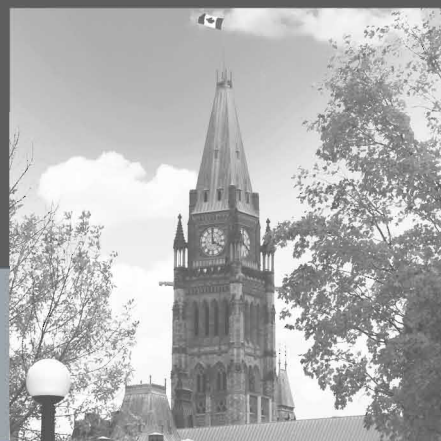




Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada



ANNUAL REPORT TO PARLIAMENT

CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA 2009



Canada

ANNUAL REPORT TO PARLIAMENT

CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA 2009



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President's Message

I am pleased to table the *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada 2009* in accordance with the provisions of the *Financial Administration Act*.

This report is a unique source of information for parliamentarians and Canadians about federal Crown corporations and their wholly owned subsidiaries, as well as information on the other corporate interests of Canada.

Given the current economic situation, it is important to recognize the role of Crown corporations and their contribution to the Canadian economy. The increased flexibility and capacity of financially-oriented Crown corporations, such as the Canada Deposit Insurance Corporation, Canada Mortgage and Housing Corporation, Export Development Canada and the Business Development Bank of Canada, have improved access to financing and generally strengthened Canada's financial opportunities.

As well, in an ongoing effort to strengthen accountability in Crown corporations and to follow up on the 2005 *Review of the Governance Framework for Canada's Crown Corporations*, amendments were made to the *Financial Administration Act* at the beginning of the current year. Among other things, these amendments will increase the independence of the boards of directors of Crown corporations.

Throughout our history, Crown corporations have played a strong supporting role in the lives of Canadians. This year, perhaps more than any other in recent history, they have played a vital role as we weather the current global economic downturn.

Original signed by

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

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Note that the companion piece to this report, *Corporate Profiles of Other Corporate Interests of Canada*, is only published electronically this year; it is available on the Treasury Board Secretariat website.¹

1. <http://www.tbs-sct.gc.ca/reports-rapports/cc-se/index-eng.asp>

Introduction

The *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada 2009* 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 as well as 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.

The report also presents a description of the federal institutional forms that make up the Government of Canada and an inventory of these institutions, pursuant to the *Policy on Reporting of Federal Institutions and Corporate Interests to Treasury Board Secretariat*. 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. The deputy heads responsible approve the information on an annual basis.

This report contains the following chapters:

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

Corporate profiles for each of the federal government institutions are available on the Treasury Board Secretariat website.²

Chapter 2, “Crown Corporations,” highlights policy developments affecting Crown corporations during the reporting period,³ outlines the various types of reviews and audits that Crown corporations have undergone, lists parent Crown corporations and their subordinate interests⁴ by ministerial portfolio (noting changes since last year’s report), and provides consolidated financial and employment information. This chapter also includes corporate profiles for each Crown corporation and a report on the tabling of Crown corporation documentation in Parliament during the reporting period.

2. <http://www.tbs-sct.gc.ca/reports-rapports/cc-se/index-eng.asp>

3. The reporting period runs from August 1, 2008 to July 31, 2009, unless otherwise stated.

4. “Subordinate interests” refers to subsidiaries, associates, and legal partnerships of Crown corporations.

Chapter 3, “Other Corporate Interests of Canada,” 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 contains information on changes in corporate interests since last year’s report.

Corporate profiles for each of the other corporate interests of Canada are available on the Treasury Board Secretariat website.⁵

5. <http://www.tbs-sct.gc.ca/reports-rapports/cc-se/index-eng.asp>

Chapter 1

Overview of Federal Government Institutions

Crown corporations are only one of the several different types of institutional forms that make up the federal government. This chapter provides an overview of the federal government, listing the different types of institutions and the ministerial portfolios to which they belong. This information is accurate as at July 31, 2009.

1.1 Overview of Institutional Forms⁶

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

- ▶ departments—FAA, Schedule I
- ▶ statutory and other agencies—FAA, Schedule I.1
- ▶ agents of Parliament—FAA, Schedule I.1
- ▶ departmental corporations—FAA, Schedule II
- ▶ service agencies—FAA, Schedule II
- ▶ parent Crown corporations—FAA, Schedule III (although there are nine⁷ additional parent Crown corporations whose governance is dictated by constituent legislation and not by the FAA, Part X)

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

- ▶ special operating agencies found within a department or agency
- ▶ subsidiaries of Crown corporations

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

- ▶ mixed enterprises
- ▶ joint enterprises
- ▶ international organizations
- ▶ shared-governance corporations
- ▶ corporations under the terms of the *Bankruptcy and Insolvency Act*

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

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

Departments

Departments are established through legislation, together with mandates that typically cover a broad area of public policy, such as industry, justice, and health. Departments are financed through parliamentary appropriations and are organized in different ways to meet various policy and administrative needs.

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

Statutory and other agencies

Statutory and other agencies are similar to departments in that they are usually financed through parliamentary appropriations, 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 group⁸ of independent statutory officers who serve to scrutinize the activities of government. They serve Parliament in relation to Parliament's oversight role; therefore, they report directly to Parliament and not to an individual minister. 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.

Departmental corporations

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

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

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

Crown corporations

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

Subsidiaries are entities owned, in whole or in part, by one or more parent Crown corporations and can be incorporated through provincial rather than federal legislation. All subsidiaries are managed by their parent Crown corporation. Subsidiaries report to their parent Crown corporation and other shareholders and not directly to the government, except those wholly owned subsidiaries that have been directed by the government to report as a parent Crown corporation.⁹

9. 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

The prime minister assigns responsibility for federal institutions and for other federal government interests through the appointment of ministers, and the assignment of organizations to these ministers is by ministerial portfolio. The table below provides an inventory of all federal institutions and other corporate interests by ministerial portfolio, as at July 31, 2009.

The prime minister assigns responsibility for federal institutions and for other federal government interests through the appointment of ministers, and the assignment of organizations to these ministers is by ministerial portfolio. The table below provides an inventory of all federal institutions and other corporate interests by ministerial portfolio, as at July 31, 2009.

Organizational Form														
	Departments, Agencies, and Departmental Corporations (Chapter 1)				Crown Corporations (Chapter 2)				Other Corporate Interests (Chapter 3)				Total	
	Departments	Statutory and Other Agencies	Agents of Parliament	Departmental Corporations	Service Agencies	Crown Corporations	Subsidiaries	Wholly Owned Associates	Other Subsidiaries and Associates	Shared- Governance Corporations	Joint Enterprises	Mixed Enterprises		International Organizations
Ministerial Portfolio	1	2			1	2				4				10
Agriculture and Agri-Food	1	1				1		4	1					7
Atlantic Canada Opportunities Agency		8		1		9			7	14			1	41
Canadian Heritage														
Citizenship, Immigration and Multiculturalism	1	1				1								3
Economic Development Agency of Canada for the Regions of Quebec														
Environment	1	1		1	1					5				1
Finance	1	4		1		5		31		1			3	12
Fisheries and Oceans	1					1				1			6	49
Foreign Affairs and International Trade	1	2				3		1		3			5	15
Health	1	3		2						9				15
Human Resources and Skills Development	1	2		2		2		1		2				10
Indian Affairs and Northern Development	1	2		1		1				2				7
Industry	1	4		3		3		1		3				15
Justice	1	6												9
National Defence	1	3												4
National Revenue					1	2		2				1		1
Natural Resources	1	2		1						8				17
Privy Council		4		1						2				9
Public Safety	1	7		1										9
Public Works and Government Services	1					1				1				3
Transport, Infrastructure and Communities	1	4				16		8	6	43				78
Treasury Board	1	1		1		1		39						44
Veterans Affairs	1									1				2
Western Economic Diversification	1										1			2
Total	20	58	6	14	3	48	87	14	99	2	0	15	366	

1.2 Changes in Federal Institutions

For the year ending July 31, 2009

Federal Institution	Portfolio	Change
Statutory and Other Agencies		
Public Service Human Resources Management Agency of Canada	Treasury Board	Deleted
Crown Corporations		
Canadian Museum for Human Rights	Canadian Heritage	Added
Crown Corporations— Change of ministerial portfolio		
Canadian Race Relations Foundation	Citizenship, Immigration and Multiculturalism	Formerly under Canadian Heritage
Corporation for the Mitigation of Mackenzie Gas Project Impacts	Environment	Formerly under Industry

1.3 List of Federal Institutions by Form (as at July 31, 2009)

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 Development¹⁰
 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

10. 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

Name of Institution	Portfolio
Atlantic Canada Opportunities Agency	Atlantic Canada Opportunities Agency
Canada Industrial Relations Board	Human Resources and Skills Development
Canadian Artists and Producers Professional Relations Tribunal	Human Resources and Skills 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
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	Public Works and Government Services
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, Immigration and Multiculturalism
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

Statutory and Other Agencies (continued)

Name of Institution	Portfolio
Office of Infrastructure of Canada ¹¹	Transport, Infrastructure and Communities
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 Health Agency of Canada	Health
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

11. Although not previously reported, the Office of Infrastructure of Canada has been part of the Transport, Infrastructure and Communities portfolio since 2006.

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 of Canada	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 Skills Development
Canada School of Public Service	Treasury Board
Canadian Centre for Occupational Health and Safety	Human Resources and Skills Development
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
National Battlefields Commission	Canadian Heritage
National Research Council of Canada	Industry
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 Skills Development
Canada Lands Company Limited	Transport, Infrastructure and Communities
Canada Mortgage and Housing Corporation	Human Resources and Skills 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 for Human Rights	Canadian Heritage
Canadian Museum of Civilization	Canadian Heritage
Canadian Museum of Nature	Canadian Heritage
Canadian Race Relations Foundation	Citizenship, Immigration and Multiculturalism
Canadian Tourism Commission	Industry
Cape Breton Development Corporation	Natural Resources
Corporation for the Mitigation of Mackenzie Gas Project Impacts*	Environment
Defence Construction (1951) Limited	Public Works and Government Services
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

Crown Corporations *(continued)*

Name of Institution	Portfolio
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. ¹²	Transport, Infrastructure and Communities
Pacific Pilotage Authority	Transport, Infrastructure and Communities
Parc Downsview Park Inc. ¹³	Transport, Infrastructure and Communities
PPP Canada Inc. ¹⁴	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, 2009

12. 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.

13. 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.

14. 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, though each has a unique public policy interest. The corporations vary in size and in their reliance on government appropriations.

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 either set out in the parent Crown corporation's constituent legislation or the articles of incorporation under the *Canada Business Corporations Act*.

As at July 31, 2009, there were 46 parent Crown corporations and 3 wholly owned subsidiaries¹⁵ that have been directed to report as parent Crown corporations for the purposes of the *Financial Administration Act* (FAA).

This chapter contains the following sections:

- ▶ Section 2.2, "Overview of Crown Corporations," summarizes the creation or dissolution of Crown corporations, highlights relevant policy developments, and summarizes the reviews and audits that Crown corporations underwent during the 2009 reporting period. This section also presents the total costs of audits and examinations during 2008—the most recent reporting period for which data were available.
- ▶ Section 2.3, "Overall Crown Corporation Performance," provides consolidated financial and employment information.
- ▶ Section 2.4, "Crown Corporations' Corporate Holdings," 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 2009 reporting period.
- ▶ Section 2.5, "Tabling of Crown Corporations' Reports in Parliament," 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 of Canada. The Auditor's Report appears after the tabling statistics.
- ▶ Section 2.6, "Corporate Profiles," profiles each Crown corporation, including contact information, the corporation's mandate, when and how the corporation was incorporated, the

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

major activities of each parent Crown corporation, and the corporation's status as an agent of the Crown or a non-agent.

2.2 Overview of Crown Corporations

2009 year in review

This section highlights new legislation, policies, and structural changes whose coming into effect during the reporting period, August 1, 2008 to July 31, 2009, affected federal parent Crown corporations. Other relevant activities that were undertaken during this time, including audits and special examinations of Crown corporations, are also summarized in this section.

Structural changes: creation and dissolution of Crown corporations

Crown corporations are either created through an act of Parliament (typically constituent legislation) or articles of incorporation under the *Canada Business Corporations Act*. During the past year, one new Crown corporation was created—the Canadian Museum for Human Rights.

The Canadian Museum for Human Rights Corporation (CMHRC) was established through *An Act to Amend the Museums Act* on August 10, 2008. The Corporation is included in Schedule III, Part I of the FAA. CMHRC's purpose is to set up and manage the Canadian Museum for Human Rights, which will inform Canadians about human rights issues and will promote the cause of human rights. CMHRC also provides education to Canadian police forces, peacekeepers working overseas, and others who have powers to protect human rights and freedoms.

Legislative changes affecting Crown corporations

With the coming into force of the *Budget Implementation Act, 2009* on March 12, 2009, various sections of Part X of the *Financial Administration Act* applying to Crown corporations were amended. Each amendment is briefly described below.

Section 99 was amended to give agent corporations an express power to lease property held in their name and to retain associated revenues (the previous authority was only to sell or dispose of property). However, certain restrictions apply. Corporations may only lease their property with the authorization of the Governor in Council or in accordance with regulations.

Subsection 105(2) was amended to specify that no officer or employee of a Crown corporation or any of its affiliates, other than a chief executive officer (CEO), can be appointed to act as a director of the corporation. This amendment is designed to reduce the risk of management dominating a Crown corporation's board of directors.

Section 113.1 was added to impose a requirement that boards of directors of parent Crown corporations hold annual public meetings. The new provision gives stakeholders and members of the public an opportunity to express their views and seek information about corporations' activities.

Section 119 was amended to include investigative proceedings in the list of proceedings for which a director or officer may be indemnified by Treasury Board, to create an express duty for Treasury Board to advance legal costs in some circumstances, and to enhance Treasury Board's power to make regulations for indemnification and the advancement of costs.

Subsection 138(2) was amended to reduce the minimum frequency with which Crown corporations must undergo special examinations from once every 5 years to once every 10 years. The amendment also gives the Auditor General of Canada (in addition to the Governor in Council, ministers, and boards of directors) discretionary power to require additional examinations to be carried out at other times.

Section 139 was amended to add subsections that impose new requirements for boards of directors to submit reports of the findings of special examinations to the appropriate minister and the president of the Treasury Board within 30 days of receipt and to make the reports available to the public within 60 days of receipt.

Legislative Reviews

The constituent acts of some Crown corporations require an initial legislative review within the first five years of operation. Two of the 49 Crown corporations, the Business Development Bank of Canada and Export Development Canada, are required to undergo specific reviews every 10 years. No legislative reviews were completed in the reporting period.

Other reviews

Mandate reviews are periodically conducted under the auspices of the minister responsible. In general, these reviews assess the corporation's current mandate, the continuing need for the corporation, the corporation's performance record and cost-effectiveness in meeting its objectives, and the consistency of these objectives with its mandate. One mandate review was completed during the reporting period.

In 2005, the Enterprise Cape Breton Corporation (ECBC) was requested to undergo a mandate review as a result of the upcoming dissolution of the Cape Breton Growth Fund, a then wholly owned subsidiary of ECBC. The review included analysis of the relevance of ECBC's mandate, examination of its public policy purpose and its business lines, and recommendations regarding its future. This review was completed in the 2008–09 fiscal year.

In 2008, a cycle of strategic reviews was 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. A number of Crown corporations conducted a strategic review during the reporting period.

