About the Bank



Bank of Canada 234 Wellington Street Ottawa, Ontario K1A 0G9

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Construction of the original granite Bank of Canada building at 234 Wellington Street in Ottawa was completed in 1938. In 1971, plans were approved for an expansion of the Bank's head office. Designed by Marani, Rounthwaite & Dick and Arthur Erickson, Associated Architects, the head office complex features two 12-storey glass towers linked by a garden court behind the original building—the ground floor of which now houses the Bank of Canada's Currency Museum.



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As a public institution and a workplace, we take our bearings from our commitment to Canadians, to excellence, and to one another.

Our commitment to Canadians

To promote the economic and financial welfare of Canada, we

- conduct monetary policy in a way that fosters confidence in the value of money
- supply quality bank notes that are readily accepted and secure against counterfeiting
- promote the safety and efficiency of Canada's financial system
- provide efficient and effective funds-management services
- communicate our objectives openly and effectively and stand accountable for our actions

Our commitment to excellence

Building on our strengths, we aim to meet our commitment to Canadians through performance that is second to none among the central banks of the world.

We strive for excellence through leading-edge research and analysis, through partnerships within the Bank and with outside organizations, and through

- innovation in all aspects of our work
- leadership that spurs us on to new success
- integrity in our business and in our actions
- diversity of people and ideas

Our commitment to one another

We aim to achieve our best in a workplace where we

- communicate clearly and openly
- share knowledge and experience
- develop our talent and careers
- recognize those who live up to our commitments
- respect one another and our lives outside work

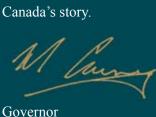
Message from the Governor

The Bank of Canada's commitment to Canadians is to promote the economic and financial well-being of this country. As Canada's central bank, we work to preserve the value of money by keeping inflation low, stable, and predictable. We promote the safety and efficiency of the financial system. As the country's sole supplier of bank notes, we are responsible for keeping Canada's currency secure. As the federal government's banker, we manage government funds and public debt. We provide banking services to commercial banks, other financial institutions, and foreign central banks.

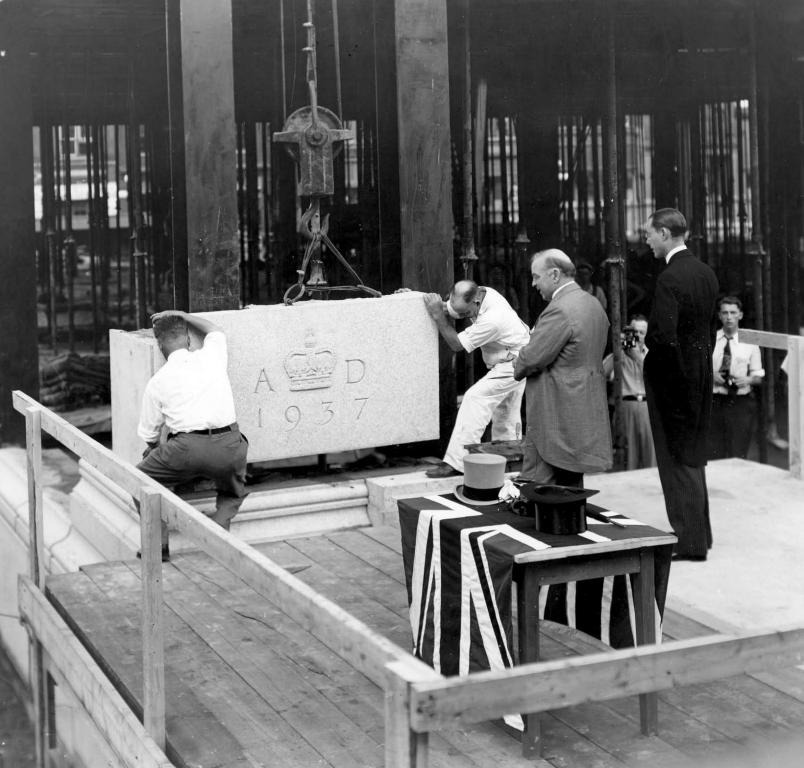
The Bank's talented professionals conduct innovative research and expertly manage the operation of one of the world's most forward-looking central banks. We share that research and expertise with other organizations through domestic and international forums. We also work closely with others to improve economic conditions and financial systems, both in Canada and globally.

