To promote and assist, either alone or in conjunction with any person or the Government of Canada or of Nova Scotia or any agency of either of those governments, the financing and development of industry on Cape Breton Island to provide employment outside the coal-producing industry and to broaden the base of the economy of Cape Breton Island.

Corporate Profile

To offset the economic impact of the closure of the coal and steel industries and the closure of the ground fisheries on Cape Breton Island, the Government of Canada established the Enterprise Cape Breton Corporation (ECBC) in 1988. The ECBC was specifically created to assist in the transition of the Cape Breton economy to alternative industries.

In August 2000, a subsidiary was incorporated to support the financing end of the ECBC's mandate. The subsidiary, the Cape Breton Growth Fund, was dissolved April 1, 2008, and all assets and liabilities were transferred to ECBC.

To achieve its mandate, the ECBC takes a lead role in fostering sustainable job creation and economic growth on Cape Breton Island and the Mulgrave area of Nova Scotia and promotes these objectives in cooperation with the private and public sectors. The ECBC also delivers economic development programs on behalf of the Atlantic Canada Opportunities Agency.



Export Development Canada

Foreign Affairs and International Trade

Appropriate Minister

The Honourable Michael Fortier, P.C., M.P.
Minister of International Trade

Chairperson

Jim Dinning

President and CEO

Eric Siegel

Head Office

151 O'Connor Street
Ottawa ON K1A 1K3

Telephone: 613-598-2500
TTY: 1-866-574-0451
Toll-free: 1-866-283-2957
Fax: 613-237-2690
Website: <http://www.edc.ca>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada

Incorporation

1969 by the *Export Development Act* (R.S.C. 1985, c. E-20); (S.C. 1993, c. 26, in force June 10, 1993); (S.C. 2001, c. 33, in force December 21, 2001)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To support and develop, directly or indirectly, Canada's export trade and the Canadian capacity to engage in that trade and respond to international business opportunities.

Corporate Profile

Export Development Canada (EDC) was established as a Crown corporation and as Canada's Export Credit Agency to support and develop trade between Canada and other countries and increase Canada's competitiveness in the international market place. As an instrument of public policy and a full partner in the Government of Canada's trade and investment agenda, EDC looks to facilitate the export and investment plans of Canadian companies to help them succeed in an evolving global market.

To fulfill its mandate, EDC provides trade financing and risk mitigation services to Canadian companies involved in export trade. It raises funds by charging fees for its services and interest on its loans and issues debt in capital markets. Its capital base, combined with innovative products, international networks, and in-depth analysis of global economic conditions—sector by sector, country by country—helps EDC focus on the needs and opportunities of Canadian exporters and investors.

Farm Credit Canada

Agriculture and Agri Food

Appropriate Minister

The Honourable Gerry Ritz, P.C., M.P.

Minister of Agriculture and Agri-Food and Minister for the Canadian Wheat Board

Chairperson

Gill Shaw

President and CEO

Greg Stewart

Head Office

1800 Hamilton Street

PO Box 4320

Regina SK S4P 4L3

Telephone: 306-780-8100

Toll-free: 1-888-332-3301

Fax: 306-780-5875

Website: <http://www.fcc-fac.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1959 by the *Farm Credit Act*; continued on April 2, 1993, under the *Farm Credit Corporation Act* (S.C. 1993, c. 14); and continued on June 14, 2001, under the *Farm Credit Canada Act* (S.C. 2001, c. 22)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To enhance rural Canada by providing specialized and personalized business and financial services and products to farming operations, including family farms, and businesses in rural Canada, including small and medium-sized businesses, that are related to farming.

Corporate Profile

Farm Credit Canada (FCC) dates back to 1929, when the Canadian Farm Loan Board was established to provide long-term mortgage credit to farmers. The Farm Credit Corporation was established as the successor of the Canadian Farm Loan Board through the Farm Credit Act in 1959. This Act was updated in 1993 as the *Farm Credit Corporation Act* to enable a broader range of services.

On June 14, 2001, the *Farm Credit Canada Act* received Royal Assent, updating the 1993 *Farm Credit Corporation Act* to help address the changing and increasingly complex nature of customers' business needs. Under the new Act, the Corporation continued as Farm Credit Canada but allowed a broader range of services to producers and agribusiness operators with continued commitment to primary farming operations.

To achieve its mandate, FCC offers flexible credit to primary producers and agribusinesses; offers financial and business management services that meet and anticipate the emerging needs of the agricultural industry; provides Canadian producers with increased access to a broader range of services to help them achieve long-term success; and provides this service from 100 offices across Canada, primarily based in farming communities.



Federal Bridge Corporation Limited, The **Transport, Infrastructure and Communities**

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

CEO

Micheline Dubé

Head Office

55 Metcalfe Street, Suite 1210
Ottawa ON K1P 6L5

Telephone: 613-993-6880

Fax: 613-993-6945

Website: <http://www.federalbridge.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1998 under the *Canada Business Corporations Act*

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To provide users with safe and effective infrastructures at its two wholly owned subsidiaries, Jacques Cartier and Champlain Bridges Incorporated and The Seaway International Bridge Corporation, Ltd., as well as at the Canadian facilities of the Thousand Islands Bridge.

Corporate Profile

The Federal Bridge Corporation Limited (FBCL) was incorporated in 1998 to assume the non-navigational management responsibilities of the St. Lawrence Seaway Authority.

The FBCL is also responsible for the Jacques Cartier and Champlain Bridges Incorporated, the Seaway International Bridge Corporation, Ltd., and the activities of the Canadian halves of both the Thousand Islands International Bridge and the Sault Ste. Marie International Bridge. The FBCL and its other subsidiary, the St. Mary's River Bridge Company, as well as its joint venture, the Seaway International Bridge Corporation, Ltd., finance their activities through their own operating revenues, while the subsidiary, the Jacques Cartier and Champlain Bridges Incorporated, depends on the Government of Canada for its financing.

To achieve its mandate, the FBCL's activities involve major and ongoing maintenance projects, management improvement initiatives, and forward planning.

First Nations Statistical Institute²⁷

Indian Affairs and Northern Development

Appropriate Minister

The Honourable Chuck Strahl, P.C., M.P.

Minister of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-Status Indians

Chairperson

Dr. Mark S. Dockstator

First Nations Chief Statistician

Vacant

Head Office

Nipissing First Nation

First Nations Statistics

2515 Bank Street

PO Box 40077

Ottawa ON K1V 0W8

Telephone: 613-884-9382

Fax: N/A

Website: <http://www.firststats.ca>

Fiscal Year-End

March 31

Auditor

To be determined

Incorporation

2006 by the *First Nations Fiscal and Statistical Management Act*

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

27. Non-operational as at July 31, 2008.



Mandate

To provide statistical information on, and analysis of, the fiscal, economic, and social conditions of Indians and other members of First Nations, members of other Aboriginal groups, and other persons who reside on reserve lands or lands of other Aboriginal groups;

To promote the quality, coherence, and compatibility of First Nations statistics and their production in accordance with generally accepted standards and practices through collaboration with First Nations, federal departments, provincial departments, agencies, and other organizations;

To work with, and provide advice to, federal departments and agencies and provincial departments and agencies on First Nations statistics;

To work in cooperation with Statistics Canada to ensure that the national statistical system meets the needs of First Nations in Canada; and

To build statistical capacity within First Nations governments.

Corporate Profile

The First Nations Statistical Institute (FNSI) was created to respond to a need within First Nations for complete, reliable, and accurate statistical information.

The FNSI aims to become a centre of statistical expertise for First Nations and other stakeholders. The FNSI will provide a number of services that will produce high-quality information and establish greater use of First Nations statistics for all parties.

In carrying out its mandate, the FNSI is committed to serving First Nations and all Canadians by improving access and use of information about First Nations through the delivery of projects and products that meet their needs; sustaining expertise and building capacity on the use of statistics; and promoting a sound system of statistical information for First Nations.

The FNSI will aspire to be Canada's primary source for the production of accurate, relevant, and responsive statistical information on First Nations.

Freshwater Fish Marketing Corporation

Fisheries and Oceans

Appropriate Minister

The Honourable Loyola Hearn, P.C., M.P.
Minister of Fisheries and Oceans

Chairperson

Jim Bear

President and CEO

John Wood

Head Office

1199 Plessis Road
Winnipeg MB R2C 3L4

Telephone: 204-983-6601

Fax: 204-983-6497

Website: <http://www.freshwaterfish.com/enter.htm>

Fiscal Year-End

April 30

Auditor

Auditor General of Canada

Incorporation

1969 by the *Freshwater Fish Marketing Act* (R.S.C. 1985, c. F-13)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To purchase all fish lawfully fished and offered for sale, to create an orderly market, to promote international markets, to increase the fish trade, and to increase returns to fishers.

Established with the participation of each of the provinces and the territory in which it operates for the purpose of marketing and trading in and outside of Canada in fish, fish products, and fish by-products produced within its mandated region. The participation of the provinces of Manitoba, Saskatchewan, Alberta, and Ontario and the Northwest Territories was established by agreement with the Government of Canada.

Corporate Profile

In 1969, the McIvor Commission report recommended the creation of the Freshwater Fish Marketing Corporation (FFMC) to improve the state of the commercial fishing industry and increase returns to commercial fishers in Central and Western Canada. The FFMC was created on February 12, 1969, as a federal Crown corporation.

To achieve its mandate, the FFMC operates much like a producers' cooperative, with the beneficiaries being the commercial fish producers in Manitoba, Saskatchewan, Alberta, the Northwest Territories, and Northwestern Ontario. The FFMC trades and markets the products of the commercial fishery on an interprovincial and export basis and provides a range of products and services to its customers in order to achieve the greatest economic returns possible for the commercial fish producers it serves.



Great Lakes Pilotage Authority

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

J. Douglas Smith

Head Office

202 Pitt Street, 2nd Floor
PO Box 95
Cornwall ON K6H 5R9

Telephone: 613-933-2991

Fax: 613-932-3793

Website: <http://www.glpa-apgl.com>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada

Incorporation

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); incorporated under the *Canada Corporations Act* in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; deemed to be a parent corporation within the meaning of the *Financial Administration Act* and became a parent corporation on October 1, 1998, pursuant to the *Canada Marine Act*.

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

To establish, maintain, and administer a safe and efficient pilotage service in all Canadian waters in Ontario and Manitoba, as well as in Quebec south of the northern entrance to the St. Lambert Lock.

Corporate Profile

The *Pilotage Act* received Royal Assent on February 1, 1972, as a result of the recommendations of the Royal Commission on Pilotage (1962–71). Through the *Pilotage Act*, the Great Lakes Pilotage Authority was established as a Crown corporation, along with three other pilotage authorities—the Atlantic Pilotage Authority, the Laurentian Pilotage Authority, and the Pacific Pilotage Authority.

