



President
of the Treasury Board

Président
du Conseil du Trésor

Crown Corporations and Other Corporate Interests of Canada

1997

Canada

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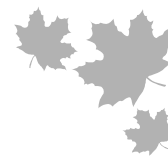
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CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA

It is with pleasure that I table the *1997 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*. This annual report is the principal means by which the government informs Parliament and Canadians about its corporate holdings. These range from directly held parent Crown corporations to organizations in which the government has only a partial shareholding or right to appoint a member to the board of directors.

For the first time, this document reports on the performance of Crown corporations according to the ministerial portfolios to which they belong. This reflects the fact that, although Crown corporations vary greatly in size and function, they are all accountable to Parliament through a minister.

Program Review has introduced a new dynamic that has resulted in Crown corporations becoming less dependent on the financial support of the government. The Government of Canada is continually examining options for delivering its programs more effectively while reducing the burden on taxpayers. Recent developments in this area include the transfer of Transport Canada's air navigation system to NAV CANADA and the continued transfer of federal airports to Canadian Airport Authorities. The research community is sharing the governance of a new corporation, the Canada Foundation for Innovation. In addition, proposed legislation affecting The Canadian Wheat Board would result in the governance of the Wheat Board being shared with its stakeholders.

It is clear that effective corporate governance is essential to the functioning of all corporations in which the government has an interest. With this in mind, the Treasury Board Secretariat published guidelines on corporate governance last year.

I am pleased to note that many Crown corporations have responded to these guidelines and have reported on their corporate governance activities.

Marcel Massé
President of the Treasury Board

December 1997



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INTRODUCTION

The President of the Treasury Board's *1997 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* provides a consolidated report on the businesses and activities of all parent Crown corporations and the other corporate interests of the Government of Canada. This report comprises the following sections:

- The **Overview of the Portfolio** describes significant developments, major events and trends in Crown corporations. As well, it provides a review on a ministerial portfolio basis. Two summary tables present the consolidated financial position, operating results, financing and employment information for Crown corporations by ministerial portfolio.
- **Corporate Abstracts** summarizes each parent Crown corporation's mandate, products and services, corporate highlights, performance, objectives for the next planning period and financial results.
- **Corporate Holdings** presents a listing of parent Crown corporations and their corporate holdings.
- **Other Corporate Interests** is a compilation of the other corporate interests of Canada, and provides supplementary information about them.
- The **Consolidated List of Crown Corporations and Other Corporate Interests of Canada** is an alphabetical listing of the organizations included in this report and is a new addition this year.





- **Tabling of Reports in Parliament** presents a record of annual reports, and summaries of the corporate plans and budgets tabled in Parliament by the responsible ministers.
- The **Annex** contains the audited financial statements for each parent Crown corporation.

This *1997 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared under the direction of the President of the Treasury Board by the Alternative Service Delivery and Crown Corporation Policy Sector. It responds to the requirements of the *Financial Administration Act* sections 151 and 152 that the following documents be tabled in Parliament annually:

- a consolidated report on the businesses and activities of all parent Crown corporations, including information on all Crown corporations and other corporate interests of Canada; and
- a report indicating when annual reports and summaries of the corporate plans and budgets were to be laid before each House (for the 12-month period ending on July 31), and when they were actually laid before that House.





OVERVIEW OF THE PORTFOLIO

Background and Context

With the creation of the Canadian Race Relations Foundation, the Crown corporation portfolio increased in size in 1996/97 from 46 to 47 parent Crown corporations. Each Crown corporation has its own specific public policy purpose. Accordingly, corporations vary widely in size and differ in their demands on the government for financial support.

Each Crown corporation is a legally distinct entity wholly owned by the Crown and managed by a board of directors. The enabling legislation for each Crown corporation, whether by a special Act of Parliament or by articles of incorporation under the *Canada Business Corporations Act*, sets out the Crown corporation's mandate, powers and objectives.





Corporate Environment

Getting Government Right

Crown corporations have long been used as an alternative model to the departmental delivery of federal programs and services. The President of the Treasury Board's 1996 *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* noted that the government had begun to move away from traditional models of service delivery to allow more cost effective and client-oriented management practices to flourish. In February 1997, the President of the Treasury Board reported on the initiatives that were under way to modernize the delivery of programs and services to Canadians in *Getting Government Right: Governing for Canadians*. The government is continuing the restructuring work begun as a result of Program Review to create a modern public sector that can better respond to the challenges that it faces.

This examination of the corporate environment outlines the federal government's progress in the area of alternative service delivery. Also discussed are Crown corporations' mandate reviews, and other issues of general relevance across the government's portfolio of Crown corporations.

I. Alternative Service Delivery

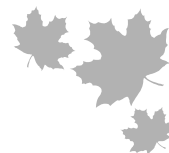
The Treasury Board's *Framework for Alternative Program Delivery* outlines several delivery options that departments may use to improve service and modernize operations. The Framework, however, is not intended to limit the range of alternatives considered by government entities in restructuring programs and activities. Although many current service delivery models will continue to be useful in the future, innovative organizational and partnering arrangements, and appropriate enabling legislation, may be necessary.

During the past year, the government created several new organizations to carry out its programs. It also commercialized or privatized some activities as well as commencing the process for others. These are noted below.

Service Agencies

Service agencies are expected to be established by separate constituent legislation to reflect their unique features and requirements. Typically they would be headed by a chief executive officer reporting to a minister; have flexible administrative, financial and human resources authorities consistent with the organization's mandate; be performance and results oriented; and have tailored reporting and accountability requirements. The 1996 Budget announced the creation of three new service agencies. The Canadian Food Inspection Agency was established on April 1, 1997 as a departmental corporation. Work is continuing to establish the Parks Canada Agency and the Canada Customs and Revenue Agency.





Special Operating Agencies

Special Operating Agencies (SOAs) are service delivery units within government departments. They are allowed more direct authority and responsibility for obtaining results by increasing their management flexibilities and relaxing administrative rules and controls. In return, SOAs commit to agreed-upon levels of performance. SOA frameworks are approved by the Treasury Board and are implemented without requiring legislation. In 1996/97, the Treasury Board approved four new SOAs: Measurement Canada; the Occupational and Environmental Health Services; Technology Partnerships Canada; and the Superintendent of Bankruptcy. This brings the total number of SOAs to 19, with some 6,000 employees.

Foundations and Boards

The 1997 Budget announced the creation of the Canada Foundation for Innovation and an \$800-million technology endowment fund. The purpose of the fund is to provide financial support for the modernization of research infrastructure at Canadian universities and colleges, in research hospitals, and in associated not-for-profit research institutions and organizations in the areas of health, environment, science and engineering. The Foundation is an independent corporation at arm's length from the government. The government appointed the Chairperson of the board of directors and, on November 18, 1997, the Chairperson and the Minister of Industry announced the appointment of the 14 remaining board members.

In September 1997, the Minister of Finance tabled Bill C-2 to create the Canada Pension Plan Investment Board, which was announced in the 1997 Budget. The Investment Board would manage and invest money transferred to it from the Canada Pension Plan Account. It would be managed by a board of directors consisting of 12 directors appointed by the Governor in Council on the recommendation of the Minister of Finance after consultation with the provinces.

Partnering

Increasingly, the federal government is looking to partner with other sectors — public, private and not-for-profit — to build on their collective strengths and capabilities in meeting shared objectives.

Recent examples of partnering arrangements include 'Team Canada' missions abroad to promote trade through co-operation between the federal and provincial governments and the private sector. The Canada Infrastructure Works Program combined the efforts of three levels of government and delivered benefits to communities across Canada. The 1997 completion of the Confederation Bridge linking Prince Edward Island and New Brunswick was made possible by an innovative financing arrangement, federal-provincial co-operation and private-sector expertise.





Commercialization and Shared Governance

Previous Budgets announced the government's intention to commercialize public entities and activities where they could be shown to improve services and reduce costs while continuing to protect the public interest. Examples of progress in this area during the past year are noted below.

On October 31, 1996, the operations of Canada's air navigation system were transferred to NAV CANADA — a private, not-for-profit corporation created to purchase the system for \$1.5 billion and operate it. The air navigation system provides civil air traffic control, flight information services such as weather briefings, and a network of navigational aids. NAV CANADA operates independently of the government except for certain clearly defined areas such as safety, and services to remote and northern communities.

During the period in review, the National Capital Commission reached an agreement to obtain from private companies property management and leasing services, as well as maintenance and recreational services in Gatineau Park. Public Works and Government Services Canada has initiated an outsourcing of some of its architectural and engineering, real estate and property management services. This is expected to reduce its costs by some \$40 million per year.

In 1995, the government reviewed the mandate and funding of Atomic Energy of Canada Limited (AECL) as part of Program Review. It decided that AECL should maintain a viable CANDU business. AECL was asked to focus on the CANDU business and its research and development, and to plan the closure of some facilities, including its Whiteshell Laboratories at Pinawa, Manitoba. The government announced on December 19, 1996, that it would seek private-sector interest in commercializing the Whiteshell site. The commercialization would include AECL's business not essential to the CANDU program. A 1997 proposal by Canadian Nuclear Projects Limited will form the basis for more detailed negotiations to commercialize the Whiteshell Laboratories.

Two bills that died on the Order Paper when Parliament was dissolved in April 1997 and that have implications for a number of Crown corporations were re-introduced in the House of Commons in October 1997.

The objective of Bill C-9, the Canada Marine Act, is to improve the effectiveness of Canada's major ports by creating a National Ports System comprising independently managed Canada Port Authorities (CPAs). The Bill proposes to streamline the regulatory regime for the new CPAs and other ports currently administered by Transport Canada, and to dissolve the Canada Ports Corporation, thereby reducing the administrative burden and overhead costs for the major ports. Bill C-9 would repeal the *Public Harbours and Ports Facilities Act*. It would allow the Minister of Transport to commercialize the operations of the Great Lakes-St. Lawrence Seaway system by entering into agreements with Seaway users or any other group to operate and maintain the Seaway. This Bill would also change several aspects of the marine pilotage system. Under the proposed legislation, the pilotage authorities would be required to recover all of their costs from users of their services.





Bill C-4, which proposes amendments to the *Canadian Wheat Board Act*, provides that farmers in various electoral areas would elect 10 of the Wheat Board's proposed 15 directors. As well, Canada would continue to guarantee the provisional prices, and the Wheat Board's borrowings and receivables generated by certain credit grain sales.

Privatization

In 1996/97, the government completed two large privatization initiatives started in previous years. In November 1995, the government sold the Canadian National Railway Company (CN) for gross proceeds of \$2.1 billion, with payment for the shares spread over two installments. On November 26, 1996, the government collected \$900.9 million representing the final payment. In September 1995, the government sold 123.9 million shares of Petro-Canada. Purchasers paid for these shares in three installments over 18 months. In September 1996 and again in March 1997, the government received the second and third installments totaling \$1.053 billion.

During 1996/97, the government completed the privatization of the Canada Communication Group (CCG) to the St. Joseph Corporation through a competitive sales process.

The government had previously announced its intention to sell its minority shareholding in National Sea Products Limited subject to market conditions and consultations with the company. The government had also signalled its intent to initiate the sale of Theratronics International Limited, when the company's operations warrant. The government remains committed to these privatization initiatives.

II. Crown Corporation Mandate Reviews

A review of the mandate of Atomic Energy of Canada Limited set the stage for the commercialization of its Whiteshell Laboratories, as described earlier in this section.

In April 1997, the Minister responsible for Canada Post Corporation reaffirmed that Canada Post would not be privatized, and introduced measures to improve postal service for Canadians. Service levels and standards would be set for rural Canada, and standards for both urban and rural Canada would be monitored independently and results reported to the minister. Canada Post's primary focus would be on the delivery of lettermail. In order to maintain affordable lettermail without subsidies, Canada Post would remain in competitive services and would not be asked to sell its interest in Purolator Courier. The price of stamps would not increase in 1997 or 1998. Future increases, when warranted, would be less than inflation, implemented no more than once a year and announced at least six months in advance.

The minister also announced that a Canada Post Ombudsman would be created, and that the Ombudsman would provide a statement for inclusion in the corporation's annual report. As well, Canada Post would be required to provide an annual statement from its auditor on cross-subsidization between its competitive services and its exclusive privilege





lettermail business. On August 28, 1997, Canada Post announced that it had established the Office of Ombudsman.

The Canada Mortgage and Housing Corporation (CMHC) is restructuring to meet a revised mandate. This includes having CMHC operate its insurance funds on a more commercial basis, represent Canada's housing interests internationally, and offer provincial and territorial governments the opportunity to manage the social housing resources. To date, three provinces and one territory have agreed to manage the federal social housing resources. In streamlining its organization, CMHC has adopted a regional business centre approach. Nearly all operating decisions are made in the field from five regional business centres.

Issues of General Interest and Relevance to Federal Crown Corporations

Corporate Governance

In June 1996, the President of the Treasury Board and the Minister of Finance issued *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises*. The guidelines serve as benchmarks for governance practices and help strengthen accountability.

Several Crown corporations addressed the issue of corporate governance in their annual reports. No fewer than five of them indicated that they had established a corporate governance committee. These included Atomic Energy of Canada Limited, the Bank of Canada, the Business Development Bank of Canada, the Canadian Broadcasting Corporation and the Export Development Corporation. Five more corporations reported that they had reviewed or were reviewing the issue of corporate governance.

Executive Compensation

After six years of wage restraint, the government has returned to a market-based regime of determining wages for employees of Crown corporations. It has signalled to the top management of Crown corporations that a conservative, more performance-based approach to designing new compensation packages is expected. In addition, the government is seeking independent advice and recommendations on compensation strategies and principles concerning Public Service executives and Governor-in-Council appointees in departments and Crown corporations.

The Advisory Committee on Senior Level Retention and Compensation is expected to make its recommendations to the President of the Treasury Board in late 1997. The President will make the committee's report public.





Environment

Protection of the environment remains an important objective for Crown corporations and the government. Environmental assessment policies adopted by Crown corporations are aimed at providing exemplary results by ensuring that significant projects are evaluated within the spirit of the *Canadian Environmental Assessment Act*.

It is expected that work will continue in the year ahead on how Crown corporations would meet government objectives in protecting endangered species and the environment.

Official Languages

Under section 41 of the *Official Languages Act*, the government is committed to enhancing the vitality of English and French minority communities in Canada, and to fostering the full recognition and use of both languages in Canadian society. Section 42 of the Act requires the Minister of Canadian Heritage, in consultation with other ministers, to encourage and promote a co-ordinated approach to the implementation of section 41.

In March 1997, the Minister of Canadian Heritage and the President of the Treasury Board reaffirmed this commitment through a joint memorandum of understanding designed to provide greater accountability in the implementation of sections 41 and 42 of the *Official Languages Act*. It was intended to respond to the second report of the Standing Joint Committee on Official Languages on the implementation of sections 41 and 42.

The memorandum of understanding creates a process that would encourage a number of federal institutions, including several Crown corporations, to include, in their overall strategic planning and evaluation procedures, those activities aimed at fostering the development of minority official language communities in accordance with the government's commitment under section 41. The Treasury Board Secretariat is to provide guidance to help Crown corporations integrate into their overall strategic planning the specific strategies relating to their responsibility under that section. Canadian Heritage provides appropriate support to the Secretariat in this regard.

Payments in Lieu of Taxes

During the period in review, the final supplementary report of the Joint Technical Committee on Payments in Lieu of Taxes was submitted to the Minister of Public Works and Government Services and to the President of the Treasury Board. The committee, comprised of members representing the Federation of Canadian Municipalities, Public Works and Government Services Canada, and the Treasury Board Secretariat, was given the task of finding ways to improve the fairness of the system of payments in lieu of property taxes. The committee reached a consensus on several issues, including the need to design an appropriate and effective appeal mechanism. The committee's recommendations are under consideration by the government.





The Importance of Reporting to Parliament

The *Financial Administration Act* requires each scheduled Crown corporation to submit an annual report and summaries of the corporate plan and budget for tabling annually in Parliament. A well-functioning accountability framework is based on the timely receipt by Parliament of useful information on corporate performance. The corporate plan summary serves to inform Parliament of the objectives of the corporation as approved by the government, and the corporation's plans for achieving these objectives. The annual report, in addition to financial statements and the auditor's report, also presents information on the extent to which corporate objectives were met during the reporting period.

This report contains a section entitled 'Tabling of Reports in Parliament,' which provides a record of reports tabled during the past year.

Excellence in Reporting is Recognized

The Farm Credit Corporation and the Canada Deposit Insurance Corporation were the recipients of the 1996 Auditor General Award for Excellence in Annual Reporting by Crown Corporations. Established by the Auditor General of Canada in 1994, the award recognizes those corporations that provided the best accountability information. It is intended to act as an incentive to corporations to improve the annual reports and the summaries of corporate plans and budgets that are tabled in Parliament.

Crown Corporation Performance

This part provides a summary of the following general performance indicators as reported by Crown corporations:

- budgetary appropriations;
- debt obligations;
- assets;
- net income; and
- employment.

The privatization of CN contributed to a significant decline in the financial and employment aggregates of Crown corporations, and this decline is reflected in the exhibits that appear throughout this section. Data for CN are included for the years up to 1994/95. CN data are excluded from 1995/96 on. Exhibits 9 and 10 at the end of the Overview of the Portfolio section present the consolidated financial position, operating results and employment levels in Crown corporations by ministerial portfolio.

Budgetary Appropriations

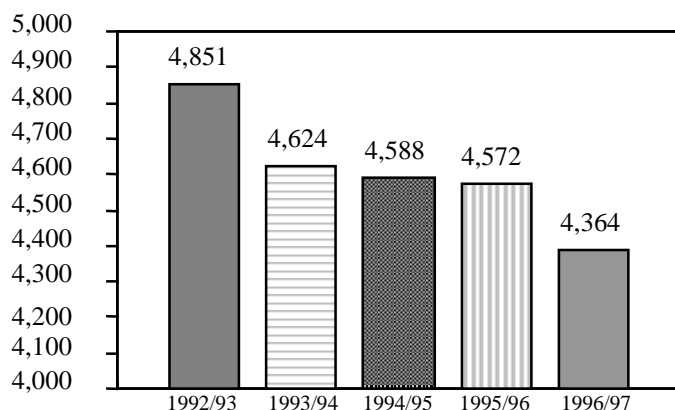
Budgetary appropriations, or funding from Canada to Crown corporations, continued to decline. In 1996/97, these appropriations totalled \$4,364 million — down from the





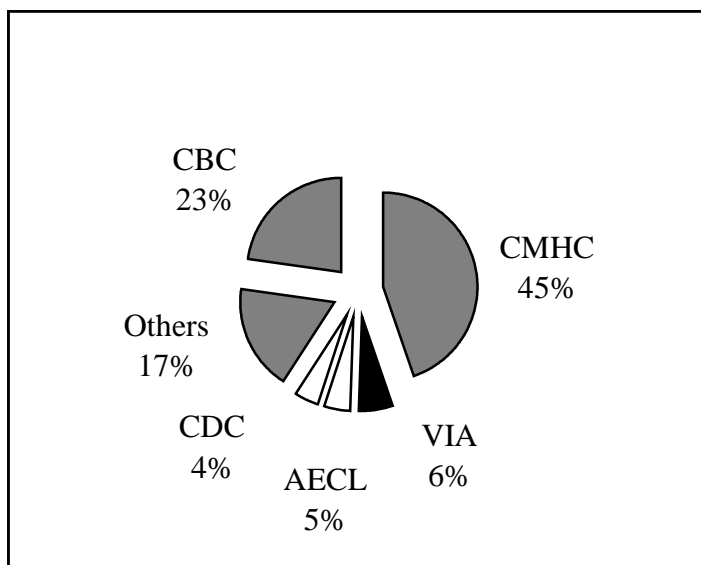
\$4,572 million total the previous year. Exhibit 1 below illustrates the decline in appropriations over the last five years.

Exhibit 1: Total Budgetary Appropriations 1992/93 to 1996/97 (\$ million)



In 1996/97, appropriations went to 29 Crown corporations. Exhibit 2 below identifies the five corporations that received 82 percent of all appropriations to Crown corporations.

Exhibit 2: Largest Beneficiaries of Budgetary Appropriations 1996/97



Canada Mortgage and
Housing Corporation (CMHC)

Canadian Broadcasting
Corporation (CBC)

VIA Rail Canada Inc. (VIA)

Atomic Energy of Canada
Limited (AECL)

Canadian Dairy Commission
(CDC)

Traditionally, the five corporations identified in exhibit 2 have been the largest recipients of government funding. In 1996/97, their combined appropriations declined to





\$3,596 million from \$3,818 million in 1995/96 — a decline of nearly 6 percent. The \$173-million decrease in funding to the CBC accounted for most of the overall decline during 1996/97. In the case of CMHC, about 90 percent of appropriations flow to households in need under long-term subsidy commitments.

The reduction in funding to Crown corporations follows the 1996 Budget announcement. That Budget planned reductions over a five-year period of \$180 million to CMHC, \$63 million to VIA Rail, and \$74 million to AECL.

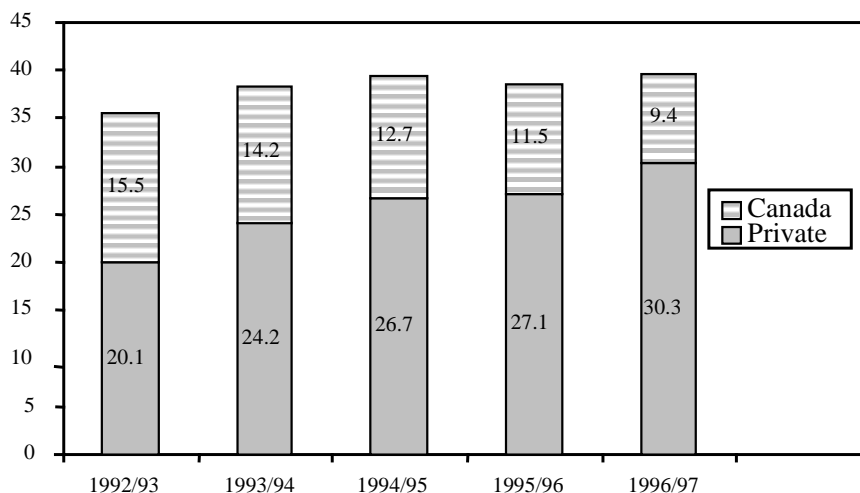
In contrast to the comparative results a year ago, the 4.5-percent decline in total appropriations to Crown corporations in 1996/97 from 1995/96 was smaller than the 6-percent decline in other government program spending over a similar period.

Debt Obligations

The total debt owed by Crown corporations, excluding the Bank of Canada, increased to \$39.7 billion in 1996/97 from \$38.6 billion the previous year. This represents a 2.8-percent increase. These total debt figures include debts payable both to Canada and to the private sector. Crown corporations have been encouraged to borrow from private markets where appropriate and to reduce their borrowings from Canada.

Exhibit 3 shows how Crown corporations have steadily substituted borrowings from Canada with borrowings from private lenders over the last five years.

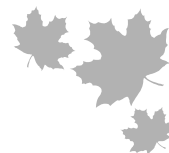
Exhibit 3: Debt Obligations of Crown Corporations (\$ billion)



CMHC is the largest debt holder in the portfolio. Consistent with the trend outlined in Exhibit 3, the corporation is continuing to pay down its government debt, and all new borrowings are from the private sector.

Three other large debtors are the Business Development Bank of Canada, the Export Development Corporation and the Farm Credit Corporation. In 1996/97, these three

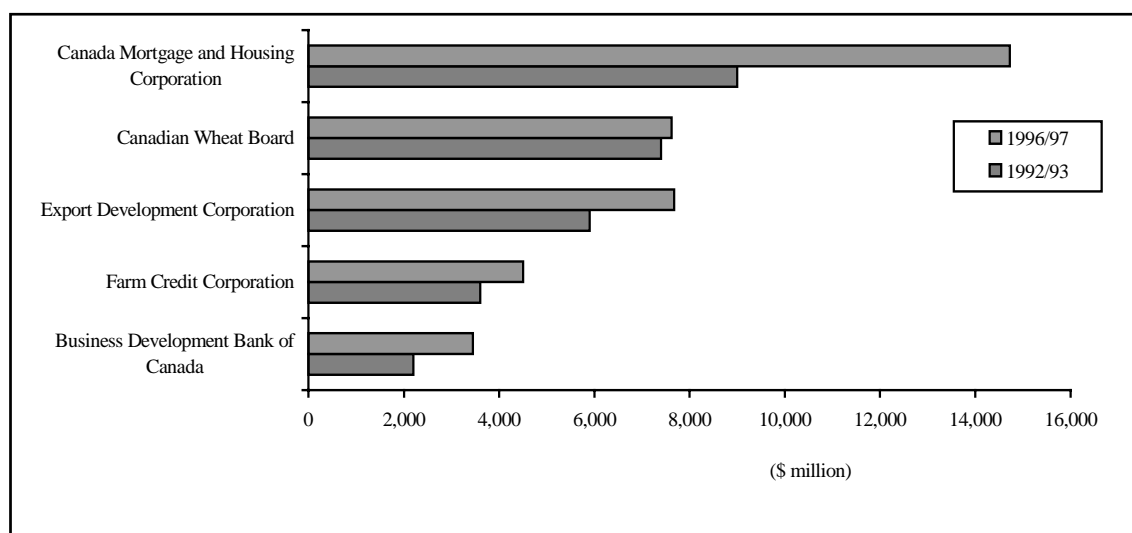




financial intermediaries held a combined debt of \$15.6 billion compared to \$14.6 billion the previous year. These debts are balanced by loans receivable of similar size.

Exhibit 4 identifies the five Crown corporations whose 1996/97 debt exceeds \$1 billion and illustrates the increase in their respective debt loads since 1992/93. The increase for CMHC reflects private-market borrowing to provide direct lending under social housing. By self-financing the mortgages of social housing projects, CMHC has substantially reduced federal government subsidy costs.

Exhibit 4: Comparison of Largest Debtors in 1996/97 with 1992/93



Assets

Crown corporation assets increased to \$56.7 billion in 1996/97 from \$53.8 billion the previous year. This 5.4-percent increase in assets is partly balanced by debt increases described earlier in this part.

Not all corporations increased their asset base. Increases in some Crown corporations' assets were moderated by decreases in those of other Crown corporations.

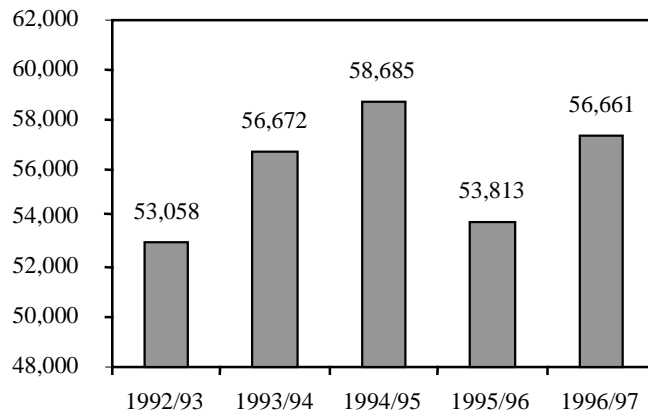
In 1996/97, increases in the value of assets were reported by Canada Mortgage and Housing Corporation, the Farm Credit Corporation, the Export Development Corporation and the Business Development Bank of Canada. Decreases were reported by the Canada Deposit Insurance Corporation, the Canadian Commercial Corporation, VIA Rail and the Canadian Broadcasting Corporation.

Exhibit 5 illustrates the fluctuations in the value of Crown corporations' assets over the last five years.





Exhibit 5: Crown Corporation Assets, 1992/93 to 1996/97 (\$ million)



Net Income

The combined net income of Crown corporations fell to \$53.1 million in 1996/97 from the previous year's total of \$594.1 million. This precipitous decline was due mostly to a change in The Canadian Wheat Board's method of reporting net income in its annual report. Specifically, it has adopted the policy of recording no net income in recognition of the fact that its revenues after expenses are distributed to farmers.

A number of corporations improved their financial performance as measured by net income. Exhibit 6 shows corporations with the largest improvement in net income in 1996/97 relative to a year earlier. Other corporations reported declines in their 1996/97 net income — the Canada Deposit Insurance Corporation showed a decline in net income to \$124.8 million in 1996/97 from \$446.2 million in 1995/96. The National Capital Commission, Canada Mortgage and Housing Corporation's Administered Funds, and Marine Atlantic Inc. had lower net incomes reported relative to a year ago. Exhibit 10 at the end of the Overview section shows the net income of individual corporations by ministerial portfolio.





**Exhibit 6: Corporations with the Largest Increase in Net Income in 1996/97
(\$ million)**

Corporation	Net Income (Loss)		Improvement in Net Income
	1995/96	1996/97	
Cape Breton Development Corporation	(207.4)	(30.1)	177.3
Canadian Broadcasting Corporation	(159.8)	(23.0)	136.8
Canada Post Corporation	28.2	112.5	84.3
Export Development Corporation	44.0	112.0	68.0
Canada Council	12.0	45.7	33.7
Atomic Energy of Canada Limited	(9.9)	15.4	25.3
Business Development Bank of Canada	31.6	50.7	19.1
Canada Lands Company Limited	0.5	10.4	9.9
International Development Research Centre	(5.5)	2.1	7.6

Employment

The number of Crown corporation employees continued to decline. In 1996/97, the total number of employees was 75,074 compared to 77,614 in 1995/96, which is a 3.3-percent decrease. This decline was due mainly to reduced employment at Atomic Energy of Canada Limited, the Bank of Canada, the Canadian Broadcasting Corporation, Canada Post Corporation, Canada Mortgage and Housing Corporation, the Cape Breton Development Corporation, the National Capital Commission and VIA Rail Canada Inc.

Exhibit 7 shows the declining trend in employment in Crown corporations over the past five years. The main decline between 1994/95 and 1995/96 was due to the privatization of CN.

Exhibit 7: Employment in Crown Corporations, 1992/93 to 1996/97

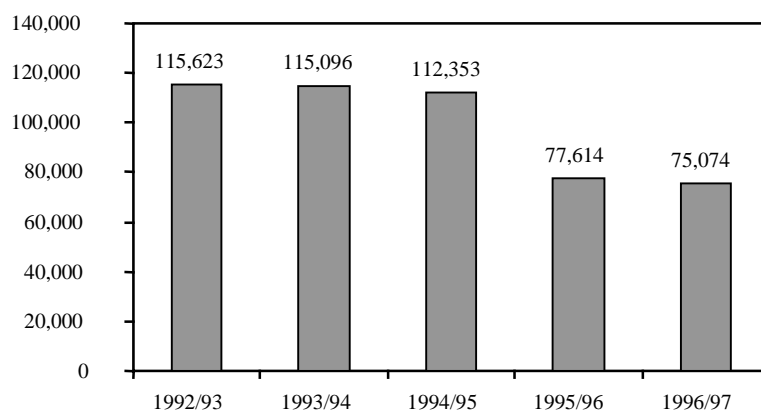




Exhibit 8: Crown Corporations Grouped by Ministerial Portfolio

Agriculture and Agri-Food

App: 187.6 E: 862

Canadian Dairy Commission
Farm Credit Corporation

Foreign Affairs

App: 97.5 E: 357

International Development
Research Centre

Transport

App: 383.5 E: 7,270

Atlantic Pilotage Authority
Canada Ports Corporation
Great Lakes Pilotage Authority, Ltd.
Halifax Port Corporation
Laurentian Pilotage Authority
Marine Atlantic Inc.
Montreal Port Corporation
Pacific Pilotage Authority
Port of Quebec Corporation
Prince Rupert Port Corporation
Saint John Port Corporation
St. John's Port Corporation
St. Lawrence Seaway Authority, The
Vancouver Port Corporation
VIA Rail Canada Inc.

Canadian Heritage

App: 1,406.4 E: 9,433

Canada Council
Canadian Broadcasting Corporation
Canadian Film Development
Corporation
Canadian Museum of Civilization
Canadian Museum of Nature
Canadian Race Relations Foundation
National Arts Centre Corporation
National Capital Commission
National Gallery of Canada
National Museum of Science and
Technology

Industry

App: 26.8 E: 1,185

Business Development Bank of
Canada
Enterprise Cape Breton Corporation
Standards Council of Canada

International Trade

App: 10.9 E: 692

Canadian Commercial Corporation
Export Development Corporation

Finance

App: 0 E: 1,691

Bank of Canada
Canada Deposit
Insurance Corporation
Canada Development Investment
Corporation
Petro-Canada Limited

Natural Resources and The Canadian Wheat Board

App: 241.0 E: 6,023

Atomic Energy of Canada Limited
Canadian Wheat Board, The
Cape Breton Development Corporation

Public Works and Government Services

App: 2,010.2 E: 47,529

Canada Lands Company Limited
Canada Mortgage and Housing
Corporation
Canada Post Corporation
Defence Construction (1951) Limited
Old Port of Montreal Corporation Inc.*
Queens Quay West Land Corporation
Royal Canadian Mint

Fisheries and Oceans

App: 0 E: 32

Freshwater Fish Marketing
Corporation

App = Budgetary appropriations (\$ million)

E = Employment

At the corporate year ends, before July 31, 1997.

* The Old Port of Montreal 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.





Crown Corporations: Portfolio-based Review

Exhibit 8 illustrates the federal Crown corporations grouped according to the ministerial portfolios through which they are accountable to Parliament. This portfolio grouping is used for purposes of the following review of issues relating to the corporations. Specific information about individual Crown corporations may be found in the Corporate Abstracts section of this report.

Exhibit 9 shows each corporation's employment and financial position, and Exhibit 10 provides information about each corporation's operating results and financing. These exhibits, which appear at the end of this part, are also structured according to the portfolio grouping shown in Exhibit 8.

For Crown corporations with fiscal years ending on or after July 31, 1997, this report reflects financial data for the fiscal year ending in 1996. Accordingly, for the Canadian Dairy Commission, The Canadian Wheat Board and the National Arts Centre Corporation, this report covers the period ending July 31, 1996 for the first two corporations, and August 31, 1996 for the third. All other corporations' data are for their respective 1996 or 1996/97 fiscal years.

This section contains several references to a corporation's or group's "self-sustaining percentage". This term means the percentage of revenues to operating expenses.

Agriculture and Agri-Food

During the period in review, responsibility for The Canadian Wheat Board was removed from this portfolio when the former Minister of Agriculture and Agri-Food assumed responsibility for Natural Resources Canada while retaining responsibility for The Canadian Wheat Board. In 1996/97, the remaining two Crown corporations in the Agriculture and Agri-Food portfolio had 862 employees, with the Farm Credit Corporation accounting for 800. The Canadian Dairy Commission was the only Crown corporation in this portfolio to receive budgetary appropriations. It received a total of \$187.6 million — 98.5 percent of which comprised subsidy payments to farmers.

Canadian Dairy Commission Farm Credit Corporation
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The Canadian Dairy Commission is a key facilitator within the Canadian dairy sector. It is responsible for giving producers and processors the opportunity to obtain a fair return for their labour and investment by administering policies and programs that meet their needs, while ensuring that Canadian consumers have access to a continuous and adequate supply of quality dairy products.

In fulfilling its mandate, the commission provides a framework for the federal-provincial participation that is crucial given the shared jurisdiction in the industry. Some of the key issues facing the dairy industry include the phasing out of the dairy subsidy, the





development of a long-term dairy policy, the setting of support prices and the production of non-quota milk.

In providing financing to Canadian primary producers, farm-related businesses and agri-businesses, the Farm Credit Corporation's challenge will be to keep up with the drastic changes that are being driven by consumer trends, increased competition and technology. These influences are being felt not only in the agriculture industry, but across the Canadian economy as a whole.

Canadian Heritage

During the period in review, corporations in the Canadian Heritage portfolio had a total of 9,433 employees or nearly

13 percent of all Crown corporation employees. Excluding the Canadian Race Relations Foundation, which commenced operations in 1996, appropriations to this portfolio's Crown corporations totalled \$1.4 billion — a decrease of \$203.7 million or 12.2 percent from 1995/96. With the exception of the Canadian Museum of Nature and the National Arts Centre Corporation, all corporations had a decline in budgetary appropriations.

Canada Council Canadian Broadcasting Corporation Canadian Film Development Corporation Canadian Museum of Civilization Canadian Museum of Nature Canadian Race Relations Foundation National Arts Centre Corporation National Capital Commission National Gallery of Canada National Museum of Science and Technology
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Net income for the Crown corporations in the Canadian Heritage portfolio improved in 1996/97 from a loss of \$390 million to a loss of \$268.7 million. The self-sustaining percentage for these corporations remained relatively stable at 21 percent in 1996/97 compared to previous years.

In response to decreased appropriations for programming purposes and in anticipation of future decreases in appropriations, Crown corporations in the Canadian Heritage portfolio are streamlining their operations and management structures. They are also pursuing alternative funding sources, including fundraising, sponsorship and commercial operations. For example, Telefilm's *1996-97 Action Plan* — a large-scale overhaul of the corporation's programs, activities and operating procedures — resulted in a 25-percent reduction in its administrative expenses. In another case, the National Museum of Science and Technology has attempted to generate an increasing proportion of its operating budget from admissions, the sale of its products and services, and through sponsorships and donations.





Finance

The Minister of Finance is responsible for four Crown corporations. The Bank of Canada is the largest corporation in this group. It formulates and implements monetary policy in Canada, and acts as the government's fiscal agent. The other Crown corporations in the Finance portfolio provide a variety of services ranging from deposit insurance to financial management.

Bank of Canada
Canada Deposit Insurance
Corporation
Canada Development Investment
Corporation
Petro-Canada Limited

In 1996/97, these corporations had a total of 1,691 employees, of whom 1,600 were employed by the Bank of Canada. Crown corporations in the Finance portfolio received no budgetary appropriations during the year. Net income for these corporations, excluding the Bank of Canada, fell from \$473 million in 1995/96 to \$142 million in 1996/97. The Canada Deposit Insurance Corporation accounted for 97 percent of this decline. Total dividends paid to Canada amounted to \$31.3 million in 1996/97, compared to \$10 million in the previous year. These were paid by the Canada Development Investment Corporation.

Fisheries and Oceans

The Freshwater Fish Marketing Corporation is the only Crown corporation in the Fisheries and Oceans portfolio. The corporation had 32 employees in 1996/97 and operates on a self-sustaining basis. Profits at the end of the year are distributed to its client fishers.

The corporation reported that the fish products it markets are facing increased competition from within and outside the fish and seafood industry. Nonetheless, it is encouraged by the gains it has made in new markets in Eastern Europe and elsewhere.

Foreign Affairs

The International Development Research Centre (IDRC) is the only Crown corporation in the Foreign Affairs portfolio. In 1996/97, IDRC had 357 employees — a reduction of 66 from the previous year. In 1996/97, it received \$97.5 million in budgetary appropriations. Of this, IDRC disbursed \$83.7 million for development-research activities. Its self-sustaining percentage was 20 percent.

The corporation has signalled a change in direction to respond to the challenges of development in the information age. Specifically, its approach to the problems associated with global poverty will be multidisciplinary rather than focused on the traditional lines of scientific enquiry.

Industry

Crown corporations in the Industry portfolio conduct activities ranging from financial intermediation to the promotion of

Business Development
Bank of Canada
Enterprise Cape Breton
Corporation
Standards Council of Canada





standardization. Regional development is another area of Crown corporation involvement. As well, the Minister of Industry is responsible for all three of Canada's non-corporate regional development agencies. These are the Atlantic Canada Opportunities Agency (ACOA); the Federal Office of Regional Development (Quebec) [FORD-Q]; and Western Economic Diversification (WED).

In 1996/97, the three Crown corporations in this portfolio had a total of 1,185 employees — 90 percent of whom were employed by the Business Development Bank of Canada (BDC). The Enterprise Cape Breton Corporation received \$14.7 million of the \$26.8 million in budgetary appropriations paid to these three corporations.

In 1996/97, all Crown corporations in this portfolio showed an improvement in net income over the previous year. Total dividends paid to Canada during 1996/97 amounted to \$3.4 million — all of which were paid by BDC.

In April 1996, the Senate Standing Committee on Banking, Trade and Commerce issued a report entitled *Crown Financial Institutions*. This report examined the issue of how the federal government's financial institutions — the Export Development Corporation, the Canadian Commercial Corporation, the Business Development Bank of Canada and the Farm Credit Corporation — function in relation to the private sector and to one another. The Committee also looked at the operations of ACOA, FORD-Q and WED.

In responding to the Senate Committee in July 1996, the Minister of Industry stated that, over the past year, the organizations had undergone a series of changes designed to improve client service and reduce duplication and overlap. To ensure continued progress, the minister announced the creation of a Council of Crown Financial Institutions (CFIs) consisting of the chairs and chief executive officers of the CFIs and deputy ministers concerned.

International Trade

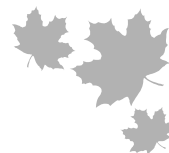
In 1996/97, the Canadian Commercial Corporation (CCC) received \$10.9 million in budgetary appropriations.

Canadian Commercial Corporation Export Development Corporation

The Export Development Corporation (EDC) was financially self-sufficient. During the year, these corporations employed a total of 692 employees — of whom 602 were employed by EDC. Both corporations showed an improvement in net income in 1996/97, with EDC accounting for 97 percent of the \$70.3 million increase over that in 1995/96.

The roles of the two corporations in promoting Canadian exports differ. In its dealings with foreign governments and international agencies, CCC facilitates sales by assuming the role of the prime contractor. EDC's role is to reduce the financial risk to Canadian exporters by providing credit insurance, loans, guarantees and other financial services.