Special examinations

Each Crown corporation that is subject to Part X of the FAA is required to undergo a special examination every 10 years,¹⁶ pursuant to section 138 of the FAA. This examination is conducted by the external auditor(s) of the corporation (typically the Office of the Auditor General of Canada), and its purpose is to determine whether, during the period under examination, the corporation's financial and management practices and controls provided reasonable assurance that the corporation's assets were safeguarded and controlled, resources were managed economically and efficiently, and operations were carried out effectively.

Between March 1, 2008, and December 31, 2008, the Office of the Auditor General of Canada completed special examinations of the following Crown corporations:

- ▶ Canada Council for the Arts
- ▶ Defence Construction (1951) Limited
- ▶ The Federal Bridge Corporation Limited
- ▶ Great Lakes Pilotage Authority
- ▶ International Development Research Centre
- ▶ Pacific Pilotage Authority
- ▶ Parc Downsview Park Inc.
- ▶ VIA Rail Canada Inc.

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 2009 reporting period, 2008 cost data are used in this report. Total costs of the annual audits and special examinations conducted on 43 operational Crown corporations (including the Old Port of Montréal Corporation Inc. and Parc Downsview Park Inc.) 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, 2008,¹⁷ amounted to approximately \$21.3 million. Of this amount, the costs of the Office of the Auditor General of Canada totalled \$17.3 million, and those of private sector auditors, for work involving 8 Crown corporations, totalled \$3.9 million.

16. The constituent act for the CPPIB requires a special examination once every six years.

17. 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 2008

Type of Auditor	Costs for Audits (\$)	Costs for Special Examinations (\$)	Total Costs (\$)
Office of the Auditor General of Canada ¹⁸	11,789,701	5,540,893	17,330,594
Private Sector ¹⁹	3,842,176	99,975	3,942,151
Total	15,631,877	5,640,868	21,272,745

As at March 31, 2008, the Office of the Auditor General of Canada had completed special examinations for 8 Crown corporations at a total cost of \$5.5 million, and Ernst & Young had completed a special examination for one Crown corporation at a total cost of \$99,975.

For this period, private sector firms carried out audits jointly with the office of the Auditor General of Canada in the case of seven Crown corporations. Notably, private sector firms carried out audits solely in the case of two Crown corporations, specifically the Bank of Canada and the Canada Pension Plan Investment Board.

Exhibit 3: Use and Choice of Private Sector Auditors (to March 2008)

Crown Corporation	Audit Type	Private Sector Firm
Atomic Energy of Canada Limited	Joint	PricewaterhouseCoopers LLP
Bank of Canada	Sole	Ernst & Young LLP, 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	KPMG LLP
Canada Mortgage and Housing Corporation	Joint	Ernst & Young LLP
Canada Pension Plan Investment Board	Sole	Deloitte & Touche LLP
Canada Post Corporation	Joint	KPMG LLP
Public Sector Pension Investment Board	Joint	Deloitte & Touche LLP

18. Source: 2008 December Report of the Auditor General of Canada, Appendix D

19. The audit cost of the Canada Pension Plan Investment Board was not included as it is exempt from Part X of the FAA and therefore not required to submit this information.

Changes in accounting standards

In 2006, the Canadian Accounting Standards Board announced its decision that all publicly accountable enterprises, including Crown corporations, are to 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.

Achievements and awards

On December 4, 2008, the Canada Deposit Insurance Corporation was awarded the Canadian Institute of Chartered Accountants (CICA) 2007 Award of Excellence for Corporate Reporting in the large Crown corporation category. The award in the small Crown corporation category went to the Royal Canadian Mint.

Three 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 they took during the reporting period to eliminate employment barriers for members of the four designated groups: 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, 2008* were the Canada Council for the Arts, the Canadian Museum of Civilization, and the Canadian Museum of Nature. Notably, this was the Canadian Museum of Nature's sixth year of superior performance.

Five Crown corporations made Mediacorp Canada Inc.'s 2009 list of "Canada's Top 100 Employers." In the public sector and non-profit employers category, Business Development Bank of Canada, Canada Post Corporation, Export Development Canada, Farm Credit Canada, and the Royal Canadian Mint were recognized as industry leaders in attracting and retaining employees. These same five Crown corporations also made the 2007 and 2008 lists.

Exhibit 4: Parent Crown Corporations Grouped by Ministerial Portfolio
(as at July 31, 2009)

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 for Human Rights ¹ Canadian Museum of Civilization Canadian Museum of Nature National Arts Centre Corporation National Gallery of Canada National Museum of Science and Technology Telefilm Canada	Human Resources and Skills Development Canada Employment Insurance Financing Board Canada Mortgage and Housing Corporation Indian Affairs and Northern Development First Nations Statistical Institute	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.
Citizenship, Immigration and Multiculturalism Canadian Race Relations Foundation	Industry Business Development Bank of Canada Canadian Tourism Commission Standards Council of Canada	
Environment Corporation for the Mitigation of Mackenzie Gas Project Impacts	International Trade Canadian Commercial Corporation Export Development Canada	
Finance Bank of Canada Canada Deposit Insurance Corporation Canada Development Investment Corporation Canada Pension Plan Investment Board PPP Canada Inc. ²		Treasury Board Public Sector Pension Investment Board

1. CMHRC was established by *An Act to Amend the Museums Act* on August 10, 2008.

2. 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.

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 graphics depicting the overall performance of Crown corporations in each of the following areas:

- ▶ employment
- ▶ assets
- ▶ budgetary appropriations
- ▶ debt obligations

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

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

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

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 to simplify 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 tabled in Parliament.

The corporate data in this section largely reflect either the 2008 calendar year or the 2008–09 fiscal year. For Crown corporations with fiscal years ending on or after July 31, 2009, however, this report displays the financial data for the previous fiscal year. This report therefore includes data for the period ending July 31, 2008, specifically for the Canadian Dairy Commission and data for the period ending August 31, 2008, for both the Blue Water Bridge Authority and the National Arts Centre Corporation.

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

Employment

Overall Crown corporation employment increased by 616 employees during the reporting period, from 92,155 to 92,771 (a 0.67-per-cent increase). The largest fluctuations are as follows:

Increases

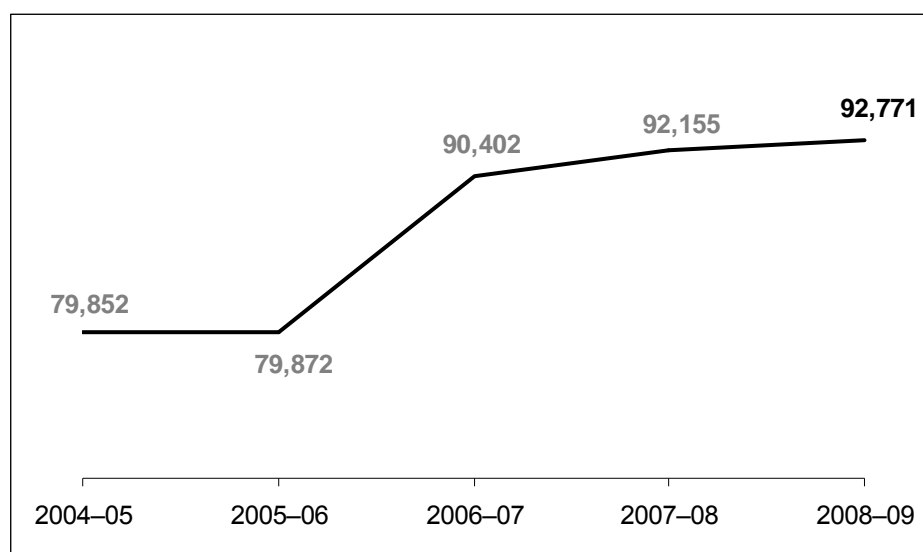
- ▶ Defence Construction (1951) Limited—an increase of 172 employees (a 28-per-cent increase)
- ▶ Atomic Energy of Canada Limited—an increase of 163 employees (a 3.4-per-cent increase)
- ▶ Canada Pension Plan Investment Board—an increase of 122 employees (a 33-per-cent increase)
- ▶ Marine Atlantic Inc.—an increase of 104 employees (a 10.9-per-cent increase)
- ▶ VIA Rail Canada—an increase of 92 employees (a 3-per-cent increase)
- ▶ Royal Canadian Mint—an increase of 90 employees (a 13.5-per-cent increase)
- ▶ Farm Credit Canada—a increase of 76 employees (a 5.2-per-cent increase)
- ▶ Public Sector Pension Investment Board—an increase of 68 employees (a 30-per-cent increase)
- ▶ Canada Mortgage and Housing Corporation—an increase of 57 employees (a 3-per-cent increase)

Decreases

- ▶ Canadian Broadcasting Corporation—a decrease of 360 employees (a 5-per-cent decrease)
- ▶ Canada Post Corporation—a decrease of 189 employees (a 0.3-per-cent decrease)

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

Exhibit 5: Employment in Crown Corporations, 2004–05 to 2008–09



Note that the analysis included employment data for 47 Crown corporations, operational as at July 31, 2009.

Assets

The data for assets cover 24 Crown corporations. Specifically, 25 corporations have been excluded from this section. These corporations and the reason for their exclusion are as follows:

- ▶ 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 and the Corporation for the Mitigation of Mackenzie Gas Project Impacts—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 Deposit Insurance Corporation, the Canadian Air Transport Security Authority, the Canadian Broadcasting Corporation, the Canadian Commercial Corporation, the Canadian Museum for Human Rights, the Canadian Museum of Civilization, the Canadian Race Relations Foundation, the Cape Breton Development Corporation, Defence Construction (1951) Limited, the Enterprise Cape Breton Corporation, The Federal Bridge Corporation Limited, the First Nations Statistical Institute, the Freshwater Fish Marketing Corporation, Marine Atlantic Inc., the National Capital Commission, the National Gallery of Canada, the National Museum of Science and Technology, 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 data from the above-named 20 Crown corporations were not available, these corporations have been removed from the year-over-year comparisons. Last year, however, the assets of these 20 Crown corporations totalled \$6.5 billion and accounted for 10.8 per cent of total assets.

The total assets for the 24 Crown corporations²⁰ reported on this year increased by \$72.14 billion, from \$206.21 billion last year to \$278.35 billion this year (a 35-per-cent increase).

The assets of the Canada Mortgage and Housing Corporation (including assets of the Canada Housing Trust) increased by \$55.34 billion (a 37.4-per-cent increase) primarily due to increased volumes of *National Housing Act* Mortgage-Backed Securities, approximately \$25 billion and \$28 billion of which were purchased from Canadian financial institutions by the Corporation and the Trust, respectively.

20. The 24 corporations include the Old Port of Montréal Corporation Inc., Parc Downsview Park Inc., and PPP Canada Inc., 3 deemed parent corporations that have separate financial statements not consolidated with their parent.

The assets of Export Development Canada increased by \$12.17 billion (a 52.7-per-cent increase) primarily due to an increase in disbursements and foreign exchange translation (note that this is reflected by an increase in debt).

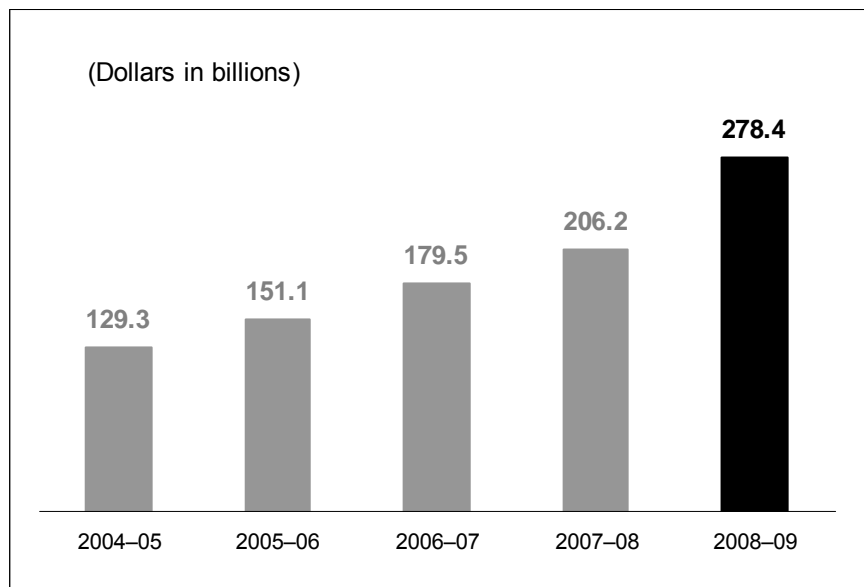
Other large increases in assets were noted for the following corporations:

- ▶ Farm Credit Canada—an increase of \$2.33 billion (a 15.1-per-cent increase)
- ▶ Business Development Bank of Canada—an increase of \$0.67 billion (a 5.8-per-cent increase)
- ▶ Canada Post Corporation—an increase of \$0.42 billion (an 8.2-per-cent increase)

The following five Crown corporations accounted for 98.5 per cent of the total assets reported in the 2009 reporting period: the Canada Mortgage and Housing Corporation, 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, 2004–05 to 2008–09



Budgetary appropriations

Total parliamentary funding for Crown corporations increased by \$0.868 billion over the previous year, rising from \$5.129 billion in the 2008 reporting period to \$5.997 billion in the 2009 reporting period (a 16.9-per-cent increase).

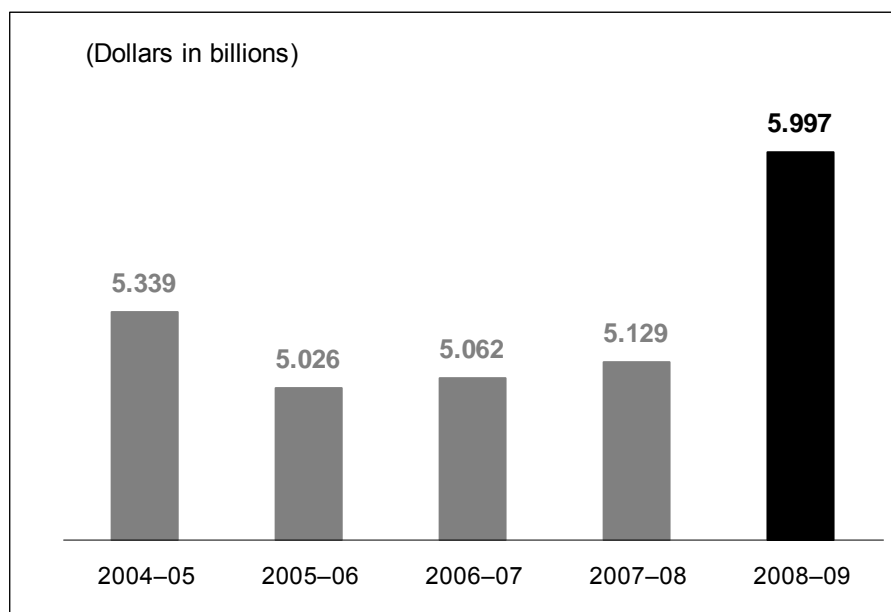
The appropriation for the Canada Mortgage and Housing Corporation increased by \$0.37 billion (an 18.4-per-cent increase) primarily due to the establishment of the \$300-million First Nations Market Housing Fund and a \$70-million increase in project operating costs (primarily repairs).

The appropriation for Atomic Energy of Canada Limited increased by \$0.35 billion (a 191.8-per-cent increase) primarily due to the following: health, safety, security, and environmental upgrades; continued safe and reliable operations of the Chalk River Laboratories facilities; the development of the Advanced CANDU[®] Reactor; and support for the completion of CANDU reactor refurbishment projects.