To achieve its mandate, the Great Lakes Pilotage Authority provides pilotage services and coordinates its operations with a number of other organizations, such as the St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation, which operate the lock facilities and maintain a traffic control system within the region. With the approval of the Governor in Council, the Corporation makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

International Development Research Centre

Foreign Affairs and International Trade

Appropriate Minister

The Honourable David Emerson, P.C., M.P.
Minister of Foreign Affairs

Chairperson

The Honourable Barbara J. McDougall

President

David Malone

Head Office

150 Kent Street
PO Box 8500
Ottawa ON K1G 3H9

Telephone: 613-236-6163
Fax: 613-238-7230
Website: <http://www.idrc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1970 by the *International Development Research Centre Act* (R.S.C. 1985, c. I-19)

Status

Exempt from Divisions I to IV of Part X of the *Financial Administration Act* (except for sections 131 to 148); not an agent of Her Majesty

Mandate

To initiate, encourage, support, and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical, and other knowledge for the economic and social advancement of those regions.

Corporate Profile

In May 1970, as a result of a commission report called *Partners in Development* (the Pearson Report) and subsequent related consultations, the International Development Research Centre (IDRC) was established as a Crown corporation.

The IDRC is one of the world's leading institutions in the generation and application of new knowledge to meet the challenges facing developing countries. The IDRC funds applied research by researchers in developing countries on problems they identify as crucial to their communities. It also provides technical support to those researchers. The IDRC builds local capacity in developing countries to undertake research and create innovations, believing that people in developing countries must take the lead in producing and applying knowledge for the benefit of their own communities.

The IDRC also fosters alliances and knowledge sharing between scientific, academic, and development communities in Canada and developing countries. The IDRC's core mission supports Canada's foreign policy and innovation policy goals.



Laurentian Pilotage Authority

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Michel Beauregard

CEO

Réjean Lanteigne

Head Office

555 René Lévesque Boulevard W, Suite 1501
Montréal QC H2Z 1B1

Telephone: 514-283-6320

Fax: 514-496-2409

Website: <http://www.pilotagestlaurent.gc.ca>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada

Incorporation

1972 by the Pilotage Act (R.S.C. 1985, c. P-14)

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

To operate, maintain, and administer a safe and efficient pilotage service in the St. Lawrence River between Les Escoumins and the north end of the St. Lambert Lock, in the Saguenay River, and in Chaleur Bay north of Cap d'Espoir.

Corporate Profile

The *Pilotage Act* received Royal Assent on February 1, 1972, as a result of the recommendations of the Royal Commission of Pilotage (1962–71). Under the *Pilotage Act*, the Laurentian Pilotage Authority was established as a Crown corporation along with three other pilotage authorities—the Atlantic Pilotage Authority, the Great Lakes Pilotage Authority, and the Pacific Pilotage Authority.

To achieve its mandate, the Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montréal, another for the navigable waters between Montréal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins, including the Saguenay River.

The Corporation owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round. With the approval of the Governor in Council, it makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Marine Atlantic Inc.

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Robert Crosbie

Acting President and CEO

John Roil

Head Office

10 Fort William Place, Suite 802
Baine Johnston Centre
St. John's NF A1C 1K4

Telephone: 709-772-8957

Fax: 709-772-8956

Website: <http://www.marine-atlantic.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1977 by the *Canada Business Corporations Act*; status and ownership changed as of December 30, 1986, pursuant to the *Marine Atlantic Inc. Acquisition Authorization Act* (S.C. 1986, c. 36)

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

To provide a safe, environmentally responsible, and quality ferry service between the Island of Newfoundland and the Province of Nova Scotia in a reliable, courteous, and cost-effective manner.

Corporate Profile

Marine Atlantic Inc. was created to provide transportation between the Island of Newfoundland and Nova Scotia and has provided continuous ferry services since the Province of Newfoundland and Labrador joined Canada in 1949. Marine Atlantic Inc. was made a Crown corporation in 1986. Marine Atlantic Inc. continues to have a strong economic presence in the region playing an important role in Newfoundland and Labrador's commerce and tourism industries.

To achieve its mandate, Marine Atlantic Inc. guarantees a year-round ferry link between North Sydney, Nova Scotia, and Port aux Basques, Newfoundland and Labrador. It also operates a seasonal alternative service between Argentia, Newfoundland and Labrador, and North Sydney during the summer months and owns and operates four ice-breaking class ocean-going ferry vessels and three ferry terminals.



National Arts Centre Corporation

Canadian Heritage

Appropriate Minister

The Honourable Josée Verner, P.C., M.P.

Minister of Canadian Heritage and Status of Women and Minister for La Francophonie

Chairperson

Julia E. Foster

President and CEO

Peter A. Herrndorf

Head Office

53 Elgin Street

PO Box 1534 STN B

Ottawa ON K1P 5W1

Telephone: 613-947-7000

Toll-free: 1-866-850-ARTS

Fax: 613-996-9578

Website: <http://www.nac-cna.ca>

Fiscal Year-End

August 31

Auditor

Auditor General of Canada

Incorporation

1966 by the National Arts Centre Act (R.S.C. 1985, c. N-3)

Status

Exempt from Divisions I to IV of Part X of the *Financial Administration Act* (except for sections 131 to 148 of Division III); not an agent of Her Majesty; a charitable organization for the purposes of the Income Tax Act

Mandate

To operate and maintain the Centre, to develop the performing arts in the National Capital Region described in the schedule to the *National Capital Act*, and to assist the Canada Council for the Arts in the development of the performing arts elsewhere in Canada.

Corporate Profile

Conceived as a major project of the federal government for the Centennial celebrations, the National Arts Centre Corporation (NAC) was created in 1966 by an Act of Parliament as a national showcase for the performing arts. The NAC officially opened on June 2, 1969.

To fulfill its mandate, the NAC arranges for and sponsors performing arts activities with other organizations throughout the country; hosts festivals and, through its tours and the media, reaches out to audiences across Canada and around the world; presents classical music, dance, English-language theatre, French-language theatre, variety, and community programming; and is home to the NAC Orchestra.

Of the NAC's total revenue, approximately half comes from earned revenue from box office sales, donations, catering and restaurant, commercial parking, and facility rentals at its site on the Rideau Canal in Ottawa.

National Capital Commission

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Russell Mills

CEO

Marie Lemay, P.Eng., ing.

Head Office

40 Elgin Street
Ottawa ON K1P 1C7

Telephone: 613-239-5555

Fax: 613-239-5039

Website: <http://www.canadascapital.gc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1958 by the *National Capital Act* (R.S.C. 1985, c. N-4); amended in 1988 (S.C. 1988, c. 54)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To prepare plans for and assist in the development, conservation, and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance; to organize, sponsor, or promote such public activities and events in the National Capital Region as will enrich the cultural and social fabric of Canada, taking into account the federal character of Canada, the equality of status of the official languages of Canada, and the heritage of the people of Canada.

Corporate Profile

The work of the National Capital Commission (NCC) ensures that federal lands and public programs in Canada's Capital Region (CCR) contribute to the creation of a capital that is a source of pride and national significance for all Canadians.

To achieve its mandate, the NCC animates and interprets the capital as a place to experience Canadian heritage, culture, and achievements through the presentation of major events, including Canada Day and Winterlude, through the Capital Infocentre and other orientation programs informing visitors about the capital, and through outreach and marketing activities to increase awareness of the capital outside the CCR. The NCC plans the development and use of federal lands in the CCR and manages and protects its own physical assets, including six official residences, urban lands, parks, parkways, bridges, Gatineau Park, and the Greenbelt, as well as other key federal lands and buildings in the CCR.



National Gallery of Canada

Canadian Heritage

Appropriate Minister

The Honourable Josée Verner, P.C., M.P.

Minister of Canadian Heritage, Status of Women and Minister for La Francophonie

Chairperson

Donald R. Sobey

Director and CEO

Pierre Thériberge, O.C., C.Q.

Head Office

380 Sussex Drive
PO Box 427 STN A
Ottawa ON K1N 9N4

Telephone: 613-990-1985

Toll-free: 1-800-319-2787

Fax: 613-993-4385

Website: <http://www.gallery.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1990 by the *Museums Act* (S.C. 1990, c. 3)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To develop, maintain, and make known, throughout Canada and internationally, a collection of works of art, both historic and contemporary, with special but not exclusive reference to Canada; and to further the knowledge, understanding, and enjoyment of art in general among all Canadians.

Corporate Profile

In 2005, the National Gallery of Canada (the Gallery) celebrated the 125th anniversary of its founding in 1880 by the then Governor General, the Marquis of Lorne, and the Royal Canadian Academy of Arts. With the enactment of the 1913 *National Gallery of Canada Act*, the federal government assumed responsibility for the fledgling institution. The government continued its stewardship through successive Acts of Parliament, culminating in the Museums Act of July 1, 1990, which established the Gallery as a Crown corporation. The Act also confirmed the Canadian Museum of Contemporary Photography—which was created in 1985 and thus celebrated its 20th anniversary in 2005—as an affiliate of the National Gallery of Canada.

To achieve its mandate, the Gallery has four key activities: the Collection Program Activity, which consists of curatorial research, acquisition, preservation, and collections management; the Outreach Program Activity, which includes exhibitions and installations, education, publications, communications, and loans; the Accommodations Program Activity, which covers building operations and capital; and the Corporate Management Program Activity, which includes governance, administration, and the Gallery's revenue generation activities.

National Museum of Science and Technology

Canadian Heritage

Appropriate Minister

The Honourable Josée Verner P.C., M.P.
Minister of Canadian Heritage and Status of Women and Minister for La Francophonie

Chairperson

James Paul

Interim President and CEO

Fernand Proulx

Head Office

2380 Lancaster Road
PO Box 9724 STN T
Ottawa ON K1G 5A3

Telephone: 613-991-3044

Toll-free: 1-866-442-4416

Fax: 613-990-3636

Website: <http://www.technomuses.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1990 by the *Museums Act* (S.C. 1990, c. 3)

Status

Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To foster scientific and technological literacy throughout Canada by establishing, maintaining, and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology, as well as their economic, social, and cultural relationships with society.

Corporate Profile

The National Museum of Science and Technology (NMST), which now operates under the name "the Canada Science and Technology Museum Corporation," dates back to the Massey Commission report of 1951, which recommended the creation of a national museum of science and technology to collect, preserve, research, and interpret Canada's technological heritage. The NMST was subsequently proclaimed a Crown corporation in 1990.

To achieve its mandate, the NMST currently develops and manages a representative collection of scientific and technological artefacts and materials. The collection focusses on seven major subject areas: aviation; communications; manufacturing; natural resources; renewable resources including agriculture; scientific instrumentation; and transportation. The NMST manages three museums: the Canada Agriculture Museum, the Canada Aviation Museum, and the Canada Science and Technology Museum. Each museum undertakes curatorial work and sets its own public programming activities and strategies in recognition of the different markets and clientele it serves.



Old Port of Montréal Corporation Inc.