Natural Resources and The Canadian Wheat Board

During the period in review, The Canadian Wheat Board was added to this portfolio when the former Minister of Agriculture and Agri-Food became the Minister of Natural Resources. These three corporations had a total of 6,023 employees, 61 percent of whom were employed by Atomic Energy of Canada Limited (AECL). There was a significant increase in budgetary appropriations — from \$174.6 million in 1995/96 to \$241 million in 1996/97. This increase resulted from \$23 million in restructuring costs at AECL and a \$43.5 million repayable appropriation to the Cape Breton Development Corporation (Devco).

Atomic Energy of Canada Limited
Canadian Wheat Board, The
Cape Breton Development Corporation

Some of the challenges that the Canadian grain industry will be facing in the future include biotechnology in plant breeding, contract registration, the changing role of technology, rapidly evolving marketing and delivery practices, and a reduction in the number of primary elevators in Canada. In addition, Bill C-4, which proposes amendments to the *Canadian Wheat Board Act*, has direct implications for The Canadian Wheat Board and its clients.

AECL and Devco both reported progress in the area of environmental management. AECL's Environmental Protection Program was formally adopted, and Devco began developing its Environmental Management System, which will address issues such as organizational structure, planning activities, and practices and resources necessary to implement and maintain environmental policies. Both of these systems are based on the environmental management standards of the International Organization for Standardization.

The Special Committee of the Senate on the Cape Breton Development Corporation has been mandated to examine Devco's annual report, corporate plan and progress reports. The committee is to submit its final report no later than December 15, 1997.

Public Works and Government Services

The Public Works and Government Services portfolio includes Crown corporations that perform a number of different functions ranging from contract management to the minting of coins. The two largest Crown corporations in this portfolio are the Canada Mortgage and Housing Corporation (CMHC) and the Canada Post Corporation.

In 1996/97, the seven Crown corporations in this portfolio had a total of 47,529 employees, of whom 43,831

Canada Lands Company Limited
Canada Mortgage and Housing
Corporation
Canada Post Corporation
Defence Construction (1951) Limited
Old Port of Montreal Corporation Inc.
Queens Quay West Land Corporation
Royal Canadian Mint





were employed by Canada Post. The latter represents 58 percent of all Crown corporation employees.

Budgetary appropriations for the Crown corporations in this portfolio totalled \$2 billion. Of this amount, CMHC received \$1.97 billion or 45 percent of all budgetary appropriations to Crown corporations. Of this amount, \$1.87 billion was dedicated to the corporation's continuing responsibility for federal social housing funding. CMHC fulfils this part of its mandate by participating in assisted housing initiatives on behalf of the federal government. Another part of the corporation's role is to provide mortgage loan insurance, mortgage-backed securities and mortgage rate protection.

The Crown corporations in the Public Works and Government Services portfolio showed a significant improvement in net income in 1996/97 — to \$130 million from \$105 million in the previous year. Of the group, Canada Post reported the largest increase in net income — from \$28.2 million to \$112.5 million. Total dividends paid by these Crown corporations to Canada amounted to \$33.8 million in 1996/97, of which approximately one third each was paid by three corporations — Canada Lands Company Limited, CMHC's Administered Funds and Canada Post.

Transport

The Minister of Transport is responsible for more Crown corporations than any other minister. The 15 parent Crown corporations in this portfolio include the port corporations, the pilotage authorities, and the rail and marine corporations. This portfolio also includes two wholly owned subsidiaries, The Jacques Cartier and Champlain Bridges Inc. and The Seaway International Bridge Corporation, Ltd., whose financial results are not consolidated with their parent corporation.

In 1996/97, the corporations had a total of 7,270 employees, or 9.7 percent of all Crown corporation employees.

Appropriations to these corporations totalled nearly \$384 million in 1996/97 — a decrease of 9.5 percent from the previous year. Total dividends paid to

Canada during the year amounted to \$6.2 million, of which 92 percent was received from the Vancouver and Montreal port corporations.

Crown corporations in the Transport portfolio have become increasingly self-sufficient over the past five years. In 1996/97, they had a self-sustaining percentage of 74 percent compared to 57 percent in 1992/93. Total 1996/97 losses for these Crown corporations amounted to \$140.7 million. Marine Atlantic Inc. and VIA Rail Canada Inc. reported net

Atlantic Pilotage Authority
Canada Ports Corporation
Great Lakes Pilotage Authority, Ltd.
Halifax Port Corporation
Laurentian Pilotage Authority
Marine Atlantic Inc.
Montreal Port Corporation
Pacific Pilotage Authority
Port of Quebec Corporation
Prince Rupert Port Corporation
Saint John Port Corporation
St. John's Port Corporation
St. Lawrence Seaway Authority, The
Vancouver Port Corporation
VIA Rail Canada Inc.





losses of \$75 million and \$70 million respectively. In addition, The Jacques Cartier and Champlain Bridges Inc. reported a net loss of \$28.7 million. These losses were offset by net incomes for most of the other transport-related Crown corporations.

Since 1989, VIA Rail has increased its operating cost recovery to 47 percent and reduced its total government funding requirements to \$245 million. This has been accomplished through cost cutting, a continuing program of staff reduction and renegotiation of labour agreements, plus modest gains in revenues. Between 1992 and 1996, VIA Rail's funding has declined by \$143.7 million. A further \$29 million reduction is planned for 1997/98.

VIA Rail is under continuing pressure to reduce its dependence on government payments and to recover more from fares. Much of its equipment is old and, although it has been refurbished, will require replacing.

In 1996/97, Crown corporations operating in the marine transport sector received \$110.5 million in budgetary appropriations and had 4,210 employees, compared to 4,237 employees in 1995/96. With the exception of the Great Lakes Pilotage Authority, Ltd., Marine Atlantic Inc., The St. Lawrence Seaway Authority and the Vancouver Port Corporation, all corporations in the marine sector showed an improvement in net income over 1995/96.

In 1996/97, the government forgave approximately \$23 million in federal debt owed by port corporations. Of this, \$5 million was for the Prince Rupert Port Corporation and approximately \$18 million was for the Saint John Port Corporation. The latter was complemented by \$19 million in debt forgiveness by the province of New Brunswick for a total of \$37 million to ensure the corporation's financeability when converted to a Canada Port Authority¹. The federal government also forgave \$6.3 million in federal debt owed by the Canada Ports Corporation's (CPC) Interport Loan Fund, which was an amount equal to the forgiveness by CPC of Port of Quebec Corporation loans.

Bill C-9, the Canada Marine Act, proposes major changes for Crown corporations operating in the marine sector. These were discussed earlier in the section entitled Corporate Environment and are noted in the Corporate Abstracts.

¹ A new corporate structure for the local port corporations contained in the proposed Canada Marine Act.





Exhibit 9: Employment and Financial Position Grouped by Ministerial Portfolio
(as of year ends before July 31, 1997; \$ million)

Corporation by Ministerial Portfolio	Financial Position			Employment	
	Total Assets	Current Liabilities	Long-term Liabilities		
				Equity	
Canadian Dairy Commission	158.6	83.3	75.3	0.0	62
Farm Credit Corporation	5,022.5	1,575.3	2,989.4	457.7	800
Total Agriculture and Agri-Food	5,181.0	1,658.6	3,064.7	457.7	862
Canada Council	200.3	34.4	0.0	232.1	132
Canadian Broadcasting Corporation	1,664.7	353.9	552.8	758.0	7,311
Canadian Film Development Corporation	52.3	20.4	0.8	31.1	130
Canadian Museum of Civilization	31.3	12.8	2.1	16.4	510
Canadian Museum of Nature	55.9	14.3	35.5	6.1	193
Canadian Race Relations Foundation	-	-	-	-	-
National Arts Centre Corporation	19.8	9.2	0.9	9.7	296
National Capital Commission	396.2	25.0	13.5	357.7	376
National Gallery of Canada	23.6	7.3	4.3	12.0	257
National Museum of Science and Technology	11.6	2.7	1.6	7.3	228
Total Canadian Heritage	2,455.8	480.0	611.5	1,430.6	9,433
Bank of Canada ¹	-	-	-	-	1,600
Canada Deposit Insurance Corporation	847.4	472.6	1,551.0	(1,176.2)	88
Canada Development Investment Corporation	124.0	25.1	0.0	98.9	3
Petro-Canada Limited	448.0	36.0	409.0	3.0	0
Total Finance	1,419.4	533.7	1,960.0	(1,074.2)	1,691
Freshwater Fish Marketing Corporation	20.1	16.0	0.0	4.2	32
Total Fisheries and Oceans	20.1	16.0	0.0	4.2	32
International Development Research Centre	53.3	33.2	10.9	9.2	357
Total Foreign Affairs	53.3	33.2	10.9	9.2	357
Business Development Bank of Canada	4,029.8	1,314.0	2,248.1	467.6	1,066
Enterprise Cape Breton Corporation	7.0	2.5	0.4	4.1	47
Standards Council of Canada	4.2	1.8	0.1	2.4	72
Total Industry	4,041.0	1,318.3	2,248.6	474.0	1,185
Canadian Commercial Corporation	250.5	231.6	1.6	17.3	90
Export Development Corporation	9,706.0	1,981.0	6,308.0	1,417.0	602
Total International Trade	9,956.5	2,212.6	6,309.6	1,434.3	692

¹ Financial data for the Bank of Canada are excluded from the table due to the unique nature of its operations.
The corresponding data are available in the corporation's corporate abstract.





Exhibit 9: Employment and Financial Position Grouped by Ministerial Portfolio
(as of year ends before July 31, 1997; \$ million) [cont'd]

Corporation by Ministerial Portfolio	Financial Position			Employment	
	Total Assets	Current Liabilities	Long-term Liabilities		
Atomic Energy of Canada Limited	1,040.5	291.7	290.8	458.1	3,675
Canadian Wheat Board, The (CWB)	8,281.2	1,818.7	6,462.5	0.0	454
Cape Breton Development Corporation	252.6	48.1	126.1	78.4	1,894
Total Natural Resources and CWB	9,574.3	2,158.5	6,879.4	536.5	6,023
Canada Lands Company Limited	403.8	5.5	148.7	249.6	325
Canada Lands (Vieux Port de Québec) Inc. ²	0.5	0.3	0.0	0.2	0
Canada Museums Construction Corporation Inc. ²	0.0	0.3	0.0	(0.3)	0
Canada Mortgage and Housing Corporation					2,565
Administered Funds	2,548.2	16.9	2,483.6	47.6	
Corporate Account	15,098.0	1,940.2	13,129.2	28.6	
Minister's Account	0.0	0.0	0.0	0.0	
Canada Post Corporation	2,725.8	901.3	695.7	1,128.7	43,831
Defence Construction (1951) Limited	4.0	1.7	1.9	0.5	221
Old Port of Montreal Corporation Inc. ³	1.4	1.0	0.4	0.0	77
Queens Quay West Land Corporation	3.0	1.9	45.8	(44.7)	0
Royal Canadian Mint	85.5	19.1	5.5	60.8	510
Total Public Works and Government Services	20,870.2	2,888.3	16,510.8	1,471.1	47,529
Atlantic Pilotage Authority	2.6	0.8	0.7	1.1	70
Canada Ports Corporation	271.6	22.1	237.5	12.1	253
Great Lakes Pilotage Authority, Ltd.	10.5	4.2	2.3	4.0	78
Halifax Port Corporation	74.7	5.7	0.7	68.2	65
Laurentian Pilotage Authority	11.5	10.1	3.0	(1.6)	217
Marine Atlantic Inc.	326.1	98.5	315.1	(87.6)	2,011
Montreal Port Corporation	250.9	12.8	6.8	231.3	335
Pacific Pilotage Authority	5.8	2.8	0.7	2.3	167
Port of Quebec Corporation	61.9	2.3	0.6	59.1	57
Prince Rupert Port Corporation	112.3	1.9	9.6	100.7	17
Saint John Port Corporation	69.5	5.2	0.4	63.9	36
St. John's Port Corporation	17.6	0.6	0.2	16.7	13
St. Lawrence Seaway Authority, The	609.8	18.0	13.7	578.2	711
Jacques Cartier & Champlain Bridges Inc. ²	16.3	3.3	0.3	12.6	42
Seaway International Bridge Corp. Ltd. ²	2.2	0.5	1.7	0.0	18
Vancouver Port Corporation	533.7	39.4	133.3	361.0	180
VIA Rail Canada Inc.	712.5	84.8	36.7	591.0	3,000
Total Transport	3,089.5	313.1	763.2	2,013.1	7,270
Grand Total	56,661.2	11,612.1	38,358.8	6,756.3	75,074

² Four wholly owned subsidiaries have been added to the table because their financial affairs are not consolidated with their parent Crown corporation.

³ The Old Port of Montreal 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.





Exhibit 10: Operating Results and Financing Grouped by Ministerial Portfolio
(as of year ends before July 31, 1997; \$ million)

Corporation by Ministerial Portfolio	Financing				
	Operating Results	Changes to Net Borrowings		Budgetary Appropriations	Dividends
	Net Income	Private Sector	Canada		
Canadian Dairy Commission	12.4	(31.7)	5.9	187.6	0.0
Farm Credit Corporation	40.6	754.4	(98.7)	0.0	2.7
Total Agriculture and Agri-Food	53.0	722.7	(92.8)	187.6	2.7
Canada Council	45.7	0.0	0.0	91.1	0.0
Canadian Broadcasting Corporation	(23.0)	(6.8)	0.0	997.1	0.0
Canadian Film Development Corporation	(136.4)	0.0	0.0	92.4	0.0
Canadian Museum of Civilization	(45.4)	0.0	0.0	44.2	0.0
Canadian Museum of Nature	(27.8)	37.4	0.0	27.1	0.0
Canadian Race Relations Foundation	-	-	-	-	-
National Arts Centre Corporation	(19.5)	(0.3)	0.0	20.6	0.0
National Capital Commission	(14.5)	0.0	0.0	84.2	0.0
National Gallery of Canada	(28.4)	0.0	0.0	29.8	0.0
National Museum of Science and Technology	(19.5)	0.0	0.0	19.7	0.0
Total Canadian Heritage	(268.7)	30.3	0.0	1,406.4	0.0
Bank of Canada ¹	-	-	-	-	-
Canada Deposit Insurance Corporation	124.8	0.0	(1,640.1)	0.0	0.0
Canada Development Investment Corporation	16.2	0.0	0.0	0.0	31.3
Petro-Canada Limited	1.0	(70.0)	0.0	0.0	0.0
Total Finance	142.0	(70.0)	(1,640.1)	0.0	31.3
Freshwater Fish Marketing Corporation	0.0	(0.4)	0.0	0.0	0.0
Total Fisheries and Oceans	0.0	(0.4)	0.0	0.0	0.0
International Development Research Centre	2.1	0.0	0.0	97.5	0.0
Total Foreign Affairs	2.1	0.0	0.0	97.5	0.0
Business Development Bank of Canada	50.7	328.5	0.0	6.9	3.4
Enterprise Cape Breton Corporation	(13.4)	0.0	0.0	14.7	0.0
Standards Council of Canada	0.2	0.0	0.0	5.2	0.0
Total Industry	37.5	328.5	0.0	26.8	3.4
Canadian Commercial Corporation	0.6	0.0	0.0	10.9	0.0
Export Development Corporation	112.0	78.0	0.0	0.0	0.0
Total International Trade	112.6	78.0	0.0	10.9	0.0

¹ Financial data for the Bank of Canada are excluded from the table due to the unique nature of its operations. The corresponding data are available in the corporation's corporate abstract.





Exhibit 10: Operating Results and Financing Grouped by Ministerial Portfolio
(as of year ends before July 31, 1997; \$ million) [cont'd]

Corporation by Ministerial Portfolio	Financing				
	Operating Results	Changes to Net Borrowings		Budgetary Appropriations	Dividends
	Net Income	Private Sector	Canada		
Atomic Energy of Canada Ltd.	15.4	(2.2)	(1.4)	197.5	0.0
Canadian Wheat Board, The (CWB)	0.0	475.0	0.0	0.0	0.0
Cape Breton Development Corporation	(30.1)	0.0	28.5	43.5	0.0
Total Natural Resources and CWB	(14.8)	472.8	27.1	241.0	0.0
Canada Lands Company Ltd.	10.4	(21.1)	36.2	0.0	10.9
Canada Lands (Vieux Port de Québec) Inc. ²	0.0	0.0	0.0	0.0	0.0
Canada Museums Construction Corporation Inc. ²	0.6	0.0	0.0	0.0	0.0
Canada Mortgage and Housing Corporation	-	-	-	-	-
Administered Funds	16.6	0.0	(13.3)	0.0	12.9
Corporate Account	(6.6)	1,605.6	(394.2)	0.0	0.0
Minister's Account	0.0	0.0	0.0	1,968.1	0.0
Canada Post Corporation	112.5	(23.4)	0.0	14.0	10.0
Defence Construction (1951) Limited	0.7	0.0	0.0	17.6	0.0
Old Port of Montreal Corporation Inc. ³	(3.5)	0.0	0.0	3.8	0.0
Queens Quay West Land Corporation	(2.2)	0.0	0.0	6.7	0.0
Royal Canadian Mint	1.5	(6.4)	(0.1)	0.0	0.0
Total Public Works and Gov't. Services	130.0	1,554.8	(371.4)	2,010.2	33.8
Atlantic Pilotage Authority	0.6	0.0	0.0	0.0	0.0
Canada Ports Corporation	13.2	(8.0)	(0.1)	1.0	0.3
Great Lakes Pilotage Authority, Ltd.	1.0	0.0	0.0	0.0	0.0
Halifax Port Corporation	3.1	0.0	0.0	0.0	0.2
Laurentian Pilotage Authority	(2.8)	3.9	0.0	0.7	0.0
Marine Atlantic Inc.	(75.3)	0.0	0.0	85.7	0.0
Montreal Port Corporation	11.8	0.0	(0.6)	0.0	2.4
Pacific Pilotage Authority	0.2	0.0	0.0	0.0	0.0
Port of Quebec Corporation	0.5	0.0	0.0	0.0	0.0
Prince Rupert Port Corporation	0.7	0.0	(5.3)	5.0	0.0
Saint John Port Corporation	2.1	(19.7)	(18.1)	18.1	0.0
St. John's Port Corporation	0.6	0.0	0.0	0.0	0.0
St. Lawrence Seaway Authority, The	2.9	0.0	0.0	0.0	0.0
The Jacques Cartier & Champlain Bridges Inc. ²	(28.7)	0.0	0.0	27.8	0.0
The Seaway International Bridge Corp. Ltd. ²	0.0	0.0	0.0	0.0	0.0
Vancouver Port Corporation	(0.5)	91.6	(0.4)	0.0	3.3
VIA Rail Canada Inc.	(70.1)	0.0	0.0	245.2	0.0
Total Transport	(140.7)	67.9	(24.4)	383.5	6.2
Grand Total	53.1	3,184.5	(2,101.7)	4,363.9	77.4

² Four wholly owned subsidiaries have been added to the table because their financial affairs are not consolidated with their parent Crown corporation.

³ The Old Port of Montreal 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.





CORPORATE ABSTRACTS

INTRODUCTION

The corporate abstracts are intended to provide readers with an overview of each parent Crown corporation, including its public policy mandate, the nature of its activities, its performance and corporate strategies. Readers wishing to obtain further information about a particular corporation and its activities should contact the corporation at the address or telephone number provided.

The abstract for each corporation begins by identifying the key individuals responsible for the management and accountability of the corporation, including the appropriate minister, the chairperson of the board of directors, the chief executive officer and the external auditors. Also provided are the corporation's head office address and telephone and facsimile numbers, as well as its web site where one exists.

This section also identifies the legislative authority under which the corporation was incorporated and its scheduling under the *Financial Administration Act*. In addition, information is provided on whether or not the corporation is an agent of Her Majesty. A corporation that has agency status enjoys the immunities, privileges and prerogatives that are enjoyed by the Crown and can bind the Crown by its acts.

Sources for this information include the corporation's most recently tabled annual report, as well as its corporate plan and budget summaries covering the previous financial year and those covering the current planning period.





CORPORATE ABSTRACTS

The details include the following:

Mandate and Background

This part explains the reasons for the corporation's establishment and describes the broad policy objectives that guide the corporation's direction.

Products and Services

Each abstract describes the corporation's operations and the main activities that it performs in furtherance of its mandate.

Corporate Highlights

This part outlines the key milestones reached by the corporation during the period. The information may relate to special projects that had been undertaken, the realization of financial targets, or new challenges faced by the corporation as a result of market pressures or changes in the legislative and regulatory framework.

Performance

This part presents information on the corporation's performance – both financial and non-financial.

Corporate Objectives for the Next Planning Period

This part contains a brief overview of the corporation's objectives for the following planning period. The information may include the corporation's financial priorities as well as other strategic considerations, such as issues relating to marketing, the management of human and material resources, and adaptability to technological change.

SUMMARY INFORMATION

The **financial summary** provides five years of comparative financial information showing the corporation's financial position, its operational performance, and the funding received from and payments to Canada. Some of the summary information tables in this document may contain figures that appear to be calculated incorrectly. Readers are advised that, to ensure the greatest possible accuracy, all calculations are based on **actual** figures that are linked in a computer data base. In the summary information tables, however, figures have been rounded. In some tables, the use of rounded rather than actual figures may give the appearance of discrepancy.

Where Crown corporations have re-stated financial data from previous years, readers should be aware that the tables in this report reflect only those changes that are intended to correct errors from previous years. These tables do not reflect amendments made as a result of changes in corporations' accounting policies that have been applied retroactively to financial statements from previous years.





A five-year **employment** history is also provided. In addition, **performance indicators** are provided where they have been included in the annual report of the corporation concerned.

GLOSSARY OF FINANCIAL AND EMPLOYMENT TERMS USED IN THIS REPORT

Financial Position

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

Loans from private sector: includes short and long-term borrowings, capital leases and any other debt-like instruments. For the marketing boards (Canadian Dairy Commission, The Canadian Wheat Board and Freshwater Fish Marketing Corporation), loans may include payments accruing to farmers, dairy producers and fishers.

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

Shareholder's equity: represents the equity of Canada. For some corporations, the excess of assets over liabilities is not deemed to be equity of Canada because of the nature of their operations (i.e., marketing boards).

Operations

Revenues: includes revenues from all sources generated by the corporation. The amount includes income from commercial activities and interest income. It would also include the gain on sale of assets and parliamentary appropriations where these are specifically included in revenues by the corporation.

Net income: represents the 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 is the "excess of parliamentary appropriations over cost of operations" or "excess of proceeds over expenditures." A negative net income (i.e., a net loss) is shown in parentheses.

Funding From Canada

Budgetary: are parliamentary appropriations 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.

Non-Budgetary (loans and investments): represents loans and ownership interests (i.e., contributed capital or share capital) invested by the Government of Canada during the year. These loans and investments do not have an impact on the government's





expenditures as they are recorded as assets of Canada. At the end of the government's fiscal year (March 31), a general provision for valuation is taken in the accounts of Canada on the entire stock of loans and investments to reflect estimated realizable value.

Payments To Canada

Loan repayments: are payments made during the year by the corporation to the Government of Canada on loans outstanding.

Dividends: are dividends declared by the corporation during the fiscal year of the corporation. This figure includes cash recoveries by Canada (where applicable), and other types of payments or contributions made to Canada. Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year end.

Employment

Presents the number of full-time employees obtained from sources such as an annual report, financial statements or a corporate plan and are as at the fiscal year end of the Crown corporation. The employment figure includes the full-time staff, and employees outside of Canada of the parent corporation and its wholly owned subsidiaries. The exceptions are data for the Canada Development Investment Corporation, which relate to the parent corporation only; and data for the four pilotage authorities, which include contract pilots.





ATLANTIC PILOTAGE AUTHORITY

Chairperson and Chief Executive Officer	Captain R. Anthony McGuinness
Head Office	Purdy's Wharf Suite 1402, Tower 1 1959 Upper Water Street Halifax, Nova Scotia, B3J 3N2 Telephone: (902) 426-2550 Facsimile: (902) 426-4004
Incorporation and Status	1972 pursuant to the <i>Pilotage Act</i> (R.S.C. 1985, c. P-14); Schedule III, Part I of the <i>Financial Administration Act</i> ; not an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Atlantic Pilotage Authority was created in 1972 to operate, maintain and administer a safe and efficient pilotage service within designated waters in and around the Atlantic provinces.

Products and Services

In addition to providing pilotage services, the authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ship 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.

Of the 30 ports in the four Atlantic regions, 16 are compulsory pilotage areas.

Corporate Highlights

The Authority achieved its goal of financial self-sufficiency for the second consecutive year, ending 1996 with a net income of \$636,000.





Transport Canada had advised the authority that, effective April 1, 1996, parliamentary appropriations would no longer be available to the authority to defray any cash operating losses.

In accordance with the *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises*, the authority reviews its policies regarding the stewardship of the authority and, where necessary, implements change.

Performance

Overall, total revenue increased by 5 percent from \$7.6 million in 1995 to \$8.0 million in 1996. New tariffs for compulsory pilotage areas established at the beginning of 1996 played a significant role in the increase in revenue. Cost control practices enabled the authority to maintain a consistent level of expenditure. Total expenses of \$7.5 million in 1996 were 0.61 percent lower than in 1995.

In Nova Scotia, the Halifax operation experienced a positive return for the second straight year; however, Cape Breton, which combines Sydney, Bras d'Or and the Strait of Canso, suffered losses due to a decrease in traffic at both Sydney and the Strait of Canso. In New Brunswick, positive returns were achieved in Saint John and the Restigouche area while operating losses continued in the Miramichi area. In Newfoundland and Labrador, an overall positive return was achieved due to the new tariff.

The authority reported 8,576 pilotage assignments. Of these, 8,561 were without incident.

Corporate Objectives for the Next Planning Period

The authority will continue to pursue its efforts to minimize cross-subsidization among areas and, eventually, among ports.

The 1997 tariffs will remain at the same level as in 1996.

The authority is proceeding with the modernization of its pilotage administrative systems and providing the necessary support for the development of a Pilot Interface Project. The latter is a PC-based tool for simulating large ship behaviour in restricted waterways.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	2.6	1.8	1.8	1.8	2.4
Loans from private sector	0.0	0.0	0.1	0.2	0.3
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	1.1	0.5	0.4	0.2	0.7
Operations					
Revenues	8.0	7.6	6.9	6.9	6.5
Net income	0.6	0.1	(0.7)	(0.8)	(1.5)
Funding from Canada					
Budgetary	0.0	0.0	0.9	0.3	1.8
Change in budgetary funding	-100%	-95%	189%	-83%	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	70	70	77	77	75





ATOMIC ENERGY OF CANADA LIMITED

Chairperson	Robert F. Nixon
President and Chief Executive Officer	Reid Morden
Head Office	Minto Place 18th Floor 344 Slater Street Ottawa, Ontario, K1A 0S4 Telephone: (613) 237-3270 Facsimile: (613) 563-9499 Web Site: http://www.aecl.ca
Incorporation and Status	February 14, 1952 under Part I of the <i>Canada Corporations Act</i> ; continued July 8, 1977 under a certificate, amended July 15, 1982, under the <i>Canada Business Corporations Act</i> ; Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Ralph E. Goodale, P.C., M.P. Minister of Natural Resources and Minister Responsible for The Canadian Wheat Board
Auditor	Auditor General of Canada Ernst & Young

CORPORATE ABSTRACT

Mandate and Background

Atomic Energy of Canada Limited (AECL) was established in 1952 to undertake research into atomic energy, as well as prepare and develop its commercial applications. AECL operates research and development laboratories at Chalk River, Ontario and at Pinawa, Manitoba, as well as business, engineering and design offices in Ottawa, Toronto and Montreal.

Products and Services

AECL develops, markets and manages the construction of CANDU power reactors and MAPLE research reactors. The CANDU reactor supplies one fifth of Canada's electricity and is an important component of energy programs on four continents.





Corporate Highlights

The Board of Directors has established a Committee on Corporate Governance, and has approved guidelines that will be the foundation of AECL's corporate governance policies and procedures.

In December 1996, the government announced a plan to commercialize AECL's Whiteshell Laboratories at Pinawa, Manitoba. In June 1996, the Whiteshell Task Force, which had been appointed by the federal government to find additional and alternative uses for the Whiteshell site, recommended that AECL's non-CANDU programs at Whiteshell be privatized.

In November 1996, two CANDU 6 reactors were sold to China, bringing AECL closer to achieving its goal of selling 10 CANDU reactors in 10 years. The sale was initiated by the November 1994 Team Canada Trade mission to China, where Canada's Prime Minister and China's Premier signed the first Nuclear Co-operation Agreement.

AECL continued to support Canada's position on the world stage as a proponent of peace and nuclear disarmament, and as a force dedicated to enhancing nuclear safety and safeguards. For instance, AECL has worked closely with Ontario Hydro in assessing the feasibility of MOX (mixed oxide fuel) for CANDU reactors. The CANDU MOX proposal includes the possibility of involving Russia, as part of a trilateral program to have both American and Russian surplus weapons plutonium burned in Canadian reactors under international supervision.

During the period in review, the corporation completed a master infrastructure refurbishment plan. This will include immediate efforts to improve the energy efficiency of AECL buildings as well as a long-term strategy to replace and refurbish major facilities to meet business needs over a 10-year period.

Another milestone was the adoption of the AECL Environmental Protection Program, which encompasses the environmental aspects of the corporation's Canadian operations. This program is based on the environmental management standards of the International Organization for Standardization.

Performance

The corporation's financial results continued to reflect management's focus on the commercial business sector, along with Program Review actions aimed at maintaining a sustainable financial position in the midst of government funding cutbacks. Operating profit from the commercial operations increased to \$15 million from \$10.7 million in the previous year. After considering research net expenditures, Program Review costs, and the inclusion of interest and other income, net income for 1996/97 was \$15.4 million compared with a net loss of \$9.9 million the previous year.

Cost of sales totalled \$298 million, compared with \$246.4 million in 1995/96 largely reflecting the higher level of project activities. Cost reduction measures and a focused marketing program led to a significant reduction in marketing and administrative





expenses as a percentage of revenue, which decreased from 9 percent in 1995/96 to 5 percent in 1996/97.

The corporation's research activities are funded primarily by federal appropriations, cost sharing with the Canadian utilities and commercial contributions. During 1996/97, a new multi-year cost-sharing arrangement was secured with the utilities covering research in support of the CANDU generating stations. Federal appropriations spent on nuclear research and development totalled \$167.4 million, compared to \$164.3 million in the previous year. As well, cost recoveries from third parties totalled \$72.8 million, a reduction of \$8.1 million from the previous year. This was due in large part to a reduction in utility support for the Nuclear Fuel Waste Management Program.

Progress continued in the decommissioning program in a number of areas. A comprehensive plan was prepared for the decommissioning of all existing AECL nuclear facilities over a period of 100 years. Total expenditures for decommissioning were \$11 million in 1996/97.

Corporate Objectives for the Next Planning Period

AECL is continuing to explore opportunities in key markets throughout the world. The corporation has been working toward having two CANDU 9 units included in Korea's basic construction plan – the first opportunity to build a CANDU 9 reactor abroad. An invitation to bid for Turkey's first nuclear power plant was issued in December 1996. AECL intends to table a competitive bid for two CANDU 6 units by September 1997. In Romania, the first CANDU 6 reactor at the Cernavoda site has been performing well, and work on Cernavoda Unit 2 is in progress.

In an effort to support the marketing of CANDU technology, AECL played host to more than 200 visitors from different countries. Among the active markets seriously considering the nuclear option are Indonesia, the Philippines, Thailand and Vietnam, which are aiming to have nuclear power in place within the next 10 to 15 years.





SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	1,040.5	993.1	878.2	848.4	1,321.8
Loans from private sector	3.6	5.8	8.6	11.0	13.3
Loans from Canada	12.1	13.5	14.4	15.7	446.1
Shareholder's equity	458.1	464.2	474.1	466.9	605.7
Operations					
Revenues	629.5	581.4	649.0	632.2	645.2
Net Income	15.4	(9.9)	7.2	(138.7)	10.1
Funding from Canada					
Budgetary	197.5	174.6	180.0	173.5	180.3
Change in budgetary funding	13%	-3%	4%	-4%	2%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	1.4	0.9	1.4	430.3	31.1
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	3,675	3,881	3,943	4,287	4,431





BANK OF CANADA

Governor	Gordon G. Thiessen
Head Office	234 Wellington Street Ottawa, Ontario, K1A 0G9 Telephone: (613) 782-8111 Facsimile: (613) 782-8655 Web Site: http://www.bank-banque-canada.ca
Incorporation and Status	1934 by the <i>Bank of Canada Act</i> (R.S.C. 1985, c. B-2); acts as the fiscal agent of the Government of Canada; is exempt from Divisions I to IV of Part X of the <i>Financial Administration Act</i> .
Appropriate Minister	The Honourable Paul Martin, P.C., M.P. Minister of Finance
Auditor	Caron Bélanger Ernst & Young Coopers & Lybrand

CORPORATE ABSTRACT

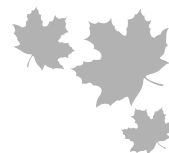
Mandate and Background

The Bank of Canada was created in 1934 as Canada's central bank. It is responsible for the formulation and implementation of monetary policy in Canada and acts as the government's fiscal agent. The Bank has the sole right to issue paper currency for circulation in Canada.

Products and Services

The Bank of Canada's primary functions can be grouped into the following four broad categories:

- Monetary policy – monetary policy is concerned with managing the rate of monetary expansion in a way that is consistent with preserving the value of money.
- Central banking services – the Bank carries out activities that support and oversee Canada's principal systems for clearing and settling payments and other financial transactions.
- Bank notes – the Bank is responsible for issuing bank notes in Canada.



- Debt-management services – the Bank advises the government on matters relating to the public debt and is responsible for issuing debt; maintaining bond holder records; and making payments on behalf of the government for interest and debt redemption.

Corporate Highlights

Inflation remained within the Bank of Canada's target range of 1 to 3 percent. The low rate of inflation contributed to a major easing in monetary conditions, and interest rates reached their lowest level in 30 years.

The Bank enhanced the effectiveness and transparency of monetary policy by establishing a new method of setting the Bank Rate, issuing press releases explaining each change in the Bank Rate and initiating plans for the expansion of the Bank's regional presence.

In 1996, the \$2 coin replaced the \$2 note. This measure will generate annual savings of \$7 million in production costs, plus further reductions in distribution and handling costs.

Performance

Low inflation, sounder public sector finances, and a healthier balance of payments have led to a significant drop in domestic interest rates.

Parliament passed legislation giving the Bank formal responsibility for overseeing Canada's key clearing and settlement systems. In addition, to reduce the systemic risks associated with the increasing values and volumes of transactions flowing through Canada's clearing and settlement systems, the Bank is working closely with both private- and public-sector entities to address these risks.

Total 1996 revenue was \$1.6 billion, down from \$2 billion in 1995. Revenue declined mainly because falling interest rates resulted in a lower average return on federal government securities.

Total operating expenses for 1996 were about 3 percent lower than the 1995 level. Excluding the one-time expenses associated with a modification in the way the Bank accounts for staff benefits, these expenses fell by nearly \$9 million, or 5 percent. This is about \$30 million below the level recorded in 1994, which is the base year identified in the activity review for measuring progress on achieving efficiency gains.

Corporate Objectives for the Next Planning Period

The Bank will continue to conduct monetary policy in a way that fosters confidence in the value of money. This involves promoting the safety and soundness of Canada's financial system, and supplying bank notes that are readily accepted without concerns about counterfeiting.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	30,584.4	30,200.6	30,049.7	29,045.1	27,441.6
Liabilities:					
Deposits	1,318.9	1,164.5	1,286.0	1,602.0	1,739.0
Notes in circulation	29,109.9	28,777.7	28,328.7	27,236.7	25,609.0
Other	126.4	228.4	405.0	176.0	64.0
Shareholder's equity	30.0	30.0	30.0	30.0	30.0
Operations					
Revenues	1,648.8	2,037.0	1,704.9	1,757.6	2,007.5
Expenses	213.7	220.8	209.2	205.7	201.6
Net revenue - paid to Canada	1,435.1	1,816.2	1,495.7	1,551.9	1,806.0
EMPLOYMENT	1,600	1,968	2,066	2,083	2,128





BUSINESS DEVELOPMENT BANK OF CANADA

Chairperson	Patrick J. Lavelle
President and Chief Executive Officer	François Beaudoin
Head Office	BDC Building Suite 400 5 Place Ville Marie Montreal, Quebec, H3B 5E7 Telephone: (514) 283-5904 Facsimile: (514) 283-7838 Web Site: http://www.bdc.ca
Incorporation and Status	1974 by the <i>Federal Business Development Bank Act</i> (R.S.C. 1985, c. F-6) and continued by the <i>Business Development Bank of Canada Act</i> (S.C. 1995, chap. 28); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable John Manley, P.C., M.P. Minister of Industry
Auditor	Raymond, Chabot, Martin, Paré and the Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Business Development Bank of Canada (BDC) was established in 1974 as the Federal Business Development Bank. Its mandate is to promote and assist in the establishment and development of business enterprises in Canada, especially small and medium-sized businesses, by providing a wide range of financial and management services.

In July 1995, Parliament approved the new *Business Development Bank of Canada Act*, which expanded the mandate of the Bank, enabling it to respond more effectively to the needs of Canada's small and medium-sized businesses.





Products and Services

The Bank provides financial assistance to Canadian firms by acting as a complementary lender and a source for equity financing. The Bank offers financial services, venture capital and management support services.

Corporate Highlights

In light of its new mandate, the Bank has moved to strengthen its service offerings to meet the changing needs of its market. The Bank introduced a wide range of new products and services, including the first pan-Canadian seed capital for technology funds, a new financing program for exporters, and a program for youth business start-ups that combines financing with business management mentoring. The Bank also appointed an Aboriginal Banking Unit that focuses on increasing financing for aboriginal-owned small businesses.

The improvement in the Bank's profitability, together with the initiation of a five-year transformation plan for Management Services, led to the Bank's decision to fund those services from internal resources. Consequently, effective September 1996, BDC no longer receives funding from the Government of Canada.

The Bank declared a dividend of \$3.4 million on its preferred shares, payable to the Government of Canada.

The Bank noted that it considers effective corporate governance practices to be important, and it reported on the activities of its Governance Committee.

Performance

In 1996/97, the Bank met or exceeded all of its objectives. The Bank set out to increase financing of knowledge-based industries and exporters, without abandoning traditional sectors. The actual share of lending to these targeted businesses was 36 percent, or \$418 million in new loans, surpassing its objective of 25 percent. New loans and guarantees authorized amounted to \$1,156 million, representing a 14-percent increase in dollar volume over the previous year.

The Bank reported a net income of \$50.7 million for the year. This represents an increase of \$19.1 million over the \$31.6 million net income recorded in 1995/96. The higher net income resulted from increased net interest and investment income related largely to growth in the loans portfolio as well as higher interest spreads, combined with a successful year in Venture Capital Division divestitures.

The Venture Capital Division experienced strong portfolio growth as well as earnings that were higher than normal. Divestitures and lower provision for losses contributed to the Division's 9.8 percent return on equity, which was significantly higher than the corporate objective of 5.5 percent.





Loans Division operating and administrative expenses for 1996/97 were \$104.4 million compared to \$94.8 million (excluding reorganization charge) for the previous year. The Bank continued to improve both productivity and the quality of customer service while maintaining operating and administrative expenses within the target of 3 percent of the average portfolio.

The Management Services Division increased revenues by 3.3 percent, recording total revenues of \$19.8 million. The increase was attributable to an increase in the level of counselling activity. The Division continued to improve its cost-recovery rate, reaching 61.5 percent in 1996/97, versus the corporate objective of 57.1 percent.

Capital assets increased \$3.9 million, mostly reflecting the Bank's ongoing relocation of branch facilities to storefront locations to increase the visibility of the Bank.

Corporate Objectives for the Next Planning Period

The Bank will continue to promote and assist in the establishment and development of business enterprises in Canada by providing a wide range of financial and management services tailored to meet the current needs of those businesses.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	4,029.8	3,603.4	3,145.7	3,022.2	2,763.9
Loans from private sector	3,448.1	3,119.6	2,770.6	2,665.2	2,430.3
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	467.6	370.3	288.8	279.6	275.5
Operations					
Revenues	362.7	376.6	328.7	295.3	322.3
Net income	50.7	31.6	9.2	4.1	(24.7)
Funding from Canada					
Budgetary	6.9	14.1	14.2	15.1	15.2
Change in budgetary funding	-51%	-1%	-6%	-1%	0%
Non budgetary (loans and investments)	50.0	50.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	3.4	0.0	0.0	0.0	0.0
EMPLOYMENT	1,066	1,014	967	954	989





CANADA COUNCIL

Chairperson	Donna M. Scott
Acting President and Chief Executive Officer	Joanne Morrow
Head Office	12th Floor 350 Albert Street P.O. Box 1047 Ottawa, Ontario, K1P 5V8 Telephone: (613) 237-3400 Facsimile: (613) 566-4390 Web Site: http://www.canadacouncil.ca
Incorporation and Status	1957 by the <i>Canada Council Act</i> (R.S.C. 1995, c. C-2); exempt from Divisions I to IV of Part X of the <i>Financial Administration Act</i> ; not an agent of Her Majesty. A charitable organization for the purposes of the <i>Income Tax Act</i> .
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Canada Council fosters and promotes the study, enjoyment and production of works in the arts.