We are committed to communicating openly and effectively with Canadians, and we stand accountable for our policy actions. That means continuous dialogue with the public, with market participants, and with the business community. The Bank of Canada's actions affect everyone, so we want Canadians to understand what we do and why.

That is what this publication is all about. This is the Bank of Canada's story.







History of the Bank of Canada

Until the 1930s, Canada's financial system operated through a network of private banks. The larger commercial banks handled the government's business, and the network developed a system for clearing cheques between banks.

The Great Depression of the 1930s and mounting criticism of the country's financial structure coincided with a specific concern of Prime Minister R.B. Bennett—the lack of a direct means in Canada for settling international accounts. In 1933, Bennett set up a Royal Commission to study the banking and monetary system and to consider the idea of a Canadian

central bank. The Commission recommended that a central bank be established. One week later, the Prime Minister announced that his government would adopt the recommendation.

An appendix to the Commission's report formed the framework for the Bank of Canada Act, which became law on 3 July 1934. On 11 March 1935, the Bank of Canada opened its doors as a privately owned institution, with shares sold to the public. Soon after the Bank opened, the new Mackenzie King government amended the Bank of Canada Act to nationalize the institution.

Shares held by the public were bought back. In 1938, the federal government became the Bank's sole shareholder and remains so today.



Prior to the establishment of the Bank of Canada, chartered banks provided most of the bank notes in circulation. These notes were redeemable for gold coins or Dominion of Canada notes.



How the Bank Works

What is a central bank?

A central bank is the principal monetary authority of a nation. The key role of the Bank of Canada is to conduct the country's monetary policy, which means managing the flow of money and credit in the economy, in order to preserve confidence in the value of money.

As a central bank, the Bank of Canada oversees the design, printing, and distribution of Canada's paper currency, or bank notes. Coins are produced and distributed by the Royal Canadian Mint.

The Bank of Canada's direct customers are the federal government, the chartered banks, other financial institutions, and foreign central banks. But the Bank of Canada is accountable to all Canadians.

Functions of the Bank of Canada

The Bank of Canada's mandate is to promote Canada's economic and financial well-being. Our operations are grouped into four main functions: monetary policy, currency, the financial system, and funds management.

Monetary policy

The ultimate objective of monetary policy is to promote solid economic performance and higher living standards for Canadians. The best way to achieve that objective is to keep inflation low, stable, and predictable. This gives Canadians confidence in the future value of their money, so that they can make

sound economic and financial decisions. Low and stable inflation also helps to prevent inflationary "boom-and-bust" cycles that lead to painful recessions and higher unemployment.

The cornerstone of Canada's monetary policy framework is a target for inflation, as measured by the total consumer price index. The target is set jointly by the Bank of Canada and the Government of Canada. The Bank is publicly committed to keeping inflation at the 2 per cent midpoint of a control range of 1 to 3 per cent.

The inflation target works hand in hand with Canada's flexible exchange rate. The exchange rate of the Canadian dollar is determined by the market and is influenced by many factors, primarily economic conditions

(Opposite) Two large ornamental urns, symbolizing the storage of wealth, are mounted on each end of the terrace of the Bank's centre building on Wellington Street.

in Canada and abroad, world commodity prices, and conditions in international money markets. A floating currency is a key component of Canada's monetary policy framework, helping the economy adjust to shocks. Neither the government nor the Bank of Canada targets any particular level for the value of our currency, believing that this should be determined by market forces.

The Bank carries out its monetary policy by influencing short-term interest rates. It does this

by changing the target for the overnight interest rate—the rate financial institutions charge each other for overnight loans. A change in this target rate leads to changes in other interest rates and therefore affects everyone's spending and borrowing decisions. The target rate is set eight times a year, on a pre-announced schedule.

The combination of the inflationtargeting system and a flexible exchange rate has served Canadians well since 1991, paving the way for almost two decades of sustained economic growth and helping to mitigate the effects of the 2008–2009 global recession.

Monetary policy decisions are made by the Bank's Governing Council, which includes the Governor, the Senior Deputy Governor, and four Deputy Governors. The strategies, policies, and economic analysis behind these decisions are explained four times a year in the Bank's Monetary Policy Report, as well as in regular speeches by members of the Council. The Bank also explains the reasons for its interest rate decisions in a press release each time it announces its target for the overnight rate.