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Bernard Roy

President and CEO

Claude Benoit

Head Office

333 de la Commune Street W
Montréal QC H2Y 2E2

Telephone: 514-283-5256

Fax: 514-283-8423

Website: <http://www.oldportofmontreal.com>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1981 under the *Canada Business Corporations Act*

Status

Wholly owned subsidiary of the Canada Lands Company Limited; directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation; an agent of Her Majesty

Mandate

To develop and promote the Old Port of Montréal site and to manage and maintain the Crown property in that location intended for recreational, tourist, and cultural activities for the general public.

Corporate Profile

The Old Port of Montréal Corporation (OPMC) was incorporated on November 26, 1981, as a wholly owned subsidiary of the Canada Lands Company Limited.

To achieve its mandate, the OPMC manages and develops a riverside urban park in the city of Montréal for recreation, tourism, and cultural activities through two business units: the Quays of the Old Port and the Montréal Science Centre (MSC).

The Quays of the Old Port ensure exhibition of the arts and Canadian diversity; the presentation of the maritime and port history of the site; recreational and tourist activities; visitor services; and activities and services of a commercial nature, including parking.

The MSC ensures the dissemination of science and technology through permanent and temporary interactive exhibitions, the IMAX® Telus theatre, and the IMMERSION movie game along with other cultural and educational action programs. The MSC also promotes the know-how of Canadian enterprises.

Pacific Pilotage Authority

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

David Gardiner

President and CEO

Kevin Obermeyer

Head Office

1130 West Pender Street, Suite 1000
Vancouver BC V6E 4A4

Telephone: 604-666-6771

Fax: 604-666-1647

Website: <http://www.ppa.gc.ca>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada

Incorporation

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14)

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

To establish, operate, maintain, and administer a safe, reliable, and efficient pilotage service in the coastal waters of British Columbia, including the Fraser River.

Corporate Profile

The *Pilotage Act* received Royal Assent on February 1, 1972, as a result of the recommendations of the Royal Commission of Pilotage (1962–71). Through the *Pilotage Act*, the Pacific Pilotage Authority was established as a Crown corporation, along with three other pilotage authorities—the Atlantic Pilotage Authority, the Great Lakes Pilotage Authority, and the Laurentian Pilotage Authority.

To achieve its mandate, the Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed toward maintaining financial self-sufficiency through tariffs. It provides pilots with water transportation to and from ships—the Authority operates pilot launches at three permanent boarding stations; trains and licenses coastal pilots; continues implementing various programs, such as the Skills Enhancement Program for senior pilots and the Familiarization Program to supplement candidates' coast-wide knowledge; and funds the new pilot launch construction program.

The Corporation, with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage area; the classes of ships that are subject to compulsory pilotage; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.



Parc Downsview Park Inc.

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

David Soknacki

President and CEO

Tony Genco

Head Office

1-35 Carl Hall Road
Toronto ON M3K 2B6

Telephone: 416-952-2222

Fax: 416-952-2225

Website: <http://www.downsviewpark.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1998, pursuant to the *Canada Business Corporations Act*

Status

Wholly owned subsidiary of Canada Lands Company Limited and directed to report as if it were a parent Crown corporation (P.C. 2003-1304); an agent of Her Majesty

Mandate

To develop and manage Downsview Park on a self-financing basis on 572 acres of the former Canadian Forces Base Toronto lands as a unique urban recreational green space for the enjoyment of future generations.

Corporate Profile

Parc Downsview Park Inc. (PDP) was incorporated as CLC Downsview Inc. on July 17, 1998, under the *Canada Business Corporations Act* as a wholly owned subsidiary of the Canada Lands Company Limited. On March 23, 2000, the registered name of the Corporation was changed from CLC Downsview Inc. to Parc Downsview Park Inc.

To fulfill its mandate, the PDP has created an Urban Development Plan, Sustainable Community Development Guidelines, and a 25-year Business Plan. The PDP is actualizing these plans in many ways: for instance, by planting trees, thus re-foresting an area of the park, and by hosting a variety of seasonal events and community programs organized by the PDP and by third parties.

The PDP has expanded revenue generating initiatives particularly in the area of leasing. Presently, the PDP offers green tenancies, event rentals, and tenancies on a full-service basis. The PDP continues to work closely with national, regional, and local partners to develop a unique urban park within a sustainable community.

PPP Canada Inc.

Finance

Appropriate Minister

The Honourable James Michael Flaherty, P.C., M.P.
Minister of Finance

Chairperson

Vacant

President and CEO

Vacant

Head Office

340 Albert Street, Suite 1300 (interim)
Ottawa ON K1R 7Y6

Telephone: 613-566-7046

Fax: 613-249-7250

Website: N/A

Fiscal Year-End

December 31

Auditor

To be determined

Incorporation

February 12, 2008, under the *Canada Business Corporations Act*

Status

Her Excellency the Governor General in Council, pursuant to subsection 86(2) of the *Financial Administration Act*, declares that all of the provisions of Part X of that Act, other than section 90, that apply only to parent Crown corporations apply to PPP Canada Inc.

Mandate

To spearhead efforts to promote the use of public-private partnerships (P3) in Canada and to work with the public and private sectors toward encouraging the further development of Canada's P3 market.

Corporate Profile

PPP Canada Inc. is a subsidiary of the Canada Development Investment Corporation and has been designated as a parent Crown corporation for the purposes of most of Part X of the *Financial Administration Act*.

PPP Canada Inc. will manage and invest the P3 Fund, a unique infrastructure program designed to support innovative P3 projects. The Corporation will oversee the assessment of P3 options for large projects seeking funding from federal infrastructure initiatives.



Public Sector Pension Investment Board

Treasury Board

Appropriate Minister

The Honourable Vic Toews, P.C., M.P.
President of the Treasury Board

Chairperson

Paul Cantor

President and CEO

Gordon J. Fyfe

Head Office

440 Laurier Avenue W, Suite 200
Ottawa ON K1R 7X6

Telephone: 613-782-3095

Fax: 613-782-6864

Website: <http://www.investpsp.ca>

Montréal Office

1250 René Lévesque Boulevard W, Suite 900
Montréal QC H3B 4W8

Telephone: 514-937-2772

Fax: 514-937-3155

Website: <http://www.investpsp.ca>

Fiscal Year-End

March 31

Auditor

Deloitte & Touche LLP
Auditor General of Canada

Incorporation

1999, pursuant to the *Public Sector Pension Investment Board Act* (S.C. 1999, c. 34)

Status

Exempt from Part X of the *Financial Administration Act* (except for sections 132 to 147); not an agent of Her Majesty

Mandate

To manage the amounts transferred to the Investment Board pursuant to sections of the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act*, and the *Royal Canadian Mounted Police Superannuation Act* in the best interests of the contributors and beneficiaries under those acts and to maximize investment returns without undue risk of loss.

Corporate Profile

The Public Sector Pension Investment Board (PSPIB), established pursuant to the *Public Sector Pension Investment Board Act* in 1999, invests in financial markets the funds transferred to it, after April 1, 2000, by the Government of Canada for the Canadian Forces, the federal public service, and the Royal Canadian Mounted Police pension plans. On March 1, 2007, the PSPIB's mandate was expanded to include investing the net contributions of the Reserve Forces pension plan, and its first contributions were received in April 2007.

The PSPIB's statutory objectives are to manage the funds entrusted to it in the best interests of the contributors and beneficiaries of the four pension plans from which it receives contributions. To achieve its mandate, the PSPIB makes investments in fixed income instruments and Canadian and foreign equities, real estate, private equity, infrastructure and other permissible investments, through in-house or external managers.



Ridley Terminals Inc.

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Currently vacant

President and CEO

George W. Dorsey

Head Office

PO Bag 8000
Prince Rupert BC V8J 4H3

Telephone: 250-624-9511

Fax: 250-624-4990

Website: <http://www.rti.ca>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada

Incorporation

1981 under the *Canada Business Corporations Act*; became a wholly owned subsidiary of the Canada Ports Corporation in 1991; on November 1, 2000, pursuant to section 177 of the *Canada Marine Act* (R.S.C. 1998, c.10), Ridley Terminals Inc. became a parent Crown corporation

Status

Schedule III, Part I, *Financial Administration Act*; not an agent of Her Majesty

Mandate

As a marine terminal, to provide continuous, high-quality, and high-performance rail car unloading, product storage, and loading services.

Corporate Profile

Ridley Terminals Inc. (RTI) was established in 1981 to provide a marine terminal to support the coal mines in Northeastern British Columbia. RTI owns and operates its marine terminal on Ridley Island in Prince Rupert, British Columbia. Its train-unloading and ship-loading infrastructure and equipment are located on land leased from the Prince Rupert Port Authority.

To achieve its mandate, RTI continues its efforts to attract additional volumes of coal from Northern Alberta and Northeastern British Columbia through continued active and visible marketing of the capacities and advantages of the terminal. RTI puts considerable effort into achieving agreements for other commodities and products, such as sulphur and wood pellets, to diversify the products being handled through the terminal. The Ridley terminal operates seven days per week, 24 hours per day, and is certified under the ISO 9001, ISO 14001, and OHSAS 18000 standards.

Royal Canadian Mint

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Max C. Lewis

President and CEO

Ian E. Bennett

Head Office

320 Sussex Drive
Ottawa ON K1A 0G8

Telephone: 613-993-3500
Fax: 613-990-4665
Website: <http://www.mint.ca>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada

Incorporation

1969 by the *Royal Canadian Mint Act* (R.S.C. 1985, c. R-9)

Status

Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty

Mandate

To mint coins in anticipation of profit and to carry out other related activities.

Corporate Profile

The Royal Canadian Mint (RCM) is responsible for minting the nation's circulation coins. Founded in 1908 as a branch of the Mint of the United Kingdom, the RCM's operations were devolved to the Crown in right of Canada in 1931. Initially a departmental agency of the government, the RCM was incorporated by legislation in 1969. In 1987, a share-capital structure was created for the RCM. In 1999, the legislation was further amended to give the RCM the rights, powers, privileges, and capacity of a natural person.

As a commercial Crown corporation, the Mint generates commercial revenues by offering a wide range of specialized coin products and related services, both nationally and internationally.

The RCM owns two facilities—one in Ottawa and the other in Winnipeg. The Ottawa facility houses the corporate head offices, the gold and silver refineries, and the production facilities for numismatic and bullion coins, medals, and medallions. The Winnipeg plant, which includes a plating facility, produces all of Canada's circulation coins (1,937 million coins in 2007), as well as circulation coins for certain foreign countries (2,214 million coins in 2007) on an export basis.



Standards Council of Canada

Industry

Appropriate Minister

The Honourable Jim Prentice, P.C., M.P.
Minister of Industry

Chairperson

Hugh A. Krentz

Executive Director

Hugh A. Krentz, Acting CEO

Head Office

270 Albert Street, Suite 200
Ottawa ON K1P 6N7

Telephone: 613-238-3222

Fax: 613-569-7808

Website: <http://www.scc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

1970 by the *Standards Council of Canada Act* (R.S.C. 1996, c. 24)

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

To oversee Canada's National Standards System by promoting efficient and effective voluntary standardization in Canada where standardization is not expressly provided for by law in order to advance the national economy, support sustainable development, benefit the health, safety, and welfare of workers and the public, assist and protect consumers, facilitate domestic and international trade, and further international cooperation in relation to standardization.