Products and Services

The Canada Council provides grants to artists and arts organizations directly involved in the creation, production or distribution of the arts in Canada. In addition to its primary role in the arts, the Canada Council administers the Art Bank and an Endowment Fund with a principal amount of \$50 million. The council administers the Killam Program of prizes and fellowships to scholars of exceptional ability, offers a number of prestigious prizes in the arts that have been established through private donations, and is responsible for the Public Lending Right program.





Finally, the Canada Council is responsible for the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for Canadian participation in various UNESCO activities abroad.

Corporate Highlights

As part of its Strategic Plan, the council set two major financial objectives: 1) to maintain the council's budget of grants to artists and arts organizations; and 2) to reduce administrative costs by almost 50 percent. For the third year in a row, the grant budget remained the same even though the council's parliamentary appropriation decreased.

During the year, the council went through the second phase of the restructuring exercise that was initiated in 1995/96 with a renewed emphasis on creation, production and dissemination. The Arts Division was restructured, programs were streamlined and applications procedures were simplified. Some of the changes to programs included one deadline a year per program, and streamlined application forms for grants to individuals, projects and organizations.

On March 19, 1997, a group of distinguished Canadian artists was invited to Ottawa to represent the arts community at Parliament's special tribute to the Canada Council for the Arts for its 40th anniversary.

Two initiatives for First Peoples artists were launched in the areas of theatre, writing and publishing: 1) *First Peoples Words: Printed and Spoken*, a program intended to foster long-term benefits to First Peoples writers, publishers and storytellers; and 2) *Project Assistance for Infrastructure Support to First Peoples Theatre Organization*.

During the period in review, the council proceeded with the digitization of more than 17,000 works of art by 2,500 Canadian contemporary artists. This resource will be available for research purposes and for use in promoting the rental of the Art Bank's holdings. Other initiatives included a pilot program, *Artists and the Communities*, which is a partnership between various levels of government and the private sector, and the *Fund for Future Generations*, which is similar to a university alumni fund. The fund will provide support for artists embarking on their careers.

Performance

The council's revenues were significantly lower in 1996/97 than in 1995/96. The parliamentary appropriations decreased almost 7 percent to \$91.1 million. This was due primarily to the transfer of \$3.1 million for the national training schools to the Department of Canadian Heritage, a reduction of \$1.8 million as part of the government-wide cut to administrative spending, and a much smaller special appropriation to help defray the costs of restructuring.

Administrative expenditures were reduced by 4.2 percent, mostly as a result of a smaller workforce and lower office accommodation costs.



Corporate Objectives for the Next Planning Period

The Canada Council will continue to secure and provide stable funding and public recognition to professional artists and arts organizations so that they may continue to be a source of pride in the next century.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Assets - Endowment account	200.3	168.2	158.8	155.9	144.9
- Special funds	66.2	55.5	52.6	51.0	49.5
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	232.1	186.4	174.4	171.7	163.1
Operations					
Revenues	112.4	121.2	114.9	113.3	121.5
Outlays on grants, services and art	88.4	88.8	91.7	92.2	100.8
Net income	45.7	12.0	2.1	(1.3)	(0.7)
Funding from Canada					
Budgetary	91.1	95.9	98.4	99.3	108.0
Change in budgetary funding	-5%	-3%	-1%	-8%	2%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	132	161	217	230	234





CANADA DEPOSIT INSURANCE CORPORATION

Chairperson	Grant L. Reuber
President and Chief Executive Officer	Jean Pierre Sabourin
Head Office	17th Floor 50 O'Connor Street P.O. Box 2340, Station D Ottawa, Ontario, K1P 5W5 Telephone: (613) 996-2081 Facsimile: (613) 996-6095 Web Site: http://www.cdic.ca
Incorporation and Status	1967 by the <i>Canada Deposit Insurance Corporation Act</i> (R.S.C. 1985, c. C-3; R.S.C. 1985, c. 18 (2nd Supp.); S.C. 1992, c. 26); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Paul Martin, P.C., M.P. Minister of Finance
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Canada Deposit Insurance Corporation (CDIC) provides limited insurance for deposits with member institutions – i.e., federal banks, trusts and loan companies, and approved provincial trust and loan companies. CDIC promotes standards of sound business and financial practices for member institutions. It also promotes and contributes to the stability of the Canadian financial system.

Products and Services

CDIC has two primary functions: Insurance and Risk Management, and Claims and Recoveries Insurance. Risk Management encompasses policy deployment, liaison with member organizations and regulators, risk assessment, return of insured deposits, by-laws and member interventions. Claims and Recoveries are accomplished through assisting with interventions, asset management, claims and payout management, depositor





correspondence and communication, litigation, and the supervision of agents and liquidators.

Corporate Highlights

A deposit insurance information by-law was enacted after extensive consultation with member institutions. This by-law will come into effect in 1998.

Substantial progress was made in the development of a new by-law providing for differential deposit insurance premiums. CDIC hopes to enact the by-law in the coming fiscal year and apply it to premium assessments in April 1998.

Performance

For the period ending March 31, 1997, CDIC reported a net income of \$124.8 million and an accumulated deficit of nearly \$1.18 billion. Operating and capital expenses have remained unchanged for the past four years at approximately \$14.5 million.

CDIC changed its methodology for estimating the amount of the provision for insurance losses to reflect a market-based approach. As a result, the provision for insurance losses increased by \$350 million.

For the first time, CDIC presented and shared a risk management model with agencies of developing countries involved in deposit insurance and the supervision of financial institutions. The model is used to assess the viability of problem companies and the effectiveness of the institutions' proposed solutions.

During the year, the corporation worked to improve claims and recovery performance through various means. For example, it implemented a process of reviewing each liquidator's performance, and introduced and applied standard estate performance measures. The corporation also developed an automated payment system to calculate and make deposit insurance payments. In addition, recovery incentive plans were developed. For the 1996/97 period, CDIC recovered \$362 million from claims and loans. This performance brings the total recoveries since 1991 to approximately \$5.6 billion. The following table highlights CDIC's performance for the period.

Key Financial and Performance Indicators	1996/97 Planned	1996/97 Actual	1995/96 Actual
Percent of operating costs to premiums	2.58	2.5	2.6
Accumulated deficit (\$ million)	1,045	(1,176)	(1,301)
Loans from the Consolidated Revenue Fund (\$ million)	864	865	1,640
General provision for loss (\$ million)	400	500	150
Net loans and claims receivable (\$ million)	776	693	902
Provision for guarantees (\$ million)	595	646	691





Corporate Objectives for the Next Planning Period

CDIC will continue its efforts to eliminate the deficit and borrowings from the Consolidated Revenue Fund. It will also aim to strengthen its capacity for risk assessment, reduce the risk of losses, and improve productivity and cost effectiveness. Other components of the corporation's strategy include maintaining a fair and effective level of human resources, improving accounting and information systems, proposing and assessing public policies, and maintaining close liaison with government and industry.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	847.4	1,208.9	1,117.2	2,387.6	2,885.2
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	1,640.1	2,174.4	3,177.1	3,715.2
Shareholder's equity	(1,176.2)	(1,301.0)	(1,747.1)	(1,647.7)	(1,450.7)
Operations					
Revenues	560.9	552.6	531.7	409.3	307.9
Net income	124.8	446.2	(99.5)	3.0	(860.7)
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	100.0	250.0	350.0	1,230.0	2,105.0
Payments to Canada					
Loan repayments	872.0	783.0	1,341.0	1,729.0	270.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	88	86	87	90	94





CANADA DEVELOPMENT INVESTMENT CORPORATION

Chairperson	Donald McQ. Shaver
Head Office	Aetna Tower Suite 3000 P.O. Box 270 Toronto, Ontario, M5K 1N2 Telephone: (416) 864-0333 Facsimile: (416) 864-0289
Incorporation and Status	1982 by the Canada Development Investment Corporation under the <i>Canada Business Corporations Act</i> . Letters patent, May 26, 1982; Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Paul Martin, P.C., M.P. Minister of Finance
Auditor	KPMG and the Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Canada Development Investment Corporation was incorporated in 1982 to manage Crown corporations and investments assigned to it, and to privatize its holdings when appropriate. In January 1995, the government completed an assessment of the corporation's future role. As a result, the corporation's current mandate is to wind down its operations by divesting its assets and reducing its operating costs.

Products and Services

Canada Development Investment Corporation manages its wholly owned subsidiaries: Canada Eldor Inc., Theratronics International Limited and Canada Hibernia Holding Corporation. The latter manages the federal government's 8.5-percent interest in the Hibernia Oil and Gas Offshore Development Project.





Canada Development Investment Corporation is also responsible for the administration of outstanding issues pursuant to prior divestitures, including the sale of the operating assets of Eldorado Nuclear Ltd. (now Canada Eldor Inc.), Canadair Limited and Nordion International Inc. These issues include certain waste contingencies and outstanding litigation.

Corporate Highlights

The 1996 Budget reaffirmed the government's commitment to privatizing Theratronics and indicated that the sale would be initiated when the company's operations warrant.

In July 1996, the federal government announced its intention to negotiate, with the Town of Deep River, an agreement to construct a low-level radioactive waste disposal site in the town. Although discussions with the Town of Deep River may continue in 1997, the town has declared the initial agreement null and void, and it has withdrawn its offer to host the facility.

In August 1996, the corporation's 1,250,000 Class II convertible preferred shares in Varsity were redeemed at \$25 per share. The proceeds were paid by way of a dividend to Canada in October 1996.

Performance

The corporation made significant progress in divesting its assets and reducing its operating costs during 1996. The main achievements include the following:

- The Cartierville Financial Corporation Inc. was dissolved as of June 1996; and
- With respect to the Canadair sale agreement, all but one indemnity has expired. The remaining indemnity, which relates to insurance obligations, expires in 2001.

During 1996, the corporation did not borrow from the federal government, nor did it receive any appropriations. Dividends paid by the corporation to the government during the year amounted to \$31.25 million.

Corporate Objectives for the Next Planning Period

The corporation's main objectives for 1997 are to continue to manage its investments and develop approaches to the divestiture of its remaining assets. The Board of Directors has taken actions to reduce operating costs to a minimum as soon as possible. These actions include the termination of all remaining employees in 1997. The board will continue to manage the corporation with the assistance of contractors.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	124.0	140.3	126.4	181.9	278.4
Loans from private sector	0.0	0.0	0.0	461.7	584.3
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	98.9	114.0	98.3	(318.2)	(357.8)
Operations					
Revenues	4.7	5.6	6.2	14.4	5.3
Net income	16.2	25.7	(21.8)	(32.7)	(67.2)
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	31.3	10.0	10.0	7.7	21.5
EMPLOYMENT	3	3	8	9	9





CANADA LANDS COMPANY LIMITED

Chairperson	Jon K. Grant
President and Chief Executive Officer	Erhard Buchholz
Head Office	Suite 1500 200 King Street West Toronto, Ontario, M5H 3T4 Telephone: (416) 974-9700 Facsimile: (416) 974-9661 Web Site: http://www.clc.ca
Incorporation and Status	1956 by letters patent; reorganized under the <i>Canada Business Corporations Act</i> , September 19, 1977. Certificate of Continuance under the <i>Canada Business Corporations Act</i> , July 7, 1981; Schedule III, Part I of the <i>Financial Administration Act</i> ; not an agent of Her Majesty.
Appropriate Minister	The Honourable Alfonso Gagliano, P.C., M.P. Minister of Public Works and Government Services
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

Canada Lands Company Limited (Canada Lands) was reactivated in 1995, and has the mandate to dispose of surplus federal real properties in order to maximize value to the Canadian taxpayers.

As part of the commercialization of the Canadian National Railway Company (CN), Canada Lands acquired, effective August 31, 1995, all of the shares of Canada Lands Company CLC Limited (CLC) and CN Tower Limited (CNT). Prior to that date, the corporation was inactive and had only nominal assets and share capital.

Products and Services

Canada Lands' principal function is the orderly disposal of surplus federal real properties. Its secondary function is to manage certain strategic assets, such as the CN Tower and the





former CFB Downsview lands in Toronto. Its business activities are carried out through two wholly owned subsidiaries: CLC and CNT. The other active subsidiary is the Old Port of Montreal Corporation Inc. This subsidiary reports separately to Parliament and produces its own annual report.

Corporate Highlights

During the period in review, major sales included the company's interest in the Midtown Plaza Shopping Centre in Saskatoon and the land lease for 800 René Levesque Boulevard in Montreal.

In February, Canada Lands opened a project office on the decommissioned military base at Currie Barracks in Calgary.

In the area of the environment, Canada Lands has been commended for a number of its activities, such as the application of sustainable development practices at its Glenlyon Business Park in Burnaby, British Columbia; for energy conservation at Toronto's CN Tower; and for a comprehensive environmental remediation program at its Kempt Road site in Halifax, Nova Scotia.

Performance

For the first full year of operations, Canada Lands had revenues of \$226.8 million, a net income before tax of \$20.2 million, and generated cash of \$22.2 million before distributions to the federal government. As the comparative period for 1995/96 comprised the first seven months of the corporation's reactivated operations, it was to be expected that the 1996/97 results would show considerable improvement.

During the period in review, the company sold 50 properties for proceeds of \$143 million. This included 27 percent of the initial inventory transferred to the company as part of the commercialization of CN.

During the year, the company completed construction of the Ballard Power Systems building and the new head office of Future Shop at its Glenlyon Business Park in Burnaby.

In an effort to develop public- and private-sector initiatives, the company launched a Request for Proposals in late 1996 for the redevelopment of CityPlace in Toronto, which includes the CN Tower base lands and other adjoining properties.

In June 1996, the company distributed \$10.9 million to the federal government through a reduction of capital stock. In addition, the company repaid to the federal government \$0.9 million relating to a debt due in 2002.





Corporate Objectives for the Next Planning Period

The major strategic issues facing the company in the coming years are:

- Improving the Crown property transfer process;
- Progress on First Nations' interests in lands in British Columbia;
- Completion of the CityPlace land sale and the CN Tower lease agreements; and
- Conclusion of the Request for Proposals process for the Downsview decommissioned military base.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	403.8	394.9	0.0	0.0	0.0
Loans from private sector	42.4	63.5	0.0	0.0	0.0
Loans from Canada	37.1	0.9	0.0	0.0	0.0
Shareholder's equity	249.6	250.1	0.0	0.0	0.0
Operations					
Revenues	226.8	78.8	0.0	0.0	0.0
Net income	10.4	0.5	0.0	0.0	0.0
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	37.1	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.9	0.0	0.0	0.0	0.0
Dividends	10.9	0.0	0.0	0.0	0.0
EMPLOYMENT	325	340	0	0	0





CANADA MORTGAGE AND HOUSING CORPORATION

Chairperson	Peter R. Smith
President and Chief Executive Officer	Marc W. Rochon
Head Office	700 Montreal Road Ottawa, Ontario, K1A 0P7 Telephone: (613) 748-2000 Facsimile: (613) 748-2067 Web Site: http://www.cmhc-schl.gc.ca
Incorporation and Status	1946 by the <i>Central Mortgage and Housing Corporation Act</i> ; (R.S.C. 1985, c. C-7; amended March 16, 1979 to <i>Canada Mortgage and Housing Corporation Act</i> ; Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty except when s.14 of its Act applies.
Appropriate Minister	The Honourable Alphonso Gagliano, P.C., M.P. Minister of Public Works and Government Services
Auditor	Mallette Maheu (Associated with Arthur Andersen) Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

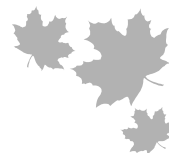
The Canada Mortgage and Housing Corporation (CMHC) was incorporated in 1946 to promote the construction of new houses, the repair and modernization of existing houses, and the improvement of housing and living conditions.

Products and Services

CMHC accomplishes its mandate through activities in three business components:

- Within the **Corporate Account**, CMHC manages a portfolio of loans and investments under the provisions of the *National Housing Act* (NHA), develops and sells land holdings, and provides housing related services. Funding is provided by borrowings from the private sector and was provided, in the past, by the Government of Canada.





- The **Minister's Account** administers subsidized housing programs under the provisions of the NHA. CMHC is reimbursed for contributions and related operating expenses through parliamentary appropriations of almost \$1.9 billion per year. About 90 percent of the contributions are committed for some 35 years to subsidize social housing programs.
- The **Insurance and Guarantee Funds** are administered by CMHC under the provisions of the NHA. The Mortgage Insurance Fund provides insurance against borrower default on residential mortgage loans. The Mortgage-backed Securities Guarantee Fund guarantees timely payment of the principal and interest for investors of securities based on insured mortgages.

Corporate Highlights

In response to changes in its mandate, CMHC launched a process of organizational renewal to enhance the efficiency of its operations and the quality of service to Canadians. In addition, CMHC established a Corporate Governance Committee.

In February 1996, CMHC signed the first Agency Agreement under the CMHC/Aboriginal Capital Corporations Pilot Project to help aboriginal groups acquire housing finance expertise.

CMHC commenced discussions with the provinces and territories to transfer federal management responsibilities in social housing. The first agreement was signed with Saskatchewan.

CMHC officially introduced *emili*, its automated mortgage underwriting system.

Performance

In 1996 the Corporate Account recorded a net loss of \$6.6 million compared to a planned net income of \$1.8 million. This variance was due to a \$5.2 million loss on real estate following revaluation adjustments of some properties in Ontario and Quebec as a result of soft market conditions. CMHC's direct lending for social housing added \$2 billion to the loans and investment portfolio.

CMHC helped a record number of households in all parts of Canada to buy homes. With the assistance of NHA Mortgage Insurance, 355,009 units were purchased. This represents 42 percent of all Canadian mortgages underwritten in 1996, compared to 41 percent in 1995. The First Home Loan Insurance Program continued to be popular in 1996, assisting 138,480 first-time homebuyers across Canada. CMHC also provided NHA Mortgage Insurance for 60 percent of the multiple unit mortgage market.

In 1996, the federal government provided \$1.9 billion through CMHC to help Canadians with disabilities, victims of family violence, low-income households, aboriginal Canadians and seniors. Unilaterally or in partnership with the provinces, CMHC subsidized more than 656,000 units of social housing in 1996. Funding for housing units on Indian Reserves provided for 2,407 new units. A total of \$105 million was allocated to





short-term housing initiatives. Other federal funding was provided for research into improving housing conditions and supporting the housing market. The following table highlights the performance measures reported for the period.

Performance Measures	1996 Actual	1996 Planned	1995 Actual
Corporate Account (\$ million)			
Net income (loss)	(6.6)	1.8	(8.6)
Real estate sales	17.0	56.8	11.8
Gain on real estate	(5.2)	18.7	1.6
Minister's Account			
Social housing units committed	13,967	17,080	16,427
Units under administration	656,587	671,007	664,235
Insurance Guarantee Funds			
<i>Mortgage Insurance Fund</i>			
Units insured	355,009	276,477	274,834
Net income (loss) (\$ million)	10.0	79.0	86.1
Insurance in force (\$ billion)	131.0	125.4	117.6
<i>Mortgage-backed Securities Guarantee Fund</i>			
Securities issued (\$ billion)	1.7	3.2	1.6

Corporate Objectives for the Next Planning Period

To fulfil its renewed mandate, CMHC will continue to become more client-focused, innovative and entrepreneurial. Through transfer agreements that are currently being negotiated with the provinces and territories, CMHC will continue to be responsible for federal social housing funding. The corporation will also continue to help aboriginal Canadians to become more self-sufficient in developing and maintaining their housing.

CMHC will work towards enhancing its research and information dissemination activities with increasing emphasis on revenue generation. The corporation will work closely with the housing industry to support and promote the export of housing products and expertise.

The 1996 Budget announced the federal government's intention to operate the Mortgage Insurance Fund and the Mortgage-Backed Securities Guarantee Fund on a more commercial basis. Subject to amendments to the *National Housing Act* and the *CMHC Act*, renewal of these funds will give the corporation the flexibility that it needs to respond better to market changes, improve efficiency, compete more effectively in the marketplace, and maximize the financial self-sufficiency of the funds while maintaining a public policy role.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	15,098.0	13,849.4	11,768.9	10,013.6	8,741.4
Loans from private sector	7,605.4	5,999.8	3,444.7	1,345.2	37.2
Loans from Canada	7,118.5	7,512.7	7,972.2	8,306.1	8,496.3
Shareholder's equity	28.6	35.1	43.7	50.0	50.0
Operations					
Revenues	1,146.3	1,035.6	877.5	800.2	743.0
Net income	(6.6)	(8.6)	(6.3)	5.6	11.8
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	263.4	306.5
Payments to Canada					
Loan repayments	409.9	447.4	334.2	453.6	439.5
Dividends	0.0	0.0	0.0	5.6	4.9
MINISTER'S ACCOUNT					
Operations					
Expenditures	1,944.6	2,001.9	1,868.0	1,935.0	1,950.0
Budgetary appropriations	1,968.1	1,952.5	1,879.6	1,899.6	1,907.1
Change in budgetary funding	1%	4%	-1%	0%	-4%
Due from the Minister	278.1	301.6	252.3	264.0	228.0
ADMINISTERED FUNDS					
Financial Position					
Total assets	2,548.2	2,317.8	2,093.1	1,844.2	1,599.4
Shareholder's equity	47.6	44.0	(48.8)	38.4	106.8
Operations					
Revenues	557.0	544.9	432.0	436.5	366.4
Net income	16.6	92.8	(87.2)	(56.9)	(12.1)
EMPLOYMENT	2,565	2,824	3,032	2,975	2,955





CANADA PORTS CORPORATION

Chairperson	Carole Taylor
President and Chief Executive Officer	Neil MacNeil
Head Office	8th Floor 99 Metcalfe Street Ottawa, Ontario, K1A 0N6 Telephone: (613) 957-6787 Facsimile: (613) 996-9629
Incorporation and Status	1983 pursuant to the <i>National Harbours Board Act</i> (R.S.C. 1970, N-8, s.3); reconstituted by the <i>Canada Ports Corporation Act</i> (R.S.C. 1985, c. C-9); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Arthur Andersen & Co.

CORPORATE ABSTRACT

Mandate and Background

The Canada Ports Corporation (CPC) was established in 1983 to administer, manage and control Canadian harbours, and any other harbour, work or property of Canada transferred by the Governor in Council.

Products and Services

CPC co-ordinates the national port activities of seven autonomous local port corporations, which are reported separately in this Report. It has direct responsibility for operating eight non-corporate divisional ports and has a wholly owned subsidiary, Ridley Terminals Inc. In addition, CPC administers the Interport Loan Fund to provide an alternative source of financing for financially viable projects.





Corporate Highlights

In 1996, CPC's resources were focused on the corporate transition set in motion by the introduction of Bill C-44, the Canada Marine Act, and the continuing necessity to manage the corporation on a commercial basis under its existing legislative basis. Bill C-44 died on the order paper with the April 1997 dissolution of Parliament. On October 2, 1997, the Minister of Transport re-introduced the proposed legislation in the House of Commons as Bill C-9.

In 1996 CPC invested a net \$11.9 million in the construction of new facilities and the improvement of existing facilities: \$8.7 million at the Port of Belledune and \$2.4 million at the Port of Sept-Îles.

Performance

During 1996, CPC continued efforts to improve the financial and operational performance of the divisional ports and Ridley Terminals Inc. (RTI). In brief, the divisional ports excluding RTI handled a total of 31.2 million tonnes of cargo – a 3-percent decrease from the 32.2 million tonnes reported in 1995. This total represented 17 percent of the 185.2 million tonnes handled by the Ports Canada system in 1996, which has been fairly constant in recent years.

With RTI traffic and that of the divisional ports combined, total CPC traffic was 36.5 million tonnes in 1996, down 4 percent from the 38.1 million tonnes handled in 1995. Total shipments through RTI fell to just under 5.3 million tonnes in 1996, a decrease of 11 percent from the 6.0 million tonnes handled in the previous year.

Revenue of \$59 million from operations and operating expenses of \$33.3 million were both down 2 percent from their 1995 levels. The drop in revenue was due to the production difficulties of a major RTI customer. RTI generated 58 percent of CPC's operating revenues. The decline in operating expenses was mainly attributable to a decrease in RTI's equipment repairs expenses. CPC's net income increased by \$1.9 million from 1995. This increase was due to a government grant of \$1 million to the Port of Churchill and to the fact that there were no workers' compensation benefit expenses at the Port of Prescott and Port Colborne compared to \$0.5 million and \$0.7 million respectively in 1995.

In 1996, CPC paid a dividend to Canada of \$316,000 in respect of its 1995 financial results. This forecast payment in 1997, based on CPC's 1996 financial performance, is approximately \$377,000.

PORTS CANADA SYSTEM

Divisional Ports:

Port of Belledune
Port of Churchill
Port Colborne
Port of Prescott
Port Saguenay/Baie des Ha! Ha!
Port of Sept-Îles
Port of Trois Rivières

Subsidiary

Ridley Terminals Inc.

Local Port Corporations:

Halifax Port Corporation
Montreal Port Corporation
Port of Quebec Corporation
Prince Rupert Port Corporation
Saint John Port Corporation
St. John's Port Corporation
Vancouver Port Corporation





Corporate Objectives for the Next Planning Period

The Canada Ports Corporation's major objectives are to protect current markets and develop new ones, ensure the financial viability of the divisional ports, and improve its competitive position relative to other Canadian and U.S. ports. The Canada Ports Corporation will also work to maintain high quality service connections with rail, truck and other transport modes; and maintain partnerships with port community stakeholders.

The corporation will participate in structural changes to the management of Canadian ports and encourage favourable legislative, regulatory and policy reforms. In addition, it intends to enhance its relationship with the federal government, support federal environmental legislation, and work towards achieving sustainable development. Other priorities will include improving the perception of Ports Canada ports, and the efficient and cost-effective delivery of Protective Services.

SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	271.6	264.7	249.6	247.0	217.9
Loans from private sector	171.4	179.4	185.5	196.0	191.5
Loans from Canada	0.4	0.4	0.5	0.5	0.6
Shareholder's equity	12.1	3.2	(9.0)	(16.1)	(51.8)
Operations					
Revenues	64.0	62.6	64.3	58.0	56.3
Net income	13.2	9.8	5.3	10.5	11.8
Funding from Canada					
Budgetary	1.0	0.0	0.0	0.0	12.8
Change in budgetary funding	-	-	-	-100%	-86%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	20.0
Payments to Canada					
Loan repayments	0.1	0.1	0.1	0.1	0.6
Dividends	0.3	0.2	0.2	0.1	0.0
EMPLOYMENT	253	253	280	281	218





CANADA POST CORPORATION

Chairperson	The Honourable André Ouellet, P.C.
President and Chief Executive Officer	Georges C. Clermont
Head Office	Canada Post Place 2701 Riverside Drive Ottawa, Ontario, K1A 0B1 Telephone: (613) 734-8440 Facsimile: (613) 734-6022 Web Site: http://www.mailposte.ca
Incorporation and Status	1981 by the <i>Canada Post Corporation Act</i> (R.S.C. 1985, c. C-10); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Alfonso Gagliano, P.C., M.P. Minister of Public Works and Government Services
Auditor	Deloitte & Touche

CORPORATE ABSTRACT

Mandate and Background

Canada Post is mandated to operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians.

The corporation is one of the largest users of transportation services in Canada. It has a 75-percent interest in PCL Courier Holdings Inc., which owns all of the shares of Purolator Courier.

The federal government compensates Canada Post for postal services that are provided at less than cost pursuant to government measures to support the publishing industry and other programs, such as northern parcel mail, parliamentary free mail, and blind persons' free mail.

Products and Services

Canada Post delivers mail to 12.5 million Canadian addresses and provides postal services through a postal network of more than 20,000 retail points of purchase.





Messages and parcels are processed through a network of 22 major mail processing plants.

As well, it provides courier services and markets its business solutions to better manage its postal business to other postal administrations.

Corporate Highlights

Canada Post Corporation processed 10.9 billion pieces of mail in 1996/97, a decrease of 908 million pieces over the previous year.

In July 1996, the corporation sold its investment in an international courier joint venture, GD Express Worldwide N.V., for proceeds of \$47 million, yielding a gain of \$9 million and a further recovery of a \$5 million write-down taken in March 1995.

The corporation has undertaken a program to identify cost-reduction opportunities. These opportunities exist primarily in the mail collection and delivery aspect of Canada Post's operations. In addition to simplification initiatives in the physical distribution market, the corporation has identified ways to decrease costs and increase volumes by simplifying a wide range of other service offerings and by eliminating duplication between those offerings.

On January 1, 1997, the corporation discontinued its Economy Unaddressed Admail service. This decision was based on a recommendation flowing from the Canada Post Mandate Review.

Performance

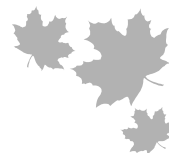
The corporation reported a net income of \$112.5 million in 1996/97 compared to \$28 million in the previous year. This amount exceeded the 1996/97 target by \$5.5 million. Of the \$112.5 million, \$17 million represented the operations of Purolator.

The corporation operates in three principal markets and records its revenues along three market lines: 1) communications; 2) advertising; and 3) physical distribution.

Revenues from communications (lettermail, electronic and hybrid services) were \$2.273 billion compared to \$2.286 billion in the previous year, which represents a 1.8 percent increase*. This growth was due primarily to rate increases implemented in 1995/96.

Advertising revenues amounted to \$832 million compared to \$805 million in the previous year, which is equivalent to a 5.8-percent increase*. The corporation's service offerings in this area include Economy and Premium Unaddressed Admail, Addressed Admail and Publications Mail. The loss of revenues associated with the exit from Economy Unaddressed Admail was more than offset by gains in the Addressed Admail portion of the market, which amounted to \$45 million or 14.2 percent* over 1995/96 levels.





In the physical distribution market, the corporation reported revenues of \$806 million compared to \$813 million in the previous year, which is equivalent to an increase of 1.5 percent*. Although Regular Parcel volumes grew by 1.8 percent*, an unfavourable product mix reduced the average revenue per piece by 2.5 percent. Priority Courier volumes declined 1.5 percent* in a highly competitive, price sensitive industry. Revenues from Xpresspost, another expedited service, grew by 15.5 percent*, reflecting the successful positioning of this service as a more economical alternative to next-day courier services.

Purolator experienced revenue growth of 10.3 percent* with operating revenues of \$760 million. This revenue increase was due primarily to volume growth of 8.4 percent* while revenue per shipment grew 1.1 percent. The volume growth was attributed to increased volumes from existing customers, new accounts, the introduction of a new same-day service, and the expansion of Purolator's ground service from the U.S.

Canada Post's consolidated operating expenses in 1996/97 increased 2.6 percent* to \$4.944 billion. Labour costs continued to represent the largest portion of this amount.

Corporate Objectives for the Next Planning Period

Canada Post intends to continue examining ways to simplify its service offerings and to provide products and services that respond to the customer's business and communication needs.

The corporation expects some expansion of its offerings in the communications market. Overall, the communications market is expected to expand; however, the corporation anticipates only modest growth in the lettermail segment of this market. Dominant users of lettermail services, such as banks, governments and utilities, will continue to favour electronic alternatives where such alternatives are perceived to be more cost-effective. In the foreseeable future, however, Canada Post expects to retain a significant share of the communications market due to the competitive advantage that it enjoys as a result of its comprehensive national network.

The corporation's marketing efforts in the advertising market will focus on its Addressed Admail and Premium Unaddressed Admail services. It is anticipated that these services will be a source of continued growth.

Volume increases for Purolator are expected to be derived from general economic growth, new accounts, expansion of shipments to and from the United States, and growth in new service offerings such as same-day delivery.





The corporation is not expecting to incur any major capital expenditures in the near future. Both Canada Post and Purolator make extensive use of operating leases for their facilities, vehicles and computers.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March					
Financial Position					
Total assets	2,725.8	2,515.4	2,564.6	2,612.8	2,494.1
Loans from private sector	175.6	199.0	199.0	199.0	55.0
Loans from Canada	80.0	80.0	80.0	80.0	80.0
Shareholder's equity	1,128.7	1,026.2	998.0	1,066.9	1,337.3
Operations					
Revenues	5,103.1	4,953.5	4,748.0	4,115.6	3,920.7
Net income	112.5	28.2	(68.9)	(270.4)	25.6
Funding from Canada					
Budgetary	14.0	14.0	14.0	14.0	14.0
Change in budgetary funding	0%	0%	0%	0%	-88%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	10.0	0.0	0.0	0.0	0.0
EMPLOYMENT	43,831	44,107	43,871	43,699	44,683

*Year-over-year percentages are calculated on the basis of fiscal years or reporting periods of equal length. The absolute figures have not been adjusted to reflect unequal fiscal years or reporting periods of different segments of the corporation (i.e., Canada Post and Purolator). Canada Post's 1996/97 fiscal year was 52 weeks and in 1995/96 it was 53. Conforming Purolator's reporting period to Canada Post's fiscal year resulted in 53 weeks for the 1996/97 fiscal year and 52 weeks for 1995/96.





CANADIAN BROADCASTING CORPORATION

Chairperson	Guylaine Saucier
President and Chief Executive Officer	The Honourable Perrin Beatty, P.C.
Head Office	250 Lanark Avenue P.O. Box 3220, Station C Ottawa, Ontario, K1Y 1E4 Telephone: (613) 724-1200 Web Site: http://www.cbc.ca
Incorporation and Status	Established by the 1936 <i>Canadian Broadcasting Act</i> and continued by the 1958, 1968 and 1991 Broadcasting Acts (R.S.C. 1991, c. 11); exempt from Divisions I to IV of Part X of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Canadian Broadcasting Corporation (CBC) is Canada's national public broadcaster. Its mission is to inform, entertain and enlighten; to contribute to the development of 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.

Products and Services

The CBC produces, procures and distributes Canadian programming in English, French and a number of aboriginal languages. It also offers a selection of programs from around the world. The corporation's program services include:

- two main television networks, one English and one French, that offer general and special interest programs;
- four main radio networks, two English and two French, that offer information and general interest programs as well as classical music and cultural programs;





- two all-news and information television networks that are entirely financed by cable subscriptions and advertising revenue. The English network is called CBC Newsworld, and the French one is called Le Réseau de l'information (RDI);
- radio and television services to the North in English, French and eight aboriginal languages.

On behalf of the Government of Canada, CBC also provides an international shortwave radio service, Radio Canada International, which broadcasts programs in seven languages.

In partnership with Power Broadcasting, CBC operates Newsworld International and Trio. Newsworld International combines CBC Newsworld programming with newscasts and documentaries from around the world. Trio is a family entertainment channel that features programming acquired from the CBC and other Canadian producers. Both of these specialty services are distributed by satellite to homes throughout the United States.

In December 1995, the Canadian Radio-television and Telecommunications Commission (CRTC) granted the CBC a licence to operate a new pay audio service called Galaxie, which will initially provide 30 channels of commercial-free music, 24 hours per day, seven days per week. By the end of 1996/97, CBC had signed an agreement with a direct broadcasting service that will carry Galaxie on its basic tier as early as the fall of 1997.

CBC programs are distributed via satellite in combination with microwave and landline, feeding 90 CBC-owned stations, 1,163 CBC rebroadcasters, 30 private affiliated stations and 293 affiliated or community-owned rebroadcasters and stations.

Corporate Highlights

The CBC Board of Directors continued to evaluate its corporate governance processes in light of the federal government's guidelines for Crown corporations. The Board's Governance Committee is focused on enhancing corporate performance, assessing and making recommendations regarding corporate values and board effectiveness, and establishing a process for developing criteria for the selection of board directors. Also, to improve Board effectiveness, the corporation established an approval process and tracking mechanism for its strategic direction and corporate plan. It also improved the internal communication process, and developed a method for assessing the President and Chief Executive Officer's performance on a yearly basis.

The corporation applied to the CRTC to transfer to the FM band certain AM stations to give listeners an improved signal and better access to CBC's unique and diversified programming. The CRTC heard the application in the spring of 1997 and has since approved the new FM licences for Montreal and Toronto.

In December 1996, the Minister of Canadian Heritage renewed the government's commitment to Radio Canada International and guaranteed one year of funding for the service. In February 1997, the Minister announced \$10 million of additional annual funding for CBC's French and English language radio services starting April 1, 1997.





With the Canadianization of the English Television prime-time schedule in the fall of 1996, prime-time Canadian content during the regular season reached 88 percent. In 1996/97, average prime-time Canadian content reached 85 percent, which represents an increase of two percentage points over the previous year.

CBC's coverage of the 1996 Olympic Games in Atlanta averaged 14 hours per day for 17 consecutive days. This main network coverage was supplemented by special highlights packaged on CBC Newsworld and RDI. The quality and style of the coverage were critically acclaimed.

Canadian content on CBC's French Television remained steady at 84 percent during prime time and 76 percent overall. Its share of francophone viewing over the full day increased from 19 percent in 1995/96 to 20.7 percent in 1996/97; its prime-time audience share increased from 23.5 percent to 24.9 percent.

Newsworld reaches over 7.4 million cabled homes and is available more widely than any other cable network in Canada. Its average weekly reach for the 1996/97 season was seven million viewers, which represents an audience share of 1.2 percent.

RDI aired more than 500 live specials covering major events of interest to Canadians at home and abroad. RDI is now accessible to 6.75 million cable subscribers in Canada of whom 1.75 million are in Quebec.

CBC programs and personalities received hundreds of awards and prizes during 1996/97, including 46 Gemini by English Television and 14 G meaux by French Television's in-house productions.

CBC continued to expand its presence on the Worldwide Web.

Performance

During the fiscal year in review, the corporation met its planned financial reduction targets and was able to advance other reductions that were planned for subsequent years. CBC's operating surplus of \$34.5 million will be carried forward into the new fiscal year and used to manage any slippage in the implementation of its incremental 1997/98 funding reduction of \$118 million.

Total operating expenses, excluding items netted out of revenue, downsizing costs and taxes, decreased by 7.3 percent or \$96.4 million – i.e., from \$1.316 billion in 1995/96 to \$1.219 billion in 1996/97. This decrease resulted primarily from the streamlining of administrative operations and the achievement of other operating efficiencies.

Corporate Objectives for the Next Planning Period

The corporation will continue to provide, to national and regional audiences, radio and television services in both official languages incorporating predominantly and distinctively Canadian programs. It intends to complete the Canadianization of English Television by the fall of 1998.





In French Television, a key goal will be to continue to give priority to strong cross-Canada news and information, anchored in the regions. Another objective is to broaden collaboration with independent producers and define the corporation's strategy more clearly, as both producer and broadcaster.

Another priority will be to direct the \$10 million in additional funding for CBC's French and English language radio services towards talent development, regional reflection and future growth into new media. Finally, the corporation intends to implement in 1997/98 and 1998/99 the reductions required to meet the lower resource levels forecast for future years.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	1,664.7	1,696.7	1,613.0	1,582.0	1,582.8
Loans from private sector	405.1	411.9	433.6	435.3	436.1
Loans from Canada	0.0	0.0	0.0	33.0	33.0
Shareholder's equity	758.0	680.2	738.6	756.8	774.3
Operations					
Revenues	1,138.0	1,258.4	1,362.6	1,329.1	1,330.9
Net Income	(23.0)	(159.8)	(193.7)	(152.4)	(76.4)
Funding from Canada					
Budgetary	997.1	1,170.7	1,126.9	1,089.5	1,109.7
Change in budgetary funding	-15%	4%	3%	-2%	8%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	33.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	7,311	8,181	9,015	9,117	9,337





CANADIAN COMMERCIAL CORPORATION

Chairperson and President	Robert G. Wright
Head Office	Metropolitan Centre Suite 1100 50 O'Connor Street Ottawa, Ontario, K1A 0S6 Telephone: (613) 996-0034 Facsimile: (613) 992-2121 Web Site: http://www.ccc.ca
Incorporation and Status	1946 by the <i>Canadian Commercial Corporation Act</i> (R.S.C. 1985, c. C-14); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Sergio Marchi, P.C., M.P. Minister for International Trade
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Canadian Commercial Corporation (CCC) assists in the development of trade between Canada and other nations by facilitating sales to foreign governments and international agencies and other approved buyers on behalf of Canadian suppliers. The corporation normally assumes the role of a prime contractor, undertaking to deliver a product or service to the foreign customer with a “back-to-back” obligation from a Canadian supplier.

Products and Services

CCC offers a wide range of export support services to Canadian exporters, providing them with special access to foreign markets and enhancing their credibility by guaranteeing contract performance.

Corporate Highlights

Thirty percent of companies using CCC's services were new to the corporation. Diverse in size, product range and market interests, these firms are increasing CCC's client base.





Through its Bid Matching Service, CCC identified over 39,000 U.S. government opportunities open to Canadian bidders and made them accessible to all Canadian firms on the government's Open Bidding System.

In keeping with changes in U.S. purchasing procedures, CCC offers Canadian suppliers a new window to U.S. buyers through Electronic Data Interchange.

During the year, CCC scored its largest percentage growth to date in its involvement in transactions with private sector clients. CCC's participation in sales to the private sector now comprises approximately 12 percent of its business volume.

Performance

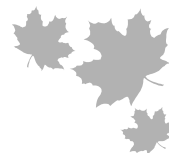
The following table highlights the results achieved against planned objectives for the period that reflect CCC's strategy to increase Canadian exports and the number of Canadian firms exporting successfully.