Currency

The Bank of Canada is responsible for the design, production, and distribution of paper currency—bank notes. We contract the printing of bank notes to two security printing companies. The Bank must ensure that those notes



Senior Deputy Governor Paul Jenkins and Governor Mark Carney at a press conference for the release of the Monetary Policy Report.

are secure against counterfeiting and that a sufficient supply of bank notes is available to the public.

To stay ahead of advances in counterfeiting, the Bank regularly issues new series of bank notes that incorporate improved security features. The Bank also runs education programs to help Canadians recognize and use the security features built into the bank notes. These programs are targeted at businesses that conduct frequent cash transactions, such as those in the retail sector. We work with lawenforcement agencies, particularly the RCMP, to monitor and analyze counterfeiting activities across Canada.

The Bank also actively promotes counterfeit deterrence by police agencies and Crown prosecutors across Canada by supporting the investigation and prosecution of counterfeiting offences.

Bank notes have a limited lifespan. The Bank of Canada is responsible for replacing and destroying worn notes. When financial institutions return notes to the Bank, we select those that are no longer fit for circulation, shred them, and send them to landfill sites.

The Bank has a rigorous quality-control program for new bank notes.

The Bank helps to teach employees who handle cash how to identify counterfeit bills.



A retail employee verifies that a bill is genuine.



The Bank of Canada works closely with members of police agencies and Crown prosecutors in the area of counterfeit deterrence.

Visit Our Currency Museum

The Bank's Currency Museum features items from the National Currency Collection, which traces the evolution of money in Canada and around the world. The Museum houses over 100,000 individual items, including ancient and medieval coins and modern coins and paper money from many countries. It also organizes touring exhibitions and other programs.

The Currency Museum is located within the Bank of Canada building, at 234 Wellington Street, in Ottawa. It operates from Tuesday to Saturday, 10:30 a.m. to 5 p.m., Sunday 1 p.m. to 5 p.m. (open Mondays from 1 May to 1 October). Admission is free. Guided tours are available.

Visit the Currency Museum's website at **www.currencymuseum.ca**



The financial system

A healthy economy needs a sound and efficient financial system. Canada's financial system consists of

- financial institutions, such as banks, credit unions, securities firms, and insurance companies;
- financial markets, such as securities and foreign exchange markets; and
- clearing and settlement systems, through which funds or securities flow from one financial institution to another and transactions are settled.

The Bank works with other public agencies and market participants to promote the safe and efficient operation of these key elements of the financial system. The Bank undertakes extensive research in this area and, twice a year, updates Canadians on new developments, issues, and research by publishing its *Financial System Review*.

The Bank of Canada helps Canada's payments system to function smoothly, keeping accounts for Canada's largest deposit-taking financial institutions. Every day, these institutions exchange billions of dollars in electronic and cheque payments through Canada's two major payments systems, the Large Value Transfer System and the Automated Clearing Settlement System. These two systems are operated by the Canadian Payments Association. At the end of the day, the net claims of each of the participating financial institutions are calculated. and transfers of funds take place among their accounts at the Bank of Canada.

We routinely provide loans to the large financial institutions that participate in the payments systems, to assist in the efficient functioning of these systems. In exceptional circumstances, the Bank will also provide extraordinary liquidity to financial

Unclaimed balances

Banks and federally chartered trust and loan companies are required to transfer to the Bank of Canada the unclaimed balances of all bank accounts that have been inactive for 10 years. The owners of these accounts can have their money returned once they provide the Bank with proof of ownership.

To check whether you have unclaimed balances, use the search facility on the Bank's website at www.bankofcanada.ca or contact any of the Bank's regional offices. You can also call the Bank toll free at 1 888 891-6398 or send an email to ucbalances@bankofcanada.ca.

market participants to help stabilize the financial system. During the global financial crisis of 2007–09, the Bank used both its traditional and exceptional monetary policy tools to relieve strains in the financial system and limit the repercussions on the Canadian economy. The Bank of Canada is also the lender of last resort. In an extreme situation, where a financial institution is judged to be solvent but faces a liquidity crisis, the Bank can provide short-term emergency loans.

Funds management

The Bank of Canada is the federal government's fiscal agent. It acts as banker and manager for Canada's debt and reserves, and manages the government's exposure to financial risk.