Corporate Profile

In 1964, the federal government conducted a comprehensive review of standards activity in Canada. The study identified a number of deficiencies in the country's approach to standardization, including coordination and long-term planning, support from industry and government, and Canadian involvement in international standardization. The government responded by establishing the Standards Council of Canada (SCC) through the *Standards Council of Canada Act*, which received Royal Assent in 1970.

The SCC represents Canada's interests in standards-related matters in foreign and international forums. The SCC performs accreditation of Canadian standards development organizations and conformity assessment organizations in Canada and other countries, as designated in the *Standards Council of Canada Act*. The SCC also serves as Canada's Enquiry Point for the World Trade Organization and the *North American Free Trade Agreement*.

The SCC's activities are guided by the updated *Canadian Standards Strategy: 2005-2008*, a blueprint for standardization activity in Canada.

Telefilm Canada

Canadian Heritage

Appropriate Minister

The Honourable Josée Verner, P.C., M.P.
Minister of Canadian Heritage and Status of Women and Minister for La Francophonie

Chair of the Board

Michel Roy

Executive Director

S. Wayne Clarkson

Head Office

360 St. Jacques Street, Suite 500
Montréal QC H2Y 1P5

Telephone: 514-283-6363
Toll-free: 1-800-567-0890
Fax: 514-283-8212
Website: <http://www.telefilm.gc.ca>

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Incorporation

In 1967, *Telefilm Canada Act* (R.S.C. 1985, c. C-16), as amended

Status

Exempt from Divisions I to IV of Part X of the *Financial Administration Act* (except for sections 90 to 93, 94(2), 95, 99, 100, 102, 131 to 148 and 154.01); an agent of Her Majesty

Mandate

To foster and promote the development of the audiovisual industry in Canada.

Corporate Profile

Under section 10 of the *Telefilm Canada Act*, the mandate of the Corporation is to foster and promote the development of the audiovisual industry in Canada and to act in connection with agreements entered into with the Department of Canadian Heritage for the provision of services or programs relating to the audiovisual or sound recording industries.

As an instrument of government policy, Telefilm Canada provides support to Canada's audiovisual industries to create cultural programs and products that reflect the diversity of Canada for the benefit of Canadian audiences. Through its programs, Telefilm Canada serves three sectors of the Canadian industry: feature film, television, and new media.

Telefilm Canada is a Crown corporation reporting to Parliament through the Minister of Canadian Heritage. Telefilm Canada provides its services to the Canadian audiovisual industries through four regional offices in Vancouver, Toronto, Montréal, and Halifax.



VIA Rail Canada Inc.

Transport, Infrastructure and Communities

Appropriate Minister

The Honourable Lawrence Cannon, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Chairperson

Donald A. Wright

President and CEO

Paul Côté

Head Office

3 Place Ville-Marie, Suite 500
Montréal QC H3B 2C9

Telephone: 514-871-6000

Fax: 514-871-6619

Website: <http://www.viarail.ca>

Fiscal Year-End

December 31

Auditor

Auditor General of Canada

Incorporation

1977 under the *Canada Business Corporations Act*

Status

Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty

Mandate

To manage and provide a safe and efficient passenger rail service.

Corporate Profile

VIA Rail Canada Inc. (VIA Rail) was created in 1977 as a Crown corporation to provide Canadians with year-round rail services to both large and small communities, including many where rail travel is the only transportation service available. VIA Rail operates more than 492 trains weekly on 12,500 kilometres of track, connecting over 450 communities across the country.

To achieve its mandate, VIA Rail implements a Safety Management System and new and enhanced security measures. Via Rail maintains ongoing discussions with its infrastructure owner partners to identify opportunities for improving its on-time performance. VIA Rail has strategic partnerships to enhance multi-modal transport service to customers. In addition, VIA Rail performs its activities in an environmentally friendly manner in conformity with its Environmental Management System and ISO Standard 14000:2004.

2.5 Crown Corporations' Corporate Holdings

This section presents statistical information on Crown corporations and their corporate holdings between August 1, 2007, and July 31, 2008. The information is provided in three parts.

Part 1, "Statistical Summary," which compares the number of parent Crown corporations and their subsidiaries, legal partnerships, and associates as at July 31, 2008, with last year's numbers;

Part 2, "Changes During the Year," which identifies specific additions or deletions that occurred with regard to parent Crown corporations and their subsidiaries, legal partnerships, and associates; and

Part 3, "Crown Corporations' Corporate Holdings," which presents a comprehensive alphabetical list of parent Crown corporations with their subsidiaries, legal partnerships, and associates.

Part 1: Statistical summary

Number of parent Crown corporations, their wholly owned subsidiaries, and other subsidiaries, associates, and legal partnerships (as at July 31, 2008)

	2008	2007
Parent Crown Corporations	45	44
Deemed Parent Crown Corporations ²⁸	3	3
Wholly Owned Subsidiaries (100 per cent) excluding deemed Parent Crown Corporations	76	60
Other Subsidiaries, Associates, and Legal Partnerships	13	13

28. Deemed parent Crown corporations are wholly owned subsidiaries that have been directed by the government to report as parent Crown corporations. Last year these organizations were included in the wholly owned subsidiaries category but are now classed in a distinct category for ease of understanding.



Part 2: Changes during the year

Canada Deposit Insurance Corporation

Subsidiary held at 100 per cent

- Adelaide Capital Corporation Deleted

Canada Development Investment Corporation

Subsidiary held at 100 per cent (now deemed a parent Crown corporation)

- PPP Canada Inc. Added²⁹

Canada Employment Insurance Financing Board

Added

Canada Pension Plan Investment Board

Subsidiaries held at 100 per cent

- CPP Investment Board PMI-1 Inc. Added
- CPP Investment Board Private Debt Holdings Inc. Added
- CPPIB NZ Airport Holding Inc. Added
- CPP Investment Board Private Holdings (2) Inc. Added
- CPP Investment Board (USRE V) Inc. Added
- CPPIB US Private Holdings Inc. Added
- CPP Investment PMI-2 Inc. Added
- CPP Investment Board Real Estate Holdings – Australia Inc. Added
- CPP Investment Board Asia Inc. Added
- CPPIB Australia Holdings No. 1 Pty Ltd. Added
- CPPIB LAV Holdings Inc. Added
- CPPIB Infrastructure Holdings Inc. Added

Canadian Broadcasting Corporation

Subsidiaries held at 50 to 99 per cent

- The Canadian Documentary Channel
(added 53 per cent for total 82 per cent interest) Added

Subsidiaries held at less than 50 per cent

- The Canadian Documentary Channel (29 per cent interest) Deleted

Cape Breton Growth Fund Corporation (deemed parent Crown corporation)

Deleted

Enterprise Cape Breton Corporation

Subsidiary held at 100 per cent (deemed parent Crown corporation)

- Cape Breton Growth Fund Corporation Deleted

Public Sector Pension Investment Board

Subsidiaries held at 100 per cent

- High Spruce Investments Inc. Added
- Kings Island Private Investments Inc. Added
- PSPIB Deep South Inc. Added
- PSPIB Destiny Inc. Deleted
- PSPIB-LSF Inc. Added
- PSPIB-MV Development Inc. Added
- Revera Inc. (formerly known as PDPIB Destiny Inc.) Added

29. PPP Canada Inc. was incorporated as a subsidiary of the CDIC on February 12, 2008, and was then named a deemed parent Crown corporation on May 8, 2008.

Part 3: Crown corporations' corporate holdings

Atlantic Pilotage Authority

Atomic Energy of Canada Limited

Subsidiaries held at 100 per cent

- AECL Technologies B.V.
- AECL Technologies Inc.

Bank of Canada

Blue Water Bridge Authority

Business Development Bank of Canada

Subsidiary held at 100 per cent

- BDC Capital Inc.

Canada Council for the Arts

Canada Deposit Insurance Corporation

Canada Development Investment Corporation

Subsidiaries held at 100 per cent

- Canada Eldor Inc.
- Canada Hibernia Holding Corporation and its associate
– Hibernia Management and Development Company Ltd. (8.5 per cent)

Canada Employment Insurance Financing Board

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 Trust³⁰

Canada Pension Plan Investment Board

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 Asia Inc.
- CPP Investment Board European Holdings S.à.r.l.
- CPP Investment Board PMI-1 Inc.
- CPP Investment Board Private Debt Holdings Inc.
- CPP Investment Board Private Holdings Inc.
- CPP Investment Board Private Holdings (2) Inc.

30. Note that the Canada Housing Trust does not have share capital but rather is a variable interest entity that, for accounting purposes, is consolidated with the Canada Mortgage and Housing Corporation's activities.



Canada Pension Plan Investment Board *(cont'd)*

Subsidiaries held at 100 per cent

- CPP Investment Board Real Estate Holdings – Australia Inc.
- CPP Investment Board Real Estate Holdings Inc.
- CPP Investment Board Real Estate Holdings (2) Inc.
- CPP Investment PMI-2 Inc.
- CPPIB Australia Holdings No. 1 Pty Ltd.
- CPPIB Infrastructure Holdings Inc.
- CPPIB LAV Holdings Inc.
- CPPIB NZ Airport Holding Inc.
- CPPIB US Private Holdings Inc.

Canada Post Corporation

Subsidiaries held at 100 per cent

- 2875039 Canada Limited and its subsidiary
- 2875047 Canada Limited
- 3906949 Canada Inc.
- Canada Post International Limited

Subsidiaries held at 50 to 99 per cent

- Innovapost Inc. (51 per cent)
- Purolator Holdings Ltd. (90.96 per cent through the Corporation and 2875039 Canada Limited) and its subsidiary
 - 964102 Ontario Inc. (100 per cent)
 - Purolator Courier Ltd. (100 per cent) and its subsidiaries
 - Canadian Teleservices Corp. (100 per cent)
 - Distribution Management Services Inc. (100 per cent)
 - Purolator Customs Services Ltd. (100 per cent)
 - Purolator Holdings U.S. Ltd. (100 per cent)
 - Purolator U.S.A. Inc. (100 per cent)
 - Purolator Trade Solutions Ltd. (51 per cent)
 - Super Courier (1987) Ltd. (100 per cent)

- SCI Logistics Inc. (98.74 per cent)
 - Progistix-Solutions Inc. (100 per cent through 906949 Canada Inc.) and its subsidiaries
 - 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. (100 per cent)

Associate held at less than 50 per cent

- Co-operative Vereniging International Post Corporation U.A. (5.92 per cent) and its subsidiary
 - IPC CV (100 per cent)

Canadian Air Transport Security Authority

Canadian Broadcasting Corporation

Subsidiary held at 50 to 99 per cent

- The Canadian Documentary Channel (82 per cent)

Associates held at less than 50 per cent

- ARTV (45 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)

Canadian Commercial Corporation**Canadian Dairy Commission****Canadian Museum of Civilization****Canadian Museum of Nature****Canadian Race Relations Foundation****Canadian Tourism Commission****Cape Breton Development Corporation****Corporation for the Mitigation of Mackenzie Gas Project Impacts****Defence Construction (1951) Limited****Enterprise Cape Breton Corporation****Subsidiaries held at 100 per cent**

- Cape Breton Casting Inc.
- Cape Breton Marine Farming Limited³⁰
- DARR (Cape Breton) Limited
- Gulf Bras D'Or Estates Limited

Associate held at less than 50 per cent

- Bell Bay Golf Developments Incorporated

Export Development Canada**Subsidiary held at 100 per cent**

- Exinvest Inc.