Performance Indicators	1995/96 Actual	1996/97 Target	1996/97 Actual
Business volume (\$ million)	1.01	1.5	859
Clients served	1,050	1,250	1,310
Companies signing contracts	308	550	288
Additional contract costs as a percentage of business volume (%)	1.1	0.2	0.1
Provision for doubtful accounts compared to accounts receivable (%)	1.3	1.5	0.9
Time required to make payments to exporters (days)	29	30	26
Total cost of operations compared to business volumes (%)	1.3	1.1	1.6

The lower business volume in 1996/97 was affected by a major contract that was signed in 1996/97 but could not be reported until 1997/98 because of the foreign buyer's approval processes. Although fewer companies signed contracts through CCC this year, a record 1,310 Canadian firms made use of CCC's services. The reduction in signed contracts resulted from decreases in the corporation's international business, particularly with UN agencies.

In 1996/97, the corporation reported contract losses of 0.1 percent of business volumes compared to its standard of 0.2 percent. In addition, CCC reduced its total cost of operations to \$13.2 million, well below its initial budget estimates. However, the corporation's total cost of operations of 1.6 percent of business volumes exceeded its target of 1.1 percent, which had been based on the assumption that CCC would achieve higher business volumes.





Corporate Objectives for the Next Planning Period

For 1997/98, the corporation is setting three business objectives and forecasts that it will:

- increase to 1,450 the number of companies actively working with CCC on export opportunities (i.e., a 10-percent increase);
- help 340 companies contract successfully through CCC; and
- increase the number of projects on which CCC is active in order to sustain a business volume between \$1.0 billion and \$1.5 billion.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	250.5	312.8	384.3	390.6	473.2
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	17.3	16.6	18.3	17.0	15.8
Operations					
Revenues	907.5	974.6	879.2	882.1	610.8
Net income	0.6	(1.7)	1.3	1.2	(0.4)
Funding from Canada					
Budgetary	10.9	11.8	13.2	13.8	13.5
Change in budgetary funding	-7%	-10%	-4%	2%	-4%
Non budgetary (loans and investments)	0.6	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	30.0
EMPLOYMENT	90	84	81	81	81





CANADIAN DAIRY COMMISSION

Chairperson and Chief Executive Officer	Guy Jacob
Head Office	Carling Executive Park Suite 300 1525 Carling Avenue Ottawa, Ontario, K1A 0Z2 Telephone: (613) 998-9490 Facsimile: (613) 998-4492 Web Site: http://aceis.agr.ca/cdc
Incorporation and Status	1966 by the <i>Canadian Dairy Commission Act</i> (R.S.C. 1985, c. C-15) (S.C. 1994, c. 26 and c. 38) (S.C. 1995, c. 23); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Lyle Vancilief, P.C., M.P. Minister of Agriculture and Agri-Food
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

Established in 1966, the Canadian Dairy Commission's programs and efforts are aimed at giving producers of milk and cream the opportunity to get a fair return for their labour and investment, while giving consumers a continuous and adequate supply of high quality dairy products.

Products and Services

The commission advises the Minister of Agriculture and Agri-Food on matters relating to dairy policy and determines domestic requirements for industrial milk and cream for purposes of establishing Market Sharing Quota (MSQ). The commission also establishes the target price for industrial milk, sets support prices for butter and skim milk powder, and offers to purchase products at these prices.





Since August 1, 1995, the commission has administered a new special milk class pricing and pooling system on behalf of the dairy industry. This has eliminated the need for the commission to make assistance payments to processors and exporters of dairy products.

Corporate Highlights

In response to industry concerns that products were manufactured for unplanned exports when domestic and planned export needs existed, a new element of the Offer to Purchase Program was developed over the past year. The former Plan C element of the Offer to Purchase Program has become a new surplus removal mechanism consisting of two operational elements: processor-initiated and commission-initiated surplus removal.

The March 1996 federal Budget announced that the dairy subsidy would be phased out over a five-year period beginning August 1997. The phase-out has since been deferred by six months. The gradual elimination of the subsidy will be an important aspect of any new long-term dairy policy, and the commission will continue to participate in the policy development process.

Industrial milk and cream production for 1995/96 totalled 46.8 million hectolitres. This represents an increase of 4.1 percent over the previous year and exceeds the 1995/96 MSQ target by 2.9 million hectolitres.

Performance

In 1995/96, the commission played a central role in the development of three new draft federal-provincial agreements on milk pricing and the pooling of milk market returns across Canada. The Commission also helped to implement, administer, evaluate and further refine the special milk class pricing system and the Optional Export Program. It also maintained its administration of the Domestic Dairy Product Innovation Program, the Animal Feed Assistance Program and the Milk Bread Program.

The commission acted as the first receiver of the butter imports required under the WTO Agreement, helped to ensure the high quality of the imports, and facilitated their introduction into the Canadian production and manufacturing system.

The commission enhanced its communications efforts to provide timely information on major programs and policy developments to dairy stakeholders and all those whose business and political decisions affect the dairy industry. It also launched its Internet Web site and introduced a new semi-annual publication, *The Dairy Bulletin*.

The commission and Agriculture and Agri-Food Canada staff prepared a consultation paper providing background information on key dairy issues. Currently, Agriculture and Agri-Food Canada officials, together with commission staff, are involved in the development, by producers and processors, of a new long-term dairy policy.

From an accounting and financial perspective, 1995/96 has been a transition year. The special milk class pricing system has had implications for comparisons of financial reports and statements with those of previous years. The majority of dairy products





destined for export have been purchased at international competitive prices, while the use of levies was mainly restricted to the structural surplus of skim milk powder. Over-production has created a relatively high build-up of butter and skim milk powder inventories. Since these surpluses were purchased at world prices, however, there was no need for a write-down. The year-end financial surplus was mainly due to higher than anticipated world prices for the commission's sales of skim milk powder subject to levies and foreign exchange rates.

Corporate Objectives for the Next Planning Period

Serving as a key industry facilitator and administrator for industry-driven dairy policies and programs, the commission will:

- endeavour to help producers, processors, exporters and consumers to benefit from a strong and market responsive business;
- support and assist the dairy industry to complete its implementation of the major transformation of Canada's milk marketing system that was launched over the past year;
- help dairy stakeholders to meet upcoming challenges, including the phase-out of the federal subsidy, the establishment of a new long-term dairy policy for Canada, and ongoing trade considerations.

SUMMARY INFORMATION

	1995/96	1994/95	1993/94	1992/93	1991/92
FINANCIAL SUMMARY (\$ million); financial year ending July 31					
Financial Position					
Total assets	158.6	189.3	176.4	171.0	248.9
Loans from private sector	37.0	68.7	57.2	75.2	30.8
Loans from Canada	75.3	69.3	68.1	58.4	150.8
Shareholder's equity	0.0	0.0	0.0	0.0	0.0
Operations					
Revenues	303.1	214.8	186.0	163.9	242.7
Net income	12.4	33.3	13.5	29.1	13.8
Funding from Canada					
Budgetary	187.6	224.7	226.1	242.6	241.9
Change in budgetary funding	-16%	-1%	-7%	0%	-6%
Non budgetary (loans and investments)	307.4	274.0	226.2	167.3	266.7
Payments to Canada					
Loan repayments	301.5	272.8	216.5	259.7	252.6
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	62	57	57	58	62





CANADIAN FILM DEVELOPMENT CORPORATION

Chairperson	Robert Dinan
Executive Director	François N. Macerola
Head Office	Tour de la Banque Nationale 14th Floor 600 de La Gauchetière West Montreal, Quebec, H3B 4L2 Telephone: (514) 283-6363 Facsimile: (514) 283-8212 Web Site: http://www.telefilm.gc.ca
Incorporation and Status	1967 by the <i>Canadian Film Development Corporation Act</i> (R.S.C. 1985, c. C-16); exempt from Divisions I to IV of Part X of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Canadian Film Development Corporation (Telefilm Canada) fosters and promotes an independent film and television production industry in Canada.

Products and Services

Telefilm provides financial assistance for the development, production and distribution of Canadian motion pictures and television programs.

Corporate Highlights

In September 1996, the Minister of Canadian Heritage announced the creation of the Canada Television and Cable Production Fund (CTCPF). The goal of the CTCPF is to increase the quantity and quality of Canadian audio-visual productions, and improve the performance of the Canadian production and broadcasting system as a whole. Other objectives include the creation of jobs across the country and stimulation of exports of





Canadian products. The CTCPF comprises two complementary programs – the Equity Investment Program administered by Telefilm, and the Licence Fee Program. In 1996/97, Telefilm administered \$107.5 million of the fund's total \$200 million.

To foster growth and development of the Canadian multimedia industry, Telefilm established a *Pilot Program for Multimedia Production and Publishing Assistance*. Telefilm intends to extend this pilot project into a permanent program with expanded resources. Telefilm has submitted a proposal to the Department of Canadian Heritage for the launching of a new media assistance fund with access to greater resources.

In May 1997, Telefilm launched its Web Site. The site includes general information on the corporation, its funds and programs, a directory for the Canadian industry, television and feature film catalogues, a monthly cinema and television-related events calendar, as well as an exhaustive list of Canada's co-production agreements with 44 foreign countries.

Performance

This year, Telefilm came one step closer to completing its move toward a “one-stop” system of support for the film and television industry. It consolidated its production and distribution divisions into one branch, and decentralized decision-making to its regional offices. To serve the industry better, multi-service business units were established – one for television and one for feature film.

Telefilm devoted \$163.8 million to the production and development of television programs, feature films and multimedia products, for an increase of 47 percent over the preceding year. This increase resulted largely from the creation of the CTCPF, of which the Equity Investment Program added significant new funding to the production sector.

Telefilm has also been active on the international scene, supporting Canadian producers in the area of co-production. During the period in review, 47 co-production projects obtained official accreditation from Telefilm, compared to 38 the year before.

Telefilm paid out \$174.6 million in support of the Canadian film and television industry, 10 percent more than the year before. Of this amount, \$142 million went towards current-year projects, while \$32.6 million was devoted to projects carried over from the previous years.

The 1996/97 parliamentary appropriation was down 15 percent from the preceding year; however, the infusion of new funding under the Equity Investment Program allowed Telefilm to contribute a record sum to the production of Canadian films and television programs.

Telefilm's commitments amounted to \$206 million, a 29.7-percent increase over the previous year. This increase was attributed to the new funding for production provided by the government under the CTCPF.





As promised in Telefilm's *1996/97 Action Plan*, a large-scale overhaul of the corporation's programs, activities and operating procedures resulted in a substantial reduction in its administrative expenses. The corporation also continued to rationalize its activities and personnel by cutting 19 person-years.

Corporate Objectives for the Next Planning Period

Looking toward the year 2000, Telefilm's cultural mandate is expected to be further challenged by a competitive and converging broadcasting system, global electronic highways and the dismantling of international trade barriers. In light of the need to adapt to a new environment, Telefilm is working on a three-year business plan that will outline strategies to ensure that its cultural mandate is relevant, and that it is focused on meeting industry needs efficiently and effectively well into the next century.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	52.3	47.8	49.0	39.2	33.0
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	31.1	35.6	38.8	28.4	22.7
Operations					
Revenues	0.6	0.7	0.6	0.9	0.9
Net income	(136.4)	(112.1)	(112.0)	(118.3)	(133.6)
Funding from Canada					
Budgetary	92.4	109.0	122.3	132.4	144.5
Change in budgetary funding	-15%	-11%	-8%	-8%	0%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	8.5	7.5
EMPLOYMENT	130	148	166	178	182





CANADIAN MUSEUM OF CIVILIZATION CORPORATION

Chairperson	Adrienne Clarkson
President and Chief Executive Officer	George F. MacDonald
Head Office	100 Laurier Street P.O. Box 3100, Station B Hull, Quebec, J8X 4H2 Telephone: (819) 776-7116 Facsimile: (819) 776-7122 Web Site: http://www.civilization.ca
Incorporation and Status	July 1, 1990 by the <i>Museums Act</i> (S.C. 1990, c.3); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

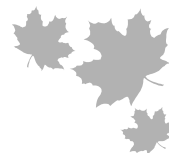
Mandate and Background

The Canadian Museum of Civilization Corporation has a mandate to increase interest in, knowledge of, and appreciation for human cultural achievements and behaviour throughout Canada and internationally. This involves establishing, for research and posterity, a collection of objects of historical or cultural interest with special but not exclusive reference to Canada.

Products and Services

The Canadian Museum of Civilization Corporation comprises the Canadian Museum of Civilization – Canada's national repository of social and cultural history – and its affiliate museums. The affiliates are the Canadian War Museum – a national museum of military history – and the Museum of New France, which is an entirely virtual museum. In addition to producing on-site and travelling exhibits, the corporation carries on extensive





book and electronic media publishing activities. Other products include educational programming for children, Imax films, lectures and other special events.

Through its Canadian Children's Museum programming, the corporation offers educational exhibits and other activities. In addition, the Canadian Postal Museum provides a program of interactive learning modules on postal history, artifacts and concepts. Canadian Postal Museum programs are toured to schools and other venues, and will eventually be housed permanently within the Canadian Museum of Civilization complex.

Corporate Highlights

In January 1997, the corporation launched the Museum of New France in co-operation with partners on both sides of the Atlantic, including the Department of Canadian Heritage, Foreign Affairs and International Trade, the *Ministère de la Culture* of France, and *Maison des Sciences de l'Homme* in Paris. The Museum of New France is the world's first entirely virtual museum.

In June 1996, the Canadian Museum of Civilization offered a public preview of the First Peoples Hall – an extensive series of galleries telling the stories of Canada's native peoples. During 1996/97, a complete Ukrainian church was moved from its original site in Alberta and reconstructed in the Canada Hall. As well, the corporation moved towards the creation of permanent exhibition space for the Canadian Postal Museum and began expanding Adventure World – the Canadian Children's Museum's outdoor park.

Performance

In 1996/97, the corporation's revenue amounted to \$8.7 million – a decrease from the previous year's total of \$9.3 million. During the same period, attendance at the Canadian Museum of Civilization dropped slightly to 1.28 million from 1.3 million. The Canadian War Museum met its target of 100,000 visitors. The Canadian Children's Museum programming attracted over 300,000 visitors.

During the period in review, all 19 of the corporation's planned temporary exhibits opened on schedule. Eight new travelling exhibitions were produced, and 17 travelling exhibitions were circulated.

The corporation won national publishing awards for books that it has published, and one of its CD-ROMs won a gold medal in competition with entries from around the world. Its award-winning World Wide Web site has over 6,000 screens of information and recorded over 850,000 hits in 1996/97.

Many of the concerts presented as part of the See and Hear the World music series were sold out. This series brings in performing artists from around the globe. The Cultures Canada music series drew 9,300 people, while the Heat Waves series welcomed 5,300 visitors.





Corporate Objectives for the Next Planning Period

The corporation's objectives are to be a centre of museological excellence communicating its knowledge at the national and international levels; to foster Canadian unity; and to ensure its financial and operational viability.

The first component of this strategy involves research, collections development, and outreach through traditional and non-traditional means. The thrust of the second component is to increase Canadians' sense of their common identity and history. The corporation will continue to undertake research activities, exhibits and other programs focusing on these common characteristics. An immediate priority will be to complete long-term exhibition spaces at the Canadian Museum of Civilization and the Canadian War Museum, and to refurbish the Canadian War Museum's existing long-term exhibition spaces.

To ensure its financial viability, the corporation's goal will be to maximize commercial activities, increase fundraising efforts, and to continue seeking alternative funding sources. Operational efficiency will be enhanced through evaluation processes, training and staff development, and through improving the cost-effective management of the corporation's facilities.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	31.3	30.6	30.5	25.2	25.6
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	16.4	17.6	15.6	13.7	14.4
Operations					
Revenues	8.7	9.3	7.9	7.1	7.3
Net income	(45.4)	(44.2)	(48.2)	(40.3)	(38.2)
Funding from Canada					
Budgetary	44.2	46.2	50.1	39.6	39.2
Change in budgetary funding	-4%	-8%	27%	1%	-5%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	510	534	466	525	525





CANADIAN MUSEUM OF NATURE

Chairperson	Frank Ling
President and Chief Executive Officer	Joanne DiCosimo
Head Office	Victoria Memorial Museum Bldg. 240 Metcalfe Street P.O. Box 3443, Station D Ottawa, Ontario, K1P 6P4 Telephone: (613) 566-4700 Facsimile: (613) 364-4020 Web Site: http://www.nature.ca
Incorporation and Status	July 1, 1990 by the <i>Museums Act</i> (S.C. 1990, c. 3); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The mandate of the Canadian Museum of Nature (CMN) is to increase interest in, knowledge of, and appreciation and respect for the natural world throughout Canada and internationally. This involves establishing, for research and posterity, a collection of natural history objects with special but not exclusive reference to Canada.

Products and Services

The Museum's activities can be divided into five areas: Research, Collections, Public Programs, Corporate Services and Accommodation.





Corporate Highlights

In June 1996, the CMN received the ICOM Canada 1996 Award at the Canadian Museum Association conference. The award was in recognition of a project entitled “Developing Staff Resources for Collection Management,” a joint initiative of the CMN and the Virginia Museum of Natural History.

Performance

The 1996/97 year saw 90 publications produced by CMN researchers: 47 in peer reviewed journals, and 43 articles in non-refereed publications. In addition, CMN researchers helped in the naming and description of 53 new species and 2 new genera. Thirty animals, 8 plants and 15 minerals were identified for the first time by CMN staff. They also identified 2,722 specimens and conducted 1,915 scientific consultations with the general public, students, teachers and government agencies.

A team of full-time nature interpreters was established to help achieve the Public Programming goals of science literacy, nature literacy, and guided conversation; to increase the public profile and relevance of CMN research and collections; and to create and meet expectations among CMN visitors.

The operation of the Victoria Memorial Museum Building natural history gift shop was outsourced to allow the CMN to concentrate on its core functions.

The CMN completed the consolidation of its staff and natural history collections in its new building located in Aylmer, Quebec.

CMN's 1996/97 revenues of \$4.4 million were \$1.9 million higher than in 1995/96.

Corporate Objectives for the Next Planning Period

The Canadian Museum of Nature intends to foster a greater appreciation and understanding of Canadian natural history. This will involve collection-based research to generate new knowledge that addresses socially relevant issues, as well as developing, preserving and sharing an information resource of collections and associated data.

The corporation will also pursue a number of strategies aimed at increasing revenues from private-sector sources. Another goal is to improve operational efficiency and effectiveness by implementing new management practices and developing a streamlined, integrated corporate information system.





SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	55.9	20.5	19.2	7.9	7.3
Loans from private sector	37.4	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	6.1	5.6	4.2	2.3	0.8
Operations					
Revenues	4.4	2.5	1.9	1.5	1.2
Net income	(27.8)	(25.1)	(23.3)	(18.3)	(18.7)
Funding from Canada					
Budgetary	27.1	27.0	27.4	19.8	19.1
Change in budgetary funding	0%	-2%	39%	4%	-1%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	193	240	241	216	251





CANADIAN RACE RELATIONS FOUNDATION

Chairperson	The Honourable Lincoln Alexander, P.C.
Executive Director	Moy Tam
Head Office	4900 Yonge Street, Suite 1305 North York, Ontario M2N 6A4 Telephone: (416) 952-3500 Facsimile: (416) 952-3326 Web Site: http://www.crr.ca
Incorporation and Status	1990 under the <i>Canadian Race Relations Foundation Act</i> ; exempt from Divisions I to IV of Part X of the <i>Financial Administration Act</i> ; not an agent of Her Majesty; a charitable organization for the purposes of the <i>Income Tax Act</i> .
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Deloitte & Touche

CORPORATE ABSTRACT

Mandate and Background

The Canadian Race Relations Foundation was established in 1990 by the *Canadian Race Relations Foundation Act*. Its operations commenced in 1996. The purpose of the foundation is to facilitate, throughout Canada, the development, sharing and application of knowledge and expertise to contribute to the elimination of racism and all forms of racial discrimination in Canadian society.

Products and Services

The Canadian Race Relations Foundation will undertake research and collect data to further understanding of the nature of racism. It will provide data about race relations and establish links with educational institutions. Its purpose is to facilitate the exchange of information that would assist governments in developing effective race relations policies and practices.





The foundation will support race relations training by providing information and assisting in the development of professional standards. It will also have a role to play in informing the public about the importance of eliminating racism and racial discrimination.

Corporate Highlights

The \$24 million contributed by Canada in the fall of 1996 to the foundation constitutes the capital of an endowment fund that is to be used for investment and income purposes in furtherance of the foundation's mandate. The foundation is in a start-up phase and is exploring business strategy options.

During the period in review, the foundation received \$600,000 in grants from the Secretary of State (Multiculturalism) (Status of Women) to help defray the foundation's start-up costs, including the acquisition of capital assets. In February 1997, the Secretary of State (Multiculturalism) (Status of Women) agreed to contribute \$1 million towards the foundation's operations during 1997/98 fiscal year.

Note

Financial data for the Canadian Race Relations Foundation are not yet available. These will be included in the foundation's first annual report, which will cover the period beginning in October 1996 and ending on March 31, 1998.





CANADIAN WHEAT BOARD, THE

Chief Commissioner	Lorne F. Hehn
Head Office	423 Main Street P.O. Box 816 Winnipeg, Manitoba, R3C 2P5 Telephone: (204) 983-0239 Facsimile: (204) 983-3841 Web Site: http://www.cwb.ca
Incorporation and Status	1935 by The <i>Canadian Wheat Board Act</i> (R.S.C. 1985, c. C-24); exempt from the provisions of Divisions I to IV of Part X of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Ralph Goodale, P.C., M.P. Minister of Natural Resources and Minister Responsible for The Canadian Wheat Board
Auditor	Deloitte & Touche

CORPORATE ABSTRACT

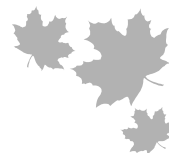
Mandate and Background

The Canadian Wheat Board (CWB) markets wheat and barley grown in Western Canada in the best interests of Western Canada's grain producers and administers the *Prairie Grain Advance Payments Act*.

Products and Services

The CWB is the marketing agency for western Canadian wheat and barley growers. It is responsible for all domestic sales for human consumption and export sales of wheat and barley grown in the Prairie provinces and some parts of British Columbia. It markets these grains to the Canadian market and to more than 70 countries around the world with the objective of attaining the best possible price. By acting as a seller, banker and shipper, the CWB is actively involved in all facets of the grain industry.





Corporate Highlights

In July 1995, the Western Grain Marketing Panel was created to examine western grain marketing issues. Its report was submitted to the Minister of Agriculture and Agri-Food in July 1996. Among the panel's recommendations were to change the CWB from a federal agency to a mixed enterprise. The panel also recommended that the federal government appoint a board of directors with farmer representation.

Amendments to the *Canadian Wheat Board Act* died on the order paper with the April 1997 dissolution of Parliament and were re-introduced in the House of Commons as Bill C-4 on October 2, 1997. This Bill proposes changes to The Canadian Wheat Board in the areas of corporate governance and operational flexibility.

In the fall of 1995, a study conducted by three economists showed that the CWB's single-desk system generates an additional \$265 million per year in wheat revenue for farmers, thereby enhancing Canada's competitiveness.

The CWB launched a major commercial testing program of AC Karma, a variety in the Canada Prairie Spring White wheat class. The results of this study helped to further CWB's knowledge of the noodle market and provide insight into quality characteristics needed in new grain varieties.

Performance

1995/96 was a banner year for grain prices as a result of a shortage of both world wheat and coarse grain supplies. The shortage was due to a gradual but significant decline in world wheat and coarse grain planted area, and poor yields during the last few years on a world-wide basis. Wheat prices reached their highest levels ever; however, Canadian grain supplies for export were cut sharply by a smaller Canadian crop and a much reduced grain carryover. Nonetheless, the total sales value for the four CWB pool accounts reached \$5.8 billion.

China was once again the CWB's top wheat customer, while Japan and Brazil were the next largest customers. Algeria was again the top customer for durum, while Saudi Arabia and Japan displaced the United States as major customers for feed barley. The U.S. and China were major customers for malting barley.

The CWB has an ongoing program to improve performance and service to customers and farmers. A new financing program, a wheat quality discussion paper and a special delivery program for fusarium-affected wheat were among the significant initiatives in the year. In March 1996, the CWB implemented a new Euro Commercial Paper Program. Participation in this new financing program gives the CWB lower cost financing and helps increase its presence in global capital markets.





Corporate Objectives for the Next Planning Period

The CWB will continue to promote its vision as a world leader in marketing grain.

SUMMARY INFORMATION

	1995/96	1994/95	1993/94	1992/93	1991/92
FINANCIAL SUMMARY (\$ million); financial year ending July 31					
Financial Position					
Total assets	8,281.2	8,043.3	8,858.6	8,651.1	7,296.4
Loans from private sector	7,619.0	7,144.0	7,777.4	7,645.7	6,560.8
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	0.0	0.0	0.0	0.0	0.0
Operations					
Revenues	5,910.0	4,525.5	3,873.4	4,428.1	3,503.9
Net income*	0.0	0.0	0.0	0.0	0.0
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	63.3
Change in budgetary funding	-	-	-	-100%	-92%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	454	452	464	453	446

* The Canadian Wheat Board's policy is to record net income as zero to reflect the fact that all proceeds from sales, less marketing costs, are passed back to farmers.





CAPE BRETON DEVELOPMENT CORPORATION

Chairperson	Joseph Shannon
President and Chief Executive Officer	George White
Head Office	95 Union Street P.O. Box 2500 Sydney, Nova Scotia, B1P 6K9 Telephone: (902) 564-2848 Facsimile: (902) 842-2589
Incorporation and Status	1967 by the <i>Cape Breton Development Corporation Act</i> , (R.S.C. 1985, c. C-25); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Ralph Goodale, P.C., M.P. Minister of Natural Resources and Minister Responsible for The Canadian Wheat Board
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Cape Breton Development Corporation was established in 1967 for the purpose of reorganizing and rehabilitating the coal industry on Cape Breton Island. The goal of the corporation is to operate safe, commercially viable coal mines that are dependable supplies of quality coal and related energy products.

Products and Services

The corporation is the largest coal producer in Eastern Canada. It operates two collieries and fully integrated support facilities for the preparation and distribution of coal to Canadian and international markets.

Corporate Highlights

The corporation announced in October 1996 that it would change the mining direction of the Prince Colliery from the traditional east/west to a north/south direction in order to address changing and adverse geological conditions.





For the second consecutive year, the corporation realized improvements in reducing lost time accidents and absenteeism. Absenteeism was 11.6 percent, more than two percentage points lower than the average for the previous five years. The number of lost time accidents for every 200,000 hours worked was a record low of 12 compared to 19 in the previous year.

Performance

Sales during 1996/97 totalled 2.4 million tonnes, compared to 2.6 million tonnes for the previous year. In addition, sales to Nova Scotia Power Inc., the corporation's major customer, reached a record-breaking 2.8 million tonnes in the calendar year 1996.

The corporation's budgetary appropriation for the fiscal year was \$43.5 million, which is repayable from future profits. A net loss of \$30.1 million was reported.

Throughout the year, a number of roof collapses and a breakdown on the rotary breaker resulted in several weeks of downtime at the Phalen Colliery. Despite these obstacles, the colliery managed to achieve 77 percent of its production target. To improve efficiency in both operating and administrative areas, the corporation launched a number of initiatives, for example, the installation of a new pumping system, a major computer system upgrade and the installation of a new underground telephone communication system.

The Prince Colliery produced 191,496 tonnes in the last six weeks of the fiscal year. The budget originally called for it to be idle during the last two quarters; however, low coal inventories and production problems at Phalen Colliery prompted the decision to begin production five weeks ahead of schedule. During the year, the corporation undertook two significant projects to improve the colliery: a haulage system project and a major pumping upgrade project.

Corporate Objectives for the Next Planning Period

The corporation will continue to strive to become a profitable coal mining company. One challenge will be to compete with alternative fuel sources in a deregulated North American electricity market and a competitive international marketplace. In the area of sales and marketing, a key priority will be to maximize sales opportunities with Nova Scotia Power Inc. In the export market, the corporation will focus on the resumption of shipments that are still pending under existing contracts and strategic cargoes aimed at developing several niches in Europe.

The corporation is in the process of developing an environmental management system to address issues such as organizational structure, planning activities, and the practices and resources necessary to implement and maintain environmental policies.





SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	252.6	259.5	367.0	379.9	356.8
Loans from private sector	0.0	0.0	0.0	0.0	356.8
Loans from Canada	43.5	15.0	5.0	5.0	0.0
Shareholder's equity	78.4	65.0	272.4	267.7	250.6
Operations					
Revenues	167.3	188.4	235.4	231.8	266.0
Net income	(30.1)	(207.4)	(20.7)	(19.3)	(43.0)
Funding from Canada					
Budgetary	43.5	0.0	25.4	38.5	31.0
Change in budgetary funding	-	-100%	-34%	24%	0%
Non budgetary (loans and investments)	0.0	10.0	0.0	5.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	30.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	1,894	2,091	2,203	2,279	2,335





DEFENCE CONSTRUCTION (1951) LIMITED

Chairperson	Reginald W. Lewis
President and Chief Executive Officer	Ross Nicholls
Head Office	Place de Ville Tower B, 17th Floor 112 Kent Street Ottawa, Ontario, K1A 0K3 Telephone: (613) 998-9548 Facsimile: (613) 998-1061 E-mail: dccho@smtp.gc.ca
Incorporation and Status	1951 by the <i>Defence Production Act</i> (R.S.C. 1985, c. D-1); continued under the <i>Canada Business Corporations Act</i> , November 21, 1978; Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Alfonso Gagliano, P.C., M.P. Minister of Public Works and Government Services
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

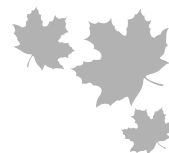
Mandate and Background

Defence Construction (1951) Limited (DCC) contracts for and supervises major military construction and maintenance projects for the Department of National Defence (DND). DND, as owner and design authority, provides DCC with the necessary land and funding, as well as with complete drawings and specifications. To March 31, 1997, DCC has been fully funded by DND through its capital budget.

Products and Services

The corporation provides service in four areas. These are: 1) architectural and engineering consultant contracting and consultant contract administration; 2) construction contracting; 3) construction contract management, including supervision and inspection of the work; and 4) the provision of project management services in support of DND's environmental program. All contract management work is carried out from offices on individual Canadian Forces' Bases.





Corporate Highlights

During 1996/97, DCC put in place \$589 million worth of construction and engineering consulting work – the largest absolute dollar volume of work in the 46 years of its existence. Some of this work was in some measure different from the work that the corporation usually performs. Contracting and contract management of a large amount of design/build work is one example.

DND adopted “optionality” for having its service needs met, including the delivery of the departmental construction program. In response to the change, DCC has moved from an appropriations-based mode of operation to full cost-recovery or service billing. A secondary internal response to optionality has been to re-emphasize the corporation’s core competencies.

Performance

The following table highlights the results achieved against planned objectives for 1996/97:

Strategy	Performance Indicators	1995/96 Actual	1996/97 Target	1996/97 Actual
Productivity	Operating costs/Payments on contracts (%)	3.32	3.27	1.97
	Site salaries/Payments on construction contracts (%)	1.56	1.64	0.98
Efficiency	Payroll multiplier	1.42	1.50-1.60	1.60
	Utilization rate (%)	85.4	85	87.9
	Overhead/Operating costs (%)	25.7	20-30	32.5
Effectiveness	Timeliness of contracting (working days)	26	30	26
	Timeliness of contract completions (against original completion dates) (%)	64.4	No set target*	49.6
	Change order values (% of award values)	12.1	No set target*	8.3
Service Quality	Client satisfaction rating (%)	98.4	95	100**

* DCC tracks these data in order to provide useful information to clients. The corporation does not have sufficient control over the factors contributing to performance in either of these areas to be able to monitor against industry benchmarks or internally pre-established targets.

** A redesigned questionnaire will go into use in 1997/98 because the results obtained for this indicator have been consistently high over a number of years.





DCC's performance indicator targets are set in relation to private-sector benchmarks.

In 1996/97, DCC met all of its performance indicator targets, with the exception of overhead as a percentage of operating costs. Because of changes in the environment, most notably the move to a service-billing basis of operation, the corporation's performance indicators are being re-evaluated.

Corporate Objectives for the Next Planning Period

In 1997/98, DCC will concentrate its efforts primarily on service billing and on retaining DND's business under conditions of optionality.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million; financial year ending March 31)					
Financial Position					
Total assets	4.0	3.6	3.2	2.4	2.6
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	0.5	(0.3)	(0.2)	(0.8)	(1.8)
Operations					
Revenues	18.5	17.9	18.7	18.2	16.0
Net Income	0.7	(0.1)	0.6	1.0	0.2
Funding from Canada					
Budgetary	17.6	16.9	18.1	17.2	14.8
Change in budgetary funding	4%	-7%	5%	17%	0%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	221	207	210	241	240





ENTERPRISE CAPE BRETON CORPORATION

Chairperson and Chief Executive Officer	J. David Nicholson
Head Office	4th Floor 15 Dorchester Street P.O. Box 1750 Sydney, Nova Scotia, B1P 6T7 Telephone: (902) 564-3600 Facsimile: (902) 564-3825 Web Site: http://www.ecbc.ca
Incorporation and Status	1988 by the <i>Enterprise Cape Breton Corporation Act</i> (Part II of the <i>Government Organization Act, Atlantic Canada, 1987</i> (S.C. 1988, c. 50); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable John Manley, P.C., M.P. Minister of Industry
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The mandate of the Enterprise Cape Breton Corporation (ECBC) is to promote and assist the financing and development of industry on Cape Breton Island, to provide employment outside the coal-producing sector and to broaden the base of the local economy.

Products and Services

The corporation takes a lead role in creating a business environment that fosters sustainable job creation and economic growth on Cape Breton Island and the Mulgrave area of Nova Scotia. It promotes these objectives through proactive and innovative leadership in co-operation with the private and public sectors, and other relevant organizations.

The corporation addresses long-term economic development needs by providing direct assistance to business, investing in strategic economic development infrastructure,





promoting Cape Breton Island as a tourism and investment destination, and by promoting entrepreneurship. The corporation's activities target the following sectors: cultural industries; tourism; knowledge-based industries; aquaculture/horticulture and value-added resources; and business services and manufacturing. In addition to its own programs, ECBC is responsible for the delivery of the economic development programs of the Atlantic Canada Opportunities Agency on Cape Breton Island.

The corporation owns and operates an industrial park. Other activities include an aggressive tourism marketing campaign, and a summer employment program for students.

Corporate Highlights

The Memorandum of Understanding (MOU) between ECBC and the University College of Cape Breton was renewed for an additional five years. Under the MOU, the two organizations undertake to work collaboratively to pursue common goals. The renewed agreement focuses on a broader range of priorities including tourism, technology, cultural and knowledge-based industries, value-added resources, manufacturing and business services.

With other levels of government, educational institutions and groups, the corporation has forged partnerships that have led to the growth and development of the technology sector, cultural industries, tourism and resource-based industries. A new program was developed in partnership with Human Resources Development Canada targeting young entrepreneurs interested in establishing their own businesses.

The corporation initiated a third-party study of its performance with respect to its direct support to business activity. The report, prepared by CANMAC Economics Ltd., recognized the positive effect of ECBC's efforts on many aspects of business development in Cape Breton.

Performance

ECBC participated in approximately 550 projects during 1996/97.

The corporation continued to support and promote tourism through various projects. In addition to an aggressive tourism marketing campaign developed and implemented by the corporation in partnership with industry, major projects have included the ongoing development of the tourism industry through the enhancement of attractions such as golf courses and theatre. In addition, ECBC assisted in a community-based initiative to organize a series of special events and festivals to commemorate the 500th anniversary of John Cabot's arrival in North America.

In addition to direct assistance to businesses, the corporation has taken the lead in establishing a resource centre for the primary sectors of agriculture, forestry and aquaculture.





The corporation took a more aggressive role in working with clients to further their businesses. In 1996, it estimated that over 50 companies were helped in this way through the provision of third-party expertise and counselling services.

The corporation continued to assist students in their need for seasonal employment and in the development of entrepreneurial skills through the Careers Cape Breton Program. In its fifteenth year of operation, the program assisted 294 students. Moreover, 28 student entrepreneurs started their own summer business.

Corporate Objectives for the Next Planning Period

The corporation's vision is to address the long-term economic development needs of the community by facilitating job creation, opportunity identification, investment in strategic infrastructure, and the provision of business advice and counselling.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	7.0	4.5	4.5	4.4	5.2
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	4.1	2.7	2.2	2.4	2.5
Operations					
Revenues	0.8	0.9	0.9	1.1	1.1
Net income	(13.4)	(14.5)	(15.7)	(9.9)	(12.4)
Funding from Canada					
Budgetary	14.7	15.0	15.6	9.8	10.1
Change in budgetary funding	-2%	-3%	59%	-2%	-3%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	47	50	41	45	45





EXPORT DEVELOPMENT CORPORATION

Chairperson	Alexander K. Stuart
President and Chief Executive Officer	Ian Gillespie
Head Office	151 O'Connor Street P.O. Box 655 Ottawa, Ontario, K1A 1K3 Telephone: (613) 598-2500 Facsimile: (613) 237-2690 Web Site: http://www.edc.ca
Incorporation and Status	1969 by the <i>Export Development Act</i> (R.S.C. 1985, c. E-20) (S.C. 1993, c. 26, in force June 10, 1993); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Sergio Marchi, P.C., M.P. Minister for International Trade
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Export Development Corporation (EDC) was established on October 1, 1969 to support and develop, directly or indirectly, Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities.

Products and Services

EDC's products and services fall into five general categories: 1) credit insurance protecting policy holders against non-payment by their buyers; 2) financing arrangements for Canadian exporters; 3) bonding services for exporters; 4) foreign investment insurance; and 5) equity and other forms of related investments in projects or companies operating abroad.





Corporate Highlights

In response to new *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises* issued by the Department of Finance and Treasury Board of Canada, EDC established a corporate governance committee of the board of directors to assist the board in developing its own approach to governance issues.

EDC created nine specialized customer teams, focusing on major sectors of the export economy, to provide clearer customer focus, satisfaction and responsiveness.

Performance

EDC indicated that it has met or exceeded all of its 1996 performance targets while serving a record 2,965 customers – approximately 85 percent of which were small and medium-sized Canadian enterprises (SMEs). The table below highlights the results achieved for the period.

Overall, business volume grew 28 percent to a record \$22 billion; productivity – measured by exports supported per dollar spent on administration – increased by 21 percent; the Customer Satisfaction Index rose from 8.5 to 8.8 out of 10; and net income increased from \$44 million to \$112 million. The higher profit was largely a result of higher investment income and lower administrative expenses than projected.

Strategy		Performance Measures	1995 Actual	1996 Target	1996 Actual
DO MORE BUSINESS	Increase business volume	Business volume (\$ billion)	17.2	20.5	22
	Increase customer satisfaction	Customer satisfaction index (out of 10)	8.5	8.6	8.8
	Increase business in higher risk markets	Business volume in high-risk markets (\$ million)	4,400	n/av*	5,178
WITH MORE CUSTOMERS	Retain key accounts	Short-term insurance retention rate of key accounts (%)	100	100	100
	Increase the number of customers served	Customers served	2,462	2,900	2,965
IN A FINANCIALLY SOUND MANNER.	Increase internal efficiency	Productivity ratio (\$) (Volume/Admin. expenses)	302	317	367
	Grow capital base to support growth in business	Net income (\$ million)	44	45	112

* not available





Corporate Objectives for the Next Planning Period

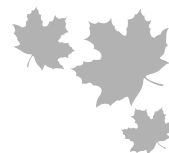
EDC's growth strategy will continue to focus on increasing its customer base and the amount of business supported by its activities. The corporation has a number of measures in place to monitor its performance with respect to its objectives. Additional performance measures are to be introduced in 1997.

In pursuing its growth strategy, the corporation recognizes the need for increased co-operation with other financial institutions to ensure that it provides customers with comprehensive solutions to their global needs.

SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	9,706.0	9,428.0	9,375.0	9,154.0	8,107.2
Loans from private sector	7,680.0	7,602.0	7,660.0	7,624.0	6,746.2
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	1,417.0	1,173.0	1,091.0	895.0	879.2
Operations					
Revenues	890.0	965.0	844.0	699.0	660.3
Net income	112.0	44.0	171.0	41.0	44.2
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non Budgetary (loans and investments)	132.0	38.0	25.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	25.0	0.0
Canada Account					
Financial position					
Assets administered for Canada	2,899.0	2,812.0	2,641.0	2,333.0	1,906.0
Budgetary appropriations	135.0	148.0	139.0	162.0	185.0
EMPLOYMENT	602	557	549	541	512





FARM CREDIT CORPORATION

Chairperson	Donald W. Black
President and Chief Executive Officer	John J. Ryan
Head Office	1800 Hamilton Street P.O. Box 4320 Regina, Saskatchewan, S4P 4L3 Telephone: (306) 780-8100 Facsimile: (306) 780-5875 Web Site: http://www.fcc-sca.com
Incorporation and Status	1959 by the <i>Farm Credit Act</i> (R.S.C. 1993, c. C-95); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Lyle Vancief, P.C., M.P. Minister of Agriculture and Agri-Food
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Farm Credit Corporation (FCC) was established in 1959 to deliver specific programs of the Government of Canada on a cost-recovery basis and to assist Canadian farmers in establishing and developing viable farming enterprises by providing long-term credit and other financial services. FCC's legislative mandate was expanded in 1993 to include aquaculture, agri-forestry and agri-business.

The corporation maintains a corporate office in Regina, and it serves its clients from over 100 offices in farming communities across Canada.

Products and Services

The FCC makes mortgage loans to farmers for the purchase of farmland, livestock and machinery, permanent farm improvements and debt refinancing. The corporation also lends to farmers for the acquisition of agricultural facilities and equipment, and participates in joint initiatives with provinces and other institutions.