The Bank handles the deposit accounts of the Receiver General. Almost all the money collected and spent by the government flows through these accounts. We also maintain foreign currency

accounts at other central banks and operate accounts for foreign central banks and international financial institutions.

The federal government finances its operations primarily through taxation and borrowing. Most of that borrowing is done by issuing Government of Canada bonds and treasury bills. The Bank of Canada advises on and manages these issues of securities. The Bank also makes sure that the government has sufficient cash balances to





The Bank's trading room

meet its daily requirements and invests any excess balances. The Bank advises the government on its investment policy for foreign exchange reserves and manages those reserves.

The Bank also acts as fiscal agent for the federal government's retail debt program. Under this program, the government issues Canada Savings Bonds and Canada Premium Bonds to the public. The retail debt program is directed by the Department of Finance. The Bank oversees operations and systems support for the program, which are performed under contract by a private company.

The Bank in the world

The Bank of Canada works with many international groups and institutions to monitor, assess, and respond to world economic and financial developments, and to share knowledge with other central banks. These groups include the Bank for International Settlements, the Organisation for Economic Co-operation and Development, the International Monetary Fund, the World Bank, the G-7, G-10, and G-20 groups of countries, and other economic and financial organizations. The Bank also participates in academic and central bank research seminars and conferences. Bank staff are often asked to provide advice and technical assistance to other central banks around the world.

Visit our website

You will find information on all the Bank's functions and operations. Our website contains a virtual Currency Museum site, a recruitment site, an inflation calculator, information on unclaimed bank balances. and explanations and graphics illustrating the way our monetary policy works. You will also find a description of the security features on bank notes. As well, the site features live audio webcasts of major speeches and press conferences; up-to-date information on exchange rates, interest rates, and other economic data; and links to related sites.



Corporate Governance and Management

Governance of the Bank

The Bank of Canada is a Crown corporation, originally established by Parliament in 1934 under the Bank of Canada Act. The Governor is the Bank's chief executive officer and chairman of the Board of Directors. In the absence of the Governor, the Senior Deputy Governor exercises all the powers of the office.

Most of the Bank's revenue is investment income earned on its portfolio of government securities—acquired in exchange for bank notes. This income, minus the costs of producing, distributing, and replacing bank notes, is known as seigniorage revenue. It more than covers the cost of the Bank's

operations. All net revenues, after those used for the Bank's general operating expenses, are paid to the Government of Canada.

The Board of Directors

The Bank of Canada Act provides that the Governor is both Chief Executive Officer of the Bank and Chair of its Board of Directors. The Governor has specific authority and responsibility for the business of the Bank as set out in its mandate, notably with respect to the formulation and implementation of monetary policy.

The Board of Directors provides general oversight of the management and administration of the Bank, with respect to matters, amongst others, relating to strategic planning, financial and accounting matters, human resources, other internal policies and the operations of the Board itself. The Board and the Governor work in close cooperation as the effective oversight of financial and administrative matters by the Board is important to the effective conduct of the business of the Bank by the Governor.

The Board and the Bank regularly review and consider the relevant best practices of other public institutions, central banks, and private sector organizations with a view to continuously improving and achieving excellence in its corporate governance.

In addition to the Governor and Senior Deputy Governor, the Board is composed of 12 non-executive Directors and the Deputy Minister of Finance (who has no vote but provides an important link with the Department of Finance). The non-executive Directors are appointed by the Minister of Finance (with federal Cabinet approval) for renewable three-year terms. These Directors are chosen from outside the Bank and typically come from every Canadian province and from diverse backgrounds.

The Board is responsible for reviewing the Bank's general policies and for approving the Bank's corporate objectives, plans, and budget. The Board oversees the Bank's risk-management process, which identifies key areas of risk, based on the Bank's responsibilities and strategic priorities. The Bank's external auditors report directly to the Board. The non-executive Directors are also responsible for appointing the Governor and the Senior Deputy Governor (with the approval of Cabinet) for sevenyear terms.

The non-executive Directors elect a Lead Director, who presides over private meetings of the Directors, and at Board meetings when neither the Governor nor the Senior Deputy Governor is present. The Lead Director also acts as a liaison between non-executive Directors and the Bank's management.