Other large funding increases were noted for the following corporations:

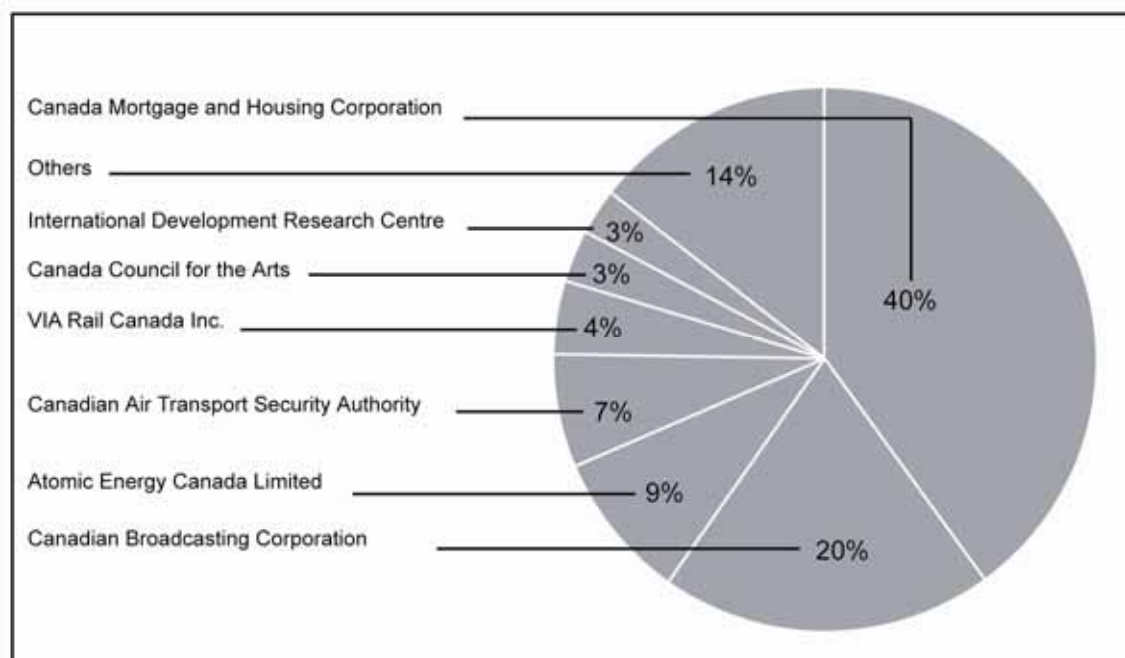
- ▶ Canadian Broadcasting Corporation—an increase of \$0.07 billion (a 6.1-per-cent increase)
- ▶ VIA Rail Canada Inc.—an increase of \$0.04 billion (a 20.7-per-cent increase)
- ▶ Marine Atlantic Inc.—an increase of \$0.04 billion (a 55.5-per-cent increase)
- ▶ PPP Canada Inc.—first-time appropriation of \$0.003 billion

Total budgetary appropriations for the five year period from 2004–05 to 2008–09 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 49 parent and deemed parent Crown corporations, 26 received appropriations during 2008–09.

Exhibit 7: Total Budgetary Appropriations, 2004–05 to 2008–09

The following seven Crown corporations accounted for 86 per cent of the total budgetary appropriations received by Crown corporations: the Canada Mortgage and Housing Corporation with \$2.39 billion, the Canadian Broadcasting Corporation with \$1.71 billion, Atomic Energy of Canada Limited with \$0.53 billion, the Canadian Air Transport Security Authority with \$0.43 billion, VIA Rail Canada Inc. with \$0.26 billion, the Canada Council for the Arts with \$0.18 billion, and the International Development Research Centre with \$0.17 billion.

Exhibit 8 provides a summary view of the recipients of 2008–09 budgetary appropriations. Percentages shown in the following chart are based on the total number of corporations receiving appropriations.

Exhibit 8: Recipients of 2008–09 Budgetary Appropriations

Debt obligations

The analysis of debt data in this section covers 24 Crown corporations but excludes 25, as was the case for the assets data. Debt obligations, consisting of debts payable either to Canada or the private sector, increased by \$69.06 billion over the reporting period, from \$168.66 billion last year to \$237.72 billion this year (a 41-per-cent increase). This overall increase is attributable to the following:

- ▶ an increase of \$26.9 billion (16.9 per cent) in debts to the private sector, rising from \$159.31 billion to \$186.21 billion; and
- ▶ an increase of \$42.16 billion (450.9 per cent) in debts to Canada, rising from \$9.35 billion to \$51.51 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.

The debt of the Canada Housing Trust, as part of the Canada Mortgage and Housing Corporation (CMHC), increased by \$55.85 billion (a 42.8-per-cent increase). More specifically, Canada Housing Trust, an arm's-length mortgage funding vehicle, has been consolidated on CMHC's balance sheet under current Canadian Generally Accepted Accounting Principles as a variable interest entity that has its debt obligations guaranteed by CMHC. As more lender financial institutions have used the Trust to fund their mortgages and as investors have continued to show increasing interest in investing in the Trust's CMHC-guaranteed debt obligations, the volume has grown. Therefore, the

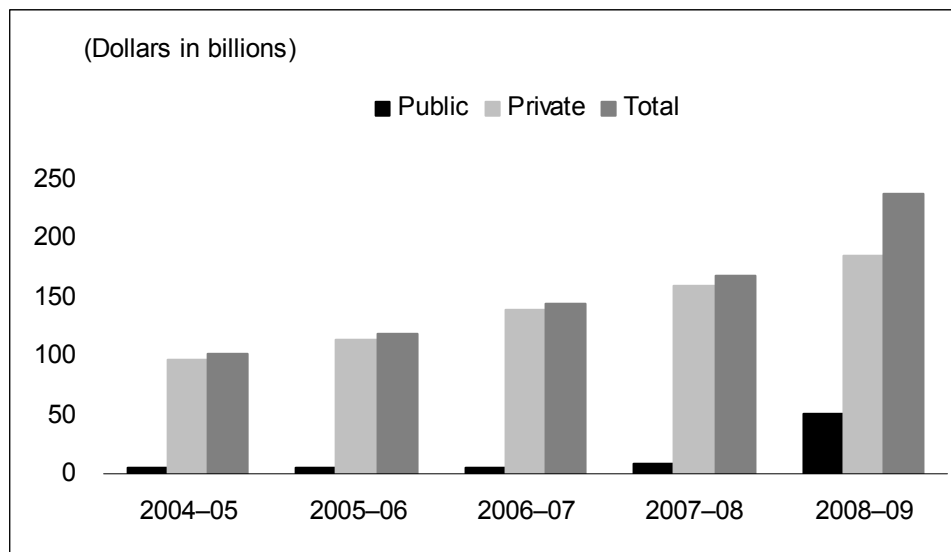
borrowings for Canada Mortgage Bonds increased by \$29.996 billion in 2008, with a corresponding increase in assets.

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

- ▶ Export Development Canada—an increase of \$10.3 billion (a 66.1-per-cent increase)
- ▶ Farm Credit Canada—an increase of \$2.05 billion (a 15.4-per-cent increase)
- ▶ Business Development Bank of Canada—an increase of \$0.64 billion (a 7.2-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 25 Crown corporations for which data were either not available or appropriately excluded.

Exhibit 9: Total Debt Obligations of Crown Corporations, 2004–05 to 2008–09



The four largest debtors for 2008–09, together with their respective proportions of the overall debt obligations of \$237.72 billion, were the Canada Mortgage and Housing Corporation (78.4 per cent), Export Development Canada (10.9 per cent), Farm Credit Canada (6.46 per cent), and the Business Development Bank of Canada (4.1 per cent). Export Development Canada, Farm Credit Canada, and the Business Development Bank of Canada were also among the largest debtors last year; however, debt information for the Canada Mortgage and Housing Corporation was not available for inclusion in last year's report. The Corporation was therefore not considered one of last year's largest debtors.

Exhibit 10 presents the respective debt loads of the largest debtors in 2008–09 as compared to their debt loads in 2004–05.

Exhibit 10: Comparison of Largest Debtors in 2008–09 and in 2004–05

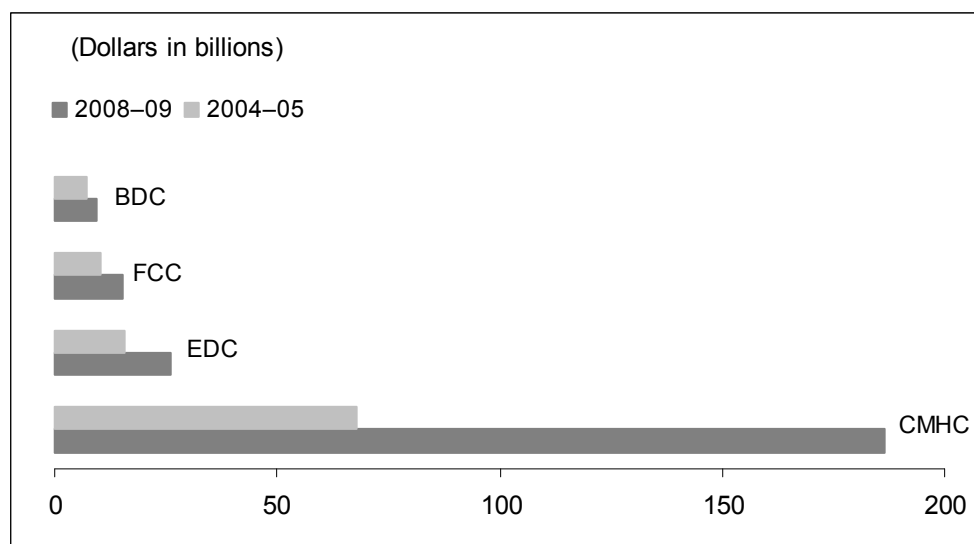


Exhibit 11 presents total employment and financial data for the 24 Crown corporations reported on this year, grouped by ministerial portfolio. Exhibit 12 presents the total operating results and financing data for the same 24 corporations, also grouped by ministerial portfolio. Note that data for the 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, 2009; \$ millions)

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-Term Liabilities	Equity*	
Canadian Dairy Commission	194.3	182.9	0.8	10.6	65
Farm Credit Canada	17,803.0	8,249.0	7,278.0	2,276.0	1,533
Total Agriculture and Agri-Food	17,997.3	8,431.9	7,278.8		1,598
Enterprise Cape Breton Corporation	—	—	—	—	46
Total Atlantic Canada Opportunities Agency	0.0	0.0	0.0		46
Canada Council for the Arts	264.0	33.8	4.9	225.4	208
Canadian Broadcasting Corporation	—	—	—	—	7424
Canadian Museum for Human Rights	—	—	—	—	11
Canadian Museum of Civilization	—	—	—	—	399
Canadian Museum of Nature	241.7	44.3	202.0	(4.6)	180
National Arts Centre Corporation	90.2	20.7	68.2	1.3	311
National Gallery of Canada	—	—	—	—	261
National Museum of Science and Technology	—	—	—	—	203
Telefilm Canada	—	—	—	—	200
Total Canadian Heritage	596.0	98.7	275.1		9,197
Canadian Race Relations Foundation	—	—	—	—	9
Total Citizenship, Immigration and Multiculturalism	0.0	0.0	0.0		9
Corporation for the Mitigation of Mackenzie Gas Project Impacts	—	—	—	—	—
Total Environment	0.0	0.0	0.0		0
Bank of Canada	78,583.5	53,731.3	0.0	212.9	1208
Canada Deposit Insurance Corporation	—	—	—	—	97
Canada Development Investment Corporation	433.4	51.2	106.4	275.8	5
Canada Pension Plan Investment Board	112,486.0	6,039.0	946.0	0.0	490
PPP Canada Inc.	1.6	0.3	0.1	1.2	2
Total Finance	435.0	51.5	106.5		1,802
Freshwater Fish Marketing Corporation	—	—	—	—	196
Total Fisheries and Oceans	0.0	0.0	0.0		196
International Development Research Centre	89.3	52.0	23.8	13.5	470
Total Foreign Affairs	89.3	52.0	23.8		470
Canada Employment Insurance Financing Board	—	—	—	—	—
Canada Mortgage and Housing Corporation	203,512.0	19,977.0	175,365.0	8,170.0	1,945
Total Human Resources and Skills Development	203,512.0	19,977.0	175,365.0		1,945
First Nations Statistical Institute	—	—	—	—	0
Total Indian Affairs and Northern Development	0.0	0.0	0.0		0

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-Term Liabilities	Equity*	
Business Development Bank of Canada	12,090.9	2,063.7	7,837.6	2,189.6	1,775
Canadian Tourism Commission	33.1	26.9	6.8	(0.7)	160
Standards Council of Canada	—	—	—	—	85
Total Industry	12,124.0	2,090.7	7,844.4		2,020
Canadian Commercial Corporation	—	—	—	—	117
Export Development Canada	35,256.0	10,225.0	18,915.0	6,116.0	1,052
Total International Trade	35,256.0	10,225.0	18,915.0		1,169
Atomic Energy of Canada Limited	990.2	810.4	3,430.6	(3,250.9)	4891
Cape Breton Development Corporation	—	—	—	—	15
Total Natural Resources	990.2	810.4	3,430.6		4,906
Defence Construction (1951) Limited	—	—	—	—	778
Total Public Works and Government Services	0.0	0.0	0.0		778
Atlantic Pilotage Authority	10.9	2.2	5.2	3.5	74
Blue Water Bridge Authority	188.5	6.5	97.5	84.5	57
Canada Lands Company Limited	493.0	166.7	58.5	267.8	322
Canada Post Corporation	5,591.0	1,181.0	2,877.0	1,507.0	61,368
Canadian Air Transport Security Authority	—	—	—	—	376
Federal Bridge Corporation Limited, The	—	—	—	—	153
Great Lakes Pilotage Authority	4.3	5.4	2.5	(3.6)	82
Laurentian Pilotage Authority	12.8	8.2	0.7	3.9	52
Marine Atlantic Inc.	—	—	—	—	1,058
National Capital Commission	—	—	—	—	472
Old Port of Montréal Corporation Inc.	34.1	9.3	24.8	(0.003)	173
Pacific Pilotage Authority	20.6	10.1	1.2	8.5	157
Parc Downsview Park Inc.	27.3	7.1	0.0	2.6	39
Ridley Terminals Inc.	27.7	3.3	5.3	19.1	87
Royal Canadian Mint	—	—	—	—	759
VIA Rail Canada Inc.	940.2	140.5	88.9	230.4	3,109
Total Transport, Infrastructure and Communities	7,350.5	1,540.2	3,161.7		68,338
Public Sector Pension Investment Board					
Public Service Pension Plan Account	28,436.0	3,940.0	0.0	24,496.0	—
Canadian Forces Pension Plan Account	7,839.0	1,089.0	0.0	6,750.0	—
Royal Canadian Mounted Police Pension Plan Account	2,806.0	390.0	0.0	2,416.0	—
Reserve Force Pension Plan Account	133.7	18.5	0.0	115.2	—
Total Treasury Board	39,214.7	5,437.5	0.0		297
Grand Total	278,350.2	43,277.4	216,401.0		92,771

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

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.