Corporate Highlights

In response to the recommendations of the Senate Standing Committee on Banking, Trade and Commerce, the FCC and the Business Development Bank of Canada have partnered to offer joint financing to a number of agri-business and rural development initiatives, and have established a referral network.

The 1997 federal Budget announced a \$50 million capital injection to FCC.

Performance

FCC approved a record of 12,910 loans with a net value of \$1.4 billion. This represents a 27-percent increase in the number of loan approvals and a 36-percent increase in the dollar value compared to last year. Net loan disbursements totalled \$1.3 billion, representing a 44-percent improvement over last year and exceeding budget by 30 percent.

Growth since 1993/94 has largely been attributed to expanded mandate lending. In three years, expanded mandate lending has grown to represent 48 percent of new lending.

At year end, the loans receivable portfolio was at \$4.7 billion, representing a 15-percent year-over-year increase and surpassing FCC's target by 4 percent.

Net income was \$40.6 million for the year compared to the budgeted amount of \$26.2 million. The variance of \$14.4 million over budget was largely due to higher net interest income than projected.

Total administrative expenses were \$84.1 million for the year compared to \$67.3 million a year earlier. This 25-percent increase was the result of two factors: 1) the cost of operations increased by 11 percent to help manage a 27-percent increase in loan approvals; and 2) \$9.7 million invested in the first year of a major re-engineering project. The administrative expense ratio measures how efficiently the corporation has used its core assets in delivering its services. This ratio was 1.86 percent for the year, falling short of the target of 1.66 percent and last year's result of 1.69 percent.

Corporate Objectives for the Next Planning Period

Over the next five years, FCC will continue not only to manage the challenge of change, but also to excel in offering excellent services and products to the agricultural industry. As indicated in the summary of its 1997 to 2002 Corporate Plan, FCC has set the following objectives:

- Develop a support system that fulfils the expectations of customers;
- Design and implement business information systems that fulfil the expectations of customers;





- Enhance access to capital and other financial services for agricultural clients;
- Create an environment that results in dedicated and resilient employees; and
- Provide financial services to farmers and agri-businesses consistent with government objectives for rural economic development.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	5,022.5	4,371.4	3,986.3	3,773.6	3,623.0
Loans from private sector	2,485.3	1,730.9	1,270.3	1,049.9	798.1
Loans from Canada	2,016.3	2,115.0	2,251.1	2,303.1	2,417.9
Shareholder's equity	457.7	419.8	359.6	316.9	288.6
Operations					
Revenues	446.6	412.4	385.9	373.1	391.9
Net income	40.6	40.4	42.7	28.3	20.4
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	220.0	302.0	643.1	265.0
Payments to Canada					
Loan repayments	134.0	356.1	354.0	760.0	335.7
Dividends	2.7	4.0	0.0	0.0	0.0
EMPLOYMENT	800	772	760	760	718





FRESHWATER FISH MARKETING CORPORATION

Chairperson	Sam Murdock
President and General Manager	Ron Fewchuk
Head Office	1199 Plessis Road Winnipeg, Manitoba, R2C 3L4 Telephone: (204) 983-6600 Facsimile: (204) 983-6497
Incorporation and Status	1969 by the <i>Freshwater Fish Marketing Act</i> (R.S.C. 1985, c. F-13); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Anderson, P.C., M.P. Minister of Fisheries and Oceans
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Freshwater Fish Marketing Corporation (FFMC) was established in 1969 by the *Freshwater Fish Marketing Act*, and with the participation of each of the provinces and territory in which it operates, for the purpose of marketing and trading in fish, fish products and fish by-products in and outside of Canada. The participation of the provinces of Manitoba, Saskatchewan, Alberta, Ontario and the Northwest Territories was established by agreement with the Government of Canada.

The corporation is required to conduct its operations on a self-sustaining basis without appropriations from Parliament. The total borrowings of the corporation may not exceed \$30 million outstanding at any time.

Products and Services

FFMC has the exclusive right to trade and market the products of the commercial fishery on an interprovincial and export basis. The corporation purchases fish at initial prices established by the Board of Directors based upon operational forecasts prepared by the corporation and the cost of such purchases included in the cost of sales. Final payments to





fishers, if any, are approved by the Board of Directors after the end of the year, based on the results of operations for the year.

Corporate Highlights

FFMC's sales of rough fish reached an all-time record. During 1996/97, 4.7 million kilograms of freshwater mullet were harvested and sold by the corporation. Production and sales of carp increased by 33 percent to 552,000 kilograms.

The corporation made inroads into the Eastern European whitefish market. It opened new markets for northern pike in two countries in the former Soviet Union, and retail sales of pike were expanded in North America.

During the period in review, competition has been fierce on a number of fronts. For example, large volumes of European walleye and Alaskan salmon have been offered at low prices. The corporation has also faced competition from outside the fish and seafood industry, particularly from bargain priced poultry.

Landings of pickerel, sauger and lake perch have declined significantly. This has sharply reduced the corporation's profitability. Another difficulty faced by the corporation has been fluctuations in currency values, which hurt its sales and earnings in Europe.

Performance

In 1996/97, revenues decreased to \$43 million from \$47.1 million during the previous year. The surplus generated for final payments to fishers amounted to \$180,000 compared to \$2.75 million in 1995/96.

Corporate Objectives for the Next Planning Period

The corporation will continue to undertake its fish marketing activities with the objectives of maximizing returns to fishers, promoting international markets, and increasing interprovincial and export trade in fish.





SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending April 30					
Financial Position					
Total assets	20.1	20.6	17.5	15.9	19.2
Loans from private sector	13.4	13.8	10.5	9.4	12.6
Loans from Canada	0.0	0.0	1.0	0.5	0.8
Shareholder's equity	4.2	4.2	4.2	4.2	4.0
Operations					
Revenues	43.0	47.1	43.7	38.8	45.8
Net income	0.0	0.0	0.0	0.2	0.2
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.5	0.0	0.0
Payments to Canada					
Loan repayments	0.0	1.0	0.0	0.3	4.6
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	32	33	38	38	40





GREAT LAKES PILOTAGE AUTHORITY, LTD.

Chairperson and Chief Executive Officer	Richard G. Armstrong
Head Office	Second Floor 202 Pitt Street Cornwall, Ontario, K6J 3P7 Mailing Address: P.O. Box 95 (K6H 5R9) Telephone: (613) 933-2991 Facsimile: (613) 932-3793 E-mail: glpa@apl.gc.ca
Incorporation and Status	1972 pursuant to the <i>Pilotage Act</i> (R.S.C. 1985, c. P-14); incorporated under the <i>Canada Corporations Act</i> in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; is deemed to be a parent corporation within the meaning of the <i>Financial Administration Act</i> and is listed in Schedule III, Part I of that Act; not an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Great Lakes Pilotage Authority, Ltd. was established in 1972 to operate, maintain and administer a safe and efficient pilotage service in all Canadian waters in the provinces of Ontario and Manitoba and in Quebec south of the northern entrance to the St. Lambert Lock.

Products and Services

In addition to providing pilotage services, the authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ship 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.





Corporate Highlights

For the fourth consecutive year, the authority realized an operating surplus without increasing tariffs.

Three-year collective agreements that will expire in 1999 were negotiated with all pilot groups.

The year 1997 marks the 25th Anniversary of the promulgation of *the Pilotage Act* and the subsequent incorporation of the authority.

Performance

The authority reported revenues of \$12.7 million – an increase of \$1.3 million from the previous year. Expenses totalled \$11.6 million, resulting in a net profit for the year of \$1.0 million. Total pilotage assignments increased by 17 percent over 1995 and ocean vessel arrivals at St. Lambert Lock, the entry to the system, increased by 179 compared to 1995.

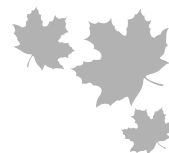
The authority reported an accident-free record of 99.4 percent for the year. The following table highlights the performance results reported for the period.

Performance Measures	1996 Forecast	1996 Actual	1995 Actual
Average human resources	77	78	76
Pilot assignments performed	5,350	6,901	6,091
Accident-free assignments (%)	99.5	99.4	99.5
Average cost of performing an assignment (\$)	1,778	1,687	1,638

Corporate Objectives for the Next Planning Period

The authority's objective is to continue to provide a safe and efficient pilotage service within certain designated Canadian waters in and around the provinces of Ontario, Manitoba and Quebec.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	10.5	8.3	7.6	2.3	2.9
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	4.0	3.0	1.7	(2.3)	(2.5)
Operations					
Revenues	12.7	11.3	13.9	9.4	8.3
Net income	1.0	1.3	3.3	0.0	(1.1)
Funding from Canada					
Budgetary	0.0	0.0	0.6	0.2	1.9
Change in budgetary funding	-	-100%	313%	-92%	32%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	78	81	80	81	89





HALIFAX PORT CORPORATION

Chairperson	Mervyn C. Russell
President and Chief Executive Officer	David F. Bellefontaine
Head Office	Pier 19, 1215 Marginal Road P.O. Box 336 Halifax, Nova Scotia, B3J 2P6 Telephone: (902) 426-3643 Facsimile: (902) 426-7335 Web Site: http://fox.nstn.ca/mrktng
Incorporation and Status	1984 letters patent of incorporation pursuant to subsection 25 (1) of the <i>Canada Ports Corporation Act</i> (R.S.C. 1985, c. C-9); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Doane Raymond

CORPORATE ABSTRACT

Mandate and Background

The Halifax Port Corporation was established in 1984 to administer, manage and control the Halifax harbour, and works and property within the harbour.

Products and Services

The corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Halifax Port area.

The port's business includes breakbulk cargo, grain and cruise vessel traffic.





Corporate Highlights

1996 was the fourth consecutive year for which the corporation reported an increase in its net income over that of the previous year.

Performance

The corporation achieved its major objectives, which are to continuously increase its container volumes, expand its non-container revenue base, maintain financial self-sufficiency and increase the efficiency and functionality of its facilities. In brief, container volumes increased in 1996 compared with the previous year even though there was an extraordinary surge in container cargo in 1995 due to the Montreal longshoremen's strike. Breakbulk cargo, grain and the cruise business all posted significant gains, further reducing the corporation's reliance on the volatile container trade. Two major capital projects were initiated and, when completed, will result in improved container handling capability.

Total port cargo was 12.9 million tonnes, down 1 percent from the previous year. The decline was the result of a reduction in fuel oil handled at the local refineries. Containerized cargo grew by 1 percent to 3.2 million tonnes. Waterborne grain volumes increased by 19 percent to 363,196 tonnes. Further increases in grain volumes can be expected in the future due to the recently completed expansion to the local Dover Mills plant. The number of cruise vessel calls was up by 18 percent to 46, and the passenger count was up by 21 percent to 36,584.

The corporation reported a net income of \$3.1 million for 1996 – an increase of 73 percent from the previous year. Revenue from operations, not including investment income or gains on disposal of fixed assets, grew by 3.4 percent to \$13.1 million. The growth was due entirely to increased cargo, vessel and rental activities as tariff rates remained unchanged for the sixth consecutive year.

Operating expenses decreased by 5.3 percent to \$10.9 million in 1996. Most of the decrease was due to the \$1 million reduction in maintenance and National Office costs.

In 1996 the corporation paid a dividend to Canada of \$178,577 in respect of its 1995 financial results. Based on the corporation's 1996 financial performance, the forecast payment for 1997 is approximately \$450,000.

Corporate Objectives for the Next Planning Period

The Halifax Port Corporation's major objectives are to:

- Increase container volumes on average by not less than 4 percent per annum between 1995 and 2001;
- Expand its non-containerized revenue base;
- Maintain sufficient income and cash flow levels to satisfy the port's financial requirements;





- Increase the efficiency and/or functionality of the port's facilities; and
- Enhance productivity and give employees opportunities for training, development and personal growth.

SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	74.7	69.4	67.5	66.3	65.9
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	68.2	65.4	63.6	63.1	62.8
Operations					
Revenues	14.0	13.3	11.7	11.2	11.2
Net income	3.1	1.8	0.5	0.3	0.0
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	2.7
Dividends	0.2	0.2	0.0	0.0	0.1
EMPLOYMENT	65	63	68	63	88





INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

Chairperson	Gordon Smith
President and Chief Executive Officer	Maureen O'Neil
Head Office	250 Albert Street P.O. Box 8500 Ottawa, Ontario, K1G 3H9 Telephone: (613) 236-6163 Facsimile: (613) 238-7230 Web Site: http://www.idrc.ca
Incorporation and Status	1970 by the <i>International Development Research Centre Act</i> , (R.S.C. 1985, c. I-19); exempt from provisions of Divisions I to IV of Part X of the <i>Financial Administration Act</i> ; not an agent of Her Majesty.
Appropriate Minister	The Honourable Lloyd Axworthy, P.C., M.P. Minister of Foreign Affairs
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The International Development Research Centre (IDRC) initiates, encourages, supports and conducts research into the problems of the developing regions of the world. It also promotes and carries on research into the means for applying and adapting scientific, technical and other knowledge to the economic and social advancement of those regions.

Products and Services

IDRC has structured its programs along the lines of issues or themes and the knowledge required to address them rather than in terms of traditional disciplines such as economics, health or agriculture. IDRC's programming is based on the following six themes: 1) biodiversity conservation; 2) equity in natural resource use; 3) food security; 4) information and communication; 5) strategies and policies for healthy societies; and 6) sustainable employment.





Corporate Highlights

1996 marked the end of IDRC's first Corporate Program Framework, which has guided IDRC's programming for the past four years. In October, the Board of Governors approved a new triennial plan that confirmed IDRC's thematic structure and its search for effective, holistic solutions to development challenges.

Connecting to the World, a report drafted by a task force of leading Canadian experts, was released in November 1996. Sponsored by IDRC, the International Institute for Sustainable Development and the North-South Institute, the report recommended that Canada dedicate 15 percent of its official development assistance to activities that improve the gathering, use and sharing of knowledge.

IDRC's Business Development Office was established during the past fiscal year to co-ordinate IDRC's revenue-diversification efforts through the co-funding of projects with other multilateral organizations and foundations, joint partnerships with the private sector and contract research.

Performance

In 1996/97, IDRC concentrated its efforts on three priorities: 1) refining its program orientation; 2) building on opportunities emerging from co-funding and other partnership ventures; and 3) making the centre a more efficient and effective instrument for supporting multidisciplinary development research.

Revenues received from outside sources to expand its program activities or for the management of special activities on behalf of the other organizations reached a new high of \$20.5 million, representing a growth rate of 34.7 percent. This increase was largely due to the growth in co-funding activities administered by IDRC. Interest income declined slightly as a result of lower average yields earned on investments.

Expenditures in 1996/97 were in line with the revised budget. IDRC's total expenditures of \$119 million were slightly lower than the \$119.9 million reported in the previous year, which included restructuring costs of \$5.5 million. Moreover, in 1996/97, IDRC amended its policy on the amortization of capital assets, and obsolete computer equipment was written down to its current market value. These changes added \$1.2 million to operational costs. In addition, general management expenditures declined by \$1.2 million from the previous year.

Corporate Objectives for the Next Planning Period

IDRC has adopted a multidisciplinary approach to solving development problems. Under the general umbrella of the six themes, the corporation now funds research through specific program initiatives managed by multidisciplinary teams. IDRC's firm belief is that the growing severity, intractability, and urgency of the problems related to global poverty justify the risks inherent in this change.





SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	53.3	46.3	43.3	41.3	18.1
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	9.2	7.1	26.0	24.9	0.1
Operations					
Revenues	122.8	117.0	132.5	153.7	127.1
Net income	2.1	1.8	1.1	24.9	1.9
Funding from Canada					
Budgetary	97.5	103.4	111.9	142.0	117.1
Change in budgetary funding	-6%	-8%	-21%	21%	1%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	357	423	470	467	459





LAURENTIAN PILOTAGE AUTHORITY

Chairperson and Chief Executive Officer	Jean-Claude Michaud
Head Office	6th Floor 715 Victoria Square P.O. Box 680, Stock Exchange Tower Montreal, Quebec, H4Z 1J9 Telephone: (514) 283-6320 Facsimile: (514) 496-2409 E-mail: apl@apl.gc.ca
Incorporation and Status	1972 pursuant to the <i>Pilotage Act</i> (R.S.C. 1985, c. P-14); Schedule III, Part I of the <i>Financial Administration Act</i> ; not an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Laurentian Pilotage Authority was established in 1972 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.

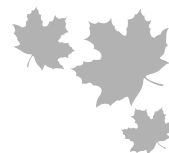
Products and Services

In addition to providing pilotage services, the authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ship 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.

Corporate Highlights

Two important labour negotiations were concluded during the year. The collective agreement between the authority and the Public Service Alliance of Canada was renewed





for a five-year period in October 1996. The agreement, which relates to pilot dispatchers and office staff, provides for a salary freeze in the first year and a cost-of-living adjustment for the following four years. On September 3, 1996, the pilot service contract with the Mid St. Lawrence River Pilots was renewed. This contract provides for no increase in pilot fees for the first year, an increase of 1.5 percent for the second and 2 percent for the third.

According to the National Marine Policy, parliamentary appropriations are no longer available to the authority to defray any cash operating losses. As a result, the Minister of Finance authorized the authority to have recourse to short-term borrowings for an amount not exceeding \$3 million.

A \$2.4 million loan amortized over 15 years was authorized for the construction and acquisition of the new pilot boat *Charlevoix*.

A revised tariff for pilot boat services came into effect on January 1, 1997.

The authority considered options for merging its two dispatch centres into one. The status quo will be maintained because the immediate merger would require significant cash outlays that the authority cannot presently afford. This project is to be reviewed again in five years.

Performance

The authority reported 21,342 pilotage assignments compared to 21,973 in 1995 – a decrease of 2.9 percent. Of the 21,342 assignments, 21,319 were without incident. This represents an incident-free record of 99.9 percent.

Total 1996 revenues of \$36 million were nearly \$1.7 million higher than in 1995 while total 1996 expenses of \$38.8 million were \$300,000 higher than in 1995. Despite the larger increase in revenues, the authority recorded a net loss of \$2.8 million in 1996. Its 1995 net loss was \$4.2 million.

Corporate Objectives for the Next Planning Period

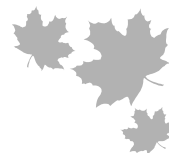
The authority's objective is to continue to provide a safe and efficient pilotage service within certain designated Canadian waters in and around the Province of Quebec.



SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	11.5	10.6	8.1	6.9	7.1
Loans from private sector	5.7	1.8	0.4	0.8	1.1
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	(1.6)	0.5	0.1	(0.7)	(0.3)
Operations					
Revenues	36.0	34.4	33.4	27.0	27.5
Net income	(2.8)	(4.2)	(3.2)	(6.0)	(4.9)
Funding from Canada					
Budgetary	0.7	4.5	5.0	6.2	6.3
Change in budgetary funding	-84%	-9%	-19%	-2%	30%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	217	222	241	245	256





MARINE ATLANTIC INC.

Chairperson	Moya Cahill
President and Chief Executive Officer	Roderick J. Morrison
Head Office	100 Cameron Street Moncton, New Brunswick, E1C 5Y6 Telephone: (506) 851-3600 Facsimile: (506) 851-3786 Web site: http://www.marine-atlantic.ca
Incorporation and Status	1979 by the <i>Canada Business Corporations Act</i> . Status and ownership changed as of December 31, 1986 pursuant to the <i>Marine Atlantic Inc. Acquisition Authorization Act</i> (S.C. 1986, c. 36); Schedule III, Part I of the <i>Financial Administration Act</i> ; not an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	KPMG Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

Marine Atlantic Inc. became a Crown corporation in 1986. Its mandate is to acquire, establish, manage and operate a marine transportation service; a marine maintenance repair and refit service; a marine construction business and any related service.

Products and Services

Marine Atlantic Inc. provides marine ferry services in Atlantic Canada. In 1996, it operated 11 ships and chartered two others. The company's 1996 operations included ferry services between North Sydney, Nova Scotia and Port aux Basques, Newfoundland, and between Cape Tormentine, New Brunswick and Borden, Prince Edward Island. The company also provided a year-round link between Saint John, New Brunswick and Digby, Nova Scotia.





Seasonal ferry services were provided between Labrador and Newfoundland, between North Sydney, Nova Scotia and Argentia, Newfoundland, and between Yarmouth, Nova Scotia and Bar Harbor, Maine.

Corporate Highlights

Marine Atlantic Inc. became the first Canadian shipping company and the first ferry operator in North America to receive International Safety Management (ISM) certification.

The Bay of Fundy ferry services were transferred to a private operator. In addition, the opening of the Confederation Bridge on May 31, 1997 marked the end of Marine Atlantic's ferry service between New Brunswick and Prince Edward Island.

Performance

Non consolidated revenues were \$94.3 million. Government operating subsidies amounted to \$67.6 million, which represented a \$22-million reduction from the 1995 subsidy of \$89.6 million. This financial improvement was attributable to a number of factors. These included: 1) better matching of vessel capacity to demand; 2) the 1995 transfer of the Newfoundland south coast service to the province and the retirement of the MV *Taverner*; 3) the introduction of seasonal service for the MV *Bluenose*; and 4) a mild winter, which reduced fuel consumption.

The company reported a net loss of \$75.3 million compared to a net profit of \$0.9 million in 1995. The loss was attributed mainly to the high restructuring costs associated with the discontinuation of various services.

Total traffic was at the highest level ever, while the subsidy required from Transport Canada plunged to a new low. The company transported 2,758,000 passengers, 964,036 vehicles, and 291,906 commercial vehicles. In its Labrador service, Marine Atlantic carried over 50,000 tonnes of freight.

Corporate Objectives for the Next Planning Period

Restructuring costs associated with the discontinued services, in the amount of \$75.5 million, will be spread over 1997 and 1998, and will increase the overall subsidy requirement to \$114.1 million and \$56.8 million respectively.

The company will continue to look into all facets of its operations to ensure that employees are well trained and productive, and that practices and procedures make the best use of new technology. Other objectives will be to ensure that ships and terminals are safe, and that customer service levels reach all-time high ratings.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	326.1	352.4	396.1	403.1	414.3
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	(87.6)	(12.3)	(13.2)	(13.4)	(13.1)
Operations					
Revenues	163.4	95.7	88.6	81.2	77.4
Net income	(75.3)	0.9	0.2	(0.3)	(0.3)
Funding from Canada					
Budgetary	85.7	97.1	108.7	128.3	122.8
Change in budgetary funding	-12%	-11%	-15%	4%	-3%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	2,011	2,019	2,110	2,127	2,175





MONTREAL PORT CORPORATION

Chairperson	Raymond Lemay
President and Chief Executive Officer	Dominic J. Taddeo
Head Office	Montreal Port Building Cité du Havre, Wing No. 1 Montreal, Quebec, H3C 3R5 Telephone: (514) 283-7042 Facsimile: (514) 283-0829
Incorporation and Status	1983 by letters patent of incorporation pursuant to subsection 25(1) of the <i>Canada Ports Corporation Act</i> (R.S.C. 1985, c. C-9); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Samson Bélair Deloitte & Touche

CORPORATE ABSTRACT

Mandate and Background

The Montreal Port Corporation was established in 1983 to administer, manage and control the Montreal harbour, and works and property within the harbour.

Products and Services

The corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Montreal port.

The port's business includes the handling of containers, non-container general cargo, and dry and liquid bulk traffic.





Corporate Highlights

In 1996 the port handled a record number of containers and containerized general cargo tonnage. The corporation reported that statistics show that the Port of Montreal handles more North Atlantic container cargo than any other port on North America's eastern seaboard.

The corporation reported net earnings for a 17th consecutive year and noted that, according to a study carried out last autumn for Transport Canada by Nesbitt Burns, the Montreal Port Corporation is the local port corporation that is in the best financial shape.

The corporation undertook various initiatives, both tariff and non-tariff related, to make the port more competitive. These included reducing wharfage charges on steel products by 43 percent, continuing a freeze on almost all of its general tariffs, and together with the Maritime Employers Association creating a training centre for longshoremen and checkers. The corporation invested more than \$1 million in the training facility that includes a high-tech crane simulator.

The corporation held public information sessions on a project for the selective dredging of underwater shoals in the channel between Montreal and Cap-à-la-Roche. This project would increase the ensured minimal water depth in the channel by 30 centimetres in order to optimize vessel loading, particularly during low-water periods.

Performance

The corporation indicated that the Port of Montreal performed much better than its rivals in the competitive containerized cargo market. Containerized general cargo in 1996 increased by 11.3 percent to reach an unprecedented 7.9 million tonnes. The port handled 126,095 containers more than in 1995. Moreover, despite a decrease in petroleum products, total traffic reached 19.9 million tonnes – an increase of 3.7 percent.

General cargo traffic including containers reached a record 8.4 million tonnes – an increase of 9.9 percent over 1995. Dry bulk traffic totalled 6.2 million tonnes – an increase of 4.7 percent. Total grain traffic of 1.4 million tonnes, however, was 12.2 percent lower than in 1995. The poor autumn 1995 harvest hurt all St. Lawrence River grain elevators throughout most of 1996, and early snowfalls on the Prairies last year delayed deliveries to the Montreal Port's grain elevator. Liquid bulk traffic was down 6 percent as a result of a decrease in petroleum products.

The corporation's net earnings reached \$11.8 million – compared with \$9.3 million in 1995. Revenue from operations totalled \$56.2 million – an increase of 3 percent.

In 1996 the corporation paid a dividend to Canada of \$2.4 million in respect of its 1995 financial results. Based on the corporation's 1996 financial performance, the forecast dividend payment for 1997 is approximately \$3.2 million.





Corporate Objectives for the Next Planning Period

The Montreal Port Corporation's major objectives are to:

- Maintain the competitiveness of the port system and promote business development;
- Improve intermodal access to port installations;
- Generate average operating incomes that exceed 5 percent of operating revenues over the period;
- Optimize efficiency of human resources;
- Explore the possibility of expanding the port at Contrecoeur.

SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	250.9	243.8	235.4	226.6	222.9
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	2.9	3.5	4.1	4.7	5.2
Shareholder's equity	231.3	221.9	214.9	209.3	204.6
Operations					
Revenues	61.9	60.4	61.5	56.3	57.4
Net income	11.8	9.3	8.7	11.4	5.0
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.6	0.6	0.6	0.5	0.5
Dividends	2.4	2.3	3.1	6.8	1.3
EMPLOYMENT	335	349	349	349	401





NATIONAL ARTS CENTRE CORPORATION

Chairperson	Jean Thérèse Riley
Director and Chief Executive Officer	John Cripton
Head Office	53 Elgin Street P.O. Box 1534, Station B Ottawa, Ontario, K1P 5W1 Telephone: (613) 996-5051 Facsimile: (613) 996-9578 Web Site: http://www.nac-cna.ca
Incorporation and Status	1966 by the <i>National Arts Centre Act</i> (R.S.C. 1985, c. N-3); exempt from the provisions of Divisions I to IV of Part X of the <i>Financial Administration Act</i> ; not an agent of Her Majesty; a charitable organization for the purposes of the <i>Income Tax Act</i> .
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The National Arts Centre Corporation (NAC) was established in 1966 to play a leadership role in fostering artistic excellence in all of the performing arts disciplines.

Products and Services

The NAC operates and maintains the National Arts Centre, develops the performing arts in the National Capital Region and assists the Canada Council in the development of the performing arts elsewhere in Canada.

Corporate Highlights

Significant events that occurred during 1995/96 included the hiring of new artistic, financial and administrative leadership, the implementation of co-ordinated strategic





planning, streamlined business systems and improved internal and external communications.

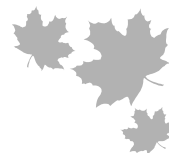
Performance

The 1995/96 renewal process has brought about significant changes to several fronts, most noticeably in the level of programming. Overall, the NAC maintained attendance at 623,638 at 1,142 performances compared with total attendance of 627,881 at 1,196 performances in the preceding season. However, Dance and Special Projects attendance fell by more than 23 percent. Forty-seven fewer English Theatre performances translated into a 1 percent decline in attendance while revenues dropped almost \$100,000. The French Theatre realized a 1,545 increase in attendance and a \$74,284 increase in box office and subscription revenue.

The NAC improved its financial position in 1995/96 compared to previous years. The "quick ratio" (i.e., cash plus receivables/total current liabilities) of 0.97 in 1995/96, compared with the previous 10-year average of 0.57, marked an important milestone for the corporation and means that it was very close to achieving liquidity. Moreover, marked improvement occurred in the NAC's current ratio (total current assets/total current liabilities) indicating an increase in working capital for the period. NAC's operating costs exceeded revenue by about \$19.5 million. After the parliamentary appropriation, it reported a loss of \$636,000, mainly due to the write-off of \$122,400 in production materials and office supplies and the charging of \$500,000 in major repairs to expense instead of capital expenditure. The following table highlights the results achieved for the period.

Program	No. of Performances		Attendance		Capacity (%)		Revenues	
	1995/96	1994/95	1995/96	1994/95	1995/96	1994/95	1995/96	1994/95
Music	205	239	145,560	150,020	81	82	\$2,856,832	\$3,111,929
Dance & Special Projects	56	84	52,138	68,170	74	78	\$1,269,170	\$1,652,878
English Theatre	448	401	148,315	149,878	64	75	\$1,406,864	\$1,503,671
French Theatre	329	349	94,788	93,243	79	80	\$534,522	\$460,238
Other	104	123	182,837	166,570	68	70	\$1,568,161	\$1,735,246





Corporate Objectives for the Next Planning Period

The NAC will continue to concentrate on being a program-focused cultural institution with a regional and national mandate to develop the performing arts in all disciplines.

Given the reduction in federal government funding, the NAC will continue to look for alternative delivery mechanisms to deliver its programs at a lower cost and to larger audiences. Co-productions are one example. In addition, it will pursue alternative funding sources, including fundraising, sponsorship and commercial operations.

SUMMARY INFORMATION

	1995/96	1994/95	1993/94	1992/93	1991/92
FINANCIAL SUMMARY (\$ million); financial year ending August 31					
Financial Position					
Total assets	19.8	19.4	20.0	17.6	16.5
Loans from private sector	0.0	0.3	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	9.7	10.4	10.1	9.8	9.2
Operations					
Revenues	15.8	17.7	15.2	14.8	18.7
Net income	(19.5)	(20.4)	(21.7)	(21.5)	(21.0)
Funding from Canada					
Budgetary	20.6	15.6	24.2	21.5	19.7
Change in budgetary funding	32%	-36%	13%	10%	-19%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	296	262	285	281	307





NATIONAL CAPITAL COMMISSION

Chairperson	Marcel Beaudry
Executive Vice-President and General Manager	Roger Légaré
Head Office	40 Elgin Street Ottawa, Ontario, K1P 1C7 Telephone: (613) 239-5555 Facsimile: (613) 239-5039 Web Site: http://www.capcan.ca
Incorporation and Status	1958 by the <i>National Capital Act</i> (R.S.C. 1985, c. N-4); amended in 1988 (S.C. 1988, c. 54); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The National Capital Commission (NCC) prepares, plans for, and assists in the development, conservation and improvement of the National Capital Region (NCR). It is also responsible for organizing, sponsoring and promoting public activities and events in the NCR to enrich the cultural and social fabric of Canada.

Products and Services

The NCC provides leadership in promoting national pride and unity through the capital and its region, developing innovative programming and messages, and by implementing a responsible business approach to NCC operations. As a major landowner in the NCR, the NCC manages and maintains its own lands and looks after properties on behalf of others, including the Official Residences of Canada.

NCC's holdings include Gatineau Park, the Greenbelt and a variety of urban lands, as well as 256 kilometres of roads, paths and parkways, more than 30 bridges, and 750 leased properties.





Corporate Highlights

The revised *Plan for Canada's Capital* – the document that will guide the future development and use of NCC land – underwent intensive discussion with planning partners. This plan is slated for completion in 1997/98.

During the period in review, an agreement was reached to obtain, from private companies, property management and leasing services, as well as maintenance and recreational services in Gatineau Park.

The NCC introduced its own Web site offering orientation and information to electronic travellers from Canada and around the world.

Various initiatives were undertaken to promote and animate the National Capital Region. These included the development of an integrated delivery plan for activities promoting Canadian unity; the co-ordination of outreach and marketing; the opening of the Capital Infocentre; and the development of cost-effective partnerships.

Performance

During the period in review, the NCC worked to achieve its planning objectives through four activities. These included: 1) completing revision of the *Plan for Canada's Capital*; 2) continuing the planning cycle through the completion of various master and sector plans; 3) harmonizing NCC plans with those of local and regional governments; and 4) supporting the generation of sustainable revenue from land holdings.

The NCC also focused on a number of programming objectives including the development of an integrated delivery plan for promoting Canadian unity and celebration plans for the new millennium. It also developed Canada's Capital On-Line project, open the Capital Infocentre, and worked to reduce costs and increase user revenues.

1996/97 was a year of significant consolidation toward the goal of a smaller commission. The NCC continued to adjust to the effects of commercialization by selling its fleet of vehicles and other surplus equipment. Almost \$2 million has been realized to date through the sale of surplus assets and the decommissioning of service buildings preparatory to sale or lease. The introduction of new technology, business practices and procedures during the year also helped to reshape activities within the smaller commission.

Over the past few years, the NCC has had to review every asset it owns to guarantee continuing relevance to the corporate mission. This process of rationalization will ultimately allow the NCC to redirect resources to key properties and programs, and to meet reduction targets. Among the initiatives implemented to address the challenges of the 1990s was the NCC's 3D strategy: 1) divestiture of tax and maintenance responsibility for municipal-like assets; 2) disposal of real asset holdings that are surplus to the national interest; and 3) development of heritage assets and vacant lands.





Operating revenues reached \$47 million in 1996/97, which represents an increase of \$10.1 million over the previous year. This increase was largely due to the net gain on the disposal of land, buildings and equipment.

Total expenses excluding contributions amounted to \$94.9 million compared to \$98.3 million in 1995/96, which is equivalent to a decrease of \$3.4 million. Nonetheless, contributions increased \$32 million from last year, driven by the divestiture of several municipal-like assets. In the past, salaries and benefits were the largest category of expenditures; however, this has changed as a result of the NCC's downsizing and commercialization strategy. Goods and services are now the largest category of expenditures. To fulfil its obligations as a major landowner, the NCC paid \$14.4 million in annual grants in lieu of taxes to municipalities.

Corporate Objectives for the Next Planning Period

The NCC's objectives are to continue to create pride and unity by making the National Capital Region a meeting place for all Canadians, by using the NCR to communicate Canada to Canadians, and by safeguarding and preserving national treasures in the Capital.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	396.2	407.2	377.7	369.9	362.5
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	357.7	355.2	327.9	330.0	330.2
Operations					
Revenues	47.0	36.1	24.0	21.6	24.0
Net income	(14.5)	10.5	(17.5)	(12.8)	(12.7)
Funding from Canada					
Budgetary	84.2	90.6	102.1	89.5	89.7
Change in budgetary funding	-7%	-11%	14%	0%	0%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	376	502	740	802	727





NATIONAL GALLERY OF CANADA

Chairperson	Jean-Claude Delorme
Director and Chief Executive Officer	Shirley L. Thomson
Head Office	380 Sussex Drive P.O. Box 427, Station A Ottawa, Ontario, K1N 9N4 Telephone: (613) 990-1985 Facsimile: (613) 990-9810 Web Site: http://national.gallery.ca
Incorporation and Status	July 1, 1990 by the <i>Museums Act</i> (S.C. 1990, c. 3); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

Founded in 1880, the National Gallery of Canada has a mandate to develop, maintain and make known, throughout Canada and internationally, a collection of historic and contemporary works of art with special, but not exclusive, reference to Canada, and to further the knowledge, understanding and enjoyment of art among all Canadians.

Products and Services

The Gallery carries out its mandate through four broad activity areas: 1) adding to and preserving the collections of works of art; 2) educating and communicating; 3) housing and protecting the collections, visitors and staff; and 4) managing its staff and resources.

The Gallery also operates the Canadian Museum of Contemporary Photography (CMCP).

Corporate Highlights

The Gallery received 493,500 visitors, just shy of its target attendance figure of 500,000, and 378,250 visitors saw its travelling exhibitions. At the CMCP, 44,400 visitors came to





the museum, and 163,600 saw its travelling exhibitions. In all, the Gallery and the CMCP attracted 1,080,000 visitors, matching last year's attendance of 1,088,000.

In its first full year of operation, the Gallery's Web site received about 74,500 visitors, each of whom spent an average of 4.3 minutes on the site. This Web site will be part of the Gallery's new Learning Centre and will be a vital link to audiences in Canada and abroad. Potentially, this will help the Gallery reach almost unlimited numbers of viewers.

Performance

For 1996/97, the Gallery's priorities were to reach out to the Canadian public; to optimize the financial situation of the Gallery; and to define the concept of board governance as it applies to the Gallery.

The Gallery acquired 326 works of art in all media: 161 Canadian works and 165 non-Canadian works. Of the 326 works acquired, 106 were by purchase and 220 by gift. The acquisitions by gift were approximately double the purchases whether measured in numbers or dollar values. The value of works acquired by gift was \$1,552,000.

In an effort to further knowledge, understanding and enjoyment of the arts among Canadians and to make the collection better known, the Gallery presented 31 exhibitions and installations, and 14 travelling exhibitions, which were seen at 26 venues. The CMCP exhibition program was also well received and attracted 44,375 visitors to its galleries. In addition, the CMCP presented 19 travelling exhibitions to 37 Canadian locations and six other countries.

In 1996/97, the Gallery earned \$4,723,000 from non-government sources, meeting its projection of \$4,651,000. Working with corporate partners, the Gallery secured \$435,000 in sponsorships, exceeding the \$300,000 target. Admission revenues from special exhibitions were \$543,000, which exceeded the goal of \$500,000. Special Events generated some \$137,000, which was lower than the previous year but still exceeded the 1996/97 target. Bookstore and parking revenues declined from the previous year due to a drop in attendance.

The Gallery continued to reduce its administrative costs. For instance, total expenditures on salaries and benefits were reduced by \$342,000, and the percentage of resources allocated to accommodation and administration decreased from the previous year.

The board of the Gallery continued to explore the subject of corporate governance and to inform itself with a view to drafting terms of reference to assist it in carrying out its mandate.

Corporate Objectives for the Next Planning Period

The Gallery's objective is to continue to serve the public by stimulating the appreciation and enjoyment of art and to make art accessible to all.





SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	23.6	19.7	19.0	17.4	18.4
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	12.0	10.5	7.9	8.5	9.4
Operations					
Revenues	4.7	5.5	4.3	3.2	2.8
Net income	(28.4)	(31.8)	(34.4)	(29.6)	(29.8)
Funding from Canada					
Budgetary	29.8	34.4	34.4	28.7	29.3
Change in budgetary funding	-13%	0%	20%	-2%	-7%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	257	276	285	284	286





NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY CORPORATION

Chairperson	David W. Strangway
Director and Chief Executive Officer	Geneviève Sainte-Marie
Head Office	2380 Lancaster Road P.O. Box 9724, Station T Ottawa, Ontario, K1G 5A3 Telephone: (613) 991-3044 Facsimile: (613) 990-3636 Web site: http://www.nmstc.ca
Incorporation and Status	July 1, 1990 by the <i>Museums Act</i> (S.C. 1990, c. 3); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Sheila Copps, P.C., M.P. Minister of Canadian Heritage
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

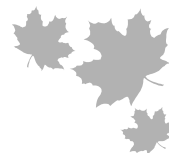
Mandate and Background

Under the *Museums Act*, the mandate of the National Museum of Science and Technology Corporation is to foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technical 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.

Products and Services

The corporation disseminates knowledge of Canada's scientific and technological heritage through its two major institutions – the National Museum of Science and Technology (NMST) and the National Aviation Museum. It also manages the Agriculture Museum at Ottawa's Central Experimental Farm.





Corporate Highlights

In 1996, a fire destroyed one of the Agricultural Museum's showcase barns at the Central Experimental Farm in Ottawa. Construction of a new barn will begin early in the new fiscal year.

The corporation's accommodation strategy proposed a consolidation of its 11 buildings. The first phase of this strategy reduced the number of occupied buildings to eight by consolidating office space and some warehousing. Implementation of the strategy continued with the fit-up of a new conservation and restoration area in one of the collection storage buildings, which released additional exhibit space in the main museum building.

Performance

Overall, the corporation's museums received 675,000 visitors, which represents a slight increase over the previous year's attendance. This increase was attributed mainly to aggressive programming, advertising and media promotions aimed at local residents.

During the period in review, the corporation undertook various initiatives in furtherance of its mandate. For example, it adopted the "Transformation of Canada" theme to guide all collection development and public programming activities. It introduced new content for the museums' web sites to include a "What's New" page for children and the first two in a series of about 20 school programs aimed at teachers and students. The National Aviation Museum entered into an agreement with a major communications company to develop multimedia content that will be used in a new generation of trials on broadband technology in Canada.

Visitor satisfaction is of prime importance to the museums. With respect to the NMST, 91 percent of visitors were satisfied with their visit, exceeding its target by 11 percentage points. The National Aviation Museum also reported a high level of visitor satisfaction. Over 97 percent of visitors reported positively on their experience, surpassing its target by 17 percentage points.

The corporation completed year two of a four-year budget reduction plan to meet the government's expenditure reduction objectives. To accommodate the extension of the reduction program to 1998/99, the plan was reviewed and the implementation schedule was adjusted. The final phase of reductions will be completed by March 1998.