To fulfill its responsibilities for governance and oversight of the Bank, the Board has formed several standing committees. The Bank of Canada Act stipulates that the Board have an Executive Committee, chaired by the Governor, which may act on behalf of the Board. There are also committees on corporate governance, human resources and compensation, and audit. In addition, the Board can form special committees, such as a selection committee when a new Governor must be chosen.

The Board has no direct responsibility for monetary policy beyond its general oversight role.

The Governing Council

Under the Bank of Canada Act. the Governor is responsible for monetary policy. In practice, the Governor shares that responsibility with fellow members of the Governing Council, the Bank's monetary policy committee. The Governing Council is composed of the Governor, Senior Deputy Governor, and four Deputy Governors. The Governing Council works by consensus, formulating, implementing, and communicating Canadian monetary policy with the support of the Bank's economics and communications departments.

Members of the Governing Council communicate regularly with parliamentarians, financial market participants, business leaders, and the public to hear their views and to inform Canadians about the major economic issues of the day and about the conduct of monetary policy.

The Bank of Canada Act requires that the Minister of Finance and the Governor of the Bank consult. regularly on monetary policy and its relation to general economic policy. The Act also provides that, in case of a disagreement that cannot be resolved through further discussion, the Minister can give a public, written directive to the Governor on the monetary policy to be followed. Such a directive has never been issued. This provision of the Act makes it clear that the Bank takes full responsibility for the conduct of monetary policy, as long as a directive is not in effect, and that the government assumes ultimate responsibility for the direction of monetary policy being pursued.

Corporate Management Committee

The Corporate Management Committee, which is chaired by the Senior Deputy Governor, is responsible for overseeing corporate operations and corporate policy. Composed of the chiefs associated with corporate administration, it provides leadership and guidance on corporate policies, as well as on management and communication issues.

Departments

The Bank's 1,200 employees work in the following departments (listed in alphabetical order).

Audit

Audit is responsible for evaluating the effectiveness of the Bank's risk management, internal control, and governance activities, and for promoting their continuous improvement.

Canadian Economic Analysis

The primary responsibility of the Canadian Economic Analysis Department is to provide the Bank's management with high-quality, timely analysis of the

Canadian economy and related policy issues. Its principal activities include assessing current and prospective economic and financial conditions in Canada and their implications for monetary policy. In addition, the department is responsible for carrying out research to improve our understanding of the operation of the Canadian economy and the effects of public policies, as well as examining how the monetary policy framework in Canada might be improved. The department also takes an active part in the communication of monetary policy.

Communications

The Communications Department helps the Bank to meet its commitment to openness and transparency through a wide range of communications activities and vehicles. A key priority is support for the Bank's Governing Council, which has the primary responsibility for communicating monetary policy.

Corporate Services

Corporate Services contributes to the effective and efficient management of Bank resources through the development and delivery of programs and services in several key areas: facilities, human resources, knowledge and information management, and security.

Currency

The Currency Department is responsible for designing and issuing bank notes that Canadians can use with confidence. It collaborates with other central banks to identify counterfeiting threats and solutions, and regularly designs and produces new series of bank notes to ensure that they have the highest security. A communications program is aimed at fostering awareness of the security features so that the general public, financial institutions, and the retail sector can confidently recognize and use Canada's bank notes. The

department also supports the work of law-enforcement and Crown prosecutors in their efforts to curtail counterfeiting. The distribution of bank notes is handled by Canada's financial institutions, but is overseen by the Currency Department. The department is also responsible for managing the Bank's Currency Museum, which is the custodian of the internationally recognized National Currency Collection.

Executive and Legal Services

Executive and Legal Services supports the Bank's corporate governance by providing decision-support functions to the Executive and to the Board of Directors.

The department also represents the Bank as a corporate entity through the Office of the Corporate Secretary, and its lawyers provide legal services to the Bank.

Financial Markets

The Financial Markets Department conducts research and analysis to gain a better understanding of the implications of trends in financial markets and to inform the development and implementation of financial system and monetary policies. The department is responsible for the financial market transactions required to carry out the Bank of Canada's mandates, including implementing monetary policy and liquidity policy to support financial stability; and executing operations to support the management of the federal government's wholesale debt, foreign exchange reserves, and cash balances.

Financial Services

The Financial Services Department provides a sound financial framework for effective decision-making and accountability across the Bank. The department is responsible for the accounting and financial reporting of the Bank as a corporate entity and

provides financial management and reporting services, contract management, procurement, and payment services.