Exhibit 12: Operating Results and Financing Grouped by Ministerial Portfolio
(as of year-ends before July 31, 2009; \$ millions)

Corporation by Ministerial Portfolio	Net Income*	Financing			
		Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Canadian Dairy Commission	(12.6)	25.4	116.3	4.0	0.0
Farm Credit Canada	211.9	3,892.0	11,454.0	0.0	22.9
Total Agriculture and Agri-Food		3,917.4	11,570.3	4.0	22.9
Enterprise Cape Breton Corporation	—	—	—	8.7	—
Total Atlantic Canada Opportunities Agency		0.0	0.0	8.7	0.0
Canada Council for the Arts	(2.4)	0.0	0.0	182.2	0.0
Canadian Broadcasting Corporation	—	—	—	1,171.0	—
Canadian Museum for Human Rights	—	—	—	0.0	—
Canadian Museum of Civilization	—	—	—	77.5	—
Canadian Museum of Nature	0.5	31.4	0.0	30.2	0.0
National Arts Centre Corporation	0.2	0.0	0.0	35.5	0.0
National Gallery of Canada	—	—	—	56.0	—
National Museum of Science and Technology	—	—	—	31.6	—
Telefilm Canada	—	—	—	108.9	—
Total Canadian Heritage		31.4	0.0	1,693.1	0.0
Canadian Race Relations Foundation	—	—	—	0.0	—
Total Citizenship, Immigration and Multiculturalism		0.0	0.0	0.0	0.0
Corporation for the Mitigation of Mackenzie Gas Project Impacts	—	—	—	—	—
Total Environment		0.0	0.0	0.0	0.0
Bank of Canada	1,852.2	0.0	0.0	0.0	1852.2
Canada Deposit Insurance Corporation	—	—	—	0.0	—
Canada Development Investment Corporation	241.5	0.0	0.0	0.0	288.2
Canada Pension Plan Investment Board	(23,765.0)	0.0	0.0	0.0	0.0
PPP Canada Inc.	1.2	0.0	0.0	3.4	0.0
Total Finance		0.0	0.0	3.4	288.2
Freshwater Fish Marketing Corporation	—	—	—	0.0	—
Total Fisheries and Oceans		0.0	0.0	0.0	0.0
International Development Research Centre	(1.7)	0.0	0.0	170.5	0.0
Total Foreign Affairs		0.0	0.0	170.5	0.0
Canada Employment Insurance Financing Board	—	—	—	—	—
Canada Mortgage and Housing Corporation	1,778.0	153,691.0	32,618.0	2,391.0	0.0
Total Human Resources and Skills Development		153,691.0	32,618.0	2,391.0	0.0
First Nations Statistical Institute	—	—	—	1.1	—
Total Indian Affairs and Northern Development		0.0	0.0	1.1	0.0

Corporation by Ministerial Portfolio	Net Income*	Financing			
		Changes to Net Borrowings			Dividends
		Private Sector	Canada	Budgetary Appropriations	
Business Development Bank of Canada	90.6	2,345.4	7,283.6	0.0	16.0
Canadian Tourism Commission	0.8	0.0	0.0	82.7	0.0
Standards Council of Canada	—	—	—	7.1	—
Total Industry		2,345.4	7,283.6	89.8	16.0
Canadian Commercial Corporation	—	—	—	15.2	—
Export Development Canada	206.0	25,882.0	0.0	0.0	250.0
Total International Trade		25,882.0	0.0	15.2	250.0
Atomic Energy of Canada Limited	(413.4)	0.0	0.0	528.2	0.0
Cape Breton Development Corporation	—	—	—	66.2	—
Total Natural Resources		0.0	0.0	594.4	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	(0.8)	0.0	0.0	0.0	0.0
Blue Water Bridge Authority	4.2	96.8	0.0	0.0	0.0
Canada Lands Company Limited	12.8	152.8	38.6	0.0	7.6
Canada Post Corporation	90.0	74.0	0.0	103.2	22.0
Canadian Air Transport Security Authority	—	—	—	428.3	—
Federal Bridge Corporation Limited, The	—	—	—	20.3	—
Great Lakes Pilotage Authority	(0.2)	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	5.1	0.0	0.0	0.0	0.0
Marine Atlantic Inc.	—	—	—	117.5	—
National Capital Commission	—	—	—	78.7	—
Old Port of Montréal Corporation Inc.	(0.2)	0.0	0.0	21.1	0.0
Pacific Pilotage Authority	1.9	4.8	0.0	0.0	0.0
Parc Downsview Park Inc.	(4.5)	17.1	0.0	0.0	0.0
Ridley Terminals Inc.	0.9	0.0	0.0	0.0	0.0
Royal Canadian Mint	—	—	—	0.0	—
VIA Rail Canada Inc.	6.3	0.0	0.0	256.7	0.0
Total Transport, Infrastructure and Communities		345.5	38.6	1,025.9	29.6
Public Sector Pension Investment Board					
Public Service Pension Plan Account	(6,947.0)	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	(1,922.0)	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account	(685.0)	0.0	0.0	0.0	0.0
Reserve Force Pension Plan Account	(25.3)	0.0	0.0	0.0	0.0
Total Treasury Board		0.0	0.0	0.0	0.0
Grand Total		186,212.6	51,510.5	5,997.1	606.7

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

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

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 accordingly adjusted to provide a meaningful basis for comparison. The terms below are listed in the order in which they appear in the 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 reported by the Crown corporation as at July 31 of the reporting year. The figure includes the full-time staff and others employed outside Canada by the parent corporation and its wholly owned subsidiaries. The two exceptions are the data for the Canada Development Investment Corporation, which relate to the parent corporation only, and the data for the four pilotage authorities, which include contracted pilots.

Exhibit 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 Crown Corporations' Corporate Holdings

This section contains statistical information on Crown corporations and their corporate holdings for the period of August 1, 2008, to July 31, 2009. The information is presented in three parts.

Part 1, "Statistical summary," shows a year-to-year comparison of the number of parent Crown corporations and their subsidiaries, legal partnerships, and associates.

Part 2, "Changes during the year," identifies only the changes, specifically the additions and deletions, that occurred with regard to parent Crown corporations and their subsidiaries, legal partnerships, and associates.

Part 3 "Crown corporations' corporate holdings," presents an alphabetical list of parent Crown corporations together with their subsidiaries, legal partnerships, and associates. This year, the corporations that do not have any holdings were excluded for simplicity of presentation.

Part 1: Statistical summary

Number of parent Crown corporations, their wholly owned subsidiaries, and other subsidiaries, associates, and legal partnerships (as at July 31, 2009)

	2009	2008
Parent Crown Corporations	46*	45
Deemed Parent Crown Corporations ²¹	3	3
Wholly Owned Subsidiaries (100 per cent), excluding deemed Parent Crown Corporations	87	76
Other Subsidiaries, Associates, and Legal Partnerships	13	13

* Includes the CEIFB and the CMMGPI, which were non-operational as at July 31, 2009.

21. Deemed parent Crown corporations are wholly owned subsidiaries that have been directed by the government to report as parent Crown corporations.

Part 2: Changes during the year

Canada Development Investment Corporation

Subsidiaries held at 100 per cent

- 7169931 Canada Inc. Added
- 7176384 Canada Inc. Added

Canada Pension Plan Investment Board

Subsidiaries held at 100 per cent

- Canada Pension Plan Investment Board Financial Products Inc. Added
- CPP Investment Board PMI-3 Inc. Added
- CPPIB Capital Inc. Added
- CPPIB Communications Holdings Pty Ltd. Added
- CPPIB Credit Investments Inc. Added
- Greenwood Holdings 1 Inc. Added
- Greenwood Holdings 2 Inc. Added

Canada Post Corporation

Subsidiaries held at 100 per cent

- Canada Post International Limited Deleted

Canadian Broadcasting Corporation

Subsidiaries held at 50 to 99 per cent

- ARTV (added 16 per cent for total of 61 per cent interest) Added

Public Sector Pension Investment Board

Subsidiaries held at 100 per cent

- Infra-PSP Credit Inc. Added
- 4487885 Canada Inc. Added
- PSPIB-Condor Inc. Added

Part 3: Crown corporation's corporate holdings

Crown Corporation	Subsidiaries/Associates*
Atomic Energy of Canada Limited	Subsidiaries held at 100 per cent <ul style="list-style-type: none"> • AECL Technologies B.V. • AECL Technologies Inc.
Business Development Bank of Canada	Subsidiary held at 100 per cent <ul style="list-style-type: none"> • BDC Capital Inc.
Canada Development Investment Corporation	Subsidiaries held at 100 per cent <ul style="list-style-type: none"> • Canada Eldor Inc. • Canada Hibernia Holding Corporation and its associate – Hibernia Management and Development Company Ltd. (8.5 per cent) • 7169931 Canada Inc. • 7176384 Canada Inc.
Canada Lands Company Limited	Subsidiary held at 100 per cent <ul style="list-style-type: none"> • Canada Lands Company CLC Limited
Canada Mortgage and Housing Corporation	Subsidiary held at 100 per cent <ul style="list-style-type: none"> • Canada Housing Trust²²
Canada Pension Plan Investment Board	Subsidiaries held at 100 per cent <ul style="list-style-type: none"> • Canada Pension Plan Investment Board Financial Products Inc. • 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 Sàrl • CPP Investment Board PMI-1 Inc. • CPP Investment Board PMI-3 Inc. • CPP Investment Board Private Debt Holdings Inc. • CPP Investment Board Private Holdings Inc. • CPP Investment Board Private Holdings (2) Inc. • 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 Capital Inc.

22. Note that the Canada Housing Trust does not have share capital but rather is a variable interest entity that, based on current accounting guidelines, is consolidated with the Canada Mortgage and Housing Corporation's activities.

Crown Corporation	Subsidiaries/Associates*
	<ul style="list-style-type: none"> • CPPIB Communications Holdings Pty Ltd. • CPPIB Credit Investments Inc. • CPPIB Infrastructure Holdings Inc. • CPPIB LAV Holdings Inc. • CPPIB NZ Airport Holding Inc. • CPPIB US Private Holdings Inc. • Greenwood Holdings 1 Inc. • Greenwood Holdings 2 Inc.
Canada Post Corporation	<p>Subsidiaries held at 100 per cent</p> <ul style="list-style-type: none"> • 2875039 Canada Limited • 2875047 Canada Limited • 3906949 Canada Inc. <p>Subsidiaries held at 50 to 99 per cent</p> <ul style="list-style-type: none"> • Innovapost Inc. (51 per cent) • Purolator Holdings Ltd. (90.96 per cent through the Corporation and 2875039 Canada Limited) and its subsidiaries <ul style="list-style-type: none"> – 964102 Ontario Inc. (100 per cent) – Purolator Courier Ltd. (100 per cent) and its subsidiaries <ul style="list-style-type: none"> ○ 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) <ul style="list-style-type: none"> ▪ Purolator U.S.A. Inc. (100 per cent) ○ Purolator Trade Solutions Ltd. (51 per cent) ○ Super Courier (1987) Ltd. (100 per cent) • SCI Group Inc. (98.74 per cent) <ul style="list-style-type: none"> – Progistix-Solutions Inc. (100 per cent) – AMG Logistics Inc. (100 per cent) – Assured Logistics Inc. (100 per cent) – First Team Transport Inc. (100 per cent) – Partnership Inc. (100 per cent) – 6076386 Canada Inc. (Edge Logistics Inc.) (100 per cent) <p>Associate held at less than 50 per cent</p> <ul style="list-style-type: none"> • Co-operative Vereniging International Post Corporation U.A. (5.92 per cent) and its subsidiary <ul style="list-style-type: none"> – IPC CV (100 per cent)

Crown Corporation	Subsidiaries/Associates*
Canadian Broadcasting Corporation	Subsidiary held at 50 to 99 per cent <ul style="list-style-type: none"> • The Canadian Documentary Channel (82 per cent) Associates held at less than 50 per cent <ul style="list-style-type: none"> • ARTV (61 per cent) • Cable North Microwave Limited (1 share) • Master FM Limited (20 per cent) • Sirius Canada Inc. (40 per cent) • TV5 Monde (6.7 per cent) • Visnews Limited (1 share)
Enterprise Cape Breton Corporation	Subsidiaries held at 100 per cent <ul style="list-style-type: none"> • Cape Breton Casting Inc. • Cape Breton Marine Farming Limited²³ • DARR (Cape Breton) Limited • Gulf Bras D'Or Estates Limited²⁴ Associate held at less than 50 per cent <ul style="list-style-type: none"> • Bell Bay Golf Developments Incorporated
Export Development Canada	Subsidiary held at 100 per cent <ul style="list-style-type: none"> • Exinvest Inc.
Federal Bridge Corporation Limited, The	Subsidiaries held at 100 per cent <ul style="list-style-type: none"> • Jacques Cartier and Champlain Bridges Incorporated, The • Seaway International Bridge Corporation, Ltd., The Subsidiary held at 50 to 99 per cent <ul style="list-style-type: none"> • St. Mary's River Bridge Company (91.7 per cent)
Marine Atlantic Inc.	Subsidiary held at 100 per cent <ul style="list-style-type: none"> • Newfoundland Dockyard Corporation
Public Sector Pension Investment Board	Subsidiaries held at 100 per cent <ul style="list-style-type: none"> • 4487885 Canada Inc. • Blue & Gold Private Investments Inc. • Datura Private Investments Inc. • Galvaude Private Investments Inc. • High Spruce Investments Inc. • Infra-PSP Canada Inc. • Infra-PSP Credit Inc. • Infra-PSP ECEF Inc. • Infra-PSP GP Partners Inc. • Infra-PSP Partners. Inc. • Ivory Private Investments Inc. • Kings Island Private Investments Inc.

23. Inactive corporation

24. Inactive corporation

Crown Corporation	Subsidiaries/Associates*
	<ul style="list-style-type: none"> • Port-aux-Choix Private Investments Inc. • PSP Capital Inc. • PSP Finco Inc. • PSP Public Credit I Inc. • PSPIB-Condor 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.
Royal Canadian Mint	Subsidiary held at 100 per cent <ul style="list-style-type: none"> • RCMH-MRCF Inc. — TGM Specialty Services Inc. (50 per cent)

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

2.5 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 which corporate plan summaries and annual reports were required to be tabled in Parliament by July 31, 2009, and whether they 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,²⁵ the minister responsible must table a capital budget summary and possibly an operating budget summary²⁶ in addition to the corporate plan summary. Out of a total of 49 Crown corporations, tabling data for 38 Crown corporations are included in this section. As of July 31, 2009, two Crown corporations²⁷ were non-operational.

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

Deadlines for tabling in Parliament and results achieved

Legislative provisions set out the deadlines for the tabling of Crown corporations' reports before each House of Parliament. The reports and their tabling deadlines are 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.

25. 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 budgets, or operating budgets for tabling in Parliament. (See the Appendix for a list of acronyms used in this report.)

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

27. The Canada Employment Insurance Financing Board and the Corporation for the Mitigation of Mackenzie Gas Project Impacts were non-operational on July 31, 2009.

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 the actual sitting days in Parliament occurring up to July 31, 2009.

Overall results

During the one-year period ending July 31, 2009, 140 reports from Crown corporations were tabled in the House of Commons, 136 reports were tabled in the Senate, and 37 reports were yet to be tabled, for a total of 313 reports expected to be tabled in Parliament. Of these, 229 reports (or 73 per cent) were tabled on time, 47 reports (or 15 per cent) were tabled late, and 37 reports (or 12 per cent) were not yet tabled. During the period under review, 41 reports were marginally late (within 15 days of the deadline.)

The information reported in section 2.5 was audited by the Auditor General of Canada, and her report is included at the end of this section.

Exhibit 13: Summary of Late Tabling Statistics—2009

House of Commons	Number of sitting days past the tabling deadline					Total
	1–15	16–30	31–60	61–90	91+	
Annual Reports	3	2	1			6
Corporate Plan Summaries	11		3	1		15
Amended Corporate Plan Summaries	1	1			1	3
Capital Budget Summaries	11		3	1		15
Amended Capital Budget Summaries		1			1	2
Operating Budget Summaries	9		3	1		13
Amended Operating Budget Summaries		1			1	2
Total	35	5	10	3	3	56

Note: The House of Commons sat 92 days between August 1, 2008, and July 31, 2009.