In an effort to reduce its dependency on government appropriations, the corporation has attempted to generate an increasing proportion of its operating budget from admissions, the sale of its products and services, and sponsorships and donations. The corporation has also generated financial and human resources by actively soliciting volunteers and members. In 1996, targets for each area of revenue generation were met or exceeded.





Corporate Objectives for the Next Planning Period

The corporation's objective is to continue to implement its strategies for the preservation of Canada's scientific and technological heritage and for the dissemination of knowledge about that heritage.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	11.6	11.0	9.7	9.3	9.4
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	7.3	7.1	5.3	6.1	5.4
Operations					
Revenues	3.7	3.3	3.0	2.2	1.6
Net income	(19.5)	(19.0)	(21.7)	(15.5)	(16.2)
Funding from Canada					
Budgetary	19.7	20.8	20.9	16.2	16.1
Change in budgetary funding	-5%	0%	29%	1%	-6%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	228	220	225	218	227





OLD PORT OF MONTREAL CORPORATION INC.

Chairperson	Bernard Lamarre
President and Chief Executive Officer	Pierre Émond
Head Office	333 rue de la Commune West Montreal, Quebec, H2Y 2E2 Telephone: (514) 283-5256 Facsimile: (514) 283-8423 Web site: http://www.svpm.ca
Incorporation and Status	1981 under the <i>Canada Business Corporations Act</i> ; a 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.
Appropriate Minister	The Honourable Alphonso Gagliano, P.C., M.P. Minister of Public Works and Government Services
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Old Port of Montreal Corporation Inc. is a wholly owned subsidiary of the Canada Lands Company Limited. The corporation is responsible for promoting the development of the Old Port of Montreal site and developing, managing and maintaining the Crown property in that location.

Products and Services

The corporation, in consultation with the public and other levels of government, plans for the development of the Old Port site. Some of the activities and services at the Old Port include the Imax Theatre, Canada Day Celebrations, the Just for Laughs Festival, the Cirque du Soleil, the Clock Tower and 35 acres of park lands.





Corporate Highlights

During the period in review, the corporation set a new attendance record with over six million admissions to the site.

As part of the corporation's effort to renew management methods, training programs were extended to all personnel involved in customer service and information service. In addition, through customer satisfaction evaluations and enhanced co-ordination among its partners, the corporation improved its performance monitoring system.

The corporation's new programming policy enabled it to trim existing programming and simplify the evaluation of new projects. This helped the corporation to concentrate on developing projects that are likely to reinforce the site's identity.

Under the corporation's supervision, Public Works and Government Services Canada will restore the Clock Tower during the next two fiscal years.

Performance

Public Animation revenues fell by 30 percent from the previous year. The decline was mainly due to lower fall and winter attendance at the Imax theatre. The reduction in parking revenues was 4 percent as a result of the growing supply of parking spots in Old Montreal. The corporation also experienced a decrease in sponsorships, owing mainly to the fact that certain 1995 exhibitions and events were not presented in 1996.

The corporation achieved a self-financing rate of 72 percent rather than 77 percent as forecast. This is attributed to the decline in attendance at the Imax theatre. The following table summarizes the results achieved for the period ending March 31, 1997.

	1996 Budget	1996 Actual	1995 Actual
Revenues			
Public Animation Programs	3,927	3,737	5,349
Parking	2,297	2,247	2,346
Concessions and Exclusive Rights	1,611	1,668	1,995
Other	630	636	755
Total	8,465	8,288	10,445
Expenses			
Property Maintenance	4,326	4,471	4,114
Public Animation Programs	3,285	3,154	4,686
Administration	1,739	1,788	1,595
Communications	2,167	2,119	1,851
Total	11,517	11,532	12,246





Corporate Objectives for the Next Planning Period

The corporation's objective is to continue to fulfil its mission with the goal of achieving financial autonomy.

A key objective will be to prepare for the opening of Expotec-Canada, which is slated for the fall of 1999. Expotec-Canada will be a science and technology centre focused on public animation and education. Its purpose will be to explain how things work through exhibits and activities that are constantly renewed.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	1.4	2.1	2.0	4.0	8.0
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	0.0	0.0	0.0	0.0	0.0
Operations					
Revenues	8.3	10.4	8.9	7.8	5.9
Net income	(3.5)	(2.3)	(3.6)	(5.0)	(22.3)
Funding from Canada					
Budgetary	3.8	3.5	3.0	9.7	21.5
Change in budgetary funding	9%	17%	-69%	-55%	-47%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	77	72	69	67	74





PACIFIC PILOTAGE AUTHORITY

Chairperson and Chief Executive Officer	Dennis B. McLennan
Head Office	300 – 1199 West Hastings Street Vancouver, British Columbia, V6E 4G9 Telephone: (604) 666-6771 Facsimile: (604) 666-1647
Incorporation and Status	1972 pursuant to the <i>Pilotage Act</i> (R.S.C. 1985, c. P-14); Schedule III, Part I of the <i>Financial Administration Act</i> ; not an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Pacific Pilotage Authority was established in 1972 to operate, maintain and administer a safe and efficient pilotage service in the coastal waters of British Columbia.

Products and Services

In addition to providing pilotage services, the authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ship 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.





Corporate Highlights

Over the past four years, the Fraser River assignments have continued to follow a downward trend, declining from 892 in 1992 to 690 during 1996. The Fraser River operation is currently under review. A document entitled *Fraser River Pilotage Integration – Discussion Paper* was released at the end of the year.

After consultation with and approval of the Chamber of Shipping, the authority initiated a tariff increase of 3.25 percent effective January 1, 1997. This tariff has adjusted both the Sandheads and Cape Beale launch rates so that both locations are expected to be financially self-sufficient during 1997.

The authority signed a five-year contract with the British Columbia Coast Pilots Ltd.

Performance

The authority recorded a net income of \$180,000 in 1996, largely due to a traffic surge that commenced in August and continued throughout the balance of the year. Revenues and expenses in 1996 were \$1.8 million and \$0.5 million, respectively, higher than in 1995.

With the implementation of a port-to-port charge, which contributed \$315,000 to 1996 revenues, the authority continued its policy of eliminating any cross-subsidization within its tariff structure. The port-to-port definition was modified effective January 1, 1997 to include ships departing an anchorage in one port and entering another port. These changes, combined with strict cost controls and new initiatives, will contribute towards the projected surplus of \$531,000 for 1997.

The authority dispatched 13,403 assignments, with 99.86 percent being completed without incident.

In 1996 the authority spent \$514,000 on training for apprentice pilots and for ongoing training for pilots. Six apprentices were licensed during 1996, which helped to reduce callbacks by 19 percent compared to 1995.

Corporate Objectives for the Next Planning Period

The authority is committed to ensuring that safe, reliable and efficient marine pilotage remains its highest priority. In addition, the authority continues to place great emphasis on consulting with all users of pilotage services in order to more effectively serve the industry.

During 1997 the authority will further emphasize a “Skills Enhancement Program” designed to cover all senior employee and contract pilots.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	5.8	5.6	6.4	7.9	8.0
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	2.3	2.2	3.3	4.9	4.8
Operations					
Revenues	36.0	34.2	33.7	31.0	32.8
Net income	0.2	(1.1)	(1.6)	0.1	1.7
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	167	170	168	171	173





PETRO-CANADA LIMITED

Chairperson	Robert Hamilton
President and Chief Executive Officer	Joy F. Kane
Head Office	c/o Department of Finance L'Esplanade Laurier 140 O'Connor Street Ottawa, Ontario, K1A 0G5
Incorporation and Status	1975 by the <i>Petro-Canada Act</i> (R.S.C. 1985: c. P-11); continued as Petro-Canada Limited on February 1, 1991 under the <i>Petro-Canada Public Participation Act</i> ; Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Paul Martin, P.C., M.P. Minister of Finance
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

Petro-Canada Limited (PCL) was the parent Crown corporation of Petro-Canada, which was privatized in July 1991. Upon privatization, Petro-Canada refinanced its previously government-backed debt, with the proceeds going to PCL.

Corporate Profile

PCL holds a portfolio of high quality securities whose principal and interest payments match or closely match the corporation's obligations on the outstanding bonds.

Corporate Highlights

In 1996, PCL's operations were limited in scope. They involved managing an investment portfolio of U.S. government and agency securities, and Export Development Corporation notes. These securities, making up about 99 percent of the portfolio, are considered to be risk free. The remaining 1 percent consists of provincial government



securities. Operations also encompassed the corporation's meeting of its obligations on the U.S. \$298,364,000 worth of outstanding bonds.

In 1996, PCL had net earnings of \$1 million. Cash and short-term deposits were \$3 million at December 31, 1996.

Corporate Objectives for the Next Planning Period

Petro-Canada Limited will continue to settle outstanding Petro-Canada bonds as they mature.

SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	448.0	524.0	554.0	526.0	519.0
Loans from private sector	409.0	479.0	505.0	479.0	460.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	3.0	2.0	1.0	0.0	7.0
Operations					
Revenues	40.0	43.0	45.0	42.0	146.0
Net income	1.0	1.0	1.0	1.0	3.0
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	8.0	0.0
EMPLOYMENT	0	0	0	0	0





PORT OF QUEBEC CORPORATION

Chairperson	René Paquet
President and Chief Executive Officer	Ross Gaudreault
Head Office	150 Dalhousie Street P.O. Box 2268 Quebec City, Quebec, G1K 7P7 Telephone: (418) 648-3558 Facsimile: (418) 648-4160 Web Site: http://www.portquebec.ca
Incorporation and Status	1984 by letters patent of incorporation pursuant to subsection 25(1) of the <i>Canada Ports Corporation Act</i> (R.S.C. 1985, c. C-9); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Mallette Maheu

CORPORATE ABSTRACT

Mandate and Background

The Port of Quebec Corporation was established in 1984 to administer, manage and control the Quebec City harbour, and works and property within the harbour.

Products and Services

The corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Quebec City harbour. The Port of Quebec is the oldest port in the North American market.

The port's business includes the handling of liquid and solid bulk, grain, chemicals and general non-containerized goods.





Corporate Highlights

In June 1996, the Minister of Transport introduced Bill C-44, the Canada Marine Act, in the House of Commons. The proposed legislation aimed to modernize and streamline the marine management and regulatory regime and foster further commercialization and rationalization. The corporation indicated that it was ready to take up the challenges likely to arise from the new policy and from increasing competition in international trade. Bill C-44 died on the order paper with the April 1997 dissolution of Parliament. On October 2, 1997, the minister re-introduced the proposed legislation in the House of Commons as Bill C-9.

The federal government forgave a \$6.3 million obligation of the Canada Port Corporation's (CPC) Interport Loan Fund due to Canada that was equivalent to the forgiveness by CPC of the Port of Quebec Corporation's loans.

The tonnage handled of ore and concentrates was the highest in six years. Chemical product volumes were one-and-a-half times 1995 volumes and four times those recorded for 1993; these included various new products being handled. A new hydrogen peroxide terminal was also established at the port.

The rudiments of a new labour contract that would cover the port's stevedores and longshoremen were developed by both parties with the help of the Société des arrimeurs de Québec that was founded in January 1996. The corporation indicated that the port could reach its full potential as the nerve centre for the shipment of general non-containerized goods were a different labour contract in place than at present.

Performance

Despite new traffic, 1996 tonnage at the Port of Quebec fell 3 percent from 1995 to 17.2 million tonnes. The decline was the result of lower solid bulk traffic than expected. In 1996, 6.1 million tonnes of solid bulk were handled – 7.5 percent less than in 1995. Ore and concentrates, meanwhile, posted the highest figures in six years – 2 million tonnes – a hike of 6 percent over 1995. The liquid bulk handled reached the 10.9 million-tonne mark. The tonnage of general goods handled at the Port dipped 9 percent from 1995 figures to 265,000 tonnes. Granite and marble and powdered milk were among the top performing goods. Although total grain tonnage of 3.2 million tonnes was 14 percent less than in 1995, the nearly 700,000 tonnes of American corn that was shipped was a record for recent years.

Total revenue of \$13.2 million in 1996 was 8 percent higher than that in 1995. Net earnings were \$466,844, compared to \$35,231 in 1995. The corporation's 1996 operating costs were \$12.6 million, compared to \$12.1 million in 1995. Interest expense declined to \$127,853 in 1996 from \$531,775 in the previous year.





Corporate Objectives for the Next Planning Period

The Port of Quebec Corporation's major objectives are to:

- Increase operating income in 1997 and subsequent years;
- Control and improve the quality of port assets to ensure its long-term future;
- Ensure that St. Lawrence interests are ready to face Coast Guard cost-recovery initiatives;
- Enhance staff productivity and motivation;
- Increase regional support for port commercial activities;
- Improve quality of the environment in conjunction with interested parties.

SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	61.9	61.6	61.8	64.1	64.8
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	59.1	52.3	52.3	54.3	57.1
Operations					
Revenues	13.2	12.2	11.7	11.1	14.4
Net income	0.5	0.0	(2.0)	(2.9)	1.0
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	57	58	88	88	96





PRINCE RUPERT PORT CORPORATION

Chairperson	Rhoda Witherly
President and Chief Executive Officer	Donald H. Krusel
Head Office	110 Third Avenue West Prince Rupert, British Columbia, V8J 1K8 Telephone: (250) 627-7545 Facsimile: (250) 627-7101 Web Site: http://www.rupertport.com
Incorporation and Status	1984 by letters patent of incorporation pursuant to subsection 25(1) of the <i>Canada Ports Corporation Act</i> (R.S.C. 1985, c. C-9); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	KPMG

CORPORATE ABSTRACT

Mandate and Background

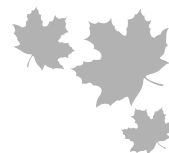
The Prince Rupert Port Corporation was established in 1984 to administer, manage and control the Prince Rupert harbour, and works and property within the harbour.

Products and Services

The corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Prince Rupert harbour.

The port's business includes the handling of grain, pulp, seafood, coal, forest products, and ferry and cruise ship traffic.





Corporate Highlights

An important area of activity for the corporation was the preparation for and involvement in the Standing Committee on Transport hearings relative to Bill C-44, the proposed Canada Marine Act. Bill C-44 died on the order paper with the April 1997 dissolution of Parliament. On October 2, 1997, the Minister of Transport re-introduced the proposed legislation in the House of Commons as Bill C-9.

Grain shipments through the Port of Prince Rupert continued to decline from their 1994 peak. This was due to the August 1, 1995 elimination of the *Western Grain Transportation Act* subsidies for the shipment of grain that resulted in the port becoming the higher cost route for the export of grain through the west coast. The corporation will continue to promote knowledge of the inherent problems of the existing regulated rail rate structure and of the offsetting economic advantages of shipping through Prince Rupert in its marketing and public communication initiatives in the upcoming years.

The corporation's business development activity increased dramatically again in 1996. The corporation undertook various initiatives to meet its long-term vision. It explored different business opportunities for developing a liquid bulk terminal at Prince Rupert and it made progress in increasing the pulp traffic over Fairview Terminal by handling a test shipment for a pulp shipper who was not a current exporter through the Port of Prince Rupert.

Performance

Traffic at the Port of Prince Rupert totalled 10.1 million tonnes – a decrease of 12 percent compared to 1995. This drop in volume was mainly due to a decrease in wheat exports. Peaking at 5.5 million tonnes in 1994, wheat exports totalled only 3.5 million tonnes in 1996. About 55,000 tonnes of barley malt, a commodity not previously exported through Prince Rupert, were exported through the specialty grain and agricultural products handling facility at Fairview Terminal. Coal and lumber traffic also declined. During 1996, lumber tonnage decreased from the previous year by 13 percent to 298,116 tonnes, and coal was down by 9 percent. Ferry and cruise passenger traffic dropped by about 6 percent to 176,000 passengers.

The corporation reported operating revenues of \$12.5 million compared to \$12.6 million in 1995. Net income totalled \$742,654, which represents a 13-percent increase over last year.

In 1996, the federal government forgave \$5 million in loans by Canada to the corporation. The corporation's 1996 interest expense of nearly \$1.2 million was \$437,249 lower than in 1995.

In early 1997, after the corporation's 1996 financial year-end, the federal government also forgave \$2.4 million that represented forgone revenue due to the Crown as a result of early payment of loans.





Corporate Objectives for the Next Planning Period

The Prince Rupert Port Corporation's major objectives are to:

- Reverse the deterioration of current traffic levels;
- Increase major commodities handled from three to at least five;
- Increase port recognition by all stakeholders in the traffic corridor;
- Study the feasibility of increased local control of port terminal facilities and ancillary services.

SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	112.3	111.7	111.6	111.7	111.5
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	10.0	15.3	15.8	16.2	16.5
Shareholder's equity	100.7	95.0	94.4	93.5	93.6
Operations					
Revenues	13.3	13.7	13.2	13.5	14.3
Net income	0.7	0.7	0.9	(0.1)	0.9
Funding from Canada					
Budgetary	5.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	(5.0)	0.0	0.0	0.0	48.3
Payments to Canada					
Loan repayments	0.3	0.4	0.4	0.4	53.2
Dividends	0.0	0.0	0.0	0.0	0.1
EMPLOYMENT	17	17	17	17	16





QUEENS QUAY WEST LAND CORPORATION

Chairperson and President	David Ellis
Head Office	Suite 1500 200 King Street West Toronto, Ontario, M5H 3T4 Telephone: (416) 974-9700 Facsimile: (416) 974-9275 Web site: http://www.clc.ca
Incorporation and Status	1936 as Terminal Warehouses Ltd. under the <i>Ontario Companies Act</i> ; July 14, 1978, as Harbourfront Corporation, under the <i>Business Corporations Act of Ontario</i> ; continued under the <i>Canada Business Corporations Act</i> , December 21, 1984; Schedule III, Part I of the <i>Financial Administration Act</i> ; not an agent of Her Majesty.
Appropriate Minister	The Honourable Alfonso Gagliano, P.C., M.P. Minister of Public Works and Government Services
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

Queens Quay West Land Corporation was responsible for operating, managing, maintaining and developing the Harbourfront site in Toronto. The corporation's mandate is to dissolve itself once it fulfils its remaining obligations.

Products and Services

In August 1996, the management of Queens Quay West Land Corporation was transferred from the Canada Development Investment Corporation to the Canada Lands Company CLC Limited, which provides staff, facilities and corporate administration. In addition, as the need arises, it also continues to retain other consultants and advisors to assist with the implementation of its mandate. As a result of reduced operations and restructuring, Queens Quay West Land Corporation has no employees.





Corporate Highlights

Prior to the period in review, the dissolution of Queens Quay West Land Corporation had been delayed pending a review of alternate sources of funding for the Harbourfront Centre. The May 1996 release of the Monahan Report marked the end of this delay and enabled the corporation to proceed with the dissolution.

Performance

The corporation continued to make progress towards the fulfilment of the City of Toronto Implementation Agreement.

Corporate Objectives for the Next Planning Period

The corporation's objectives are to:

- Transfer parkland to the City of Toronto, settle road and public facility infrastructure improvement matters, and to make payments to the city pursuant to the Implementation Agreement;
- Complete various contracts and agreements to prepare the remaining properties for sale and the corporation for dissolution; and
- Determine a funding vehicle for the Harbourfront Centre for the payment of the federal government's commitment over the next four fiscal years.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	3.0	5.8	8.5	23.5	23.6
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	45.8	45.8	45.8	45.8	25.1
Shareholder's equity	(44.7)	(42.5)	(39.9)	(26.0)	(8.5)
Operations					
Revenues	1.7	3.0	3.6	3.8	4.4
Net income	(2.2)	(2.6)	(14.9)	(8.2)	(2.3)
Funding from Canada					
Budgetary	6.7	7.5	9.8	0.0	0.0
Change in budgetary funding	-11%	-23%	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	20.7	10.4
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	0	0	6	5	6





ROYAL CANADIAN MINT

Chairperson	José Blanco
President and Master of the Mint	Danielle V. Wetherup
Head Office	320 Sussex Drive Ottawa, Ontario, K1A 0G8 Telephone: (613) 993-3500 Facsimile: (613) 952-8342 Web Site: http://www.rcmint.ca
Incorporation and Status	1969 by the <i>Royal Canadian Mint Act</i> (R.S.C. 1985, c. R-9); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable Alfonso Gagliano, P.C., M.P. Minister of Public Works and Government Services
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The Royal Canadian Mint mints coins in anticipation of profit and carries out other related activities. Founded in 1908 as a branch of the Mint of the United Kingdom, its operations were devolved to the Crown in right of Canada in 1931. Initially a departmental agency of the government, it was incorporated by legislation in 1969. In 1989, a share capital structure was created for the Mint, and shares were issued to Canada.

Products and Services

The Royal Canadian Mint is responsible for minting the nation's circulation coins, and offers a wide range of specialized, high-quality coinage products and related services on an international scale.

The Mint owns two facilities. The Ottawa facility includes the corporate head office, the gold refinery and production facilities for numismatic and bullion coins, medals and medallions. The Winnipeg Plant produces all of Canada's circulation coinage as well as circulation coinage for numerous foreign countries.





Corporate Highlights

The Mint broke into a number of new markets, most notably Hong Kong, where it contracted to produce a commemorative gold coin to mark the 1997 reunification with China.

Sales of foreign coinage doubled with contracts for 1.6 billion coins already signed for 1997, compared to sales of 814 million coins for the previous year.

As a pilot project, the Mint implemented Activity Based Costing (ABC). ABC breaks down the financial walls between departments by allowing managers to look at costs in a new, cross-sectoral way.

Performance

In 1996, the Mint returned to profitability after experiencing losses in 1994 and 1995. This success came largely from the 1995 adoption of a turnaround plan, which set out strategies and actions aimed at revenue generation, cost control, overhead reduction, and investing in people and equipment. The Mint reported close to \$1.7 million in pre-tax profits, exceeding the projected \$1 million in profits by more than 60 percent.

The success of the new \$2 coin products generated over \$9.6 million in revenues. Numismatic products accounted for 50 percent of the Mint's business during the period in review – an increase over the 35-percent level recorded during the previous year.

The Mint appealed to employees to help reduce manufacturing costs by \$700,000. As a direct result of employee ingenuity, the Mint reduced manufacturing costs by approximately \$2.5 million.

The Mint initiated a comprehensive market research program, beginning with a survey of the numismatic market in 1996, which was aimed at helping the Mint better define customer priorities. Supported by a comprehensive multimedia advertising strategy, the Mint delivered a number of successful campaigns, including Gold, Wildlife and Aviation. In addition, to expand its mailing lists in targeted markets, the Mint formed a number of promotional partnerships. The Mint also embraced the Internet as the communications tool of the future in order to develop longer-term relationships in the market place.

Corporate Objectives for the Next Planning Period

The Royal Canadian Mint's objective is to continue to define and implement strategies that address external challenges and opportunities, meet the objectives of its shareholder, and ensure its success as a profitable organization.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	85.5	90.7	82.5	92.8	102.7
Loans from private sector	0.0	6.4	0.0	0.0	0.0
Loans from Canada	0.1	0.2	2.8	5.5	8.2
Shareholder's equity	60.8	59.3	60.6	69.1	68.3
Operations					
Revenues	317.3	310.6	310.4	356.8	378.0
Net income	1.5	(1.3)	(3.5)	7.1	9.0
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.1	2.7	2.7	2.7	2.7
Dividends	0.0	0.0	5.0	6.3	0.7
EMPLOYMENT	510	550	563	610	763





SAINT JOHN PORT CORPORATION

Chairperson	Peter S. Glennie
President and Chief Executive Officer	Captain Alwyn G. Soppitt
Head Office	133 Prince William Street P.O. Box 6429, Station A Saint John, New Brunswick, E2L 4R8 Telephone: (506) 636-4869 Facsimile: (506) 636-4443
Incorporation and Status	1986 by letters patent pursuant to subsection 25(1) of the <i>Canada Ports Corporation Act</i> (R.S.C. 1985, c. C-9); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Ernst & Young

CORPORATE ABSTRACT

Mandate and Background

The Saint John Port Corporation was established in 1986 to administer, manage and control the Saint John harbour, and works and property within the harbour.

Products and Services

The corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Saint John harbour.

The port's business includes the handling of potash, forest products, salt, sugar, petroleum products and container traffic.





Corporate Highlights

Traffic records were set in most sectors; port assets had increased utilization; an enhanced capital and major maintenance program finalized a six-year capital commitment; new forest product and dry bulk facilities were developed.

A restructuring of port staff resulted in significantly reduced administration overhead.

The federal government forgave nearly \$18.1 million in term loans. In addition, the balance of a loan of \$19.7 million provided by the Province of New Brunswick – the repayment of which had been linked to the net operating income of the Rodney Terminal Complex – was forgiven by the New Brunswick Transportation Authority.

The corporation continues to work closely with the users through the Saint John Gateway Council. A number of task forces have been established to deal with channel dredging, police security, taxation, marine service fees and pilotage.

Performance

Total traffic through the port exceeded 21 million tonnes – a 12 percent increase over 1995. Record tonnage was recorded in potash and forest products. Salt, sugar and oil were up 53 percent, 15 percent and 11 percent respectively.

The corporation reported a net profit of \$2.1 million – up tenfold over last year. This financial success was primarily due to the elimination of the federal and provincial debts, resulting in savings of \$1.6 million in interest payments; record traffic yielding increased gross revenues; and a restructuring of personnel and implementation of a cost reduction program.

As part of its diversification strategy, the corporation added the commodities of fish meal, fish oil and diammonium phosphate to its traffic base. These products serve the aquaculture and agriculture industries in New Brunswick.

Corporate Objectives for the Next Planning Period

The Saint John Port Corporation's major objectives are to:

- Strengthen its current traffic base and develop new business opportunities;
- Continue its multi-year Facilities Development Program;
- Ensure protection of the environment; and
- Locate alternative users for under-utilized assets.

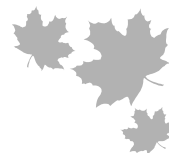




SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	69.5	64.1	64.1	84.5	88.5
Loans from private sector	0.0	19.7	19.7	19.7	19.7
Loans from Canada	0.0	18.1	18.1	18.1	20.1
Shareholder's equity	63.9	24.0	23.9	44.2	45.9
Operations					
Revenues	13.9	12.6	12.5	12.1	12.0
Net income	2.1	0.2	(20.4)	(1.7)	0.2
Funding from Canada					
Budgetary	18.1	0.0	0.0	0.0	0.5
Change in budgetary funding	-	-	-	-100%	0%
Non budgetary (loans and investments)	(18.1)	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	2.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	36	36	36	36	48





ST. JOHN'S PORT CORPORATION

Chairperson	Melvin Woodward
Port Manager and Chief Executive Officer	David J. Fox
Head Office	3 Water Street P.O. Box 6178 St. John's, Newfoundland, A1C 5X8 Telephone: (709) 772-4582 Facsimile: (709) 772-4689 E-mail: sjpc.richard@ns.sympatico.ca
Incorporation and Status	1985 by letters patent pursuant to subsection 25(1) of the <i>Canada Ports Corporation Act</i> (R.S.C. 1985, c. C-9); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Doane Raymond

CORPORATE ABSTRACT

Mandate and Background

The St. John's Port Corporation was established in 1985 to administer, manage and control the St. John's harbour, and works and property within the harbour.

Products and Services

The Port of St. John's is an autonomous local port corporation that provides services for Canada's international shipping trade in St. John's harbour. The port's business includes the handling of containerized general cargo, new vehicles and liquid bulk.

Corporate Highlights

The corporation noted that it expected to achieve Canada Port Authority status under the proposed Canada Marine Act (Bill C-44). Bill C-44 died on the order paper with the April 1997 dissolution of Parliament. On October 2, 1997, the Minister of Transport re-introduced the proposed legislation in the House of Commons as Bill C-9.





The Hibernia consortium has selected the Port of St. John's as the site of a shore base facility to service its offshore production operation. It is estimated that 116,000 tonnes of cargo will be handled at the supply base annually.

In conjunction with the City of St. John's, the Province of Newfoundland and Labrador, and the New Atlantic Frontier Association, the corporation continued to promote its cost-shared marketing and promotional activities aimed at attracting cruise vessels. It is also co-operating with cruise-oriented ports on both sides of the Atlantic to promote the Viking Trail.

Performance

Total traffic through the Port of St. John's amounted to 832,455 tonnes – a 3.9-percent decrease from the 1995 total of 866,191 tonnes. Containerized general cargo increased by 2.2 percent compared to the previous year. New vehicles shipped through the port totalled 12,144 units compared to 13,466, which represents a decline of 9.8 percent. The total volume of liquid bulk discharged was on par with 1995.

During 1996, the port collected charges in respect of 706 vessels compared to 494 the previous year. This 43-percent increase in commercial vessel traffic was attributed to the port's decision to levy port charges on all government vessels using the corporation's facilities.

The corporation reported a net income of \$609,000 compared to \$354,000 in 1995. These financial results are largely attributed to a 5-percent increase in operating revenues, as well as a substantial reduction in repair and maintenance projects, which contributed to a 4-percent decrease in expenses.

Corporate Objectives for the Next Planning Period

The major objectives of the St. John's Port Corporation are to:

- Strengthen the corporation's financial position while providing services consistent with the existing and anticipated needs of the business environment;
- Improve the port's overall market position, especially that of inbound general cargo;
- Improve the identification, acquisition and use of resources required by each operating activity and responsibility centre;
- Develop and maintain an image of corporate social responsibility.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	17.6	16.8	16.5	16.3	16.9
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	1.1
Shareholder's equity	16.7	16.1	15.7	15.4	14.9
Operations					
Revenues	3.4	3.2	3.3	3.4	3.7
Net income	0.6	0.4	0.4	0.5	0.7
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	1.0	1.6
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	13	14	13	13	14





ST. LAWRENCE SEAWAY AUTHORITY, THE

Acting President	Michel Fournier
Head Office	Constitution Square 14th Floor, Suite 1400 360 Albert Street Ottawa, Ontario, K1R 7X7 Telephone: (613) 598-4600 Facsimile: (613) 598-4620 Web Site: http://www.seaway.ca
Incorporation and Status	1954 pursuant to section 3 of the <i>St. Lawrence Seaway Authority Act</i> (R.S.C. 1985, c. S-2); Schedule III, Part I of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

Established in 1954, The St. Lawrence Seaway Authority constructs, operates, and maintains canals, bridges, works and other property related to the deep waterway between the Port of Montreal and Lake Erie, which is known as the St. Lawrence Seaway.

Products and Services

The authority constructed the St. Lawrence Seaway and operates it in conjunction with an authority in the United States. It is responsible for 13 locks in Canadian territory and four high-level bridges traversing the St. Lawrence River. Two locks in the United States are operated by the St. Lawrence Seaway Development Corporation. Tolls may be established by filing with the Canadian Transportation Agency or by agreement between Canada and the United States.

A wholly owned subsidiary, The Seaway International Bridge Corporation, Ltd., was established in 1962. It manages the international bridge at Cornwall, Ontario. Two bridges in Montreal are managed by The Jacques Cartier and Champlain Bridges Incorporated, which is also a wholly owned subsidiary of The St. Lawrence Seaway





Authority. The authority administers the Canadian span of the Thousand Islands Bridge. A third wholly owned subsidiary, Great Lakes Pilotage Authority, Ltd., has been designated as a parent Crown corporation for the purposes of the *Financial Administration Act*.

Corporate Highlights

In June 1996, the Minister of Transport introduced Bill C-44, the Canada Marine Act, in the House of Commons. This set the stage for discussions concerning the transfer of the management of the Canadian section of the Seaway to a non-profit corporation controlled by a consortium of Seaway users. Bill C-44 died on the order paper with the April 1997 dissolution of Parliament. On October 2, 1997, the Minister of Transport reintroduced the proposed legislation in the House of Commons as Bill C-9.

The notion of a binational agency integrating the Canadian and American operations of the Seaway system was introduced by the House of Commons Standing Committee on Transport. On June 5, 1996, the U.S. Secretary of Transportation and Canada's Minister of Transport established a new U.S./Canadian working group to examine the possibility of greater co-operation between the two countries in managing Seaway services. Work is still in progress.

The authority undertook various quality improvement initiatives during the year. These included the development of transit time standards, the introduction of service teams combining operational and maintenance functions, and more accurate and reliable information on vessel location. Other initiatives included the establishment of teams to deal with tolls and statistics, traffic management, and maintenance planning and delivery.

Performance

In 1996/97 the authority recorded a net income of \$2.9 million, compared to the previous year's net income of \$4.6 million. The final net income for 1996/97 was affected by special charges of \$6.7 million for the abandonment of railway bridges and \$0.5 million for the costs related to the commercialization of the Seaway.

Total 1996/97 revenues increased by 5.8 percent over the previous year to reach \$93.4 million; of this, \$76.7 million was from tolls. Operating expenses were reduced to \$81.9 million or 0.5 percent below 1995 levels, and the authority's staff was reduced by 22 positions to 711.

For the second year in a row, the authority was able to fund all capital expenditures internally from the cash flow generated in the current year. In addition, \$1.9 million has been set aside for future operating and capital expenditure requirements.

In an effort to expand its market share, the authority undertook various promotional activities, including trade missions, conferences, exhibitions and client meetings in Europe and North America.





The following table highlights the authority's results achieved against its objectives for 1996/97. The information excludes the Thousand Islands Bridge and the authority's subsidiaries.

Performance Results	1996/97 Budget	1996/97 Actual	1995/96 Actual
Cargo traffic in millions of tonnes:			
Montreal/Lake Ontario section	35.8	38.1	38.8
Welland Canal	38.2	41.1	39.6
Net income (loss) (\$ million)	(3.6)	0.04	1.7
Cash provided from operations (\$ million)	9.9	22.2	20.3
Capital expenditures (\$ million)	20.6	11	8.1
Established positions	724	711	733

Corporate Objectives for the Next Planning Period

The authority will continue to reduce the St. Lawrence Seaway's manageable costs, consistent with the Vision 2002 strategy developed by the authority in 1992. In addition, the authority will continue to be client focused and to strive for continued excellence using imagination, technology and sound business practices as appropriate.

SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	609.8	601.7	592.9	577.8	593.1
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	578.2	575.2	570.6	554.1	558.1
Operations					
Revenues	93.4	88.3	90.6	76.4	72.0
Net income	2.9	4.6	17.4	(4.0)	(8.9)
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	37.4
Change in budgetary funding	-	-	-	-100%	30%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	711	730	731	741	821





STANDARDS COUNCIL OF CANADA

Chairperson	Richard Lafontaine
Executive Director	Michael B. McSweeney
Head Office	Suite 1200 World Exchange Plaza 45 O'Connor Street Ottawa, Ontario, K1P 6N7 Telephone: (613) 238-3222 Facsimile: (613) 995-4564 Web Site: http://www.scc.ca
Incorporation and Status	1970 by the <i>Standards Council of Canada Act</i> (R.S.C. 1996, c. 24); Schedule III, Part I of the <i>Financial Administration Act</i> ; not an agent of Her Majesty.
Appropriate Minister	The Honourable John Manley, P.C., M.P. Minister of Industry
Auditor	Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

The mandate of the Standards Council of Canada is to promote efficient and effective voluntary standardization in Canada, where standardization is not expressly provided for by law. These activities are aimed at advancing the national economy, supporting sustainable development, and benefiting the health, safety and welfare of workers and the public. These functions are also intended to assist and protect consumers, facilitate domestic and international trade, and further international co-operation in relation to standardization.

Products and Services

The council promotes the participation of Canadians in voluntary standards activities. It promotes public- and private-sector co-operation in relation to voluntary standardization, and co-ordinates and oversees the efforts of persons and organizations involved in the National Standards System. The council represents Canada's interests internationally through its membership in the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). It also serves as the repository and focal point for national and international standards for distribution to Canadian industry.





Corporate Highlights

As a result of legislation passed by Parliament in November 1996, the council was given a revised mandate, structure and powers. Specifically, the legislation provides for an institutional infrastructure that supports and encourages a “Team Canada” approach to standardization. It ensures that the council’s membership is drawn from a broad spectrum of interests in the private sector as well as the federal and provincial governments. In addition, these provisions reinforced the council’s ability to effect national collaboration by establishing a Provincial-Territorial Advisory Committee and a Standards Development Organizations Advisory Committee.

The council pursued a number of mutual and multilateral recognition agreements with accrediting bodies in other countries. These agreements have resulted in a variety of tangible benefits for Canadians. For instance, agreements with United States accreditation bodies made it possible for Canadian motor carriers to use Standards Council accredited laboratories to meet U.S. drug testing regulations. Similarly, exporters of information technology equipment were given permission by U.S. authorities to use Standards Council accredited laboratories to do required radio frequency emission and interference testing.

During 1996/97, the council answered 10,316 requests for standards information.

The council continued to expand its use of the Internet as a means of communication and promotion. The council’s web site averaged over 50,000 hits per month. In March 1997, the Web site received its 750,000th visitor.

Performance

Not including parliamentary appropriations, the council recorded total revenue of \$5.1 million compared to \$4.6 million in the previous year – an increase of 11 percent. This increase resulted in large measure from major contracts awarded under Industry Canada’s Standards Initiative Program and from increased conformity assessment accreditation fees.

Total expenses amounted to \$10.1 million – an increase of 4 percent from the previous year. Salaries and employee benefits increased as positions that had remained vacant throughout much of the previous year were filled.

Corporate Objectives for the Next Planning Period

The council will continue to promote the competitiveness of Canadian industry and enhance the quality of life for Canadians through standardization.





SUMMARY INFORMATION

	1996/97	1995/96	1994/95	1993/94	1992/93
FINANCIAL SUMMARY (\$ million); financial year ending March 31					
Financial Position					
Total assets	4.2	3.4	3.3	2.8	2.6
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	2.4	2.2	1.9	1.6	1.2
Operations					
Revenues	5.1	4.6	4.2	3.3	3.1
Net income	0.2	0.2	0.4	0.3	0.2
Funding from Canada					
Budgetary	5.2	5.3	5.4	5.6	5.8
Change in budgetary funding	-2%	-3%	-3%	-5%	-3%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	72	72	68	60	63





VANCOUVER PORT CORPORATION

Chairperson	Carole Taylor
President and Chief Executive Officer	Captain Norman C. Stark
Head Office	1900 Granville Square 200 Granville Street Vancouver, British Columbia, V6C 2P9 Telephone: (604) 666-8966 Facsimile: (604) 666-8239 Web Site: http://www.portvancouver.com
Incorporation and Status	1983 by letters patent of incorporation pursuant to subsection 25(1) of the <i>Canada Ports Corporation Act</i> (R.S.C. 1985, c. C-9); Schedule III, Part II of the <i>Financial Administration Act</i> ; an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	KPMG

CORPORATE ABSTRACT

Mandate and Background

The Vancouver Port Corporation was established in 1983 to administer, manage and control the Vancouver harbour, and works and property within the harbour.

Products and Services

The corporation is an autonomous local port corporation that provides the services necessary for Canada's international shipping trade in the Vancouver harbour.

The port handles coal, grain, sulphur, potash, chemicals, wood, pulp and lumber, as well as cruise traffic.

Corporate Highlights

The corporation made representations to the House of Commons Standing Committee on Transport regarding Bill C-44, the proposed Canada Marine Act. This Bill proposed immense change for the port community through the creation of autonomous Canada port





authorities at successful commercial ports, the divestiture of ports to other management groups, the closure of unnecessary port facilities, and the dissolution of the Canada Ports Corporation. Bill C-44 died on the order paper with the April 1997 dissolution of Parliament. On October 2, 1997, the Minister of Transport re-introduced the proposed legislation to the House of Commons as Bill C-9.

The corporation initiated or participated in several significant projects during the year. It entered into a sister port relationship with the Port of Guangzhou in southern China. The corporation now has its own office in Beijing and sister ports at Dalian in the north, Shanghai in the centre and Guangzhou in the south. It hosted two international conferences.

Development of the new, state-of-the-art container terminal neared completion during 1996. Located at Robert's Bank, this is a \$235 million project, of which Vancouver Port Corporation's share is \$180 million. This facility, known as Deltaport, was officially opened in June 1997 and doubles Vancouver's container capacity.

The corporation completed an agreement with the City of Vancouver and private industry for lands to construct a new overpass connecting a major highway directly to a dedicated port roadway. This initiative will keep port traffic off residential streets.

To promote development and increase income from existing assets, the corporation negotiated a 10-year lease with a subsidiary of B.C. Ferries for a North Vancouver waterfront site to allow construction of an assembly building for the manufacture of new, high-speed catamaran ferries.

Performance

The Port of Vancouver handled a record 72 million tonnes in 1996, surpassing the previous record of 71.5 million tonnes, which was set in 1995. Overall, container traffic improved by 24 percent as a result of greater traffic from established customers together with the introduction of Hanjin, Sealand/Maersk and Hyundai/K-Line, which started calling at the port. Bulk cargo, primarily coal, grain, sulphur, potash and chemicals, represented 85 percent of the port's tonnage – up 2 percent from the previous year. Meanwhile, general cargo, representing 8 percent of total tonnage, declined by 24 percent owing to the transfer to a neighbouring port of some two million tonnes of domestic cargo moving by barge to Vancouver Island.

The Vancouver-Alaska cruise market grew for the 14th consecutive year. Revenue passengers totalled 701,500, an increase of 18 percent from 596,000 passengers in 1995.

In 1996, the corporation reported operating revenues of \$64.8 million, income from operations of \$20.5 million and a net loss of \$508,000. The net loss was primarily due to a \$26.1 million write-down of property and equipment that resulted from a comprehensive revaluation of certain assets of Canada Place Corporation. The write-down was partially offset by a \$7.5 million adjustment in the corporation's favour to payments in lieu of municipal taxes.