Financial Stability

The Financial Stability Department conducts analysis and research on questions relating to overall financial stability in Canada. This includes assessing the vulnerability of the financial system to potentially stressful scenarios and oversight of the clearing and settlement systems that could pose systemic risk. The department also regularly monitors the financial sector in Canada and abroad and provides analysis and advice on issues addressed by Canadian public authorities and by international organizations such as the Bank of International Settlements. The department's analysts also examine and analyze such issues as the monitoring of risks to overall financial stability; payment, clearing, and settlement systems; and the development of federal financial sector policy.

Funds Management and Banking

The Funds Management and Banking Department fulfills the Bank of Canada's fiscal agent responsibilities through sound policy advice, reliable banking services and effective management of financial assets. As fiscal agent to the Government of Canada, the department provides policy and risk-management advice regarding treasury management, domestic debt management, foreign reserve management, and the retail debt program and oversees the execution of the latter program. The department also provides payment and settlement services to the Government of Canada, the Bank of Canada, the Canadian Payments Association, the Canadian Depository for Securities Ltd., the Continuous Linked Settlement Bank, other central banks, and foreign official financial institutions.

Information Technology Services

The Information Technology Services Department provides a unified and adaptive Information Technology (IT) environment and services.

International Economic Analysis

The International Economic Analysis Department has three main responsibilities. It produces timely analysis of current and prospective economic developments in foreign countries. It provides analysis and policy advice on global economic issues, including those addressed by international organizations such as the International Monetary Fund. As well, the department undertakes studies on topics related to the global economy, including exchange rates and commodity prices.

BANK OF CANADA REGIONAL OFFICES

The Bank of Canada is headquartered in Ottawa. It has operations centres in Ottawa, Toronto, and Montréal and maintains five regional offices across Canada. They are located in Halifax, Montréal, Toronto, Calgary, and Vancouver. These offices are integral to our service to Canadians, strengthening the Bank's ties with the financial community, provincial governments, industries, educational institutions, and the public.

Quarterly regional surveys of firms and associations provide important input for the Bank's analysis of the Canadian economy. Regional staff also oversee the distribution of bank notes across the country, maintain liaison with law-enforcement agencies, promote awareness of bank note security features, and assist the Governing Council and members of the Board of Directors with their communications activities across Canada.

In 2002, the Bank established a post in New York to enhance communication with the financial community there.



The Board of Directors and Management of the Bank of Canada

For a complete and current listing of the Bank's executives, visit our website at www.bankofcanada.ca.

Board of Directors

Mark Carney, Governor
Paul Jenkins, Senior Deputy Governor
William Black, Lead Director,
Halifax, Nova Scotia

Philip Deck,

Toronto, Ontario

Bonnie DuPont,

Calgary Alberta

Douglas Emsley,

Regina, Saskatchewan

Jock Finlayson,

Vancouver, British Columbia

Carol Hansell,

Toronto, Ontario

Brian Henley,

St. John's, Newfoundland and Labrador

Daniel Johnson,

Montréal, Quebec

David Laidley,

Montréal, Quebec

Leo Ledohowski,

Winnipeg, Manitoba

Richard McGaw,

Fredericton, New Brunswick

Michael O'Brien,

Charlottetown, Prince Edward Island

Member ex officio:

Michael Horgan,

Deputy Minister of Finance

Senior Management

Governor

Mark J. Carney

Senior Deputy Governor

W. Paul Jenkins

Deputy Governors

Pierre Duguay David Longworth John Murray Timothy Lane

General Counsel and Corporate Secretary

John Jussup

Advisers

Janet Cosier¹ Agathe Côté Allan Crawford Sheila Niven Jack Selody David Wolf

Chair of the Board of Directors of the Canadian Payments Association

Department Chiefs

Audit:

Carmen Vierula

Canadian Economic Analysis:

Paul Fenton

Communications:

Brigid Janssen

Corporate Services:

Collen Leighton

Currency:

Gerry Gaetz

Executive and Legal Services:

John Jussup

Financial Markets:

Donna Howard

Financial Services:

Sheila Vokey

Financial Stability:

Mark Zelmer

Funds Management and Banking:

George Pickering

Information Technology Services:

Carole Briard

International Economic Analysis:

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