Farm Credit Canada**Federal Bridge Corporation Limited, The****Subsidiaries held at 100 per cent**

- Jacques Cartier and Champlain Bridges Incorporated, The
- Seaway International Bridge Corporation, Ltd., The

Subsidiary held at 50 to 99 per cent

- St. Mary's River Bridge Company

First Nations Statistical Institute**Freshwater Fish Marketing Corporation****Great Lakes Pilotage Authority****International Development Research Centre****Laurentian Pilotage Authority****Marine Atlantic Inc.****Subsidiary held at 100 per cent**

- Newfoundland Dockyard Corporation

³⁰. Inactive corporation.



National Arts Centre Corporation

National Capital Commission

National Gallery of Canada

National Museum of Science and Technology

Old Port of Montréal Corporation Inc.

Pacific Pilotage Authority

Parc Downsview Park

PPP Canada Inc.

Public Sector Pension Investment Board

Subsidiaries held at 100 per cent

- Blue & Gold Private Investments Inc.
- Datura Private Investments Inc.
- Galvaude Private Investments Inc.
- High Spruce Investments Inc.
- Infra-PSP Canada Inc.
- Infra-PSP ECEF Inc.
- Infra-PSP GP Partners Inc.
- Infra-PSP Partners. Inc.
- Ivory Private Investments Inc.
- Kings Island Private Investments Inc.
- Port-aux-Choix Private Investments Inc.
- PSP Capital Inc.
- PSP Finco Inc.
- PSP Public Credit I Inc.
- PSPIB Deep South Inc.
- PSPIB G.P. Finance Inc.
- PSPIB G.P. Inc.
- PSPIB G.P. Partners Inc.
- PSPIB IRP60 Inc.
- PSPIB Michigan G.P. Inc.
- PSPIB Realty International Inc.
- PSPIB-AFP Inc.
- PSPIB-FLSA Inc.
- PSPIB-LSF Inc.
- PSPIB-MSR Inc.
- PSPIB-MV Development Inc.
- PSPIB-RE Direct Inc.
- PSPIB-RE Finance Inc.
- PSPIB-RE Finance Partners Inc.
- PSPIB-RE Finance Partners II Inc.

- PSPIB-RE Partners Inc.
- PSPIB-SDL Inc.
- PSPLUX Sàrl
- Red Isle Private Investments Inc.
- Revera Inc.
- Trinity Bay Private Investments Inc.

Ridley Terminals Inc.

Royal Canadian Mint

Subsidiary held at 100 per cent

- RCMH-MRCF Inc. and its affiliate
 - TGM Specialty Services Inc. (50 per cent)

Standards Council of Canada

Telefilm Canada

VIA Rail Canada Inc.

2.6 Tabling of Crown Corporations' Reports in Parliament

A report on the tabling of Crown corporations' reports is required under subsection 152(1) of the *Financial Administration Act*. The report must indicate the corporate plan summaries and annual reports that were required to be tabled in Parliament by July 31, 2008, and confirm those that were actually tabled.

Crown corporations report to Parliament through three key documents: the corporate plan summary; one or more budget summaries; and the annual report. Unless the corporation is exempt,³¹ the minister responsible must at least table a capital budget summary and possibly an operating budget summary³² as well. Out of a total of 48 Crown corporations, tabling data for 36 Crown corporations³³ have been included in this chapter.

31. BoC, CCA, CPPIB, CBC, CRRF, IDRC, NAC, PSPIB, and Telefilm are neither required to submit corporate plans for the approval of the Governor in Council nor are they required to submit summaries of corporate plans, capital, or operating budgets for tabling in Parliament. (See the Appendix for a list of abbreviations used in this report.)

32. CPC, RCM, and CDIC (Dev) are not required to submit summaries of their operating budgets for tabling in Parliament.

33. This total includes the CBGF, which was dissolved as at July 31, 2008.



Corporate plan and budget summaries tabled in Parliament are based on approved corporate plan and budgets that cover the planned or future businesses, activities, and investments of a corporation and, where applicable, its wholly owned subsidiaries. The Crown corporations' annual report informs Parliament of the corporation's actual performance relative to the objectives, strategies, and activities approved by the government and previously tabled corporate plan and budget summaries.

Deadlines for tabling in Parliament and results achieved

The deadlines for tabling these documents before each House of Parliament are provided in legislation as follows:

- ▶ **Corporate plan or amended corporate plan summary:** Thirty sitting days after Governor in Council approval of the corporate plan.
- ▶ **Capital or operating budget summary:** Thirty sitting days after Treasury Board approval of the budget. When the operating or capital budgets are incorporated into the corporate plan, the deadline is the same as that for the corporate plan summary.
- ▶ **Annual report:** Fifteen sitting days after receipt by the minister responsible; receipt should occur at the latest within three months of the corporation's financial year-end.

Deadlines for annual reports are calculated from the date on which the minister responsible acknowledges receipt of the report, if known, or three months following the corporation's fiscal year-end, whichever is earlier.

Note that all tabling deadlines in this report have been calculated based on actual sitting days in Parliament occurring up to July 31, 2008.

Overall results

During the one-year period ending July 31, 2008, 178 reports from Crown corporations were tabled in the House of Commons, and 171 reports were tabled in the Senate, and 21 reports had not yet been tabled, for a total of 370 reports expected to be tabled in Parliament. Of these, 279 or 75 per cent were tabled on time, 70 or 19 per cent were tabled late, and 21 or 6 per cent were not yet tabled. Of those tabled late, 17 reports were marginally late in that they were tabled within 15 days of the deadline.

The information reported in section 2.6 was audited by the Auditor General, and her report is included as an appendix to this section.

Exhibit 13: Summary of Late Tabling Statistics—2008

House of Commons	Number of sitting days past the tabling deadline ³⁴					Total
	1–15	16–30	31–60	61–90	91+	
Annual Reports		2	1	1	3	7
Corporate Plan Summaries	6	1		1	1	9
Amended Corporate Plan Summaries	1	1		1	4	7
Capital Budget Summaries	6	1		1	3	11
Amended Capital Budget Summaries		1		1	4	6
Operating Budget Summaries	5	1		1	3	10
Amended Operating Budget Summaries		1		1	2	4
Total	18	8	1	7	20	54

Note: The House of Commons sat 117 days between August 1, 2007, and July 31, 2008.

Senate	Number of sitting days past the tabling deadline ³⁴					Total
	1–15	16–30	31–60	61–90	91+	
Annual Reports	3		3	2	2	10
Corporate Plan Summaries			2			2
Amended Corporate Plan Summaries	1	1	2	1	2	7
Capital Budget Summaries			3	1		4
Amended Capital Budget Summaries	1		2	1	2	6
Operating Budget Summaries			3	1		4
Amended Operating Budget Summaries	1		1		2	4
Total	6	1	16	6	8	37

Note: The Senate sat 73 days between August 1, 2007, and July 31, 2008.

34. Each column includes not only documents that have been tabled late but could also include outstanding documents (i.e. those not yet tabled as at July 31, 2008)



Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Atlantic Pilotage Authority (year-end Dec. 31)					
2007	Annual Report	2008-04-28	2008-04-16	2008-05-08	2008-04-17
2008	Capital Budget Summary	2008-03-14	2008-04-02	2008-04-30	2008-04-03
2008	Operating Budget Summary	2008-03-14	2008-04-02	2008-04-30	2008-04-03
2008 to 2012	Corporate Plan Summary	2008-03-14	2008-04-02	2008-04-30	2008-04-03
Atomic Energy of Canada Limited (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-07-18	2007-11-22	not yet
2007-08	Annual Report	n/a	2008-07-16	n/a	2008-07-16
2007-08	Capital Budget Summary	n/a	2008-07-16	n/a	2008-07-16
2007-08	Operating Budget Summary	n/a	2008-07-16	n/a	2008-07-16
2007-08 to 2011-12	Corporate Plan Summary	n/a	2008-07-16	n/a	2008-07-16
Blue Water Bridge Authority (year-end Aug. 31)					
2006-07	Annual Report	2008-02-04	2008-04-07	2008-02-13	2008-04-08
2007-08	Capital Budget Summary	2007-12-07	2008-01-28	2008-02-13	2008-01-29
2007-08	Operating Budget Summary	2007-12-07	2008-01-28	2008-02-13	2008-01-29
2007-08 to 2011-12	Corporate Plan Summary	2007-12-07	2008-01-28	2008-02-13	2008-01-29
Business Development Bank of Canada (year-end Mar. 31)					
2006-07	Annual Report	2007-10-31	2007-07-18	2007-11-13	2007-07-18
2007-08	Annual Report	n/a	2008-07-16	n/a	2008-07-16
2007-08 to 2011-12	Corporate Plan Summary, Amendment	2008-04-10	2008-04-07	2008-05-15	2008-04-08
2008-09	Capital Budget Summary	2008-05-08	2008-05-06	2008-06-16	2008-05-07
2008-09	Operating Budget Summary	2008-05-08	2008-05-06	2008-06-16	2008-05-07
2008-09 to 2012-13	Corporate Plan Summary	2008-05-08	2008-05-06	2008-06-16	2008-05-07

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Deposit Insurance Corporation (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-10-17	2007-11-22	2007-10-18
2008-09	Capital Budget Summary	2008-05-08	2008-04-30	2008-06-16	2008-05-01
2008-09	Operating Budget Summary	2008-05-08	2008-04-30	2008-06-16	2008-05-01
2008-09 to 2012-13	Corporate Plan Summary	2008-05-08	2008-04-30	2008-06-16	2008-05-01
Canada Development Investment Corporation (year-end Dec. 31)					
2007	Annual Report	2008-04-28	2008-04-16	2008-05-08	2008-04-17
2008	Capital Budget Summary	2008-04-10	2008-05-05	2008-05-15	2008-05-06
2008 to 2012	Corporate Plan Summary	2008-04-10	2008-05-05	2008-05-15	2008-05-06
Canada Lands Company Limited (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-08-22	2007-11-22	2007-08-20
2007-08	Annual Report	n/a	2008-07-16	n/a	2008-07-14
2007-08	Capital Budget Summary, Amendment	2008-04-10	2008-04-10	2008-05-15	2008-04-15
2007-08	Operating Budget Summary, Amendment	2008-04-10	2008-04-10	2008-05-15	2008-04-15
2007-08 to 2011-12	Corporate Plan Summary, Amendment	2008-04-10	2008-04-10	2008-05-15	2008-04-15
2008-09	Capital Budget Summary	2008-05-13	2008-05-05	2008-06-17	2008-05-06
2008-09	Operating Budget Summary	2008-05-13	2008-05-05	2008-06-17	2008-05-06
2008-09 to 2012-13	Corporate Plan Summary, Amendment	2008-05-13	2008-05-05	2008-06-17	2008-05-06
Canada Mortgage and Housing Corporation (year-end Dec. 31)					
2007	Annual Report	2008-04-28	2008-04-28	2008-05-08	2008-04-29
2008	Capital Budget Summary	2008-03-14	2008-03-14	2008-04-30	2008-04-01
2008	Operating Budget Summary	2008-03-14	2008-03-14	2008-04-30	2008-04-01
2008 to 2012	Corporate Plan Summary	2008-03-14	2008-03-14	2008-04-30	2008-04-01



Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Post Corporation (year-end Dec. 31)					
2007	Annual Report	2008-04-28	2008-04-28	2008-05-08	2008-04-29
Canadian Air Transport Security Authority (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-08-22	2007-11-22	not yet
2007-08	Capital Budget Summary	2007-11-21	2007-12-05	2007-12-11	2007-12-06
2007-08	Operating Budget Summary	2007-11-21	2007-12-05	2007-12-11	2007-12-06
2007-08 to 2011-12	Corporate Plan Summary	2007-11-21	2007-12-05	2007-12-11	2007-12-06
2007-08	Capital Budget Summary, Amendment	2008-03-07	2008-02-27	2008-04-16	2008-02-28
2007-08	Operating Budget Summary, Amendment	2008-03-07	2008-02-27	2008-04-16	2008-02-28
2007-08 to 2011-12	Corporate Plan Summary, Amendment	2008-03-07	2008-02-27	2008-04-16	2008-02-28
Canadian Commercial Corporation (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-10-18	2007-11-22	2007-10-23
2008-09	Capital Budget Summary	2008-05-08	2008-04-18	2008-06-16	2008-04-29
2008-09	Operating Budget Summary	2008-05-08	2008-04-18	2008-06-16	2008-04-29
2008-09 to 2012-13	Corporate Plan Summary	2008-05-08	2008-04-18	2008-06-16	2008-04-29
Canadian Dairy Commission (year-end Jul. 31)					
2006-07	Annual Report	2007-11-29	2007-10-31	2007-12-12	2007-11-01
2007-08	Capital Budget Summary	2007-12-03	2007-10-31	2008-01-30	2007-11-01
2007-08	Operating Budget Summary	2007-12-03	2007-10-31	2008-01-30	2007-11-01
2007-08 to 2011-12	Corporate Plan Summary	2007-12-03	2007-10-31	2008-01-30	2007-11-01

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Museum of Civilization (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-10-17	2007-11-22	2007-10-18
2008-09	Capital Budget Summary	2008-05-29	2008-05-28	n/a	2008-05-29
2008-09	Operating Budget Summary	2008-05-29	2008-05-28	n/a	2008-05-29
2008-09 to 2012-13	Corporate Plan Summary	2008-05-29	2008-05-28	n/a	2008-05-29
Canadian Museum of Nature (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-10-17	2007-11-22	2007-10-18
2008-09	Capital Budget Summary	2008-05-29	2008-05-28	n/a	2008-05-29
2008-09	Operating Budget Summary	2008-05-29	2008-05-28	n/a	2008-05-29
2008-09 to 2012-13	Corporate Plan Summary	2008-05-29	2008-05-28	n/a	2008-05-29
Canadian Tourism Commission (year-end Dec. 31)					
2005	Capital Budget Summary, Amendment	2005-11-22	2008-02-15	2006-05-17	not yet
2005	Operating Budget Summary, Amendment	2005-11-22	2008-02-15	2006-05-17	not yet
2005 to 2009	Corporate Plan Summary, Amendment	2005-11-22	2008-02-15	2006-05-17	not yet
2006	Capital Budget Summary	2007-02-07	2008-02-15	2007-02-27	2008-02-26
2006	Operating Budget Summary	2007-02-07	2008-02-15	2007-02-27	2008-02-26
2007	Annual Report	2007-05-04	2008-04-28	2007-05-17	2008-04-29
2007	Capital Budget Summary	2007-03-19	2008-02-15	2007-04-24	2008-02-26
2007	Operating Budget Summary	2007-03-19	2008-02-15	2007-04-24	2008-02-26
Cape Breton Development Corporation (year-end Mar. 31)					
2006-07	Annual Report	2007-10-18	2007-08-22	2007-10-23	not yet



Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Cape Breton Growth Fund Corporation (year-end Mar. 31)³⁵					
2005-06	Annual Report	2006-10-06	2008-01-28	2006-11-01	2008-01-29
2006-07	Capital Budget Summary	2008-03-14	2008-02-27	2008-04-30	2008-02-28
2006-07	Operating Budget Summary	2008-03-14	2008-02-27	2008-04-30	2008-02-28
2006-07	Corporate Plan Summary	2008-03-14	2008-02-27	2008-04-30	2008-02-28
2006-07	Annual Report	2007-11-13	2008-05-08	2007-11-22	2008-05-13
2007-08	Capital Budget Summary	2008-03-14	2008-02-27	2008-04-30	2008-02-28
2007-08	Operating Budget Summary	2008-03-14	2008-02-27	2008-04-30	2008-02-28
2007-08	Corporate Plan Summary	2008-03-14	2008-02-27	2008-04-30	2008-02-28
Defence Construction (1951) Limited (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-10-31	2007-11-22	2007-11-01
2008-09	Capital Budget Summary	2008-06-05	not yet	n/a	not due yet
2008-09	Operating Budget Summary	2008-06-05	not yet	n/a	not due yet
2008-09 to 2012-13	Corporate Plan Summary	2008-06-05	not yet	n/a	not due yet
Enterprise Cape Breton Corporation (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-07-18	2007-11-22	2007-07-18
2007-08	Capital Budget Summary	2008-03-14	2008-02-27	2008-04-30	2008-02-28
2007-08	Operating Budget Summary	2008-03-14	2008-02-27	2008-04-30	2008-02-28
2007-08 to 2011-12	Corporate Plan Summary	2008-03-14	2008-02-27	2008-04-30	2008-02-28
2008-09	Capital Budget Summary	2008-05-13	2008-05-13	2008-06-17	2008-05-14
2008-09	Operating Budget Summary	2008-05-13	2008-05-13	2008-06-17	2008-05-14
2008-09 to 2012-13	Corporate Plan Summary	2008-05-13	2008-05-13	2008-06-17	2008-05-14

35. As of June 7, 2007, the Cape Breton Growth Fund Corporation is no longer a deemed parent Crown corporation but a wholly owned subsidiary of the Enterprise Cape Breton Corporation. This will be the last annual report submission for the Corporation.

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Export Development Canada (year-end Dec. 31)					
2007	Annual Report	2008-04-28	2008-04-18	2008-05-08	2008-04-29
2008	Capital Budget Summary	2008-03-14	2008-03-05	2008-04-30	2008-03-06
2008	Operating Budget Summary	2008-03-14	2008-03-05	2008-04-30	2008-03-06
2008 to 2012	Corporate Plan Summary	2008-03-14	2008-03-05	2008-04-30	2008-03-06
Farm Credit Canada (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-07-18	2007-11-22	2007-07-18
2007-08	Annual Report	n/a	2008-07-16	n/a	2008-07-16
2008-09	Capital Budget Summary	2008-05-01	2008-04-29	2008-06-10	2008-05-01
2008-09	Operating Budget Summary	2008-05-01	2008-04-29	2008-06-10	2008-05-01
2008-09 to 2012-13	Corporate Plan Summary	2008-05-01	2008-04-29	2008-06-10	2008-05-01
2007-08 to 2011-12	Corporate Plan Summary, Amendment	2008-03-14	2008-03-10	2008-04-30	not yet
Federal Bridge Corporation Limited, The (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-08-22	2007-11-22	2007-08-20
2006-07 to 2010-11	Capital Budget Summary, First Amendment	2006-11-03	2007-11-14	2006-12-06	2007-11-15
2006-07	Corporate Plan Summary, First Amendment	2006-11-03	2007-11-14	2006-12-06	2007-11-15
2006-07 to 2010-11	Capital Budget Summary, Second Amendment	2006-12-04	2007-11-14	2007-02-01	2007-11-15
2006-07	Corporate Plan Summary, Second Amendment	2006-12-04	2007-11-14	2007-02-01	2007-11-15
2007-08	Capital Budget Summary	2007-11-21	2007-08-22	2007-12-11	2007-08-20
2007-08	Operating Budget Summary	2007-11-21	2007-08-22	2007-12-11	2007-08-20
2007-08 to 2011-12	Corporate Plan Summary (First Year Only)	2007-11-21	2007-08-22	2007-12-11	2007-08-20



Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Freshwater Fish Marketing Corporation (year-end Apr. 30)					
2006-07	Annual Report	2007-11-13	2007-11-02	2007-11-22	2007-11-13
2007-08	Capital Budget Summary	2007-12-03	2007-10-18	2008-01-30	2007-10-23
2007-08	Operating Budget Summary	2007-12-03	2007-10-18	2008-01-30	2007-10-23
2007-08 to 2011-12	Corporate Plan Summary	2007-12-03	2007-10-18	2008-01-30	2007-10-23
Great Lakes Pilotage Authority (year-end Dec. 31)					
2005	Capital Budget Summary, Amendment	2005-06-02	2008-05-26	2005-06-28	2008-05-27
2005	Operating Budget Summary, Amendment	2005-06-02	2008-05-26	2005-06-28	2008-05-27
2005 to 2009	Corporate Plan Summary, Amendment	2005-06-02	2008-05-26	2005-06-28	2008-05-27
2007	Annual Report	2008-04-28	2008-04-16	2008-05-08	2008-04-17
2008	Capital Budget Summary	2008-03-14	2008-01-28	2008-04-30	2008-01-29
2008	Operating Budget Summary	2008-03-14	2008-01-28	2008-04-30	2008-01-29
2008 to 2012	Corporate Plan Summary	2008-03-14	2008-01-28	2008-04-30	2008-01-29
Laurentian Pilotage Authority (year-end Dec. 31)					
2007	Annual Report	2008-04-28	2008-04-28	2008-05-08	2008-04-29
2008	Capital Budget Summary	2008-03-14	2008-03-05	2008-04-30	2008-03-06
2008	Operating Budget Summary	2008-03-14	2008-03-05	2008-04-30	2008-03-06
2008 to 2012	Corporate Plan Summary	2008-03-14	2008-03-05	2008-04-30	2008-03-06
2008	Capital Budget Summary, Amendment	2008-05-08	2008-05-08	2008-06-16	2008-05-13
2008	Operating Budget Summary, Amendment	2008-05-08	2008-05-08	2008-06-16	2008-05-13
2008 to 2012	Corporate Plan Summary, Amendment	2008-05-08	2008-05-08	2008-06-16	2008-05-13