Corporate Objectives for the Next Planning Period

The Vancouver Port Corporation's major objectives are to:

- Proactively grow the volume of cargo and passengers through the Port of Vancouver;
- Earn the level of return required to provide or contribute to facilities, services and technologies for the corporation's customers;
- Attract and keep business in the port through earned trust and respect;
- Maintain and grow port business by respecting and co-existing with its environment (natural and community);
- Provide outstanding service to port customers.

SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31					
Financial Position					
Total assets	533.7	447.6	382.9	366.9	328.4
Loans from private sector	135.9	44.2	0.0	0.0	0.0
Loans from Canada	1.7	2.1	2.4	2.7	3.0
Shareholder's equity	361.0	364.8	357.1	344.2	307.8
Operations					
Revenues	69.0	66.6	66.3	60.2	64.5
Net income	(0.5)	12.1	15.8	11.1	23.3
Funding from Canada					
Budgetary	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.4	0.3	0.3	0.3	0.3
Dividends	3.3	4.4	3.0	6.6	7.7
EMPLOYMENT	180	181	145	145	220





VIA RAIL CANADA INC.

Chairperson	Marc LeFrançois
President and Chief Executive Officer	Terry W. Ivany
Head Office	6th Floor 2 Place Ville Marie P.O. Box 8116, Station Centre-Ville Montreal, Quebec, H3B 2C9 Telephone: (514) 871-6000 Facsimile: (514) 871-6619 Web Site: http://www.viarail.ca
Incorporation and Status	1977 under the <i>Canada Business Corporations Act</i> ; Schedule III, Part I of the <i>Financial Administration Act</i> ; not an agent of Her Majesty.
Appropriate Minister	The Honourable David Collenette, P.C., M.P. Minister of Transport
Auditor	Raymond, Chabot, Martin, Paré and the Auditor General of Canada

CORPORATE ABSTRACT

Mandate and Background

VIA Rail Canada Inc. was incorporated in 1977 under the *Canada Business Corporations Act* to manage and provide a safe and efficient passenger rail service.

Products and Services

VIA Rail operates 421 trains weekly on 14,000 kilometres of track. The company serves more than 400 communities.

Corporate Highlights

In 1996, VIA implemented a new strategic plan called *Service for Success* by identifying the key elements that make it more competitive and viable as a business.

As part of a six-month test of medium- to long-distance commuter markets, VIA added frequencies and more trains in key southwestern and eastern Ontario markets. In the fall





of 1996, VIA became the first passenger railway in the world to provide interactive, self-booking through the Internet.

Performance

Over the past three years, VIA has made significant progress in its attempt to transform its operations from a product-centred, operationally focused corporation into a customer-centred, cost-conscious passenger service. A number of initiatives in 1996 contributed to this progress. By the end of 1996, VIA's workforce numbered 3,000, which represents a reduction of 33 percent since 1992. This is the first full year working under new collective agreements struck in 1995, allowing VIA to modernize its labour practices. The completion of a three-year streamlining effort has yielded annual savings of \$46 million.

To improve customer service, VIA replaced complimentary light meals and beverages in Corridor coach service with a new cash food service that give passengers more choice. This change generated \$1.8 million in food sales while reducing costs. VIA also began accepting coach reservations and has started a comprehensive redesign of Economy Class. On-the-job safety performance improved: lost-time injuries and days lost fell by more than 30 percent.

The significant increase in VIA's net loss from \$26.1 million in 1996 to \$70.1 million in 1997 was due mainly to the \$33.8 million write-down of its properties and \$10 million in reorganization charges to be funded in subsequent years.

The summary information table includes data on VIA's performance indicators.

Corporate Objectives for the Next Planning Period

One of VIA Rail's objectives is to increase its ridership by an average of 2 percent above market growth. It will also strive to provide customer service that is better than that of any other transportation mode in Canada.

The company will move towards self-sufficiency by increasing revenues and reducing costs.

Through enhanced training and effective communication, VIA intends to make its staff more successful. It will also continue to promote safety for staff and customers.





SUMMARY INFORMATION

	1996	1995	1994	1993	1992
FINANCIAL SUMMARY (\$ million); financial year ending December 31.					
Financial Position					
Total assets	712.5	783.4	790.4	812.5	866.4
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	591.0	640.5	626.9	640.9	676.6
Operations					
Revenues	184.5	175.0	176.4	164.2	155.8
Net income	(70.1)	(26.1)	(39.3)	(47.5)	(33.0)
Funding from Canada					
Budgetary	245.2	295.4	318.2	348.1	388.9
Change in budgetary funding	-17%	-7%	-9%	-10%	-1%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
Payments to Canada					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
EMPLOYMENT	3,000	3,178	3,718	4,131	4,478
PERFORMANCE INDICATORS					
Passengers (000)	3,666.0	3,597.0	3,586.0	3,570.0	3,601.0
Passenger miles	892,412.0	859,088.0	834,142.0	819,607.0	817,271.0
Government operating funding per passenger mile (cents)	25.2	29.8	35.1	41.0	42.1
Average passenger load factor (%)	59.0	61.0	60.0	59.0	57.0
On-time performance (%)	84.0	86.0	87.0	90.0	90.0
Revenue/cash operating expense ratio (%)	47.3	44.0	40.2	33.8	32.0





CORPORATE HOLDINGS

This section presents information on Crown corporations and their corporate holdings as of August 31, 1997. The information is provided in three parts:

Statistical Summary

This table shows the number of parent Crown corporations, subsidiaries and associates on a comparative basis with those of the previous year.

Changes During the Year

This list shows the changes that have occurred in each parent Crown corporation's subsidiaries and associates since the President of the Treasury Board's *1996 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*.

Crown Corporations' Corporate Holdings

This section contains a comprehensive list of parent Crown corporations and their subsidiaries and associates.





STATISTICAL SUMMARY

Number of Parent Crown Corporations, Their Wholly Owned Subsidiaries, and Other Subsidiaries and Associates

(at their financial year-ends on or before August 31)

	1997	1996
Parent Crown corporations	47	46
Wholly owned subsidiaries	25	29
Other subsidiaries and associates	23	22

CHANGES DURING THE YEAR

Canada Lands Company Limited

Canada Museums Construction Corporation Inc. Deleted

Canada Post Corporation

2717786 Canada Inc. Added

964102 Ontario Inc. Added

CINA Holdings B.V. Deleted

G.D. Express Worldwide N.V. Deleted

G.D. Net B.V. Deleted

Purolator Customs Services Ltd. Added

Supercourier (1987) Ltd. Added

Canadian Broadcasting Corporation

Showcase Deleted

Canadian Race Relations Foundation

Added

Enterprise Cape Breton Corporation

Bell Bray Golf Developments Incorporated Added

Marine Atlantic Inc.

Coastal Transport Ltd. Deleted

Newfoundland Dockyard Corporation Deleted

VIA Rail Canada Inc.

Railroad Association Insurance Ltd. Deleted





CROWN CORPORATIONS' CORPORATE HOLDINGS

1. Atlantic Pilotage Authority

2. Atomic Energy of Canada Limited

Subsidiaries held at 100%

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

3. Bank of Canada

4. Business Development Bank of Canada

Associate held at less than 50%

- Cominco Ltd.¹
-

5. Canada Council

6. Canada Deposit Insurance Corporation

7. Canada Development Investment Corporation

Subsidiaries held at 100%

- Canada Eldor Inc.
 - Canada Hibernia Holding Corporation and its associate
 - Hibernia Management and Development Company Ltd. (8.5%)
 - Theratronics International Limited and its subsidiary
 - Meicor Inc. (65%)
-

Associate held at less than 50%

- Varsity Corporation¹
-

8. Canada Lands Company Limited

Subsidiaries held at 100%

- 3148131 Canada Limited
 - Canada Lands Company CLC Limited
 - Canada Lands Company (Vieux-Port de Québec) Inc.²
 - CN Tower Limited
 - Old Port of Montreal Corporation Inc.³
-

9. Canada Mortgage and Housing Corporation

10. Canada Ports Corporation

Subsidiary held at 100%

- Ridley Terminals Inc.
-





11. Canada Post Corporation

Subsidiaries held at 100%

- 2875039 Canada Limited
- 2875047 Canada Limited
- 3106900 Canada Inc.
- Canada Post Systems Management Ltd.
- Canada Post Holdings and its subsidiary
 - PCL Courier Holdings Inc. (75%) and its subsidiaries
 - 964102 Ontario Inc. (100%)
 - Purolator Courier Ltd. (100%) and its subsidiaries
 - 2717786 Canada Inc. (100%)
 - Canadian Teleservices Corporation (100%)
 - Distribution Management Services Inc. (100%)
 - Purolator Customs Services Ltd. (100%)
 - Supercourier (1987) Ltd. (100%)

Associates held at less than 50%

- Cooperative Vereniging International Post Corporation U.A. (6.2%) and its subsidiaries
 - IPC Technology S.C. (96%)
 - IPC Unipost S.C. (96%)

12. Canadian Broadcasting Corporation

Associates held at less than 50%

- Cable North Microwave Limited (1 share)
- Master FM Limited (20%)
- Visnews Limited (1 share)

13. Canadian Commercial Corporation

14. Canadian Dairy Commission

15. Canadian Film Development Corporation

16. Canadian Museum of Civilization

17. Canadian Museum of Nature

18. Canadian Race Relations Foundation

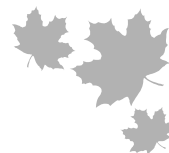
19. Canadian Wheat Board, The

20. Cape Breton Development Corporation

Subsidiary held at 100%

- Cape Breton Carbofuels Limited⁴
-





21. Defence Construction (1951) Limited

22. Enterprise Cape Breton Corporation**Subsidiaries held at 100%**

- Cape Breton Marine Farming Limited⁴
- DARR (Cape Breton) Limited⁴
- Gulf Bras D'Or Estates Limited⁴

Associates held at less than 50%

- Bell Bray Golf Developments Incorporated
 - Canadian Tennis Technology Limited
 - General Mining Building Limited
 - Lynwood Inn Limited
 - Silver Screen Star Limited
-

23. Export Development Corporation**Subsidiary held at 100%**

- Exinvest Inc.
-

24. Farm Credit Corporation

25. Freshwater Fish Marketing Corporation

26. Great Lakes Pilotage Authority, Ltd.

27. Halifax Port Corporation

28. International Development Research Centre

29. Laurentian Pilotage Authority

30. Marine Atlantic Inc.

31. Montreal Port Corporation**Subsidiary held at 100%**

- 176422 Canada Inc.
-

32. National Arts Centre Corporation

33. National Capital Commission

34. National Gallery of Canada

35. National Museum of Science and Technology

36. Pacific Pilotage Authority

37. Petro-Canada Limited

38. Port of Quebec Corporation

39. Prince Rupert Port Corporation

40. Queens Quay West Land Corporation

41. Royal Canadian Mint





42. Saint John Port Corporation

43. St. John's Port Corporation

44. St. Lawrence Seaway Authority, The

Subsidiaries held at 100%

- Great Lakes Pilotage Authority, Ltd.⁵
 - The Jacques Cartier and Champlain Bridges Incorporated
 - The Seaway International Bridge Corporation, Ltd.
-

45. Standards Council of Canada

46. Vancouver Port Corporation

Subsidiary held at 100%

- Canada Place Corporation
-

47. VIA Rail Canada Inc.

Notes

1. Only non-voting preferred shares are held.
2. Canada Lands Company (Vieux-Port de Québec) Inc. ceased operations on March 31, 1988. A decision has yet to be taken with respect to its formal dissolution pending the resolution of certain legal matters.
3. Old Port of Montreal 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.
4. Inactive corporation.
5. Not included in the statistical summary of wholly owned subsidiaries. Pursuant to the *Pilotage Act*, the *Financial Administration Act* (FAA) applies to the Great Lakes Pilotage Authority as if it were a parent Crown corporation within the meaning of the FAA.





OTHER CORPORATE INTERESTS

The Other Corporate Interests section provides information on:

- corporations with share capital owned by Canada through share ownership or board membership with other organizations or other governments;
- corporations without share capital (for example, non-profit corporations) for which the government has a legal right to appoint or approve the appointment of some members to the board of directors; and
- organizations formed pursuant to an international agreement where the government has a right to appoint or approve the appointment of some members to the governing body, or in which Canada holds shares.

This information is grouped in listings as follows:

Mixed Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. The balance of shares is owned by private sector parties.

Joint Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. The balance of shares is owned by another level of government.





International Organizations

International organizations are corporate entities created pursuant to international agreements by which Canada has a right to appoint or elect members to a governing body.

Other Entities

This category includes corporate entities in which Canada holds no shares but, either directly or through a Crown corporation, has a right pursuant to statute, articles of incorporation, letters patent or by-law, to appoint or nominate one or more members to the board of directors or similar governing body.

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

This group includes corporate entities whose shares are partially owned by Canada following receipt by a trustee in bankruptcy.

Statistical Summary

The statistical summary table shows the numbers of mixed enterprises, joint enterprises, international organizations, other entities, and corporations for whom shares have been acquired under the *Bankruptcy and Insolvency Act* as of March 31, 1997 in comparison with March 31, 1996.

Changes During the Year

This section provides the names of the other corporate interests of Canada, as of March 31, 1997, deleted or added to the listings since March 31, 1996.





STATISTICAL SUMMARY

(as at March 31)

Other Corporate Interests of Canada	1997	1996
Mixed Enterprises	3	4
Joint Enterprises	3	3
International Organizations	20	19
Other Entities	86	66
Corporations under the terms of the <i>Bankruptcy and Insolvency Act</i>	6	6

CHANGES DURING THE YEAR

Mixed Enterprises

Canarctic Shipping Company Limited

Deleted

Joint Enterprises

No Additions or
Deletions

International Organizations

North American Commission for Environmental Co-operation –
Joint Public Advisory Committee

Added

Other Entities

Agriculture Adaptation Council

Deleted

Agriculture Institute of Management in Saskatchewan Inc.

Added

Association québécoise des bio-industries

Added

Association québécoise des fabricants de l'industrie médicale

Added

B.C. Investment Agriculture Foundation

Added

Canada Grains Council

Deleted

Canada-Newfoundland Offshore Petroleum Board

Added

Canada-Nova Scotia Offshore Petroleum Board

Added





Canada Television and Cable Production Fund	Added
Canadian Centre for Swine Improvement	Added
Canadian Dairy Network	Added
Canadian Farm Business Management Council	Added
Canadian Institute for Energy Training	Deleted
Centre de développement du porc du Québec Inc.	Added
Centre d'entreprises et d'innovation de Montréal	Added
Club Export agro-alimentaire du Québec	Added
Conseil de promotion du logiciel québécois	Added
Conseil pour le développement de l'agriculture du Québec	Deleted
Conseil de recherches en pêche et agroalimentaire du Québec	Added
Fondation du maire de Montréal pour la Jeunesse	Added
Fonds de développement-emploi Montréal	Added
Fonds québécois d'adaptation des entreprises agroalimentaires	Deleted
GEAGRI	Added
Inno-Centre	Added
Institut de design Montréal	Added
Institut EDI du Québec	Added
Le Consortium de télévision Québec Canada Inc. (TV5)	Added
Learning for a Sustainable Future	Deleted
Manitoba Crop Diversification Centre	Added
Montréal International	Added
Ontario Agriculture Training Institute	Added
Plastiservices Inc.	Added

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

Gemini Technology Inc.	Deleted
Autoskill International Inc.	Added





MIXED ENTERPRISES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End/ Total Assets (A)/ Liabilities (L)/ Auditor	Federal Ownership
Minister of Finance				
National Sea Products Limited				
To process and market fish, seafoods and fish by-products around the world.	P.O. Box 910 Lunenburg, N.S. B0J 2C0 (902) 422-9381	<i>The Companies Act of Nova Scotia</i> , amalgamated in 1967	December 30 A = \$144.0M L = \$113.6M Ernst & Young	10.65%
Petro-Canada				
To enhance shareholder's value through development, production and distribution of hydrocarbons and other types of fuel and energy.	52nd Floor West Tower 150-6th Ave. S.W. Calgary, Alberta T2P 3E3 (403) 296-8000	<i>Canada Business Corporations Act</i> , 1975	December 31 A = \$7.77B L = \$2.96B Arthur Andersen & Company	18%
Minister of Natural Resources				
NPM Nuclear Project Managers Canada Inc.				
Nuclear project and construction management. To transfer this activity to the private sector.	22nd Floor 2020 University Street Montreal, Quebec H3A 2A5 (514) 288-1990	<i>Canada Business Corporations Act</i> , 1982	March 31 A = \$28.6M L = \$24.6M Price Waterhouse	17%





JOINT ENTERPRISES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End/ Total Assets (A)/ Liabilities (L)/ Auditor	Federal Ownership
<i>Minister of Industry and Minister responsible for the Federal Office of Regional Development (Quebec)</i>				
Société du parc industriel et portuaire Québec-Sud				
To promote the development of an industrial and port park in the city of Lauzon in order to provide a venue for major industrial projects. To administer this industrial and port park.	229-A St. Omer Suite 101 Lévis, Quebec G6N 6N4 (418) 833-5925	Special act of the Quebec Government (1974)	March 31 A = \$2.5M L = \$0M Auditor General of Quebec	40%
<i>Minister of Industry and of Western Economic Diversification</i>				
North Portage Development Corporation & The Forks Renewal Corporation				
To foster the social and economic redevelopment of the North Portage area in Winnipeg.	201- One Forks Market Road Winnipeg, Man. R3C 4L9 (204) 943-7752	<i>Manitoba Corporations Act, 1983</i>	March 31 A = \$131.7M L = \$33.7M Deloitte & Touche	33.3%
<i>Minister of Natural Resources</i>				
Lower Churchill Development Corporation Limited				
To establish a basis for the development of all or part of the hydroelectric potential of the Lower Churchill basin and the line transmission of this energy to markets.	P.O. Box 12700 St. John's, Nfld. A1B 3T5 (709) 737-1400	<i>Newfoundland Companies Act, 1978</i>	December 31 A = \$30M L = \$0M Ernst & Young	49%





INTERNATIONAL ORGANIZATIONS

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End/ Total Assets (A)/ Liabilities (L)/ Auditor	Federal Ownership
<i>Minister of the Environment</i>				
International Lake Memphremagog Levels Board				
The Board provides a forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.	c/o EC, Quebec Region Suite 300 100 Alexis-Nihon Blvd. Saint Laurent, Quebec H4M 2N8 (514) 283-1628	The Board was created pursuant to an agreement between the governments of Canada and the U.S.A.	n/app	n/app
International Lake of the Woods Control Board				
Lake of the Woods is an international boundary water. The Lake of the Woods Control Board is responsible for the regulation of levels in the Lake of the Woods and Lac Seul and flows in the Winnipeg and English Rivers downstream of these lakes to their junction, in accordance with international obligations and federal and provincial legislation.	c/o EC, Environmental Protection Service 4th floor 351 St. Joseph Blvd. Hull, Quebec K1A 0H3 (819) 997-2529	The Board was created pursuant to Section 2 of the <i>Lake of the Woods Control Board Act</i> and is further mandated by the Canada-U.S. Boundary Waters Treaty (Convention and Protocol, 1925).	n/app	n/app

n/app = not applicable





INTERNATIONAL ORGANIZATIONS

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End/ Total Assets (A)/ Liabilities (L)/ Auditor	Federal Ownership
<i>Minister of the Environment (continued)</i>				
International Niagara Committee				
The Committee determines the amount of water available for the purposes of the Treaty and records the amounts of water used for power diversions.	c/o EC, Ontario Region P.O. Box 5050 867 Lakeshore Road Burlington, Ontario L7R 4A6 (905) 336-4713	The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department	n/app	n/app
International Porcupine Caribou Board				
The Board makes recommendations and provides advice on those aspects of the conservation of the Porcupine Caribou Herd and its habitat that require international co-ordination.	c/o EC Pacific and Yukon Region P.O. Box 340 Delta, B.C. V4K 3Y3 (604) 946-8546	Agreement signed by the U.S.A. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	n/app	n/app
North American Commission for Environmental Cooperation – Joint Public Advisory Committee				
The committee provides advice to the Council of the North American Commission for Environmental Cooperation on matters within the scope of the North American Agreement on Environmental Cooperation, a "side agreement" to the North American Free Trade Agreement.	Room 200 393 West St-Jacques St. Montreal, Quebec H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Cooperation.	n/app	n/app





INTERNATIONAL ORGANIZATIONS

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End/ Total Assets (A)/ Liabilities (L)/ Auditor	Federal Ownership
Minister of Finance				
European Bank for Reconstruction and Development				
To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.	One Exchange Square London, England EC2 2EH 44-171-338-6000	<i>European Bank for Reconstruction and Development Agreement Act, 1991</i>	Arthur Andersen	3.4%
International Bank for Reconstruction and Development				
To assist in the reconstruction and development of territories of member countries.	1818 H Street N.W. Washington, D.C. 20433, U.S.A. (202) 623-1000	<i>Bretton Woods and Related Agreements Act, 1945</i>	Price Waterhouse	2.99%
International Development Association				
To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818 H Street N.W. Washington, D.C. 20433, U.S.A. (202) 477-1234	<i>Articles of Agreement, 1960, International Development Association Act, 1960</i>	Price Waterhouse	3.03%
International Finance Corporation				
To further economic development by encouraging the growth of productive enterprises in member countries, supplementing the activities of the International Bank for Reconstruction and Development.	1850 I Street N.W. Washington, D.C. 20433, U.S.A. (202) 473-1234	<i>Articles of Agreement; Vote 731, Appropriation Act No. 6, 1956</i>	Price Waterhouse	3.58%





INTERNATIONAL ORGANIZATIONS

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End/ Total Assets (A)/ Liabilities (L)/ Auditor	Federal Ownership
Minister of Finance (continued)				
International Monetary Fund				
Established to promote economic welfare by encouraging the expansion of trade, the maintenance of orderly exchange arrangements, and the reduction of balance of payments.	700 19th St. N.W. Washington, D.C. 20431, U.S.A. (202) 623-7430	Agreement signed by member countries, 1945	External Audit Committee	2.97%
Multilateral Investment Guarantee Agency				
To encourage the flow of investments for productive purposes among member countries, thus supplementing the activities of the International Bank for Reconstruction and Development, the International Finance Corporation and other international development finance institutions.	1818 H Street N.W. Washington, D.C. 20433, U.S.A. (202) 477-6167	<i>Bretton Woods and Related Agreements Act, 1988</i>	Price Waterhouse	2.97%
Minister of Fisheries and Oceans				
Great Lakes Fishery Commission				
Study of the Great Lakes fisheries: installation of devices and application of lampricides in the Convention area and related tributaries for lamprey control; and provision of a forum for the development of fisheries management programs.	Suite 209 2100 Commonwealth Boulevard Ann Arbor, Michigan 48105-1563 U.S.A.	<i>Great Lakes Fisheries Convention Act, 1955, R.S.C. 1970, c. F-15.</i>	Deloitte & Touche	n/app





INTERNATIONAL ORGANIZATIONS

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End/ Total Assets (A)/ Liabilities (L)/ Auditor	Federal Ownership
Minister of Fisheries and Oceans (continued)				
International Pacific Halibut Commission				
Conservation, restoration, rational management and sharing of halibut resources in the Pacific Ocean.	P.O. Box 95009 Seattle, WA 98145-2009 U.S.A.	<i>North Pacific Halibut Fishery Convention Act</i> , R.S.C., c. 43	Coopers & Lybrand	n/app
Pacific Salmon Commission				
Conservation, restoration, rational management and sharing of Northeast Pacific salmon stocks. Establishment of salmon management and enhancement programs to reduce interceptions, to prevent overfishing and to secure, for each country, benefits equivalent to the production of salmon from its own waters.	600-1155 Robson St. Vancouver, B.C. V6E 1B5	Treaty between the Government of Canada and the Government of the United States of America concerning Pacific Salmon (signed January 28, 1985; ratified March 18, 1985)	Peat Marwick Thorne	n/app

Minister of Foreign Affairs

African Development Bank

To contribute to the economic development and social advancement of the member countries, individually and collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Africa.	01, Box 1387 Abidjan 01 Ivory Coast Africa 011-225-20-44-44	Agreement signed by member countries, 1963 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	Deloitte & Touche; and Akintola Williams and Hussan Inc.	3.16%
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INTERNATIONAL ORGANIZATIONS

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End/ Total Assets (A)/ Liabilities (L)/ Auditor	Federal Ownership
Minister of Foreign Affairs (continued)				
Asian Development Bank				
To promote the economic and social advancement of developing country members. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Asia.	P.O. Box 789 1099 Manila Philippines 011-632-711-3851	Agreement signed by member countries, 1965 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	Deloitte & Touche	5.38%
Caribbean Development Bank				
To contribute to the harmonious economic growth and development of the member countries, and integration among them, having special and urgent regard to the needs of the less developed members of the region. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	P.O. Box 408 Wilday, St. Michael Bridgetown Barbados 1-8-246-429-3550	Agreement signed by member countries, 1969 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	Price Waterhouse	8.97%
Inter-American Development Bank				
To contribute to the acceleration of the process of economic/social development of the regional developing member countries, individually or collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	1300 New York Avenue N.W. Washington, D.C. 20577, U.S.A. (202) 623-1000	Agreement signed by member countries, 1959 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	Price Waterhouse	4.15%





INTERNATIONAL ORGANIZATIONS

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End/ Total Assets (A)/ Liabilities (L)/ Auditor	Federal Ownership
<i>Minister of Foreign Affairs (continued)</i>				
International Boundary Commission				
To maintain the demarcation and cartographic representation of the land and water boundary between Canada and the United States, and to regulate all construction within three metres of the boundary line.	Room 571 615 Booth Street Ottawa, Ontario K1A 0E9 (613) 995-4341	<i>Treaty of Washington, 1908; International Boundary Commission Act, 1960</i>	n/app	n/app
<i>Minister of Veterans Affairs</i>				
Commonwealth War Graves Commission				
To mark and maintain graves and memorials and keep records of the members of the Forces of the Commonwealth who died in the two World Wars.	2 Marlow Road Maidenhead Berkshire, U.K. SL6 7DX (0628) 34221	Royal Charter, 1917	Coopers Lybrand & Deloitte	n/app





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Agriculture and Agri-Food			
Agriculture Institute of Management in Saskatchewan, Inc.			
The main objective is to have the Institute co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Saskatchewan.	Room 125 3085 Albert Street Regina, Saskatchewan S4S 0B1 (306) 787-5964	Section 4(a) of the <i>Department of Agriculture and Agri- Food Act</i>	Mintz & Wallace
Agri-Food Innovation Fund			
The purpose of the Fund as provided in the Act is to enhance the diversification of the Saskatchewan agriculture and food industry, to support research and development in the Saskatchewan agriculture and food industry and to encourage Saskatchewan farmers and rural residents to create economic opportunities and jobs.	329-3085 Albert Street Regina, Saskatchewan S4S 0B1 (306) 780-8262	<i>The Crown Corporations Act, 1993 (Sask.)</i>	Saskatchewan Provincial Auditor
B.C. Investment Agriculture Foundation (BCIAF)			
To manage the decision making and delivery of British Columbia's allocation of adaptation and safety net funding; to set priorities and fund projects that foster long-term growth, employment and competitiveness of B.C.'s agriculture and food industry, associated industries and rural areas.	P.O. Box 8248 Victoria, B.C. V8W 3R9	Agriculture and Agri- Food BCIAF By-laws	Newly incorporated – auditors to be appointed.





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Agriculture and Agri-Food (continued)			
Canadian Centre for Swine Improvement (CCSI)			
Assumed the responsibilities for swine genetic improvement and evaluation transferred from AAFC in March 1996.	Central Experimental Farm Bldg. #54, Maple Drive Ottawa, Ontario K1A 0C6 (613) 233-8872	AAFC-CCSI privatization agreement OIC No. PC 1995- 2/635; OIC No. PC 1995- 2/1848; <i>Department of Agriculture and Agri- Food Act, 1994; Federal Real Property Act, 1991</i>	Bath Haché
Canadian Dairy Network (CDN)			
Assumed the responsibilities for dairy genetic improvement and evaluation transferred from AAFC.	Suite 307 150 Research Lane Guelph, Ontario N1G 4T2 (519) 767-9660	AAFC-CDN privatization agreement OIC No. PC 1995 - 2/1846; <i>Department of Agriculture and Agri- Food Act, 1994</i>	G.E. Arien
Canadian Farm Business Management Council (CFBMC)			
The main objective is to have the CFBMC monitor and provide guidance on the implementation of the Canadian Farm Business Management Program; promote and encourage the application of sound farm business management principles and practices; and encourage, co-ordinate and fund projects undertaken on a national, regional, multi-provincial or provincial basis.	Suite 1110 75 Albert Street Ottawa, Ontario K1P 5E7 (613) 237-9060	Section 4(a) of the <i>Department of Agriculture and Agri- Food Act</i>	Deloitte & Touche





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Agriculture and Agri-Food (continued)			
Canadian International Grains Institute			
To promote, on a non-profit basis, for the general advantage of Canada, the development, maintenance and enlargement of Canadian and international markets for Canadian grains and oilseeds and the products thereof.	Suite 1000 303 Main St. Winnipeg, Man. R3C 3G7 (204) 983-3289	<i>Canada Corporations Act, 1972</i>	Deloitte & Touche
Canadian Livestock Records Corporation			
To perform services for and on behalf of members of the fifty Breed Associations. To ensure the maintenance of the Breed Associations' Herd Books and to maintain the General Stud and Herd Book.	2417 Holly Lane Ottawa, Ontario K1V 0M7 (613) 731-7110	<i>Animal Pedigree Act, 1988</i>	Ernst & Young
Centre de développement du porc du Québec Inc.			
To promote the development and use of new technologies that could improve quality, efficiency and profitability of the Quebec hog industry, with respect to environment.	Bureau 340 2795, boul. Laurier Sainte-Foy, Québec G1V 4M7 (418) 650-2440	3 ^e partie de la <i>Loi sur les compagnies du Québec</i>	Samson Bélair
Club Export Agro-alimentaire du Québec			
To assist its members (agri-food industries) to promote their products on international market by providing information, developing an international network and increasing sales.	Suite 102 Édifice de Bleury 200, rue MacDonald St-Jean-sur-Richelieu Québec J3B BJ6 (514) 349-1521	3 ^e partie de la <i>Loi sur les compagnies du Québec</i>	Variable





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Agriculture and Agri-Food (continued)			
Conseil de recherches en pêche et agroalimentaire du Québec			
To advise the Minister of Agriculture, Fisheries and Food Quebec on research and development activities to encourage dialogue in order to help the bio-food sector further the goal of sustainable development.	Direction de la recherche MAPAQ 200 St. Foy 9th Floor Quebec, Quebec G1R 4X6 (418) 646-5774	Gouvernement du Québec; <i>Loi sur le vérificateur général</i>	Vérificateur général
GEAGRI			
To contribute to the development of agriculture management and economy through the gathering of partners for the realization of activities, tools and services suited for customers' needs.	200 St. Foy 9th Floor Quebec, Quebec G1R 4X6 (418) 646-5772	Gouvernement du Québec : l'inspecteur général des institutions financières (incorporation)	Groupe Mallette Maheu
Manitoba Crop Diversification Centre (MCDC)			
An industry-led initiative with a mandate to identify, evaluate, demonstrate and facilitate the use of new crops, technologies and value added opportunities in a sustainable agricultural system. MCDC has three owned sites, and two partnership sites representing a range of soil and climates. Much of the Centre's work is carried out in co-operation with outside agencies, groups and individuals. The centre provides a variety of assistance for research and demonstration activities, including technical support and use of its facilities and land.	Box 309 Carberry, Manitoba R0K 0H0 (204) 834-6000	TB 795946 and 795046 which gave effective project approval to sign an agreement between the Govt. of Canada, the Govt. of the Province of Manitoba and the Manitoba Horticultural Productivity Enhancement Centre	Myers, Norris & Penny Auditor General





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Agriculture and Agri-Food (continued)			
Ontario Agriculture Training Institute (OATI)			
The main objective is to have OATI co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Ontario.	Suite 405 491 Eglinton Avenue West Toronto, Ontario M5N 1A8 (416) 485-3677	Section 4(a) of the <i>Department of Agriculture and Agri- Food Act</i>	Deloitte & Touche
POS Pilot Plant Corporation			
To be a practical world-class research and development facility for Canadian and international industry so that secondary and tertiary industry can be started and developed in Canada.	118 Veterinary Rd. Saskatoon, Sask. S7N 2R4 (306) 975-7066	<i>Canada Corporations Act, 1973</i>	KPMG Peat Marwick Thorne
Western Grains Research Foundation			
To initiate, encourage, support and conduct research into grain production and into economic and market development of grain products.	118 Veterinary Rd. Saskatoon, Sask. S7N 2R4 (306) 975-0060	<i>Canada Corporations Act, 1981</i>	Coopers & Lybrand

Minister of Canadian Heritage

1997 Brandon Canada Games Society Inc.

To plan, organize and stage the 1997 Canada Summer Games.	108 - 18th Street Brandon, Manitoba R7A 5A4 (204) 729-1997	<i>The Corporations Act (Manitoba) 1993</i>	Ernst & Young
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1999 Corner Brook Canada Winter Games Host Society

To plan, organize and stage the 1999 Canada Winter Games.	P.O. Box 1999 Corner Brook, Nfld. A2H 6T2 Tel: (709) 637-1999 Fax: (709) 785-1999	<i>The Corporations Act (Newfoundland) 1995</i>	To be appointed
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OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Canadian Heritage (continued)			
Association for the Export of Canadian Books			
To promote the export of Canadian books. To administer the export budget for the Department of Canadian Heritage's Book Publishing Industry Development Program.	Suite 1101 1 Nicholas St. Ottawa, Ontario K1N 7B7 (613) 562-2324	<i>Canada Corporations Act, 1972</i>	Robert B. Shortley
Calgary Olympic Development Association			
To foster the development of Canadian athletics; to administer the Olympic Endowment Funds; and to operate and maintain the Canada Olympic Park.	88 Canada Olympic Road S.W. Calgary, Alta. T2M 4N3 (403) 247-5416	<i>Society Act of Alberta, 1979</i>	Price Waterhouse
Canada Games Council			
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	1600 James Naismith Drive Gloucester, Ontario K1B 5N4 (613) 748-5799	<i>Canada Corporations Act, 1991</i>	Deloitte & Touche
Canada Television and Cable Production Fund			
To increase the broadcast presence of high quality Canadian programs and to enhance the Canadian broadcasting and production sector.	Suite 802 45 Charles St. E. Toronto, Ontario M4Y 1S2	<i>Canada Corporations Act, Part II, 1996</i>	KPMG
Canadian Sport and Fitness Administration Centre			
To provide support services in the areas of administration and promotion.	1600 James Naismith Drive Gloucester, Ontario K1B 5N4 (613) 748-5708	<i>Canada Corporations Act, 1974</i>	KPMG Peat Marwick Thorne, and Mitchell & Co.





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Canadian Heritage (continued)			
Coaching Association of Canada			
To improve the formal training of coaches through the National Coaching Certification Program and related programs, and to consolidate a profession of coaching which will ensure job opportunities are matched by qualified candidates.	1600 James Naismith Drive Gloucester, Ontario K1B 5N4 (613) 748-5624	<i>Canada Corporations Act</i> , 1971	Ouseley Hanvey Clipsham Deep
Commonwealth Centre for Sport Development			
To establish and operate a multi-sport development centre, dedicated to developing standards of high performance and competitive excellence in athletes and coaches, within domestic and international amateur sports.	4636 Elk Drive Victoria, B.C. V8Z 5M1 (604) 744-3538	<i>Society Act of B.C.</i> , 1988	KPMG Peat Marwick Thorne
Le Consortium de télévision Québec Canada Inc. (TV5)			
Promote the French language throughout the world through a specialty television service.	Bureau 101 1755, Boul. René-Lévesque Est Montreal, Quebec H2K 4P6	<i>Canada Corporations Act</i> , Part II, 1991	Samson Bélair Deloitte & Touche
National Sport Centre — Calgary			
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Faculty of Physical Education University of Calgary 2500 University Drive NW Calgary, Alberta T2N 1N4 Tel: (403) 220-8196 Fax: (403) 282-6972	<i>Society Act of Alberta</i> , 1994	Price Waterhouse





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
<i>Minister of Canadian Heritage (continued)</i>			
Pan American Games Society (WPG 1999) Inc.			
To plan, organize and stage the 1999 Pan American Games in Winnipeg.	500 Shaftsbury Blvd. Winnipeg, Manitoba R3P 0M1 (204) 985-1999	<i>The Corporations Act</i> (Manitoba) 1994	Price Waterhouse
Sport Information Resource Centre			
To maintain a non-profit national sport information resource centre to serve the educational needs of those involved in the development of sport and fitness in Canada.	1600 James Naismith Drive Gloucester, Ontario K1B 5N4 (613) 748-5658	<i>Canada Corporations Act</i> , 1987	Guindon Charron
<i>Minister of the Environment</i>			
Wildlife Habitat Canada			
To promote the conservation, restoration and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution and abundance of wildlife.	Suite 200 7 Hinton Avenue Ottawa, Ontario K1Y 4P1 (613) 722-2090	<i>Canada Corporations Act</i> , 1984	KPMG Peat Marwick Thorne
<i>Minister of Fisheries and Oceans</i>			
International Fisheries Commissions Pension Society			
To arrange for and administer the provision of pensions and insurance for Canadian employees of any international fisheries commission, whose seat or headquarters is established and maintained by Canada or the U.S., or both.	c/o Department of Fisheries and Oceans 200 Kent Street Ottawa, Ontario K1A 0E6 (613) 993-1860	<i>Canada Corporations Act</i> , 1957	Director General Corporate Review, Evaluation and Audit Directorate, Department of Fisheries and Oceans





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Foreign Affairs			
Asia-Pacific Foundation of Canada			
To develop closer ties between the peoples and institutions of Canada and the Asia-Pacific region.	Suite 666 999 Canada Place Vancouver, B.C. V6C 3E1 (604) 684-5986	<i>Asia-Pacific Foundation of Canada Act</i> , 1984	Arthur Andersen & Company
International Centre for Human Rights and Democratic Development			
To promote and support co-operation between Canada and other countries for the purpose of developing and strengthening human rights institutions.	1st Floor 63, rue de Brésoles Montreal, Quebec H2Y 1V7 (514) 283-6073	<i>International Centre for Human Rights and Democratic Development Act</i> , 1988	Auditor General of Canada
Roosevelt Campobello International Park Commission			
To administer as a memorial the Roosevelt Campobello International Park.	P.O. Box 9, Welshpool Campobello Is., N.B. E0G 3H0 (506) 752-2992	<i>The Roosevelt Campobello International Park Commission Act</i> , 1964	Foster, Carpenter, Black & Co.

Minister of Health

Canadian Centre on Substance Abuse

To promote increased awareness, on the part of Canadians, of matters relating to alcohol and drug abuse and their increased participation in the reduction of harm associated with such abuse, and to promote the use of relevant programs.

Suite 300
75 Albert Street,
Ottawa, Ontario
K1P 5E7
(613) 235-4048

*Canadian Centre on
Substance Abuse
Act*, 1988

McIntyre &
McLarty

Canadian Fitness and Lifestyle Research Institute

To conduct research, and collect, interpret and disseminate information pertaining to the fitness levels of Canadians.

Suite 201
185 Somerset St. W.
Ottawa, Ontario
K2P 0V2
(613) 233-5528

*Canada
Corporations Act*,
1980

Ouseley Hanvey
Clipsham Deep





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
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Minister of Health (continued)

PARTICIPaction

To inform Canadians about the positive benefits of physical fitness and to motivate them to adopt healthy, physically active lifestyles. To promote fitness through participation in sport and physical recreation.

Suite 220
40 Dundas St. W.
Toronto, Ontario
M5G 2C2
(416) 977-7467

*Canada
Corporations Act,
1971*

KPMG Peat
Marwick Thorne

Terry Fox Humanitarian Award Inc.

To encourage Canadian youth to seek high ideals as represented by Terry Fox by granting commemorative scholarships for the pursuit of higher education; to establish, maintain and manage an endowment fund.

c/o Simon Fraser
University
Burnaby,
British Columbia
V5A 1S6
(604) 291-3057

*Canada
Corporations Act,
1980*

Ouseley Hanvey
Clipsham Deep

Minister of Indian Affairs and Northern Development

Northern Native Fishing Corporation

To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishermen, and to foster their development as independent business operators.

P.O. Box 876
4-214 Third Ave. W.
Prince Rupert, B.C.
V8J 3Y1
(250) 627-8436

*British Columbia
Companies Act,
1982*

Carlyle Shepherd
& Co.

Minister of Industry

Canada Foundation for Innovation

To strengthen Canadian capability for research by committing funds to the development of research infrastructure in Canada.