Senate	Number of sitting days past the tabling deadline					Total
	1–15	16–30	31–60	61–90	91+	
Annual Reports	3	1			1	5
Corporate Plan Summaries		5	1			6
Amended Corporate Plan Summaries	1		1	1		3
Capital Budget Summaries		5	1			6
Amended Capital Budget Summaries	1		1			2
Operating Budget Summaries		3	1			4
Amended Operating Budget Summaries	1		1			2
Total	6	14	6	1	1	28

Note: The Senate sat 58 days between August 1, 2008, and July 31, 2009.

The following legend applies to the tabling report below:

- ▶ **Deadline** columns: “n/a” indicates that the deadline date was after July 31 and is not available because the sitting days are not known in advance.
- ▶ **Tabled** columns: “not yet” indicates that the report had not been tabled as at July 31.
- ▶ **Tabled** columns: “not due yet” indicates that, depending on the fiscal year end of the Crown corporation, the report is not required to be tabled during the reporting period of this annual report; it will be reported next year.

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2009

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Atlantic Pilotage Authority (year-end Dec. 31)					
2008	Annual Report	2009-05-06	2009-04-28	2009-05-27	2009-04-29
Atomic Energy of Canada Limited (year-end Mar. 31)					
2006-07	Annual Report	2007-11-13	2007-07-18	2007-11-22	2007-10-18
2007-08	Annual Report	2009-01-27	2008-07-16	2009-02-05	2008-07-16
2007-08	Capital Budget Summary	2009-02-02	2008-07-16	2009-03-04	2008-07-16
2007-08	Operating Budget Summary	2009-02-02	2008-07-16	2009-03-04	2008-07-16
2007-08 to 2011-12	Corporate Plan Summary	2009-02-02	2008-07-16	2009-03-04	2008-07-16
2008-09	Capital Budget Summary	2009-02-24	2009-01-27	2009-03-26	2009-01-28
2008-09	Operating Budget Summary	2009-02-24	2009-01-27	2009-03-26	2009-01-28
2008-09 to 2012-13	Corporate Plan Summary	2009-02-24	2009-01-27	2009-03-26	2009-01-28
Blue Water Bridge Authority (year-end Aug. 31)					
2007-08	Annual Report	2009-02-09	2009-01-26	2009-02-26	2009-01-27
2008-09	Capital Budget Summary	2009-04-30	2009-05-07	2009-06-09	2009-05-12
2008-09	Operating Budget Summary	2009-04-30	2009-05-07	2009-06-09	2009-05-12
2008-09 to 2012-13	Corporate Plan Summary	2009-04-30	2009-05-07	2009-06-09	2009-05-12
Business Development Bank of Canada (year-end Mar. 31)					
2007-08	Annual Report	2009-01-27	2008-07-16	2009-02-05	2008-07-16
2008-09	Annual Report	n/a	2009-07-22	n/a	2009-07-22
2009-10	Capital Budget Summary	2009-05-29	2009-06-01	n/a	2009-06-02
2009-10	Operating Budget Summary	2009-05-29	2009-06-01	n/a	2009-06-02
2009-10 to 2013-14	Corporate Plan Summary	2009-05-29	2009-06-01	n/a	2009-06-02
2009-10	Capital Budget Summary, Amendment	2009-06-12	2009-06-12	n/a	2009-06-16
2009-10	Operating Budget Summary, Amendment	2009-06-12	2009-06-12	n/a	2009-06-16
2009-10 to 2013-14	Corporate Plan Summary, Amendment	2009-06-12	2009-06-12	n/a	2009-06-16

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2009

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Deposit Insurance Corporation (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2008-11-19	2009-02-05	2008-11-20
2009–10	Capital Budget Summary	2009-05-29	2009-05-25	n/a	2009-05-26
2009–10	Operating Budget Summary	2009-05-29	2009-05-25	n/a	2009-05-26
2009–10 to 2013–14	Corporate Plan Summary	2009-05-29	2009-05-25	n/a	2009-05-26
Canada Development Investment Corporation (year-end Dec. 31)					
2008	Annual Report	2009-05-06	2009-04-23	2009-05-27	2009-04-28
2009	Capital Budget Summary	2009-04-23	2009-04-20	2009-06-02	2009-04-21
2009 to 2013	Corporate Plan Summary	2009-04-23	2009-04-20	2009-06-02	2009-04-21
2009	Capital Budget Summary, Amendment	2009-06-18	2009-06-18	n/a	2009-06-22
2009 to 2013	Corporate Plan Summary, Amendment #1	2009-06-18	2009-06-18	n/a	2009-06-22
Canada Lands Company Limited (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2007-07-16	2009-02-05	2008-07-14
2008–09	Annual Report	n/a	2009-07-22	n/a	2009-07-22
2008–09 to 2012–13	Corporate Plan Summary, Amendment	2009-03-13	2009-03-23	2009-04-29	2009-03-24
2009–10	Capital Budget Summary	2009-05-29	2009-06-02	n/a	2009-06-03
2009–10	Operating Budget Summary	2009-05-29	2009-06-02	n/a	2009-06-03
2009–10 to 2013–14	Corporate Plan Summary	2009-05-29	2009-06-02	n/a	2009-06-03
Canada Mortgage and Housing Corporation (year-end Dec. 31)					
2008	Annual Report	2009-05-06	2009-05-06	2009-05-27	2009-05-07
2009	Capital Budget Summary	2009-03-13	2009-03-13	2009-04-29	2009-03-24
2009	Operating Budget Summary	2009-03-13	2009-03-13	2009-04-29	2009-03-24
2009 to 2013	Corporate Plan Summary	2009-03-13	2009-03-13	2009-04-29	2009-03-24
2009	Capital Budget Summary, Amendment	2009-04-30	not yet	2009-06-09	not yet
2009	Operating Budget Summary, Amendment	2009-04-30	not yet	2009-06-09	not yet
2009 to 2013	Corporate Plan Summary, Amendment	2009-04-30	not yet	2009-06-09	not yet

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2009

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Post Corporation (year-end Dec. 31)					
2008	Annual Report	2009-05-06	2009-05-07	2009-05-27	2009-05-12
2007	Capital Budget Summary	2009-02-24	2009-02-27	2009-03-26	not yet
2007 to 2011	Corporate Plan Summary	2009-02-24	2009-02-27	2009-03-26	not yet
2008	Capital Budget Summary	2009-02-24	2009-02-27	2009-03-26	not yet
2008 to 2012	Corporate Plan Summary	2009-02-24	2009-02-27	2009-03-26	not yet
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	Annual Report	2009-01-27	2008-08-20	2009-02-05	2008-08-19
2008-09	Capital Budget Summary	2009-02-06	2009-02-12	2009-03-10	2009-02-24
2008-09	Operating Budget Summary	2009-02-06	2009-02-12	2009-03-10	2009-02-24
2008-09 to 2012-13	Corporate Plan Summary	2009-02-06	2009-02-12	2009-03-10	2009-02-24
2009-10	Capital Budget Summary, (First Year Only)	n/a	2009-06-19	n/a	2009-06-22
2009-10	Operating Budget Summary, (First Year Only)	n/a	2009-06-19	n/a	2009-06-22
2009-10 to 2013-14	Corporate Plan Summary, (First Year Only)	n/a	2009-06-19	n/a	2009-06-22
Canadian Commercial Corporation (year-end Mar. 31)					
2007-08	Annual Report	2009-01-27	2008-08-20	2009-02-05	2008-08-20
2009-10	Capital Budget Summary	2009-05-08	2009-04-20	2009-06-16	2009-04-21
2009-10	Operating Budget Summary	2009-05-08	2009-04-20	2009-06-16	2009-04-21
2009-10 to 2013-14	Corporate Plan Summary	2009-05-08	2009-04-20	2009-06-16	2009-04-21

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2009

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Dairy Commission (year-end Jul. 31)					
2007–08	Annual Report	2009-01-27	2008-11-20	2009-02-05	2008-11-25
2008–09	Capital Budget Summary	2009-02-23	2008-11-20	2009-03-25	2008-11-25
2008–09	Operating Budget Summary	2009-02-23	2008-11-20	2009-03-25	2008-11-25
2008–09 to 2012–13	Corporate Plan Summary	2009-02-23	2008-11-20	2009-03-25	2008-11-25
Canadian Museum of Civilization (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2008-08-20	2009-02-05	2008-08-20
2008–09	Capital Budget Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2008–09	Operating Budget Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2008–09 to 2012–13	Corporate Plan Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2009–10	Capital Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10	Operating Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10 to 2013–14	Corporate Plan Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
Canadian Museum of Nature (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2008-08-20	2009-02-05	2008-08-20
2008–09	Capital Budget Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2008–09	Operating Budget Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2008–09 to 2012–13	Corporate Plan Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2009–10	Capital Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10	Operating Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10 to 2013–14	Corporate Plan Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
Canadian Museum for Human Rights (year-end Mar. 31)					
2008–09	Capital Budget Summary	2009-02-24	2009-02-24	2009-03-26	2009-02-25
2008–09	Operating Budget Summary	2009-02-24	2009-02-24	2009-03-26	2009-02-25
2008–09 to 2012–13	Corporate Plan Summary	2009-02-24	2009-02-24	2009-03-26	2009-02-25
2009–10	Capital Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10	Operating Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10 to 2013–14	Corporate Plan Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2009

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Tourism Commission (year-end Dec. 31)					
2005	Capital Budget Summary, Amendment	2005-11-22	2008-02-15	2006-05-17	2008-02-26
2005	Operating Budget Summary, Amendment	2005-11-22	2008-02-15	2006-05-17	2008-02-26
2005 to 2009	Corporate Plan Summary, Amendment	2005-11-22	2008-02-15	2006-05-17	2008-02-26
2008	Annual Report	2009-05-06	2009-05-06	2009-05-27	2009-05-07
2008	Capital Budget Summary	2009-03-06	2009-03-06	2009-04-23	2009-03-10
2008	Operating Budget Summary	2009-03-06	2009-03-06	2009-04-23	2009-03-10
2008 to 2012	Corporate Plan Summary	2009-03-06	2009-03-06	2009-04-23	2009-03-10
2009	Capital Budget Summary	2009-06-12	2009-06-15	n/a	2009-06-16
2009	Operating Budget Summary	2009-06-12	2009-06-15	n/a	2009-06-16
2009 to 2013	Corporate Plan Summary	2009-06-12	2009-06-15	n/a	2009-06-16
Cape Breton Development Corporation (year-end Mar. 31)					
2006-07	Annual Report	2007-10-18	2007-08-22	2007-10-23	2007-10-18
2007-08	Annual Report	2009-01-27	2009-01-27	2009-02-05	2009-01-28
2008-09	Capital Budget Summary	2009-02-24	2009-02-23	2009-03-26	2009-02-24
2008-09	Operating Budget Summary	2009-02-24	2009-02-23	2009-03-26	2009-02-24
2008-09 to 2012-13	Corporate Plan Summary	2009-02-24	2009-02-23	2009-03-26	2009-02-24
Defence Construction (1951) Limited (year-end Mar. 31)					
2008-09	Capital Budget Summary	2008-06-05	2009-05-15	2008-11-27	2009-05-26
2008-09	Operating Budget Summary	2008-06-05	2009-05-15	2008-11-27	2009-05-26
2008-09 to 2012-13	Corporate Plan Summary	2008-06-05	2009-05-15	2008-11-27	2009-05-26
2007-08	Annual Report	2009-01-27	2009-01-26	2009-02-05	2009-01-27
2009-10	Capital Budget Summary	2009-05-15	2009-05-15	2009-06-22	2009-05-26
2009-10	Operating Budget Summary	2009-05-15	2009-05-15	2009-06-22	2009-05-26
2009-10 to 2013-14	Corporate Plan Summary	2009-05-15	2009-05-15	2009-06-22	2009-05-26

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2009

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Enterprise Cape Breton Corporation (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2008-08-20	2009-02-05	2008-08-20
2008–09	Annual Report	n/a	2009-07-22	n/a	2009-07-22
2009–10	Capital Budget Summary	2009-05-15	2009-05-28	2009-06-22	2009-06-02
2009–10	Operating Budget Summary	2009-05-15	2009-05-28	2009-06-22	2009-06-02
2009–10 to 2013–14	Corporate Plan Summary	2009-05-15	2009-05-28	2009-06-22	2009-06-02
Export Development Canada (year-end Dec. 31)					
2008	Annual Report	2009-05-06	2009-05-04	2009-05-27	2009-05-05
2009	Capital Budget Summary	2009-03-13	2009-03-03	2009-04-29	2009-03-04
2009	Operating Budget Summary	2009-03-13	2009-03-03	2009-04-29	2009-03-04
2009 to 2013	Corporate Plan Summary	2009-03-13	2009-03-03	2009-04-29	2009-03-04
2009 to 2013	Corporate Plan Summary, Amendment	n/a	2009-07-22	n/a	2009-07-22
Farm Credit Canada (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2008-07-16	2009-02-05	2008-07-16
2008–09	Annual Report	n/a	2009-07-22	n/a	2009-07-22
2009–10	Capital Budget Summary	2009-05-29	2009-05-04	n/a	2009-05-05
2009–10	Operating Budget Summary	2009-05-29	2009-05-04	n/a	2009-05-05
2009–10 to 2013–14	Corporate Plan Summary	2009-05-29	2009-05-04	n/a	2009-05-05
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)					
2007–08	Annual Report	2009-05-11	2009-05-08	2009-06-02	2009-05-12
First Nations Statistical Institute (year-end Mar. 31)					
2008–09	Capital Budget Summary	2009-02-27	not yet	2009-04-02	not yet
2008–09	Operating Budget Summary	2009-02-27	not yet	2009-04-02	not yet
2008–09 to 2012–13	Corporate Plan Summary	2009-02-27	not yet	2009-04-02	not yet

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2009

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Freshwater Fish Marketing Corporation (year-end Apr. 30)					
2007–08	Annual Report	2009-01-27	2008-12-01	2009-02-05	2008-12-02
2008–09	Capital Budget Summary	2009-02-09	2008-12-02	2009-03-11	2008-12-03
2008–09	Operating Budget Summary	2009-02-09	2008-12-02	2009-03-11	2008-12-03
2008–09 to 2012–13	Corporate Plan Summary	2009-02-09	2008-12-02	2009-03-11	2008-12-03
Great Lakes Pilotage Authority (year-end Dec. 31)					
2008	Annual Report	2009-05-06	2009-05-08	2009-05-27	2009-05-12
Laurentian Pilotage Authority (year-end Dec. 31)					
2008	Annual Report	2009-05-06	2009-04-28	2009-05-27	2009-04-29
Marine Atlantic Inc. (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2009-01-26	2009-02-05	2009-01-27
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	2009-02-24	2008-11-20	2009-02-25
2008–09	Operating Budget Summary	2008-05-29	2009-02-24	2008-11-20	2009-02-25
2008–09 to 2012–13	Corporate Plan Summary	2008-05-29	2009-02-24	2008-11-20	2009-02-25
National Capital Commission (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2009-01-26	2009-02-05	2009-01-27
2008–09	Capital Budget Summary	2008-06-12	2008-06-12	2009-01-26	2008-06-16
2008–09	Operating Budget Summary	2008-06-12	2008-06-12	2009-01-26	2008-06-16
2008–09 to 2012–13	Corporate Plan Summary	2008-06-12	2008-06-12	2009-01-26	2008-06-16
2008–09	Capital Budget Summary, Amendment	2009-02-24	2009-01-26	2009-03-26	2009-01-27
2009–10	Capital Budget Summary	2009-06-12	2009-06-17	n/a	2009-06-18
2009–10	Operating Budget Summary	2009-06-12	2009-06-17	n/a	2009-06-18
2009–10 to 2013–14	Corporate Plan Summary	2009-06-12	2009-06-17	n/a	2009-06-18