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Marine Atlantic Inc. (year-end Mar. 31)³⁶					
2007	Annual Report (January to March 2007)	2007-11-13	2007-10-17	2007-11-22	2007-10-18
2007-08	Capital Budget Summary	2007-11-21	2007-12-03	2007-12-11	2007-12-04
2007-08	Operating Budget Summary	2007-11-21	2007-12-03	2007-12-11	2007-12-04
2007-08 to 2011-12	Corporate Plan Summary (First Year Only)	2007-11-21	2007-12-03	2007-12-11	2007-12-04
2007-08	Capital Budget Summary, Amendment	2008-05-13	not yet	2008-06-17	not yet
2007-08	Operating Budget Summary, Amendment	2008-05-13	not yet	2008-06-17	not yet
2007-08 to 2011-12	Corporate Plan Summary (First Year only), Amendment	2008-05-13	not yet	2008-06-17	not yet
2008-09	Capital Budget Summary	2008-05-29	not yet	n/a	not due yet
2008-09	Operating Budget Summary	2008-05-29	not yet	n/a	not due yet
2008-09 to 2012-13	Corporate Plan Summary	2008-05-29	not yet	n/a	not due yet
National Capital Commission (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-08-22	2007-11-22	2007-08-21
2008-09	Capital Budget Summary	2008-06-12	2008-06-12	n/a	2008-06-16
2008-09	Operating Budget Summary	2008-06-12	2008-06-12	n/a	2008-06-16
2008-09 to 2012-13	Corporate Plan Summary	2008-06-12	2008-06-12	n/a	2008-06-16
National Gallery of Canada (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-10-17	2007-11-22	2007-10-18
2008-09	Capital Budget Summary	2008-05-29	2008-05-28	n/a	2008-05-29
2008-09	Operating Budget Summary	2008-05-29	2008-05-28	n/a	2008-05-29
2008-09 to 2012-13	Corporate Plan Summary	2008-05-29	2008-05-28	n/a	2008-05-29

36. On November 2, 2006, TB approved that the financial year for MAI run from April to March, effective April 1, 2007. Prior to that date, the financial year was January to December.



Tabling of parent Crown corporations' reports in Parliament
during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
National Museum of Science and Technology (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-10-17	2007-11-22	2007-10-18
2008-09	Capital Budget Summary	2008-05-29	2008-05-28	n/a	2008-05-29
2008-09	Operating Budget Summary	2008-05-29	2008-05-28	n/a	2008-05-29
2008-09 to 2012-13	Corporate Plan Summary	2008-05-29	2008-05-28	n/a	2008-05-29
Old Port of Montréal Corporation Inc. (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-08-22	2007-11-22	2007-08-20
2007-08	Annual Report	n/a	2008-07-16	n/a	2008-07-14
2007-08	Capital Budget Summary, Amendment	2008-03-14	2008-03-13	2008-04-30	2008-04-01
2007-08	Operating Budget Summary, Amendment	2008-03-14	2008-03-13	2008-04-30	2008-04-01
2007-08	Corporate Plan Summary, Amendment	2008-03-14	2008-03-13	2008-04-30	2008-04-01
2008-09	Capital Budget Summary	2008-05-08	2008-05-05	2008-06-16	2008-05-06
2008-09	Operating Budget Summary	2008-05-08	2008-05-05	2008-06-16	2008-05-06
2008-09 to 2012-13	Corporate Plan Summary	2008-05-08	2008-05-05	2008-06-16	2008-05-06
Pacific Pilotage Authority (year-end Dec. 31)					
2007	Annual Report	2008-04-18	2008-04-16	2008-05-08	2008-04-17
2008	Capital Budget Summary	2008-03-14	2008-01-28	2008-04-30	2008-01-29
2008	Operating Budget Summary	2008-03-14	2008-01-28	2008-04-30	2008-01-29
2008 to 2012	Corporate Plan Summary	2008-03-14	2008-01-28	2008-04-30	2008-01-29

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Parc Downsview Park Inc. (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-08-22	2007-11-22	2007-08-21
2007-08	Annual Report	n/a	2008-07-16	n/a	2008-07-14
2007-08 to 2011-12	Corporate Plan Summary, Amendment	2007-12-04	2007-12-05	2008-02-06	2007-12-06
2008-09	Capital Budget Summary	2008-05-13	2008-05-12	2008-06-17	2008-05-13
2008-09	Operating Budget Summary	2008-05-13	2008-05-12	2008-06-17	2008-05-13
2008-09 to 2012-13	Corporate Plan Summary	2008-05-13	2008-05-12	2008-06-17	2008-05-13
Ridley Terminals Inc. (year-end Dec. 31)					
2004	Erratum to Annual Report	n/a	2007-08-22	n/a	2007-08-20
2005	Annual Report and Erratum	2006-05-03	2007-08-22	2006-05-17	2007-08-20
2006	Annual Report	2007-05-04	2007-08-22	2007-05-17	2007-08-20
2007	Annual Report	2008-04-28	not yet	2008-05-08	not yet
2006	Capital Budget Summary	2006-11-03	2007-08-22	2006-12-06	2007-08-20
2006	Operating Budget Summary	2006-11-03	2007-08-22	2006-12-06	2007-08-20
2006 to 2010	Corporate Plan Summary (First Year Only)	2006-11-03	2007-08-22	2006-12-06	2007-08-20
Royal Canadian Mint (year-end Dec. 31)					
2007	Annual Report	2008-04-28	2008-04-28	2008-05-08	2008-04-29
2007	Capital Budget Summary, Amendment	2007-11-21	2007-10-17	2007-12-11	2007-10-18
2008	Capital Budget Summary	2008-04-03	2008-03-31	2008-05-08	2008-04-01
2008 to 2012	Corporate Plan Summary	2008-04-03	2008-03-31	2008-05-08	2008-04-01



Tabling of parent Crown corporations' reports in Parliament
during the year ended July 31, 2008

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Standards Council of Canada (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-11-02	2007-11-22	2007-11-13
2008-09	Capital Budget Summary	2008-05-13	2008-05-12	2008-06-17	2008-05-13
2008-09	Operating Budget Summary	2008-05-13	2008-05-12	2008-06-17	2008-05-13
2007-08 to 2012-13	Corporate Plan Summary	2008-05-13	2008-05-12	2008-06-17	2008-05-13
VIA Rail Canada Inc. (year-end Dec. 31)					
2007	Annual Report	2008-04-28	2008-04-17	2008-05-08	2008-04-29
2007	Capital Budget Summary	2007-11-14	2008-06-03	2007-12-04	2008-06-04
2007	Operating Budget Summary	2007-11-14	2008-06-03	2007-12-04	2008-06-04
2007 to 2011	Corporate Plan Summary (First Year Only)	2007-11-14	2008-06-03	2007-12-04	2008-06-04
2007	Capital Budget Summary, Amendment	2007-12-04	2008-05-26	2008-02-06	2008-05-27
2007	Operating Budget Summary, Amendment	2007-12-04	2008-05-26	2008-02-06	2008-05-27
2007 to 2011	Corporate Plan Summary, Amendment	2007-12-04	2008-05-26	2008-02-06	2008-05-27



Auditor General of Canada
Vérificatrice générale du Canada

AUDITOR'S REPORT

To the House of Commons

As required by subsection 152(2) of the *Financial Administration Act*, I have audited, for the year ended 31 July 2008, the information contained in the report "Tabling of Crown Corporations' Reports in Parliament" included in the *2008 Annual Report to Parliament—Crown Corporations and Other Corporate Interests of Canada*. The information contained in the report is the responsibility of the President of the Treasury Board. My responsibility is to express an opinion on the information contained in the report, as required by section 152, based on my audit.

I conducted my audit in accordance with the standards for assurance engagements established by the Canadian Institute of Chartered Accountants. Those standards require that I plan and perform an audit to obtain reasonable assurance as to whether the information contained in the report is free of significant misstatement. My audit included examining, on a test basis, evidence supporting the dates and other disclosures provided in the report.

In my opinion, the information contained in the report "Tabling of Crown Corporations' Reports in Parliament" is accurate, in all significant respects, in accordance with its section Deadlines for Tabling in Parliament and Results Achieved.

Louise Bertrand, CA
Principal
for the Auditor General of Canada

Ottawa, Canada
10 December 2008



CHAPTER 3— OTHER CORPORATE INTERESTS OF CANADA

3.1 Introduction

Outside the federal government, there exist a number of institutions in which the federal government has an interest or participates in oversight. This chapter provides the details of these other corporate interests as at July 31, 2008.

Mixed enterprises

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

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

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

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.

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

Corporations that fall under the terms of the *Bankruptcy and Insolvency Act* are partially owned by Canada following receipt by a trustee in bankruptcy.

Current number of other corporate interests

Other Corporate Interests of the Government of Canada	July 31, 2008	March 31, 2007
Mixed enterprises	0	0
Joint enterprises	2	2
International organizations	16	18
Shared-governance corporations	125	149
Corporations under the terms of the <i>Bankruptcy and Insolvency Act</i>	47	45

3.2 Changes in Other Corporate Interests of Canada

For the year ending July 31, 2008

International organizations

International Niagara Committee	Deleted
International Porcupine Caribou Board	Deleted

Shared governance corporations

2007 Whitehorse Canada Winter Games Host Society Inc.	Deleted
Agri-Adapt Council Inc.	Added
Agri-Futures Nova Scotia	Added
Canada-Manitoba Crop Diversification Centre	Deleted
Canadian Sport Centre Atlantic	Deleted
Canadian Sport Centre Calgary	Deleted
Canadian Sport Centre Greater Victoria	Deleted
Canadian Sport Centre Saskatchewan	Deleted
Celebrate Canada Committee for Prince Edward Island Inc.	Added
Conseil de recherches en pêche et agroalimentaire du Québec	Deleted
Enrolment Appeal Commission	Deleted
Environmental Studies Research Funds Management Board	Deleted
First Nations Financial Management Board	Added
First Nations Tax Commission	Added
Fraser River Port Authority	Deleted
Growing Alberta	Deleted
Gwich'in Arbitration Panel	Deleted
Gwich'in Land and Water Board	Deleted
Gwich'in Land Use Planning Board	Deleted



Gwich'in Renewable Resources Board	Deleted
Indian Oil and Gas Canada Co-Management Board	Deleted
Inuvialuit Arbitration Board	Deleted
Mackenzie River Basin Board (Transborder)	Deleted
Mackenzie Valley Environmental Impact Review Board	Deleted
Mackenzie Valley Land and Water Board	Deleted
New Brunswick Agricultural Council Inc.	Added
Northern Native Fishing Corporation	Deleted
North Fraser Port Authority	Deleted
Nova Scotia Technology Development 2000	Deleted
PacificSport BC Society	Deleted
PacificSport Canadian Sport Centre–Vancouver	Deleted
Porcupine Caribou Management Board	Added
Prince Edward Island ADAPT Council	Added
Protein, Oil and Starch Pilot Plant Corporation	Deleted
Québec High-Level Sports Council	Deleted
Sahtu Land and Water Board	Deleted
Sahtu Land Use Planning Board	Deleted
Sahtu Renewable Resources Board	Deleted
Wek'eezhii Land and Water Board	Deleted
Wek'eezhii Renewable Resources Board	Deleted

Shared-governance corporations—Name changes

Agriculture Council of Saskatchewan Inc.