350 Albert Street
P.O. Box 77
Ottawa, Ontario
K1R 1A4
(613) 947-6496

*Budget
Implementation Act,
1997*

To be appointed





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Industry and Minister Responsible for the Federal Office of Regional Development (Quebec)			
Association québécoise des bio-industries			
To provide services to businesses in the biotechnology industry (marketing, technology transfer and lobbying).	Suite 100 155 Chomedey Blvd. Chomedey, Quebec H7B 3Z1	<i>Loi sur les compagnies du Québec, 1995</i>	Campeau Vachon
Association québécoise des fabricants de l'industrie médicale			
To provide services to businesses in the health care products sector (marketing, technology transfer and lobbying).	8475 Christophe-Colomb P.O. Box 175 Succursale Youville Montreal, Quebec H2P 2V4	<i>Loi sur les compagnies du Québec, 1987</i>	Samson Bélair Deloitte & Touche
Centre d'entreprises et d'innovation de Montréal			
To provide services to businesses starting up, particularly in the areas of technology and fashion.	33 Prince Street Montreal, Quebec H3C 2M7	<i>Loi sur les compagnies du Québec, 1995</i>	Raymond, Chabot, Martin, Paré
Conseil de promotion du logiciel québécois			
To provide support to businesses for training on electronic data interchange.	Suite 600 407 St. Laurent Blvd. Montreal, Quebec H2Y 2Y5	<i>Loi sur les compagnies du Québec, 1990</i>	Raymond, Chabot, Martin, Paré
Fondation du maire de Montréal pour la Jeunesse			
To assist young disadvantaged Montrealers who are contributing to Montreal's economic development by starting their own businesses.	Suite 4.106 275 Notre-Dame E. Montreal, Quebec H2Y 1C6 (514) 872-8401	<i>Loi sur les compagnies du Québec, 1995</i>	Auditor of the City of Montreal
Fonds de développement-emploi Montréal			
To promote the economic development of the most disadvantaged areas of Montreal by providing capital funding to small local businesses through a capital investment fund.	Suite 100 5703 Sherbrooke E. Montreal, Quebec H1N 3M1	<i>Loi sur les compagnies du Québec, 1988</i>	Mallette Maheu





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
<i>Minister of Industry and Minister Responsible for the Federal Office of Regional Development (Quebec) (continued)</i>			
Inno-Centre To provide support to small and medium sized businesses.	Suite 220 4900 Jean Talon W. Montreal, Quebec H4P 1W9	<i>Loi sur les compagnies du Québec, 1985</i>	André Normandin
Institut de design Montréal To promote design as an economic value and to increase the exposure of designers on the local and international scenes.	Level 3 390 St. Paul E. Montreal, Quebec H2Y 1H2	<i>Loi sur les compagnies du Québec, 1989</i>	Raymond, Chabot, Martin, Paré
Institut EDI du Québec To assist software designers in marketing their products and suppliers in identifying software products in Quebec.	Ste. CT-228 Mezzanine World Trade Centre 393 St. Jacques W. Montreal, Quebec H2Y 1N9	<i>Loi sur les compagnies du Québec, 1990</i>	Samson Bélair Deloitte & Touche
Montréal International To promote the Greater Montreal area at an international level.	Suite 3200 380 St. Antoine W. Montreal, Quebec H2Y 3X7	<i>Loi sur les compagnies du Québec, 1988</i>	Raymond, Chabot, Martin, Paré
Plastiservices Inc. To provide services to businesses in the plastics industry in order to develop this industry in Montreal East.	Ste. 201 7777 Louis-H. Lafontaine, Anjou, Quebec H1K 4E4 (514) 355-2266	<i>Loi sur les compagnies du Québec, 1994</i>	Geoffroy Montcalm Lacasse





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Natural Resources			
Canada-Newfoundland Offshore Petroleum Board			
To administer the relevant provisions of the <i>Canada-Newfoundland Atlantic Accord Implementation Acts</i> as enacted by the Parliament of Canada and the Legislation of Newfoundland and Labrador. The Board is funded by equal contributions from both the federal and provincial governments.	6th floor, TD Centre 140 Water Street St. John's, Newfoundland A1C 6H6 (709) 778-1400	The <i>Canada-Newfoundland Atlantic Accord Implementation Acts</i> , 1985	Deloitte & Touche
Canada-Nova Scotia Offshore Petroleum Board			
To administer the relevant provisions of the <i>Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Acts</i> enacted by the Parliament of Canada and the Legislation of Nova Scotia. The Board is funded by both the federal and provincial governments with equal contributions.	6th Floor TD Centre 1791 Barrington Street Halifax, Nova Scotia B3N 3K9 (902) 422-5588	The <i>Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act</i> , 1982	Deloitte & Touche
Forest Engineering Research Institute of Canada			
To conduct research and development aimed at improving the efficiency of operations relating to the harvesting and transportation of wood and to improving the equipment used for silvicultural and private woodlots forestry.	580 St. Jean Blvd. Pointe-Claire, Quebec H3R 3J9 (514) 694-1140	<i>Canada Corporations Act</i> , 1976	Samson Bélair Deloitte & Touche





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Natural Resources (continued)			
Forintek Canada Corporation			
To be the leading force in the technological advancement of the Canadian wood products industry, through creation and implementation of innovative concepts, processes, products, and education programs.	2665 East Mall University of British Columbia Vancouver, B.C. V6T 1W5 (604) 224-3221	<i>Canada Corporations Act, 1979</i>	Deloitte & Touche
Maritime Forestry Complex Corporation			
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre, RR #10, Fredericton, N.B. E3B 6H6 (506) 453-3801	<i>Maritime Forestry Complex Corporations Act, New Brunswick, 1980</i>	Deloitte & Touche
National Community Tree Foundation			
To promote public awareness and education regarding Canada's forests, to provide leadership and community action in building the conservation ethic in Canada and in co-ordinating actions and soliciting co-operation and funding, in support of tree planting and forest conservation.	Suite 1550 220 Laurier Avenue West Ottawa, Ontario K1P 5Z9 (613) 567-5545	<i>Canada Corporations Act, 1991</i>	KPMG Peat Marwick Thorne
Pulp and Paper Research Institute of Canada			
To enhance the technical competitiveness of its member companies through activities that support and supplement their own research and technical efforts.	570 Saint-Jean Blvd. Pointe Claire, Quebec H9R 3J9 (514) 630-4100	<i>Canada Companies Act, 1950</i>	Samson Bélair Deloitte & Touche





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Transport			
Blue Water Bridge Authority			
To acquire, hold, operate, maintain, repair and add to the Canadian portion of the Blue Water Bridge between Point Edward, Ontario and Port Huron, Michigan.	Bridge Street Point Edward, Ontario N7V 4J5 (519) 336-2720	<i>Blue Water Bridge Authority Act, 1964</i>	Deloitte & Touche
Buffalo and Fort Erie Public Bridge Authority			
To construct, maintain and operate the Peace Bridge between Buffalo, New York and Fort Erie, Ontario.	The Peace Bridge Peace Bridge Plaza Buffalo, N.Y. 14213 U.S.A. (905) 871-1608	<i>An Act respecting the Buffalo and Fort Erie Public Bridge Company, 1934</i>	Ernst & Young
Saint John Harbour Bridge Authority			
To construct a bridge across the Harbour of Saint John, to enter into agreements respecting the financing, construction and financial operation of the bridge, and to collect tolls and other charges for the operation and maintenance of the bridge.	29 King Street P.O. Box 3728, Station B West Saint John, N. B. E2M 5C1 (506) 635-1320	<i>An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962</i>	Deloitte & Touche





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
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Minister of Transport (continued)

CANADIAN AIRPORT AUTHORITIES:

The mandate of a Canadian Airport Authority is to manage, operate and develop the airport(s) for which it is responsible in a safe, secure, efficient, cost effective and financially viable manner with reasonable airport user charges and equitable access to all air carriers; undertake and promote the development of the airport lands for which it is responsible for uses compatible with air transportation activities; and expand transportation facilities and generate economic activity in ways which are compatible with air transportation activities.

Greater London International Airport Authority	Xenon Capital Corporation Suite 400, 248 Pall Mall St. London, Ontario N6A 5P6	<i>Canada Corporations Act, Part II</i>	To be appointed
Greater Moncton Airport Authority, The	Suite 110 236 St. George Street Moncton, N.B. E1C 1W1	<i>Canada Corporations Act, Part II</i>	To be appointed
Greater Toronto Airports Authority	P.O. Box 60311 Toronto AMF, Ontario L5P 1B2	<i>Canada Corporations Act, Part II</i>	To be appointed
Halifax International Airport	800 - 1959 Upper Water Street Halifax, N.S. B3J 2X2	<i>Canada Corporations Act, Part II</i>	To be appointed
Ottawa Macdonald-Cartier International Airport Authority	Suite 1132 Royal Bank Centre 90 Sparks Street Ottawa, Ontario K1P 5B4	<i>Canada Corporations Act, Part II</i>	To be appointed





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
<i>Minister of Transport (continued)</i>			
Saint John Airport Transition Team	New Brunswick Telephone Company Limited One Brunswick Square P.O. Box 1430 Saint John, N.B. E2L 4K2	<i>Canada Corporations Act, Part II</i>	To be appointed
Saskatoon Airport Authority	700-122 First Ave. South Saskatoon Saskatchewan S7K 7E5	<i>Canada Corporations Act, Part II</i>	To be appointed
Société aéroportuaire de Québec	Maison régionale de l'industrie et du commerce du Québec 17 rue St-Louis, B.P. 430 Quebec City, Quebec G1R 3Y8	<i>Canada Corporations Act, Part II</i>	To be appointed
St. John's Regional Airport Planning Group	St. John's Board of Trade Baine Johnston Centre 10 Fort William Place P.O. Box 5127 St. John's, Nfld. A1C 5V5	<i>Canada Corporations Act, Part II</i>	To be appointed
Thunder Bay International Airports Authority Inc.	c/o Carrel & Partners P.O. Box 638 West Arthur Place Thunder Bay, Ontario P7B 4W6	<i>Canada Corporations Act, Part II</i>	To be appointed
Victoria Airport Authority	201-1640 Electra Blvd. Sydney, B.C. V8L 5V4	<i>Canada Corporations Act, Part II</i>	To be appointed





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
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Minister of Transport (Continued)

Winnipeg Airports Authority Inc.	Room 249 2000 Wellington Ave. Winnipeg, Manitoba R3H 1C1	<i>Canada Corporations Act, Part II</i>	To be appointed
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HARBOUR COMMISSIONS:

To manage and control the harbour and the works and property therein under its jurisdiction. To develop the port and act as a catalyst in the utilization of port facilities and furthering trade nationally and internationally.

Fraser River Harbour Commission

713 Columbia Street Suite 500 New Westminster, B.C. V3M 1B2 (604) 524-6655	<i>Harbour Commission Act, 1964</i>	Doane Raymond
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Hamilton Harbour Commission

605 James Street N. Hamilton, Ontario L8L 1K1 (905) 525-4330	<i>Hamilton Harbour Commissioners Act, 1957</i>	Coopers & Lybrand
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Nanaimo Harbour Commission

104 Front Street P.O. Box 131 Nanaimo, B.C. V9R 5K4 (604) 753-4146	<i>Harbour Commission Act, 1964</i>	Bestwick and Partners
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North Fraser Harbour Commission

2020 Airport Road Richmond, B.C. V7B 1C6 (604) 273-1866	<i>Harbour Commission Act, 1964</i>	BDO Dunwoody
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OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
<i>Minister of Transport (continued)</i>			
Oshawa Harbour Commission	1050 Farwell Street P.O. Box 492 Oshawa, Ontario L1H 6N6 (905) 576-0400	<i>Harbour Commission Act, 1964</i>	Deloitte & Touche
Port Alberni Harbour Commission	2750 Harbour Road P.O. Box 99 Port Alberni, B.C. V9Y 7W6 (604) 723-5312	<i>Harbour Commission Act, 1964</i>	Newman Hill Duncan & Lacoursière
Thunder Bay Harbour Commission	100 Main St. Thunder Bay, Ontario P7B 6R9 (807) 345-6400	<i>Harbour Commission Act, 1964</i>	KPMG Peat Marwick Thorne
Toronto Harbour Commission	60 Harbour Street Toronto, Ontario M5J 1B7 (416) 863-2065	<i>Toronto Harbour Commissioners Act, 1911</i>	KPMG Peat Marwick Thorne
Windsor Harbour Commission	500 Riverside Drive W. Windsor, Ontario N9A 5K6 (519) 258-5741	<i>Harbour Commission Act, 1964</i>	Coopers & Lybrand





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Minister of Transport (Continued)			
NAV CANADA			
To acquire, own, manage, operate and develop the Canadian civil air navigation system in a safe, secure, efficient and cost effective manner.	77 Metcalfe Street Ottawa, Ontario K1P 5L6	<i>Canada Corporations Act</i> , Part II, 1996	KPMG Peat Marwick Thorne
Minister of Veterans Affairs			
Army Benevolent Fund			
To relieve distress and promote the well being of Second World War veterans of the Canadian Army and their dependants through the provision of financial assistance.	245 Cooper Street Ottawa, Ontario K2P 0G2 (613) 996-6150	<i>Army Benevolent Fund Act</i> , 1947	Auditor General of Canada
Last Post Fund			
To ensure the provision of a dignified funeral and burial to eligible war veterans.	Suite 916 685 Cathcart St. Montreal, Quebec H3B 1M7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada





OTHER ENTITIES

Description and General Information

Responsible Minister Corporation Mandate/Government Objective	Head Office Information	Statutory Authority and Year Incorporated	Auditor
Prime Minister			
Nature Trust of British Columbia, The			
To purchase and preserve ecologically important parcels of land in B.C.	808-100 Park Royal South West Vancouver, B.C. V7T 1A2 (604) 925-1128	<i>Canada Corporations Act, 1971</i>	KPMG Peat Marwick Thorne
Vanier Institute of the Family, The			
To promote the spiritual and material well-being of Canadian families and to study their social, physical, mental, moral and financial environment and characteristics.	94 Centrepointhe Drive Nepean, Ontario K2G 6B1 (613) 228-8500	<i>Canada Business Corporations Act, 1965</i>	McCay, Duff

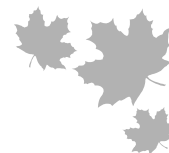
BANKRUPTCY AND INSOLVENCY ACT

Description and General Information

The Superintendent of Bankruptcy has received shares in the following corporations from the trustee pursuant to the *Bankruptcy and Insolvency Act*:

1. Amertek Inc.
2. Autoskill International Inc.
3. Carvern International Industries Ltd.
4. Colby Resources Corp.
5. Kenloch Distillers Ltd.
6. Les laboratoires Quelab Inc.





CONSOLIDATED LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA





CONSOLIDATED LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA¹

Name of Corporation	Category	Ministerial Portfolio
176422 Canada Inc.	Subsidiary of Montreal Port Corporation	Transport
1997 Brandon Canada Games Society Inc.	Other Entity	Canadian Heritage
1999 Corner Brook Canada Winter Games Host Society	Other Entity	Canadian Heritage
2717786 Canada Inc.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
2875039 Canada Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
2875047 Canada Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
3106900 Canada Inc.	Subsidiary of Canada Post Corporation	Public Works and Government Services
3148131 Canada Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
964102 Ontario Inc.	Subsidiary of PCL Courier Holdings Inc.	Public Works and Government Services
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
African Development Bank	International Organization	Foreign Affairs
Agriculture Institute of Management in Saskatchewan, Inc.	Other Entity	Agriculture and Agri-Food
Agri-Food Innovation Fund	Other Entity	Agriculture and Agri-Food
Army Benevolent Fund	Other Entity	Veterans Affairs
Asian Development Bank	International Organization	Foreign Affairs
Asia-Pacific Foundation of Canada	Other Entity	Foreign Affairs
Association for the Export of Canadian Books	Other Entity	Canadian Heritage
Association québécoise des bio-industries	Other Entity	Industry (FORD-Q)
Association québécoise des fabricants de l'industrie médicale	Other Entity	Industry (FORD-Q)
Atlantic Pilotage Authority	Parent Crown Corporation	Transport
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources

1. Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.





Name of Corporation	Category	Ministerial Portfolio
B.C. Investment Agriculture Foundation	Other Entity	Agriculture and Agri-Food
Bank of Canada	Parent Crown Corporation	Finance
Bell Bray Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation	Industry
Blue Water Bridge Authority	Other Entity	Transport
Buffalo and Fort Erie Public Bridge Authority	Other Entity	Transport
Business Development Bank of Canada	Parent Crown Corporation	Industry
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Calgary Olympic Development Association	Other Entity	Canadian Heritage
Canada Council	Parent Crown Corporation	Canadian Heritage
Canada Deposit Insurance Corporation	Parent Crown Corporation	Finance
Canada Development Investment Corporation	Parent Crown Corporation	Finance
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation	Finance
Canada Foundation for Innovation*	Other Entity	Industry
Canada Games Council	Other Entity	Canadian Heritage
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation	Finance
Canada Lands Company Limited	Parent Crown Corporation	Public Works and Government Services
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
Canada Lands Company (Vieux-Port de Québec) Inc.	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Public Works and Government Services
Canada-Newfoundland Offshore Petroleum Board	Other Entity	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Other Entity	Natural Resources
Canada Place Corporation	Subsidiary of Vancouver Port Corporation	Transport
Canada Ports Corporation	Parent Crown Corporation	Transport
Canada Post Corporation	Parent Crown Corporation	Public Works and Government Services
Canada Post Holdings	Subsidiary of Canada Post Corporation	Public Works and Government Services

* The Canada Foundation for Innovation became a legal entity with the April 25, 1997 passage of the *Budget Implementation Act*.





Name of Corporation	Category	Ministerial Portfolio
Canada Post Systems Management Ltd.	Subsidiary of Canada Post Corporation	Public Works and Government Services
Canada Television and Cable Production Fund	Other Entity	Canadian Heritage
Canadian Broadcasting Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Centre for Swine Improvement	Other Entity	Agriculture and Agri-Food
Canadian Centre on Substance Abuse	Other Entity	Health
Canadian Commercial Corporation	Parent Crown Corporation	International Trade
Canadian Dairy Commission	Parent Crown Corporation	Agriculture and Agri-Food
Canadian Dairy Network	Other Entity	Agriculture and Agri-Food
Canadian Farm Business Management Council	Other Entity	Agriculture and Agri-Food
Canadian Film Development Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Fitness and Lifestyle Research Institute	Other Entity	Health
Canadian International Grains Institute	Other Entity	Agriculture and Agri-Food
Canadian Livestock Records Corporation	Other Entity	Agriculture and Agri-Food
Canadian Museum of Civilization	Parent Crown Corporation	Canadian Heritage
Canadian Museum of Nature	Parent Crown Corporation	Canadian Heritage
Canadian Race Relations Foundation	Parent Crown Corporation	Canadian Heritage
Canadian Sport and Fitness Administration Centre	Other Entity	Canadian Heritage
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Canadian Tennis Technology Limited	Associate of Enterprise Cape Breton Corporation	Industry
Canadian Wheat Board, The	Parent Crown Corporation	Natural Resources/ Canadian Wheat Board
Cape Breton Carbofuels Limited	Subsidiary of Cape Breton Development Corporation	Natural Resources
Cape Breton Development Corporation	Parent Crown Corporation	Natural Resources
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Caribbean Development Bank	International Organization	Foreign Affairs
Centre de développement du porc du Québec Inc.	Other Entity	Agriculture and Agri-Food
Centre d'entreprises et d'innovation de Montréal	Other Entity	Industry (FORD-Q)
Club Export Agro-alimentaire du Québec	Other Entity	Agriculture and Agri-Food
CN Tower Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
Coaching Association of Canada	Other Entity	Canadian Heritage





Name of Corporation	Category	Ministerial Portfolio
Cominco Ltd.	Associate of Business Development Bank of Canada	Industry
Commonwealth Centre for Sport Development	Other Entity	Canadian Heritage
Commonwealth War Graves Commission	International Organization	Veterans Affairs
Conseil de promotion du logiciel québécois	Other Entity	Industry (FORD-Q)
Conseil de recherches en pêche et agroalimentaire du Québec	Other Entity	Agriculture and Agri-Food
Cooperative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation	Public Works and Government Services
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Defence Construction (1951) Limited	Parent Crown Corporation	Public Works and Government Services
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Enterprise Cape Breton Corporation	Parent Crown Corporation	Industry
European Bank for Reconstruction and Development	International Organization	Finance
Exinvest Inc.	Subsidiary of Export Development Corporation	International Trade
Export Development Corporation	Parent Crown Corporation	International Trade
Farm Credit Corporation	Parent Crown Corporation	Agriculture and Agri-Food
Fondation du maire de Montréal pour la Jeunesse	Other Entity	Industry (FORD-Q)
Fonds de développement-emploi Montréal	Other Entity	Industry (FORD-Q)
Forest Engineering Research Institute of Canada	Other Entity	Natural Resources
Forintek Canada Corporation	Other Entity	Natural Resources
Fraser River Harbour Commission	Other Entity	Transport
Freshwater Fish Marketing Corporation	Parent Crown Corporation	Fisheries and Oceans
GEAGRI	Other Entity	Agriculture and Agri-Food
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation	Industry
Great Lakes Fishery Commission	International Organization	Fisheries and Oceans
Great Lakes Pilotage Authority, Ltd.	Subsidiary of The St. Lawrence Seaway Authority; Parent Crown Corporation pursuant to the <i>Pilotage Act</i>	Transport
Greater London International Airport Authority	Other Entity	Transport





Name of Corporation	Category	Ministerial Portfolio
Greater Moncton Airport Authority, The	Other Entity	Transport
Greater Toronto Airports Authority	Other Entity	Transport
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Halifax International Airport	Other Entity	Transport
Halifax Port Corporation	Parent Crown Corporation	Transport
Hamilton Harbour Commission	Other Entity	Transport
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation	Finance
Inno-Centre	Other Entity	Industry (FORD-Q)
Institut de design Montréal	Other Entity	Industry (FORD-Q)
Institut EDI du Québec	Other Entity	Industry (FORD-Q)
Inter-American Development Bank	International Organization	Foreign Affairs
International Bank for Reconstruction and Development	International Organization	Finance
International Boundary Commission	International Organization	Foreign Affairs
International Centre for Human Rights and Democratic Development	Other Entity	Foreign Affairs
International Development Association	International Organization	Finance
International Development Research Centre	Parent Crown Corporation	Foreign Affairs
International Finance Corporation	International Organization	Finance
International Fisheries Commissions Pension Society	Other Entity	Fisheries and Oceans
International Lake Memphremagog Levels Board	International Organization	Environment
International Lake of the Woods Control Board	International Organization	Environment
International Monetary Fund	International Organization	Finance
International Niagara Committee	International Organization	Environment
International Pacific Halibut Commission	International Organization	Fisheries and Oceans
International Porcupine Caribou Board	International Organization	Environment
IPC Technology S.C.	Subsidiary of Cooperative Vereniging International Post Corporation U.A.	Public Works and Government Services
IPC Unipost S.C.	Subsidiary of Cooperative Vereniging International Post Corporation U.A.	Public Works and Government Services
Last Post Fund	Other Entity	Veterans Affairs
Laurentian Pilotage Authority	Parent Crown Corporation	Transport
Le Consortium de télévision Québec Canada Inc. (TV5)	Other Entity	Canadian Heritage





Name of Corporation	Category	Ministerial Portfolio
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources
Lynwood Inn Limited	Associate of Enterprise Cape Breton Corporation	Industry
Manitoba Crop Diversification Centre	Other Entity	Agriculture and Agri-Food
Marine Atlantic Inc.	Parent Crown Corporation	Transport
Maritime Forestry Complex Corporation	Other Entity	Natural Resources
Master FM Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Meicor Inc.	Subsidiary of Theratronics International Limited	Finance
Montréal International	Other Entity	Industry (FORD-Q)
Montreal Port Corporation	Parent Crown Corporation	Transport
Multilateral Investment Guarantee Agency	International Organization	Finance
Nanaimo Harbour Commission	Other Entity	Transport
National Arts Centre Corporation	Parent Crown Corporation	Canadian Heritage
National Capital Commission	Parent Crown Corporation	Canadian Heritage
National Community Tree Foundation	Other Entity	Natural Resources
National Gallery of Canada	Parent Crown Corporation	Canadian Heritage
National Museum of Science and Technology	Parent Crown Corporation	Canadian Heritage
National Sea Products Limited	Mixed Enterprise	Finance
National Sport Centre — Calgary	Other Entity	Canadian Heritage
Nature Trust of British Columbia, The	Other Entity	Prime Minister
NAV CANADA	Other Entity	Transport
North American Commission for Environmental Cooperation — Joint Public Advisory Committee	International Organization	Environment
North Fraser Harbour Commission	Other Entity	Transport
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise	Industry (Western Economic Diversification)
Northern Native Fishing Corporation	Other Entity	Indian Affairs and Northern Development
NPM Nuclear Project Managers Canada Inc.	Mixed Enterprise	Natural Resources
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the <i>Financial Administration Act</i> .	Public Works and Government Services
Ontario Agriculture Training Institute	Other Entity	Agriculture and Agri-Food
Oshawa Harbour Commission	Other Entity	Transport
Ottawa Macdonald-Cartier International Airport Authority	Other Entity	Transport





Name of Corporation	Category	Ministerial Portfolio
Pacific Pilotage Authority	Parent Crown Corporation	Transport
Pacific Salmon Commission	International Organization	Fisheries and Oceans
Pan American Games Society (WPG 1999) Inc.	Other Entity	Canadian Heritage
PARTICIPaction	Other Entity	Health
PCL Courier Holdings Inc.	Subsidiary of Canada Post Holdings	Public Works and Government Services
Petro-Canada	Mixed Enterprise	Finance
Petro-Canada Limited	Parent Crown Corporation	Finance
Plastiservices Inc.	Other Entity	Industry (FORD-Q)
Port Alberni Harbour Commission	Other Entity	Transport
Port of Quebec Corporation	Parent Crown Corporation	Transport
POS Pilot Plant Corporation	Other Entity	Agriculture and Agri-Food
Prince Rupert Port Corporation	Parent Crown Corporation	Transport
Pulp and Paper Research Institute of Canada	Other Entity	Natural Resources
Purolator Courier Ltd.	Subsidiary of PCL Courier Holdings Inc.	Public Works and Government Services
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Queens Quay West Land Corporation	Parent Crown Corporation	Public Works and Government Services
Ridley Terminals Inc.	Subsidiary of Canada Ports Corporation	Transport
Roosevelt Campobello International Park Commission	Other Entity	Foreign Affairs
Royal Canadian Mint	Parent Crown Corporation	Public Works and Government Services
Saint John Airport Transition Team	Other Entity	Transport
Saint John Harbour Bridge Authority	Other Entity	Transport
Saint John Port Corporation	Parent Crown Corporation	Transport
St. John's Port Corporation	Parent Crown Corporation	Transport
St. John's Regional Airport Planning Group	Other Entity	Transport
St. Lawrence Seaway Authority, The	Parent Crown Corporation	Transport
Saskatoon Airport Authority	Other Entity	Transport
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation	Industry
Société aéroportuaire de Québec	Other Entity	Transport
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise	Industry (FORD-Q)





Name of Corporation	Category	Ministerial Portfolio
Sport Information Resource Centre	Other Entity	Canadian Heritage
Standards Council of Canada	Parent Crown Corporation	Industry
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Terry Fox Humanitarian Award Inc.	Other Entity	Health
The Jacques Cartier and Champlain Bridges Incorporated	Subsidiary of The St. Lawrence Seaway Authority	Transport
The Seaway International Bridge Corporation, Ltd.	Subsidiary of The St. Lawrence Seaway Authority	Transport
Theratronics International Limited	Subsidiary of Canada Development Investment Corporation	Finance
Thunder Bay Harbour Commission	Other Entity	Transport
Thunder Bay International Airports Authority Inc.	Other Entity	Transport
Toronto Harbour Commission	Other Entity	Transport
Vancouver Port Corporation	Parent Crown Corporation	Transport
Vanier Institute of the Family, The	Other Entity	Prime Minister
Varsity Corporation	Associate of Canada Development Investment Corporation	Finance
VIA Rail Canada Inc.	Parent Crown Corporation	Transport
Victoria Airport Authority	Other Entity	Transport
Visnews Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Western Grains Research Foundation	Other Entity	Agriculture and Agri-Food
Wildlife Habitat Canada	Other Entity	Environment
Windsor Harbour Commission	Other Entity	Transport
Winnipeg Airports Authority Inc.	Other Entity	Transport





TABLING OF REPORTS IN PARLIAMENT

The Importance of Adequate and Timely Information to Parliament

The provision of adequate and timely information to Parliament is a major objective of the control and accountability regime for Crown corporations. A well-functioning accountability framework is based on the premise that Parliament and the government will receive useful information that will allow active judgement of corporate performance.

Corporations report on their performance through the corporate plan summary and the annual report. For each Crown corporation listed in Part I and Part II of Schedule III of the *Financial Administration Act* (FAA), the appropriate minister tables a corporate plan summary, a capital budget summary and an annual report in Parliament. In addition, an operating budget summary is tabled for Crown corporations listed in Part I of Schedule III.

The corporate plan and budget summaries inform Parliament of the major strategic and financial elements of each Crown corporation. The summaries are based on the approved corporate plan and budgets, and cover the businesses, activities and investments of a corporation and of its wholly owned subsidiaries with respect to its future operations. A corporation's annual report informs Parliament of the corporation's performance relative to the objectives, strategies and activities approved by the government and tabled in the previous corporate plan and budget summaries.





Reports Tabled in Parliament

This section shows the tablings in Parliament, by appropriate ministers, of Crown corporation documents for the year ended July 31, 1997 pursuant to subsection 152(1) of the FAA.

The table below provides a record of tablings of annual reports and summaries for the period from August 1, 1996 to July 31, 1997. In particular, it contains information on those documents tabled or due to be tabled during the current reporting period, as well as documents due to be tabled in a previous reporting period and actually tabled during the current one. In some cases, the deadline falls after July 31, 1997, and, because future sitting days cannot be predicted, the deadlines have not been calculated. Where the deadline has not been calculated and the report has been tabled, it is considered on time and will not be reported in future years.

Subsection 152(2) of the FAA requires the Auditor General of Canada to attest to the accuracy of this information in the Auditor General's annual report to the House of Commons.

The Deadlines for Tabling in Parliament

The sitting dates used to calculate deadlines are drawn from the House of Commons *Journals* and the Senate *Journals*.

The deadlines for tabling, before each House of Parliament, the corporate plan summary, budget summaries and annual report are:

- **Corporate Plan Summary:** 30 sitting days after approval by the Governor in Council of the corporate plan. A summary of an amended corporate plan has the same deadline.
- **Capital and Operating Budget Summaries:** 30 sitting days after Treasury Board approval of the budget. Where the operating and/or capital budgets are incorporated into the corporate plan, the deadlines for the budget summaries are the same as those for the corporate plan summary.
- **Annual Report:** A corporation is to submit, to the appropriate minister, an annual report within three months of its financial year-end. The appropriate minister has 15 sitting days to table the annual report in each House of Parliament. The deadline is calculated from the date on which the appropriate minister acknowledges receipt of the report, when available, or three months following the fiscal year-end of the corporation, whichever is earlier.

Further Information

Information on annual reports and corporate plan and budget summaries may be obtained by contacting the individual corporations. The Corporate Abstracts section of this report provides additional information on individual Crown corporations.





TABLING OF REPORTS IN PARLIAMENT BY SCHEDULED PARENT CROWN CORPORATIONS DURING THE YEAR ENDED JULY 31, 1997

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Atlantic Pilotage Authority					
1996	Annual Report	1997-04-25	1997-04-07	n/av	1997-04-08
1997	Capital Budget Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
1997	Operating Budget Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
Atomic Energy of Canada Limited					
1995/96	Annual Report	1996-10-04	1996-07-17	1996-11-05	1996-09-24
Canada Deposit Insurance Corporation					
1997/98	Capital Budget Summary	n/av	1997-04-25	n/av	no
1997/98	Operating Budget Summary	n/av	1997-04-25	n/av	no
1997/98 to 2001/02	Corporate Plan Summary	n/av	1997-04-25	n/av	no
Canada Development Investment Corporation					
1996	Annual Report	1997-04-25	1997-04-17	n/av	1997-04-21
1997	Capital Budget Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
Canada Lands Company Limited					
1995/96	Annual Report	1996-10-04	1996-08-21	1996-11-05	1996-09-24

In this table, n/av means not available.





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Mortgage and Housing Corporation					
1996	Annual Report	1997-04-25	1997-04-24	n/av	no
1996	Operating Budget Summary				
	Amendment	1997-04-07	1997-03-21	1997-04-24	1997-04-08
1997	Capital Budget Summary	1997-04-07	1997-03-21	1997-04-24	1997-04-08
1997	Operating Budget Summary	1997-04-07	1997-03-21	1997-04-24	1997-04-08
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-21	1997-04-24	1997-04-08
Canada Ports Corporation ¹					
1997	Capital Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
Canadian Commercial Corporation					
1995/96	Annual Report	1996-10-02	1996-07-17	1996-10-30	1996-09-24
Canadian Dairy Commission					
1995/96	Annual Report	1996-11-28	1996-11-07	1996-12-16	1996-11-25
1996/97	Capital Budget Summary	1996-11-04	1996-10-24	1996-12-17	1996-10-28
1996/97	Operating Budget Summary	1996-11-04	1996-10-24	1996-12-17	1996-10-28
1996/97 to 2000/01	Corporate Plan Summary	1996-11-04	1996-10-24	1996-12-17	1996-10-28
Canadian Museum of Civilization					
1995/96	Annual Report	1996-10-04	1996-08-21	1996-11-05	1996-09-24
1996/97	Capital Budget Summary	1996-11-04	1996-11-07	1996-12-17	1996-11-25
1996/97	Operating Budget Summary	1996-11-04	1996-11-07	1996-12-17	1996-11-25
1996/97 to 2000/01	Corporate Plan Summary	1996-11-04	1996-11-07	1996-12-17	1996-11-25





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Museum of Nature					
1995/96	Capital Budget Summary	1996-11-04	1996-11-07	1996-12-17	1996-11-25
1995/96	Operating Budget Summary	1996-11-04	1996-11-07	1996-12-17	1996-11-25
1995/96 to 1999/2000	Corporate Plan Summary	1996-11-04	1996-11-07	1996-12-17	1996-11-25
1995/96	Annual Report	1996-10-04	1996-08-21	1996-11-05	1996-09-24
1996/97	Capital Budget Summary	1996-11-04	1996-11-07	1996-12-17	1996-11-25
1996/97	Operating Budget Summary	1996-11-04	1996-11-07	1996-12-17	1996-11-25
1996/97 to 2000/01	Corporate Plan Summary	1996-11-04	1996-11-07	1996-12-17	1996-11-25
Cape Breton Development Corporation					
1995/96	Annual Report	1996-10-04	1996-07-17	1996-11-05	1996-09-24
Defence Construction (1951) Limited					
1995/96	Annual Report	1996-10-02	1996-07-17	1996-10-30	1996-09-24
Enterprise Cape Breton Corporation					
1994/95	Capital Budget Summary	1994-11-04	1996-07-17	1995-03-01	1996-09-24
1994/95	Operating Budget Summary	1994-11-04	1996-07-17	1995-03-01	1996-09-24
1994/95 to 1998/99	Corporate Plan Summary	1994-11-04	1996-07-17	1995-03-01	1996-09-24
1995/96	Annual Report	1996-10-04	1996-07-17	1996-11-05	1996-09-24
1996/97	Capital Budget Summary	1996-05-30	1996-07-17	1996-10-01	1996-09-24
1996/97	Operating Budget Summary	1996-05-30	1996-07-17	1996-10-01	1996-09-24
1996/97 to 2000/01	Corporate Plan Summary	1996-05-30	1996-07-17	1996-10-01	1996-09-24
1996/97	Capital Budget Summary Amendment	1996-12-06	no	1997-02-12	no
1996/97	Operating Budget Summary Amendment	1996-12-06	no	1997-02-12	no
Export Development Corporation					
1996	Annual Report	1997-04-18	1997-03-17	n/av	1997-03-18
1997	Capital Budget Summary	1997-04-07	1997-03-07	1997-04-24	1997-03-10
1997	Operating Budget Summary	1997-04-07	1997-03-07	1997-04-24	1997-03-10
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-07	1997-04-24	1997-03-10





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Freshwater Fish Marketing Corporation					
1995/96	Annual Report	1996-10-04	1996-10-29	1996-11-05	1996-10-30
Great Lakes Pilotage Authority, Ltd.					
1996	Annual Report	1997-04-25	1997-04-07	n/av	1997-04-08
1997	Capital Budget Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
1997	Operating Budget Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
Halifax Port Corporation¹					
1996	Annual Report	1997-04-25	no	n/av	no
1997	Capital Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
Laurentian Pilotage Authority					
1996	Capital Budget Summary	1996-11-04	1996-09-26	1996-12-17	1996-10-01
1996	Operating Budget Summary	1996-11-04	1996-09-26	1996-12-17	1996-10-01
1996 to 2000	Corporate Plan Summary	1996-11-04	1996-09-26	1996-12-17	1996-10-01
1996	Annual Report	1997-04-25	1997-04-07	n/av	1997-04-08
1997	Capital Budget Summary	n/av	1997-04-07	n/av	1997-04-08
1997	Operating Budget Summary	n/av	1997-04-07	n/av	1997-04-08
1997 to 2001	Corporate Plan Summary	n/av	1997-04-07	n/av	1997-04-08
Marine Atlantic Inc.					
1996	Annual Report	1997-04-25	no	n/av	no
1997	Capital Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997	Operating Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
Montreal Port Corporation¹					
1996	Annual Report	1997-04-25	no	n/av	no
1997	Capital Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
National Capital Commission					
1995/96	Annual Report	1996-10-04	1996-08-21	1996-11-05	1996-09-24
1996/97	Capital Budget Summary	1996-09-27	1996-08-21	1996-10-31	1996-09-24
1996/97	Operating Budget Summary	1996-09-27	1996-08-21	1996-10-31	1996-09-24
1996/97 to 2000/01	Corporate Plan Summary	1996-09-27	1996-08-21	1996-10-31	1996-09-24
National Gallery of Canada					
1995/96	Annual Report	1996-10-04	1996-10-07	1996-11-05	no
1996/97	Capital Budget Summary	1996-11-04	1996-11-27	1996-12-17	1996-12-03
1996/97	Operating Budget Summary	1996-11-04	1996-11-27	1996-12-17	1996-12-03
1996/97 to 2000/01	Corporate Plan Summary	1996-11-04	1996-11-27	1996-12-17	1996-12-03
National Museum of Science and Technology					
1995/96	Annual Report	1996-10-04	1996-08-21	1996-11-05	1996-09-24
1996/97	Capital Budget Summary	1996-11-04	1996-08-21	1996-12-17	1996-09-24
1996/97	Operating Budget Summary	1996-11-04	1996-08-21	1996-12-17	1996-09-24
1996/97 to 2000/01	Corporate Plan Summary	1996-11-04	1996-08-21	1996-12-17	1996-09-24
Old Port of Montreal Corporation Inc.					
1995/96	Annual Report	1996-10-04	1996-07-17	1996-11-05	1996-09-24
1996/97	Capital Budget Summary	1996-10-04	no	1996-11-25	no
1996/97	Operating Budget Summary	1996-10-04	no	1996-11-25	no
1996/97 to 2000/01	Corporate Plan Summary	1996-10-04	no	1996-11-25	no
Pacific Pilotage Authority					
1996	Annual Report	1997-04-25	1997-04-07	n/av	1997-04-08
1997	Capital Budget Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
1997	Operating Budget Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-04-07	1997-04-24	1997-04-08
Petro-Canada Limited					
1996	Annual Report	1997-04-25	1997-04-09	n/av	1997-04-10
1997	Capital Budget Summary	1997-04-07	1997-03-06	1997-04-24	1997-03-10
1997	Operating Budget Summary	1997-04-07	1997-03-06	1997-04-24	1997-03-10
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-06	1997-04-24	1997-03-10





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Port of Quebec Corporation¹					
1996	Annual Report	1997-04-25	no	n/av	no
1996	Capital Budget Summary				
	Amendment	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1996 to 2000	Corporate Plan Summary				
	Amendment	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997	Capital Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
Prince Rupert Port Corporation¹					
1996	Annual Report	1997-04-25	no	n/av	no
1997	Capital Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
Queens Quay West Land Corporation					
1995/96	Annual Report	1996-10-02	1996-07-17	1996-10-30	1996-09-24
Royal Canadian Mint					
1996	Capital Budget Summary	1996-04-30	1996-03-29	1996-06-18	1996-09-24
1996 to 2000	Corporate Plan Summary	1996-04-30	1996-03-29	1996-06-18	1996-09-24
1996	Annual Report	1997-04-25	1997-04-22	n/av	1997-04-23
1997	Capital Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
Saint John Port Corporation¹					
1996	Annual Report	1997-04-25	no	n/av	no
1997	Capital Budget Summary	1997-04-07	1997-03-17	1997-03-24	1997-03-18
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-17	1997-03-24	1997-03-18
St. John's Port Corporation¹					
1996	Annual Report	1997-04-25	no	n/av	no
1997	Capital Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997 to 2001	Corporate Plan Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
St. Lawrence Seaway Authority, The					
1995/96	Annual Report	1996-10-04	1996-07-17	1996-11-05	1996-09-24
Standards Council of Canada					
1995/96	Annual Report	1996-10-04	1996-07-17	1996-11-05	1996-09-24





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	Deadline	Tabled	Deadline	Tabled
Vancouver Port Corporation¹				
1996 Annual Report	1997-04-25	no	n/av	no
1997 Capital Budget Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
1997 to 2001 Corporate Plan Summary	1997-04-07	1997-03-17	1997-04-24	1997-03-18
VIA Rail Canada Inc.				
1996 Annual Report	1997-04-25	1997-04-24	n/av	no

1. The *Canada Ports Corporation Act* specifies that the annual report of the Canada Ports Corporation shall include the annual reports of the local port corporations and that it shall be submitted to the appropriate minister no later than "four months" after the financial year-end. These reports are tabled as one document.