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2009

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
National Gallery of Canada (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2008-08-20	2009-02-05	2008-08-20
2008–09	Capital Budget Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2008–09	Operating Budget Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2008–09 to 2012–13	Corporate Plan Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2009–10	Capital Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10	Operating Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10 to 2013–14	Corporate Plan Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
National Museum of Science and Technology (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2008-08-20	2009-02-05	2008-08-20
2008–09	Capital Budget Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2008–09	Operating Budget Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2008–09 to 2012–13	Corporate Plan Summary	2008-05-29	2008-05-28	2008-11-20	2008-05-29
2009–10	Capital Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10	Operating Budget Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
2009–10 to 2013–14	Corporate Plan Summary	2009-05-15	2009-05-14	2009-06-22	2009-05-26
Old Port of Montréal Corporation Inc. (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2008-07-16	2009-02-05	2008-07-14
2009–10	Capital Budget Summary	2009-06-05	not yet	n/a	not yet
2009–10	Operating Budget Summary	2009-06-05	not yet	n/a	not yet
2009–10 to 2013–14	Corporate Plan Summary	2009-06-05	not yet	n/a	not yet
Pacific Pilotage Authority (year-end Dec. 31)					
2008	Annual Report	2009-05-06	2009-04-28	2009-05-27	2009-04-29
Parc Downsview Park Inc. (year-end Mar. 31)					
2007–08	Annual Report	2009-01-27	2008-07-16	2009-02-05	2008-07-14
2008–09	Annual Report	n/a	2009-07-22	n/a	2009-07-22
2009–10	Capital Budget Summary	2009-06-05	2009-06-08	n/a	2009-06-09
2009–10	Operating Budget Summary	2009-06-05	2009-06-08	n/a	2009-06-09
2009–10 to 2013–14	Corporate Plan Summary	2009-06-05	2009-06-08	n/a	2009-06-09

Tabling of parent Crown corporations' reports in Parliament during the year ended July 31, 2009

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
PPP Canada Inc. (year-end Mar. 31)*					
2008	Capital Budget Summary	2009-02-02	2009-01-30	2009-03-04	2009-02-03
2008	Operating Budget Summary	2009-02-02	2009-01-30	2009-03-04	2009-02-03
2008 to 2012	Corporate Plan Summary	2009-02-02	2009-01-30	2009-03-04	2009-02-03
2008	Capital Budget Summary, Amendment	2009-03-13	2009-03-13	2009-04-29	2009-03-24
2008	Operating Budget Summary, Amendment	2009-03-13	2009-03-13	2009-04-29	2009-03-24
2008 to 2012	Corporate Plan Summary, Amendment	2009-03-13	2009-03-13	2009-04-29	2009-03-24
Ridley Terminals Inc. (year-end Dec. 31)					
2007	Annual Report	2008-04-28	2009-01-26	2008-05-08	2009-01-27
2008	Annual Report	2009-05-06	not yet	2009-05-27	not yet
Royal Canadian Mint (year-end Dec. 31)					
2008	Annual Report	2009-05-06	not yet	2009-05-27	not yet
Standards Council of Canada (year-end Mar. 31)					
2007–08	Annual Report	2008-11-25	2009-01-27	2008-12-03	2009-01-28
2009–10	Capital Budget Summary	2009-05-15	2009-05-15	2009-06-22	2009-05-26
2009–10	Operating Budget Summary	2009-05-15	2009-05-15	2009-06-22	2009-05-26
2009–10 to 2013–14	Corporate Plan Summary	2009-05-15	2009-05-15	2009-06-22	2009-05-26
VIA Rail Canada Inc. (year-end Dec. 31)					
2008	Annual Report	2009-05-05	2009-05-05	2009-05-26	2009-05-06
2008	Capital Budget Summary	2009-03-13	not yet	2009-04-29	not yet
2008	Operating Budget Summary	2009-03-13	not yet	2009-04-29	not yet
2008 to 2012	Corporate Plan Summary	2009-03-13	not yet	2009-04-29	not yet

* In December 2008, PPP Canada Inc.'s fiscal year-end changed from the calendar year to March 31, the Government of Canada's fiscal year-end.



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 2009, the information contained in the report "*Tabling of Crown Corporations' Reports in Parliament*" included in the *2009 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 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, with the section "Deadlines for tabling in Parliament and results achieved" contained within the report.

Sylvain Ricard, CA
Assistant Auditor General
for the Auditor General of Canada

Ottawa, Canada
6 November 2009

2.6 Corporate Profiles

Introduction

The corporate profile of 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, 2009.

The profile also names the legislative authority under which the corporation was incorporated, notes the corporation's inclusion under the *Financial Administration Act* (FAA), 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 its 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 details about their performance over the past year, please consult the individual corporations' annual reports and summaries of their corporate plans that are tabled in Parliament in accordance with subsections 150(1) and 125(4) of the FAA, respectively. These reports are accessible on the Canada site,²⁸ on the corporations' respective websites, or by contacting the corporations directly.

28. <http://www.canada.gc.ca>

Atlantic Pilotage Authority

Transport, Infrastructure and Communities

Applied Title

Atlantic Pilotage Authority Canada

Abbreviation

APA

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Tom Calkin

Institutional Head

R. Anthony McGuinness, CEO

Constituent Act

Pilotage Act, R.S.C. 1985, c. P-14.

Year of Incorporation

1972

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

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.

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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Natural Resources

Chairperson

Glenna Carr

Institutional Head

Hugh MacDiarmid, President and CEO

Constituent Act
Canada Corporations Act, R.S.C. 1970, c. C-32.
Year of Incorporation

1952

Head Office
2251 Speakman Drive
Mississauga ON L5K 1B2

Telephone: 905-823-9040

Toll-free: 1-800-377-5995

Fax: 905-823-7565

Website: <http://www.aecl.ca>
Fiscal Year-End

March 31

Auditors
Auditor General of Canada
KPMG LLP
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; to manage nuclear wastes and legacy liabilities; and to 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 that provides services to nuclear utilities worldwide.

To achieve its mandate, AECL's commercial operations include reactor development, design, engineering, special equipment manufacturing, project management for 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, performs research, produces isotopes used in nuclear medicine and other applications, stores and manages nuclear wastes, and decommissions nuclear facilities.

Bank of Canada**Finance**

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Finance

Institutional Head

Mark J. Carney, Governor

Constituent Act*Bank of Canada Act* (R.S.C. 1985, c. B-2)**Year of Incorporation**

1934

Head Office234 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

Auditors

KPMG LLP

PricewaterhouseCoopers LLP

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, manages the government's exposure to financial risks, and 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

Applied Title

Blue Water Bridge Canada

Abbreviation

BWBC

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Ken James

Institutional Head

Chuck Chrapko, President and CEO

Constituent Act

Blue Water Bridge Authority Act, S.C. 1964-65, c. 6.

Year of Incorporation

1964

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

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 binational 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 of 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 toll charges for the use of the bridge structures and prepares a renewable long-term plan for the Canadian plaza.

Business Development Bank of Canada

Industry

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Industry

Chairperson

John A. MacNaughton

Institutional Head

Jean-René Halde, President and CEO

Constituent Act

Business Development Bank of Canada Act, S.C. 1995, c. 28.

Year of Incorporation

1974

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

Auditors

Auditor General of Canada
Raymond Chabot Grant Thornton LLP

Status

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

Mandate

To help create and develop Canadian businesses through the provision of financing, venture capital, and consulting services, with a particular focus on the needs of small and medium-sized enterprises.

Corporate Profile

The Business Development Bank of Canada (BDC) plays a leadership role in delivering financing, venture capital, and consulting services that support the needs of Canadian businesses. With 65 years as Canada's development bank, BDC provides solutions aimed at accelerating the success of Canadian entrepreneurs. BDC serves approximately 28,000 clients across Canada through four operational units: BDC Financing, BDC Subordinate Financing, BDC Venture Capital, and BDC Consulting.

Canada Council for the Arts

Canadian Heritage

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Canadian Heritage and Official Languages

Chairperson

Joseph L. Rotman

Institutional Head

Robert Sirman, Director and CEO

Constituent Act
Canada Council for the Arts Act, R.S.C. 1985, c. C-2.
Year of Incorporation

1957

Head Office
350 Albert Street, 12th Floor
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

Status

Exempt from Divisions I to IV of Part X of the *Financial Administration Act* (except for subsection 105(2) and sections 113.1 and 119 of Division II, 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, 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; administers the Art Bank and Endowments and Prizes and 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

Applied Title

Canada Deposit Insurance Corporation

Abbreviation

CDIC

Appropriate Minister

Minister of Finance

Chairperson

Bryan P. Davies

Institutional Head

Guy L. Saint-Pierre, President and CEO

Constituent Act

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; S.C. 2009, c. 2)

Year of Incorporation

1967

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

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 companies, and trust companies that take retail deposits, as well as associations governed by the *Cooperative Credit Associations Act* that take retail deposits, against loss in case of member failure.

To achieve its mandate, 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 and agencies, 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, intervention readiness for member institution failure, premium administration, claims and recoveries management, and depositor communications and awareness.

Canada Development Investment Corporation

Finance

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Finance

Chairperson

N. William C. Ross

Institutional Head

Vacant

Constituent Act
Canada Business Corporations Act, R.S.C. 1985, c. C-44.
Year of Incorporation

1982

Head Office
1235 Bay Street, Suite 400
Toronto ON M5R 3K4

Telephone: 416-304-3932

Fax: 416-934-5009

Website: <http://www.cdiccei.ca>
Fiscal Year-End

December 31

Auditors
Auditor General of Canada
KPMG LLP
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 to 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 by operating in a commercial manner.

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.

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.

The CDIC presently has five wholly owned subsidiaries. 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.

In early 2009, pursuant to Orders in Council, CDIC incorporated two new subsidiaries, 7169931 Canada Inc. and 7176384 Canada Inc., to manage the business interests of the Crown on a commercial basis of restructured Chrysler and General Motors respectively. CDIC will manage the government's equity stake in both companies with a view to maximizing value for Canadian taxpayers.

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 Skills Development

Applied Title

N/A

Head Office

National Capital Region

Abbreviation

N/A

Fiscal Year-End

March 31

Appropriate Minister

Minister of Human Resources and Skills Development

Auditor

Auditor General of Canada

Chairperson

David A. Brown

Institutional Head

Vacant

Constituent Act

Canada Employment Insurance Financing Board Act,
S.C. 2008, c. 28, s. 121.

Year of Incorporation

2008

Status

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

Mandate

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

Corporate Profile

The CEIFB is a Crown corporation responsible for implementing an improved Employment Insurance premium rate-setting mechanism designed to ensure that Employment Insurance revenues and expenditures break even over time, beginning in 2011. The Board will also manage any excess Employment Insurance revenues from a given year, in a separate bank account, and will invest these excess revenues for future Employment Insurance purposes.

Canada Lands Company Limited

Transport, Infrastructure and Communities

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Marc Rochon

Institutional Head

Mark Laroche, President and CEO

Constituent Act
Canada Business Corporations Act, R.S.C. 1985, c. C-44.
Year of Incorporation

1956

Head Office
1 University Avenue, Suite 1200
Toronto ON M5J 2P1

Telephone: 416-952-6100

Toll-free: 1-888-252-5263

Fax: 416-952-6200

Website: <http://www.clc.ca>
Fiscal Year-End

March 31

Auditors

Auditor General of Canada

KPMG LLP

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; Park Downsview Park Inc. (PDP), which manages and develops the former Canadian Forces Base (CFB) Toronto lands as an urban recreational green space; and the 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 environmental 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 19 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 Skills Development

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Human Resources and Skills Development

Chairperson

Dino Chiesa

Institutional Head

Karen Kinsley, President and CEO

Constituent Act

Canada Mortgage and Housing Corporation Act,
R.S.C. 1985, c. C-7.

Year of Incorporation

1946

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

Auditors

Auditor General of Canada

Ernst & Young LLP

Status

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

Mandate

To promote the construction, repair, and modernization of housing; to promote the improvement of housing and living conditions, housing affordability, and choice; to promote the availability of low-cost financing for housing; and to promote 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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Finance

Chairperson

Robert M. Astley

Institutional Head

David F. Denison, President and CEO

Constituent Act

Canada Pension Plan Investment Board Act, S.C. 1997,
c. 40.

Year of Incorporation

1998

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

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 Investment Board Act*.

Corporate Profile

The Canada Pension Plan Investment Board (CPPIB) was created in December 1997 by 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 continue diversifying the portfolio of CPP assets, the CPPIB invests in public equities, private equities, inflation-linked bonds, real estate, infrastructure, and fixed-income instruments. At March 31, 2009, the CPP Fund totalled \$105.5 billion.

Canada Post Corporation**Transport, Infrastructure and Communities**

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Marc Courtois

Institutional Head

Moya Greene, President and CEO

Constituent Act*Canada Post Corporation Act*, R.S.C. 1985, c. C-10.**Year of Incorporation**

1981

Head OfficeCanada 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

AuditorsAuditor General of Canada
KPMG LLP**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.

For 158 years, Canada Post has been a pillar of the Canadian economy, connecting Canadians, their communities, and their businesses. As a financially self-sustaining Crown corporation, Canada Post continues to play this essential role. To compete more effectively, Canada Post operates as the Canada Post Group, a group of related businesses – with 72,000 employees – held by the Canada Post Corporation, to deliver a full range of delivery, logistics, and fulfillment services to customers. Canada Post segment refers to the core service of Canada Post, excluding other interests.

Canada Post has the sole and exclusive privilege of collecting, transmitting, and delivering letters up to 500 grams within Canada. More than half of the group's revenues are derived from business that operates in fully competitive markets, including Canada Post's Parcels line of business. Every business day, the Canada Post segment processes some 45 million pieces of mail to nearly 15 million residential and business addresses; this delivery network expands by approximately 200,000 addresses every year. There are more than 23,000 delivery routes in Canada. With more than 6,600 post offices, Canada Post has the largest retail network in Canada.

Canadian Air Transport Security Authority

Transport, Infrastructure and Communities

Applied Title

Canadian Air Transport Security Authority

Abbreviation

CATSA

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

D. Ian Glen

Institutional Head

Kevin McGarr, President and CEO

Constituent Act

Canadian Air Transport Security Authority Act, s. 2, being Part I of the *Budget Implementation Act, 2001*, S.C. 2002, c. 9.

Year of Incorporation

2002

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

Status

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

Mandate

The Canadian Air Transport Security Authority (CATSA) is responsible for the delivery of 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.

The legislation also specifies that the delivery of screening services must be done in a consistent manner and in the public interest.

CATSA has a mandate to provide security in four areas of aviation security:

Pre-Board Screening;
Hold Baggage Screening;
Non-Passenger Screening; and
Restricted Area Identity Card.

Corporate Profile

The Canadian Air Transport Security Authority (CATSA), a Crown corporation headquartered in the National Capital Region, was the cornerstone of the Government of Canada's response to the attacks of 9/11.

Before 9/11, screening at airports was the responsibility of airlines; in turn, they contracted these services to private companies. The use of private companies to screen passengers, using various standards and methodologies, quickly became a concern to the government. As a result, CATSA was created to deliver security screening services at 89 designated airports in an efficient, effective, and consistent manner that was in the public interest.

With over 390 employees who support the operations of just over 6,000 screening officers, CATSA screens over 43 million passengers, 56 million pieces of baggage, and more than 600,000 non-passengers every year.