- Formerly the Saskatchewan Council for Community Development

Vancouver Fraser Port Authority

- Formerly Vancouver Port Authority

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

Omnitech Consultant Group Inc.

Added

Our Software Ltd.

Added

3.3 Listing of Other Corporate Interests of Canada by Type and Portfolio

Joint Enterprises

Natural Resources

Lower Churchill Development Corporation Limited

Western Economic Diversification

North Portage Development Corporation (operating as The Forks North Portage Partnership)

International Organizations

Canadian Heritage

World Anti-Doping Agency

Environment

International Lake Memphremagog Board

International Lake of the Woods Control Board

North American Commission for Environmental Cooperation–Joint Public Advisory Committee

Finance

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

Foreign Affairs and International Trade

African Development Bank

Asian Development Bank

Caribbean Development Bank

Inter-American Development Bank

International Boundary Commission

International Joint Commission

Shared-Governance Corporations

Agriculture and Agri-Food

Agri-Adapt Council Inc.

Agri-Futures Nova Scotia

Agricultural Adaptation Council

Agriculture and Food Council of Alberta

Agriculture Council of Saskatchewan Inc.

Canada-Manitoba Agri-Food Research and Development Initiative

Canadian International Grains Institute

Canadian Livestock Records Corporation

Canadian Wheat Board, The

Agriculture and Agri-Food

Centre de développement du porc du Québec inc.



Conseil pour le développement de l'agriculture du Québec
 Fonds de développement de la transformation alimentaire
 Investment Agriculture Foundation of British Columbia
 Manitoba Rural Adaptation Council Inc.
 New Brunswick Agricultural Council Inc.
 New Brunswick Biotechnology & Technological Innovation Inc.
 Nunavut Harvesters Association
 Prince Edward Island ADAPT Council
 Territorial Farmers Association
 Western Grains Research Foundation
 Yukon Agricultural Association

Canadian Heritage

Association for the Export of Canadian Books
 Calgary Olympic Development Association
 Canada Commonwealth Legacy Fund
 Canada Games Council
 Canadian Sport Centre Manitoba
 Canadian Sport Centre Ontario
 Canadian Television Fund
 Celebrate Canada Committee for Alberta
 Celebrate Canada Committee for Manitoba
 Celebrate Canada Committee for Newfoundland and Labrador
 Celebrate Canada Committee for Quebec
 Celebrate Canada Committee for Prince Edward Island Inc.
 Celebrate Canada Committee for Saskatchewan Inc.
 Centre national multisport-Montréal
 Coaching Association of Canada
 Sport Dispute Resolution Centre of Canada
 Terry Fox Humanitarian Award Inc.
 The Halifax 2011 Canada Games Host Society
 The Prince Edward Island 2009 Canada Games Host Society Inc.
 Vancouver Organizing Committee for 2010 Olympics and Paralympics Games

Economic Development Agency of Canada for the Regions of Quebec

Fiducie du Chantier de l'économie sociale
 Fondation du maire de Montréal pour la jeunesse
 Montréal International

Environment

Canadian Foundation for Climate and Atmospheric Sciences
 Lake of the Woods Control Board
 Ouranos Consortium
 Porcupine Caribou Management Board
 Waterfront Toronto
 Wildlife Habitat Canada

Fisheries and Oceans

International Fisheries Commissions Pension Society

Foreign Affairs and International Trade

Asia Pacific Foundation of Canada

International Centre for Human Rights and Democratic Development

Roosevelt Campobello International Park Commission

Health

Canadian Agency for Drugs and Technologies in Health

Canadian Centre on Substance Abuse

Canadian Health Infoway Inc.

Canadian Health Services Research Foundation

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 Social Development

Canada Millennium Scholarship Foundation

Indian Affairs and Northern Development

First Nations Financial Management Board

First Nations Tax Commission

Industry

Canada Foundation for Innovation

Internal Trade Secretariat Corporation

Pierre Elliott Trudeau Foundation, The

Natural Resources

ASEP-NB Inc.

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

FPIInnovations

Maritime Forestry Complex Corporation

Petroleum Technology Research Centre Inc.

Privy Council

Nature Trust of British Columbia, The

Vanier Institute of the Family, The

Public Works and Government Services

Milit-Air Inc.



Transport, Infrastructure and Communities

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 Harbour Bridge Authority
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.

Veterans Affairs

Last Post Fund

3.4 Holdings under the Bankruptcy and Insolvency Act

As stipulated under section 147 of the *Bankruptcy and Insolvency Act* (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 dollar percentage of each claim (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. The Office of the Superintendent of Bankruptcy nevertheless maintains records relating to all shares received as a levy. The current share holdings are listed below by receipt date and will remain listed until the government disposes of them.

Receipt Date	Company Name
1. September 3, 1991	Amertek Inc.
2. October 2, 1991	Kenloch Distillers Ltd.
3. September 28, 1993	Les laboratoires Quélab inc.
4. October 8, 1993	Carvern International
5. December 14, 1995	AutoSkill International Inc.
6. October 18, 1996	Canadian Manoir
7. November 4, 1996	Madison Partners Limited
8. November 19, 1996	The Vivant Group Inc.
9. December 3, 1996	Madison Partners Limited
10. December 23, 1996	The Vivant Group Inc.
11. February 27, 1997	Les Dévelopm. Phénix (1995) inc.
12. May 28, 1997	Goldenhill Cattle Company Ltd.
13. February 23, 1998	Omnitech Migration Internat. Inc.
14. June 16, 1998	Sitraco Inc.
15. October 22, 1998	Grilli Property Group Inc.
16. December 31, 1998	Unibex, Inc.
17. September 28, 1999	Data Trax Systems Ltd.
18. February 11, 2000	Cosem Neurostim Itée
19. May 30, 2001	Hyal Pharmaceutical Corporation
20. June 11, 2001	Consolidated Stone Industries Inc.
21. September 28, 2001	Ebdental Inc.
22. October 15, 2001	Canplats Resources Corporation
23. January 23, 2002	Planète Medica inc.
24. February 28, 2002	PlainTree Systems Inc.



Receipt Date	Company Name
25. May 10, 2002	International Pursuit Corporation
26. September 5, 2002	Sahelian Goldfields Inc.
27. February 5, 2003	Process Capital Corp.
28. March 6, 2003	Dynasty Motocar Corporation
29. April 4, 2003	Auratek Security Inc.
30. September 2, 2003	Custom Assemblies Limited
31. October 23, 2003	B.C. Pacific Capital Corporation
32. October 30, 2003	1395884 Ontario Limited
33. November 5, 2003	Techcana Inc.
34. February 5, 2004	IANett International Systems Ltd.
35. March 4, 2004	1239370 Ontario Inc.
36. May 10, 2004	ASF Capital Corporation
37. November 19, 2004	Corporation Rutel Networks
38. February 1, 2005	Kewl Corporation
39. February 14, 2005	Xogen Technologies Inc.
40. March 24, 2005	Gilbralta Springs Capital Corporation
41. September 7, 2005	Verb Exchange Inc.
42. October 5, 2005	Centillion Industries Inc.
43. November 15, 2005	Verb Exchange Inc.
44. March 17, 2006	Jurassic Oil & Gas Ltd.
45. March 29, 2006	Perfectly Natural Solutions Inc.
46. May 11, 2007	Omnitech Consultant Group Inc.
47. August 10, 2007	Omnitech Consultant Group Inc.
48. September 20, 2007	Our Software Ltd.
49. March 13, 2008	Omnitech Consultant Group Inc.

APPENDIX

LIST OF ABBREVIATIONS USED IN THIS REPORT

Name	Abbreviation
Atlantic Canada Opportunities Agency	ACOA
Atlantic Pilotage Authority	APA
Atomic Energy of Canada Limited	AECL
Bank of Canada	BoC
<i>Bankruptcy and Insolvency Act</i>	BIA
Blue Water Bridge Authority	BWBA
Business Development Bank of Canada	BDC
Canada Council for the Arts	CCA
Canada Deposit Insurance Corporation	CDIC (Dep)
Canada Development Investment Corporation	CDIC (Dev)
Canada Employment Insurance Financing Board	CEIFB
Canada Lands Company Limited	CLCL
Canada Mortgage and Housing Corporation	CMHC
Canada Pension Plan Investment Board	CPPIB
Canada Post Corporation	CPC
Canada's Capital Region	CCR
Canadian Air Transport Security Authority	CATSA
Canadian Broadcasting Corporation	CBC
Canadian Commercial Corporation	CCC
Canadian Dairy Commission	CDC
Canadian Forces Base	CFB
Canadian Institute of Chartered Accountants	CICA
Canadian Museum of Civilization	CMCC
Canadian Museum of Nature	CMN
Canadian Museum of Human Rights	CMHR
Canadian Race Relations Foundation	CRRF
Canadian Tourism Commission	CTC
Cape Breton Development Corporation	DEVCO
Cape Breton Growth Fund	CBGF
Chief Executive Officer	CEO
Corporation for the Mitigation of Mackenzie Gas Project Impacts	MMGPI
Defense Construction (1951) Limited	DCC
Enterprise Cape Breton Corporation	ECBC
Export Development Canada	EDC
Farm Credit Canada	FCC
Federal Bridge Corporation Limited, The	FBCL
<i>Financial Administration Act</i>	FAA
First Nations Statistical Institute	FNSI
Forest Engineering Research Institute of Canada, The	FERIC-
Freshwater Fish Marketing Corporation	FFMC



Name	Abbreviation
Generally Accepted Accounting Principles	GAAP
Great Lakes Pilotage Authority	GLPA
International Development Research Centre	IDRC
International Organization for Standardization	ISO
Laurentian Pilotage Authority	LPA
Marine Atlantic Inc.	MAI
Montréal Science Centre	MSC
National Arts Centre Corporation	NAC
National Capital Commission	NCC
National Gallery of Canada	NGC
National Museum of Science and Technology	NMST
North Atlantic Treaty Organization	NATO
Old Port of Montréal Corporation	OPMC
Pacific Pilotage Authority	PPA
Parc Downsview Park Inc.	PDP
PPP Canada Inc.	P3C
Public Sector Pension Investment Board	PSPIB
Ridley Terminals Inc.	RTI
Royal Canadian Mint	RCM
Royal Canadian Mounted Police	RCMP
Standards Council of Canada	SCC
Telefilm Canada	Telefilm
VIA Rail Canada Inc.	VIA Rail