Canadian Broadcasting Corporation

Canadian Heritage

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Canadian Heritage and Official Languages

Chairperson

Timothy W. Casgrain

Institutional Head

Hubert T. Lacroix, President and CEO

Constituent Act

Broadcasting Act, R.S.C. 1991, c. 11.

Year of Incorporation

1936

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

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

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 by 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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of International Trade and Minister for the Asia-Pacific Gateway

Chairperson

Alan R. Curleigh

Institutional Head

Marc Whittingham, President and CEO

Constituent Act

Canadian Commercial Corporation Act, R.S.C. 1985, c. C-14.

Year of Incorporation

1946

Head Office

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

Telephone: 613-996-0034

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

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 to 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 and 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 the export of Canadian goods and services worth over \$1.9 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 opportunities for contracts with the United States Department of Defense.

Canadian Dairy Commission

Agriculture and Agri Food

Applied Title

Canadian Dairy Commission

Abbreviation

CDC

Appropriate Minister

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

Chairperson

Randy Williamson

Institutional Head

John Core, CEO

Constituent Act

Canadian Dairy Commission Act, R.S.C. 1985, c. C-15.

Year of Incorporation

1966

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

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 to 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 the 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 for Human Rights

Canadian Heritage

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Canadian Heritage and Official Languages

Chairperson

Arni Thornsteinson

Institutional Head

Vacant

Constituent Act
Museums Act, S.C. 1990, c. 3, s. 15.
Year of Incorporation

2008

Head Office
269 Main Street
Winnipeg MB R3C 1B2

Telephone: 204-289-2000

Toll-free: 1-877-877-6037

Fax: 204-289-2001

Website: <http://www.humanrightsmuseum.ca>
Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Status
Schedule III, Part I of the *Financial Administration Act*, an agent of Her Majesty.
Mandate

To explore the subject of human rights, with special but not exclusive reference to Canada, in order to enhance the public's understanding of human rights, to promote respect for others, and to encourage reflection and dialogue.

Corporate Profile

The Canadian Museum for Human Rights Corporation (CMHRC) was established as a Crown Corporation in 2008 by the *Act to Amend the Museums Act*. The Corporation's primary responsibilities are the establishment and management of Canada's national museum for human rights, the Canadian Museum for Human Rights. The museum, which is yet to be built, aims to be a symbol of Canada's unwavering commitment to recognizing, promoting, and celebrating human rights.

Canadian Museum of Civilization

Canadian Heritage

Applied Title

Canadian Museum of Civilization

Abbreviation

N/A

Appropriate Minister

Minister of Canadian Heritage and Official Languages

Chairperson

Fredrik S. Eaton

Institutional Head

Victor Rabinovitch, President and CEO

Constituent Act

Museums Act, S.C. 1990, c. 3, s. 7.

Year of Incorporation

1990

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

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.

Canadian Museum of Nature

Canadian Heritage

Applied Title

Canadian Museum of Nature

Abbreviation

N/A

Appropriate Minister

Minister of Canadian Heritage and Official Languages

Chairperson

Robert Kenneth Armstrong

Institutional Head

Joanne DiCosimo, President and CEO

Constituent Act

Museums Act, S.C. 1990, c. 3, s. 10.

Year of Incorporation

1990

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

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

The Canadian Museum of Nature (CMN) is one of Canada's oldest and most respected museums. The Museum was established as a Crown Corporation in 1990 by the *Museums Act*. As Canada's national museum of natural history, the Canadian Museum of Nature plays a key role in discovering and describing new species of plants, animals, minerals, and fossils and in understanding their relationship to healthy and changing environments. It is a major contributor to primary Arctic research and is responsible for preserving, for posterity, the natural history record of Canada. The Natural Heritage Building in Gatineau, Quebec, is the main storage facility, housing over 10 million specimens. The public education services of the Museum are based at the Victoria Memorial Museum Building in Ottawa, Ontario.

The Museum has adopted a comprehensive national service role that engages in partnerships and joint ventures with other museums, public and private sector institutions, and other national institutions across Canada. By acting as a catalyst for the creation of a network of 13 natural history museums and institutions spanning each province and territory of Canada—the Alliance of Natural History Museums of Canada—the Canadian Museum of Nature has developed opportunities for national debate and coordinated scientific enquiry and research, joint collections development, and public education activities across the country. In this way, the Canadian Museum of Nature strives to be an engaging and trusted resource for the development of a sound, knowledge-based relationship with the natural world.

Canadian Race Relations Foundation

Citizenship, Immigration and Multiculturalism

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Citizenship, Immigration and Multiculturalism

Chairperson

Albert Lo

Institutional Head

Ayman Al-Yassini, Executive Director

Constituent Act

Canadian Race Relations Foundation Act, S.C. 1998, c. 8.

Year of Incorporation

1996

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: www.crrf-fcrr.ca

Fiscal Year-End

March 31

Auditor

Auditor General of Canada

Status

The Canadian Race Relations Foundation is exempt from Part X of the *Financial Administration Act*, except for subsection 105(2) and sections 113.1, 131 to 148, and 154.01. The Foundation is a registered charity for the purposes of the *Income Tax Act* and is not an agent of Her Majesty.

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

Applied Title

Canadian Tourism Commission

Abbreviation

N/A

Appropriate Minister

Minister of Industry

Chairperson

Steve Allan

Institutional Head

Michele McKenzie, President and CEO

Constituent Act

Canadian Tourism Commission Act, S.C. 2000, c. C-5.

Year of Incorporation

2001

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

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; to market Canada as a desirable tourist destination; to support a cooperative relationship between the private sector and the governments of Canada, the provinces, and the territories with respect to Canadian tourism; and to 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. In partnership with the Canadian tourism industry, the Canadian Tourism Commission (CTC) works to promote Canada as an internationally competitive, premier four-season tourism destination where travellers have access to "extra-ordinary" personal experiences.

The Commission provides a consistent voice for Canada in the international tourism marketplace. CTC partners are provincial and territorial governments, other federal departments and agencies, along with the Canadian private sector and international travel trade and meeting professionals.

CTC works with tourism partners to leverage the Canada brand and so increase Canadian revenues. The CTC undertakes joint advertising and promotional activities in twelve geographic markets across the Americas (Canada, the United States, and Mexico), Asia-Pacific, Europe, India, and Brazil. The CTC also conducts macroeconomic, market, and industry research with private and public sector organizations in Canada and around the world. The Media Centre (www.canada.travel/media) is a comprehensive Web-based platform for Canadian travel news designed to serve international media in the CTC's key markets. The Media Centre also hosts the CTC News, an online news service that provides all subscribers—media, industry, the public sector, the general public, and employees—with timely news and research relevant to the Canadian tourism industry.

Cape Breton Development Corporation

Natural Resources

Applied Title

Cape Breton Development Corporation

Abbreviation

CBDC

Appropriate Minister

Minister of Natural Resources

Chairperson

Gordon M. MacInnis

Institutional Head

Ross McCurdy, President and CEO

Constituent Act

Cape Breton Development Corporation Act, R.S.C. 1985, c. C-25.

Year of Incorporation

1967

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

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 (CBDC) was formed by an act of Parliament in 1967 to assume control of a failing private coal mine. The CBDC, 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 the CBDC involve addressing significant obligations for benefits to former employees and for environmental remediation of the land as well as disposing of all remaining assets.

Corporation for the Mitigation of Mackenzie Gas Project Impacts

Environment Canada

Applied Title

To be determined

Abbreviation

To be determined

Appropriate Minister

Minister of the Environment

Chairperson

To be determined

President and CEO

To be determined

Incorporation

Mackenzie Gas Project Impacts Act, S.C. 2006, c. 4, s. 208.

Head Office

Yellowknife

Telephone: To be determined

Fax: To be determined

E-Mail: To be determined

Website: To be determined

Fiscal Year-End

March 31

Auditor

To be determined

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 fund 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.

Defence Construction (1951) Limited

Public Works and Government Services

Applied Title

Defence Construction Canada

Abbreviation

DCC

Appropriate Minister

Minister of Public Works and Government Services

Chairperson

Robert Presser

Institutional Head

James Paul, President and CEO

Constituent Acts

Defence Production Act, R.S.C. 1985, c. D-1.

Canada Business Corporations Act, R.S.C. 1985, c. C-44.

Year of Incorporation

1951

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

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 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, and contract management and other property-related services in support of defence projects. DCC is involved in supporting the environmental programs of National Defence (ND) 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 ND 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; to devise sound contracts that protect the interests of both the government and those entrusted with their implementation; and to monitor and influence the time, cost, and quality aspects of projects.

Enterprise Cape Breton Corporation

Atlantic Canada Opportunities Agency

Applied Title

N/A

Abbreviation

ECBC

Appropriate Minister

Minister of National Defence and Minister for the Atlantic Gateway

Chairperson

Monique Collette

Institutional Head

John K. Lynn, CEO

Constituent Act

Enterprise Cape Breton Corporation Act, being Part II of the *Government Organization Act, Atlantic Canada, 1987*, R.S.C. 1985 (4th Supp.), c. 41.

Year of Incorporation

1988

Head Office

70 Crescent Street
PO Box 1750
Sydney NS B1S 2Z7

Telephone: 902-564-3600

Fax: 902-564-3825

Website: <http://www.ecbc-secb.gc.ca>
Fiscal Year-End

March 31

Auditor

Auditor General of Canada

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 on 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 in 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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of International Trade and Minister for the Asia-Pacific Gateway

Chairperson

Jim Dinning

Institutional Head

Eric Siegel, President and Chief Executive Officer

Constituent Act

Export Development Act, R.S.C. 1985, c. E-20.

Year of Incorporation

1969

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

Status

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

Mandate

To support and develop, directly or indirectly, (a) domestic trade and Canadian capacity to engage in that trade and to respond to domestic business opportunities in a manner that complements the products and services available from commercial financial institutions and commercial insurance providers and (b) Canada's export trade and the Canadian capacity to engage in that trade and to 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 marketplace. 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.

In March 2009, as a result of the coming into force of the *Budget Implementation Act*, 2009, EDC's mandate was extended for a two-year temporary period. This mandate's expansion was enacted to enhance EDC's domestic financing and insurance capabilities to help respond to the credit crisis.

Farm Credit Canada

Agriculture and Agri-Food

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

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

Chairperson

Gill Shaw

Institutional Head

Greg Stewart, President and CEO

Constituent Act

Farm Credit Canada Act, S.C. 1993, c. 14.

Year of Incorporation

1959

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

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 successor to 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 FCC but allowed a broader range of services to producers and agribusiness operators, with a 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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Raymond Brunet, Interim

Institutional Head

Micheline Dubé, CEO

Constituent Act

Canada Business Corporations Act, R.S.C. 1985, c. C-44.

Year of Incorporation

1998

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

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 Institute

Indian Affairs and Northern Development

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

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

Chairperson

Mark S. Dockstator

Institutional Head

Vacant

Constituent Act

First Nations Fiscal and Statistical Management Act,
S.C. 2005, c. 9.

Year of Incorporation

2006

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

Status

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

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 and agencies, provincial departments and 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 the need of 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 to and use of information about First Nations through the delivery of projects and products that meet their needs, by sustaining expertise and building capacity on the use of statistics, and by 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

Applied Title

N/A

Abbreviation

FFMC

Appropriate Minister

Minister of Fisheries and Oceans

Chairperson

Jim Bear

Institutional Head

John Wood, President and CEO

Constituent Act

Freshwater Fish Marketing Act, R.S.C. 1985, c. F-13.

Year of Incorporation

1969

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

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.

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

Applied Title

Great Lakes Pilotage Authority Canada

Abbreviation

GLPA

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

J. Douglas Smith

Institutional Head

Robert Lemire, CEO

Constituent Act

Pilotage Act, R.S.C. 1985, c. P-14.

Year of Incorporation

1972

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

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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Foreign Affairs

Chairperson

The Honourable Barbara J. McDougall

Institutional Head

David M. Malone, President

Constituent Act

International Development Research Centre Act,
R.S.C. 1985, c. I-19.

Year of Incorporation

1970

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

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

Applied Title

Laurentian Pilotage Authority Canada

Abbreviation

LPA

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Julius Spivack

Institutional Head

Réjean Lanteigne, Interim CEO

Constituent Act

Pilotage Act, R.S.C. 1985, c. P-14.

Year of Incorporation

1972

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

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). Through 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 Québec, and a third for the navigable waters between Québec 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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Robert Crosbie

Institutional Head

Wayne Follett, President and CEO

Constituent Acts

Canada Business Corporations Act, R.S.C. 1985, c. C-44.
Marine Atlantic Inc. Acquisition Authorization Act,
 S.C. 1986, c. 36.

Year of Incorporation

1977

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

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 by 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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Canadian Heritage and Official Languages

Chairperson

Julia E. Foster

Institutional Head

Peter A. Herrndorf, President and CEO

Constituent Act
National Arts Centre Act, R.S.C. 1985, c. N-3.
Year of Incorporation

1966

Head Office
53 Elgin Street
PO Box 1534 STN B
Ottawa ON K1P 5W1

Telephone: 613-947-7000

Fax: 613-996-9578

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

August 31

Auditor

Auditor General of Canada

Status

Pursuant to section 85(1) of Part X of the *Financial Administration Act*, Divisions I to IV of the Act, except for sections 131 to 148 of Division III, do not apply to the Corporation. The Corporation is deemed, under section 15 of the *National Arts Centre Act*, to be a registered charity within the meaning of that expression in the *Income Tax Act*. The Corporation is not an agent of Her Majesty.

Mandate

To operate and maintain the Centre, to develop the performing arts in the National Capital Region, 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 Canada's Centennial celebrations, the National Arts Centre Corporation was created in 1966 by an Act of Parliament as a national showcase for the performing arts. The Centre officially opened on June 2, 1969.

To fulfill its mandate, the National Arts Centre arranges and sponsors performing arts activities with other organizations throughout the country; hosts festivals and, through its tours, the media, and the Internet, 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 National Arts Centre Orchestra.

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

National Capital Commission**Transport, Infrastructure and Communities**

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Russell Mills

Institutional Head

Marie Lemay, CEO

Constituent Act*National Capital Act*, R.S.C. 1985, c. N-4.**Incorporation***National Capital Act* (R.S.C. 1985, c. N-4) as amended**Year of Incorporation**

1959

Head Office40 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

StatusSchedule 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

Applied Title

National Gallery of Canada

Abbreviation

N/A

Appropriate Minister

Minister of Canadian Heritage and Official Languages

Chairperson

Michael J. Audain

Institutional Head

Marc Mayer, Director and CEO

Constituent Act

Museums Act, S.C. 1990, c. 3, s. 4.

Year of Incorporation

1990

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

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

The National Gallery of Canada is one of the world's most respected art institutions, renowned for its exceptional collections, revered for its scholarship, and applauded for its unique ability to engage audiences of all ages and all levels of artistic knowledge. Created in 1880, the National Gallery of Canada is among the oldest of Canada's national cultural institutions. Its current status as a federal Crown Corporation dates from 1990, when the *Museums Act* was proclaimed.

National Museum of Science and Technology

Canadian Heritage

Applied Title

Canada Science and Technology Museum

Abbreviation

CSTM

Appropriate Minister

Minister of Canadian Heritage and Official Languages

Chairperson

James Paul

Institutional Head

Denise Amyot, President and CEO

Constituent Act

Museums Act, S.C. 1990, c. 3, s. 13

Year of Incorporation

1990

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

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, which now operates under the name "Canada Science and Technology Museum Corporation (CSTMC)," 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 CSTMC was subsequently proclaimed a Crown corporation in 1990.

To achieve its mandate, the CSTMC currently develops and manages a representative collection of scientific and technological artifacts and materials. The collection focusses on seven major subject areas: aviation; communications; manufacturing; natural resources; renewable resources, including agriculture; scientific instrumentation; and transportation. The CSTMC 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

Applied Title

Old Port of Montréal Corporation Inc.

Abbreviation

OPMC

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

The Honorable Gerry Weiner P.C.

Institutional Head

Claude Benoit, President and CEO

Constituent Act

Canada Business Corporations Act, R.S.C. 1985, c. C-44.

Year of Incorporation

1981

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

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

Applied Title

Pacific Pilotage Authority Canada

Abbreviation

PPA

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

David Gardiner

Institutional Head

Kevin Obermeyer, President and CEO

Constituent Act

Pilotage Act, R.S.C. 1985, c. P-14

Year of Incorporation

1972

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

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, operating 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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Transport, Infrastructure and Communities,
Minister of State (Transport)

Chairperson

David Soknacki

Institutional Head

Tony Genco, President and CEO

Constituent Act

Canada Business Corporations Act, R.S.C. 1985, c. C-44.

Year of Incorporation

1998

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

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, PDP has created an integrated Development Plan, Sustainable Community Development Guidelines, and a 25-year business plan. PDP is realizing these plans in many ways—for instance, by planting trees, thus reforesting an area of the park, hosting a variety of seasonal events and community programs organized by PDP and by third parties, as well as beginning to develop the lands through partnerships with the private sector with leasing and appropriate sales to achieve the expected results.

PDP has expanded revenue-generating initiatives, particularly in the area of special events. Presently, PDP offers green tenancies, event rentals, and tenancies on a full-service basis to those wishing to use the site. PDP continues to work closely with national, regional, and local partners to develop a unique urban park within a sustainable community that will not be a burden to the Canadian taxpayer.

PPP Canada Inc.

Finance

Applied Title

PPP Canada

Abbreviation

P3C

Appropriate Minister

Minister of Finance

Chairperson

Greg Melchin

Institutional Head

John McBride, CEO

Constituent Act

Canada Business Corporations Act, R.S.C. 1985, c. C-44.

Year of Incorporation

2008

Head Office

100 Queen Street, Suite 630
Ottawa ON K1P 1J9

Telephone: 613-947-9480

Fax: 613-947-2289

Website: N/A

Fiscal Year-End

March 31

Auditors

Auditor General of Canada
KPMG LLP

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

PPP Canada's mandate is to develop the Canadian market for public-private partnerships for the supply of public infrastructure in the public interest.

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

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

President of the Treasury Board

Chairperson

Paul Cantor

Institutional Head

Gordon J. Fyfe, President and CEO

Constituent Act

Public Sector Pension Investment Board Act, S.C. 1999,
c. 34.

Year of Incorporation

1999

Head Office

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

Telephone: 613-782-3095

Fax: 613-782-6864

Website: <http://www.investpsp.ca>
Fiscal Year-End

March 31

Auditors

Deloitte & Touche LLP

Auditor General of Canada

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 pursuant to sections of the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act*, and the *Royal Canadian Mounted Police Superannuation Act* (the "Acts") in the best interests of the contributors and beneficiaries under those Acts and to invest the assets with a view to achieving a maximum rate of return without undue risk of loss and having regard for the funding, policies, and requirements of the pension plans established under the Acts and the ability of those plans to meet their financial obligations.

Corporate Profile

The Public Sector Pension Investment Board is a Crown corporation established pursuant to the *Public Sector Pension Investment Board Act* in 1999 to invest the proceeds of the net contributions received by the Government of Canada since April 1, 2000, for the Canadian Forces, the Public Service, and the Royal Canadian Mounted Police pension plans and since March 1, 2007, for the Reserve Forces pension plan.

The Public Sector Pension Investment Board'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 and to maximize investment returns without undue risk of loss. To achieve its mandate, the Public Sector Pension Investment Board makes investments in fixed-income instruments and Canadian and foreign equities as well as real estate, private equity, infrastructure, and other permissible investments through in-house or external managers.

Ridley Terminals Inc.

Transport, Infrastructure and Communities

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Stuart Douglas Boland Smith

Institutional Head

George W. Dorsey, President and COO

Constituent Act

Canadian Commercial Corporation Act, R.S.C. 1985, c. C-14.

Year of Incorporation

1981

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

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

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 18001 standards.

Royal Canadian Mint

Transport, Infrastructure and Communities

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

James B. Love

Institutional Head

Ian E. Bennett, President and CEO

Constituent Act
Royal Canadian Mint Act, R.S.C. 1985, c. R-9.
Year of Incorporation

1969

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

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 (2 billion coins in 2008) as well as circulation coins for certain foreign countries (1.7 billion coins in 2008) on an export basis.

Standards Council of Canada

Industry

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Industry

Chairperson

Hugh A. Krentz

Institutional Head

Hugh A. Krentz, Interim Executive Director

Constituent Act*Standards Council of Canada Act*, R.S.C. 1985, c. S-16.**Year of Incorporation**

1970

Head Office270 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

StatusSchedule 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 when 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: 2009–2012, a blueprint for standardization activity in Canada.

Telefilm Canada

Canadian Heritage

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Canadian Heritage and Official Languages

Chairperson

Michel Roy

Institutional Head

S. Wayne Clarkson, Executive Director

Constituent Act
Telefilm Canada Act, R.S.C. 1985, c. C-16.
Year of Incorporation

1967

Head Office
360 St. Jacques Street, Suite 600
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

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, 105 (2), 113.1, 119, 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 Canadian Heritage for the provision of services or programs relating to the audiovisual or sound recording industry.

As an instrument of government policy, Telefilm Canada provides support to Canada's audiovisual industry 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 industry through four regional offices, located in Vancouver, Toronto, Montréal, and Halifax.

VIA Rail Canada Inc.

Transport, Infrastructure and Communities

Applied Title

N/A

Abbreviation

N/A

Appropriate Minister

Minister of Transport, Infrastructure and Communities

Chairperson

Donald A. Wright

Institutional Head

Paul Côté, President and CEO

Constituent Act

Canada Business Corporations Act, R.S.C. 1985, c. C-44.

Year of Incorporation

1977

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

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. was created in 1977 as a Crown corporation to provide Canadians with year-round rail service to both large and small communities, including many where rail travel is the only transportation service available. VIA Rail operates more than 503 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.

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, 2009. The corporate profiles of these other corporate interests of Canada are available on the Treasury Board Secretariat website.²⁹

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.

29. <http://www.tbs-sct.gc.ca/reports-rapports/cc-se/index-eng.asp>

Current number of other corporate interests

Other Corporate Interests of the Government of Canada	July 31, 2009	July 31, 2008
Mixed enterprises	—	—
Joint enterprises	2	2
International organizations	16	16
Shared-governance corporations	99	125
Corporations under the terms of the <i>Bankruptcy and Insolvency Act</i>	50	49 ³⁰

3.2 Changes in Other Corporate Interests of Canada

For the year ending July 31, 2009

International organizations	
International Boundary Commission	Deleted
Shared-governance corporations	
Agri-Adapt Council Inc.	Deleted
Agri-Futures Nova Scotia	Deleted
Agricultural Adaptation Council	Deleted
Agriculture and Food Council of Alberta	Deleted
Agriculture Council of Saskatchewan Inc.	Deleted
Association for the Export of Canadian Books	Deleted
Canada–Manitoba Agri-Food Research and Development Initiative	Deleted
Celebrate Canada Committee for Alberta	Deleted
Celebrate Canada Committee for Manitoba	Deleted
Celebrate Canada Committee for Newfoundland and Labrador	Deleted
Celebrate Canada Committee for Prince Edward Island	Deleted
Celebrate Canada Committee for Quebec	Deleted
Celebrate Canada Committee for Saskatchewan	Deleted
Centre de développement du porc du Québec inc.	Deleted
Conseil pour le développement de l'agriculture du Québec	Deleted
Fiducie du Chantier de l'économie sociale	Deleted
Fondation du maire de Montréal pour la Jeunesse	Deleted

30. This number was mistakenly reported last year as 47.

Shared-governance corporations

Fonds de développement de la transformation alimentaire	Deleted
Investment Agriculture Foundation of British Columbia	Deleted
Manitoba Rural Adaptation Council Inc.	Deleted
Montréal International	Deleted
New Brunswick Agricultural Council Inc.	Deleted
New Brunswick Biotechnology and Technological Innovation Inc.	Deleted
Nunavut Harvesters Association	Deleted
Prince Edward Island Adapt Council	Deleted
PrioNet Canada Networks of Centres of Excellence	Added
Territorial Farmers Association	Deleted
TV5 Québec Canada	Added
Western Grains Research Foundation	Deleted
Yukon Agricultural Association	Deleted

Shared-governance corporations—Name changes

- Canada Media Fund
- Formerly Canadian Television Fund
- Aboriginal Workforce Development NB Inc.
- Formerly ASEP-NB Inc.

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

Deep Creek Oil & Gas Inc.	Added
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Portfolio changes

- Aboriginal Workforce Development NB Inc.—Human Resources and Skills Development
- Formerly Natural Resources
- Waterfront Toronto—Finance
- Formerly Environment

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 Joint Commission

Shared-Governance Corporations

Agriculture and Agri-Food

Canadian International Grains Institute

Canadian Livestock Records Corporation

Canadian Wheat Board, The

PrioNet Canada Networks of Centres of Excellence

Canadian Heritage

Calgary Olympic Development Association

Canada Commonwealth Legacy Fund

Canada Games Council
Canada Media Fund (formerly Canadian Television Fund)
Canadian Sport Centre Manitoba
Canadian Sport Centre Ontario
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.
TV5 Québec Canada
Vancouver Organizing Committee for 2010 Olympic and Paralympic Games

Environment

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

Finance

Waterfront Toronto

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

Canada Health Infoway Inc.
Canadian Agency for Drugs and Technologies in Health
Canadian Centre on Substance Abuse
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 Skills Development

Aboriginal Workforce Development NB Inc. (formerly ASEP-NB Inc. under Natural Resources)
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

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

FPInnovations

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

Transport, Infrastructure and Communities (continued)

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*

Pursuant to 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. Nevertheless, the Office of the Superintendent of Bankruptcy maintains records for all shares received as a levy. The current share holdings are listed below, chronologically from the date on which the government took on the shares, and will remain listed until disposed of.

Receipt Date	Company Name
September 3, 1991	Amertek Inc.
October 2, 1991	Kenloch Distillers Ltd.
September 28, 1993	Les laboratoires Quélab inc.
October 8, 1993	Carvern International
December 14, 1995	AutoSkill International Inc.
October 18, 1996	Canadian Manoir
November 4, 1996	Madison Partners Limited
November 19, 1996	The Vivant Group Inc.
December 3, 1996	Madison Partners Limited
December 23, 1996	The Vivant Group Inc.
February 27, 1997	Les Dévelopm. Phénix (1995) inc.
May 28, 1997	Goldenhill Cattle Company Ltd.
February 23, 1998	Omnitech Migration Internat. Inc.
June 16, 1998	Sitraco Inc.
October 22, 1998	Grilli Property Group Inc.
December 31, 1998	Unibex, Inc.
September 28, 1999	Data Trax Systems Ltd.

Receipt Date	Company Name
February 11, 2000	Cosem Neurostim Itée
May 30, 2001	Hyal Pharmaceutical Corporation
June 11, 2001	Consolidated Stone Industries Inc.
September 28, 2001	Ebdental Inc.
October 15, 2001	Canplats Resources Corporation
January 23, 2002	Planète Medica inc.
February 28, 2002	PlainTree Systems Inc.
May 10, 2002	International Pursuit Corporation
September 5, 2002	Sahelian Goldfields Inc.
February 5, 2003	Process Capital Corp.
March 6, 2003	Dynasty Motocar Corporation
April 4, 2003	Auratek Security Inc.
September 2, 2003	Custom Assemblies Limited
October 23, 2003	B.C. Pacific Capital Corporation
October 30, 2003	1395884 Ontario Limited
November 5, 2003	Techcana Inc.
February 5, 2004	IANett International Systems Ltd.
March 4, 2004	1239370 Ontario Inc.
May 10, 2004	ASF Capital Corporation
November 19, 2004	Corporation Rutel Networks
February 1, 2005	Kewl Corporation
February 14, 2005	Xogen Technologies Inc.
March 24, 2005	Gibraltar Springs Capital Corporation
September 7, 2005	Verb Exchange Inc.
October 5, 2005	Centillion Industries Inc.
November 15, 2005	Verb Exchange Inc.
March 17, 2006	Jurassic Oil & Gas Ltd.
March 29, 2006	Perfectly Natural Solutions Inc.
May 11, 2007	Omnitech Consultant Group Inc.
August 10, 2007	Omnitech Consultant Group Inc.
September 20, 2007	Our Software Ltd.
March 13, 2008	Omnitech Consultant Group Inc.
May 27, 2009	Deep Creek Oil & Gas Inc.

Appendix— List of Abbreviations Used in this Report

Abbreviation	Name
AECL	Atomic Energy of Canada Limited
APA	Atlantic Pilotage Authority
BDC	Business Development Bank of Canada
BIA	<i>Bankruptcy and Insolvency Act</i>
BoC	Bank of Canada
BWBC	Blue Water Bridge Canada
CATSA	Canadian Air Transport Security Authority
CBC	Canadian Broadcasting Corporation
CBDC	Cape Breton Development Corporation
CCA	Canada Council of the Arts
CCC	Canadian Commercial Corporation
CCR	Canada's Capital Region
CDC	Canadian Dairy Commission
CDIC (Dep)	Canada Deposit Insurance Corporation
CDIC (Dev)	Canada Development Investment Corporation
CEIFB	Canada Employment Insurance Financing Board
CEO	Chief Executive Officer
CFB	Canadian Forces Base
CICA	Canadian Institute of Chartered Accountants
CLCL	Canada Lands Company Limited
CMHC	Canada Mortgage and Housing Corporation
CMHRC	Canadian Museum for Human Rights Corporation
CMMGPI	Corporation for the Mitigation of Mackenzie Gas Project Impacts
CMN	Canadian Museum of Nature
CPC	Canada Post Corporation
CPP	Canadian Pension Plan
CPPIB	Canada Pension Plan Investment Board
CRRF	Canadian Race Relations Foundation
CSTMC	Canada Science and Technology Museum Corporation
CTC	Canadian Tourism Commission
DCC	Defence Construction (1951) Limited
ECBC	Enterprise Cape Breton Corporation

Abbreviation	Name
EDC	Export Development Canada
FAA	<i>Financial Administration Act</i>
FBCL	Federal Bridge Corporation Limited, The
FCC	Farm Credit Canada
FFMC	Freshwater Fish Marketing Corporation
FNSI	First Nations Statistical Institute
GAAP	Generally Accepted Accounting Principles
GLPA	Great Lakes Pilotage Authority
IDRC	International Development Research Centre
ISO	International Organization for Standardization
LLP	Limited Liability Partnership
LPA	Laurentian Pilotage Authority
M.P.	Member of Parliament
MSC	Montréal Science Centre
NCC	National Capital Commission
ND	National Defence
OHSAS	Occupational Health and Safety Assessment Series
OPMC	Old Port of Montréal Corporation Inc.
P3	Public-Private Partnership
P3C	PPP Canada Inc.
P.C.	Privy Council
PDP	Parc Downsview Park Inc.
PPA	Pacific Pilotage Authority
PSPIB	Public Sector Pension Investment Board
RCM	Royal Canadian Mint
R.S.C.	Revised Statutes of Canada
RTI	Ridley Terminals Inc.
S.C.	Statute of Canada
SCC	Standards Council of Canada
Telefilm	Telefilm Canada
UNESCO	United Nations Educational, Scientific and Cultural Organization
VIA Rail	VIA Rail Canada Inc.