



President  
of the Treasury Board

Président  
du Conseil du Trésor

# Crown Corporations and Other Corporate Interests of Canada 1998

Canada

# **Crown Corporations and Other Corporate Interests of Canada 1998**



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Internet <http://www.tbs-sct.gc.ca>

Publiservice <http://publiservice.tbs-sct.gc.ca>

Une version française est également disponible

©Minister of Public Works and Government Services 1998  
Available in Canada through your local bookseller or by mail from  
Canadian Government Publishing – PWGSC  
Ottawa, Canada K1A 0S9

Catalogue No. P51-1/1998-3E

ISBN 0-660-17541-X





# CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA

I am pleased to table the 1998 edition of the *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*, in accordance with the provisions of the *Financial Administration Act*.

This report is a unique source of information for parliamentarians and for Canadian taxpayers on the Government of Canada's corporate holdings. It provides comprehensive information on the activities of all Crown corporations and their wholly owned subsidiaries, as well as the other corporate interests of Canada. The report also contains information on Crown corporations' performance indicators and on their innovative ways of adapting to the new social and economic realities.

Since 1994, the federal government has undertaken to improve management in the public sector while continuing to offer quality services to Canadians. From the start of Program Review, the government diligently established better management practices and explored innovative approaches to its service delivery. To that end, we passed a number of bills this year that will see several Crown corporations move to shared-governance structures. These corporations will include, among others, local port corporations and the Canadian Wheat Board.

With regard to the management of Crown corporations, I note that the *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises*, published in 1996 by the Treasury Board of Canada Secretariat and the Department of Finance Canada, have facilitated the achievement of concrete results while helping Crown corporations strengthen their corporate governance over the past fiscal year.

Lastly, I believe all our Crown corporations must participate in and contribute to the renewal of government by meeting their own challenges and striving for continuous improvement while preserving the quality of their services to Canadians.

Marcel Massé  
President of the Treasury Board

December 1998



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# INTRODUCTION

The *1998 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared in response to sections 151 and 152 of the *Financial Administration Act*, which require that the President of the Treasury Board table annually the following documents in Parliament:

- 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 corporate plan and budget summaries were to be laid before each House (for the period ending on July 31), and when they were actually laid before that House.

This report comprises the following chapters:

- **Overview of the Portfolio** highlights new developments with regard to Crown corporations and presents examples of corporations that reported on their governance activities during the year under review. It also provides consolidated financial and employment information by ministerial portfolio.
- **Highlights of Corporate Initiatives** provides examples of the use of new and improved technology as well as partnering arrangements to maximize cost efficiencies, add value for clients and take advantage of growth opportunities.



Examples of the use of surveys and consultation to gauge client satisfaction, and activities contributing to broader governmental agendas are also noted.

- **Corporate Abstracts** provides information on the mandate and corporate profile of each Crown corporation. It also contains a summary table illustrating trends in financial results and employment over a five-year period. Selected performance indicators are shown where they have been reported in numerical form by the Crown corporation.
- **Corporate Holdings** presents a listing of parent Crown corporations and their subsidiaries and associates.
- **Other Corporate Interests** provides information about the various joint and mixed enterprises, international organizations and other entities in which the Government of Canada has a stake.
- **Consolidated List of Crown Corporations and Other Corporate Interests of Canada** is an alphabetical compilation of the organizations included in this report.
- **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.
- **Annex** contains the audited financial statements for each parent Crown corporation.







## OVERVIEW OF THE PORTFOLIO

With the creation of the Canada Pension Plan Investment Board, the portfolio of parent Crown corporations increased in size in 1997/98 from 47 to 48. In addition, one wholly owned subsidiary has been directed to report as a parent Crown corporation for the purposes of the *Financial Administration Act*.

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

The current portfolio is highly diversified with corporations operating in many sectors of the Canadian economy. The corporations vary widely in size and differ in their demands on the government for financial assistance. Each has its own unique public policy purpose.

Exhibit 1 illustrates the federal parent Crown corporations grouped according to the portfolio of the minister through whom they are accountable to Parliament.





## Exhibit 1: Parent Crown Corporations Grouped by Ministerial Portfolio

### ***Agriculture and Agri-Food***

Canadian Dairy Commission  
Farm Credit Corporation

### ***Foreign Affairs***

International Development  
Research Centre

### ***Transport***

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***

Canada Council  
Canadian Broadcasting Corporation  
Canadian Film Development  
Corporation  
Canadian Museum of Civilization  
Corporation  
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 Corporation

### ***Industry***

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

### ***International Trade***

Canadian Commercial Corporation  
Export Development Corporation

### ***Natural Resources and The Canadian Wheat Board***

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

### ***Finance***

Bank of Canada  
Canada Deposit  
Insurance Corporation  
Canada Development Investment  
Corporation  
Canada Pension Plan Investment  
Board  
Petro-Canada Limited

### ***Public Works and Government Services***

Canada Lands Company Limited  
Canada Mortgage and Housing  
Corporation  
Canada Post Corporation  
Defence Construction (1951) Limited  
Old Port of Montreal Corporation Inc.<sup>1</sup>  
Queens Quay West Land Corporation  
Royal Canadian Mint

### ***Fisheries and Oceans***

Freshwater Fish Marketing  
Corporation

<sup>1</sup> 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.





## Changes and Reviews

During the period in review, one parent Crown corporation, one wholly owned subsidiary and two shared-governance corporations were created. In addition, the implementation of the provisions of two Acts that received Royal Assent in June 1998 will change the structures of several Crown corporations. As well, the sale of two corporations and some mandate related announcements were made.

### *New Crown Corporations*

The Canada Pension Plan Investment Board was created on April 1, 1998. Its mandate is to manage prudently and professionally, in the best interests of contributors and beneficiaries, funds transferred to it from the Canada Pension Plan Account. It has been estimated that assets under the board's management could total between \$60 billion and \$80 billion by 2007. Funds are expected to begin to flow to the board early in 1999. The board is a parent Crown corporation exempt from Divisions I to IV of Part X of the *Financial Administration Act*.

CLC Downsview Inc. was formed in July 1998 to develop and manage the Downsview urban recreation green space in Toronto. The new corporation is a wholly owned subsidiary of the Canada Lands Company Limited.

### *Shared-governance Corporate Bodies*

The Canada Millennium Scholarship Foundation was created in June 1998 as an independent corporation at arm's length from the government. Its mandate is to administer a \$2.5-billion scholarship fund as announced in the 1998 budget. The purpose of this fund is to provide financial support for post-secondary education to more than 100,000 students in each year of a 10-year period beginning in the Year 2000. The foundation will comprise 15 members, six of whom are appointed by the government. The remaining nine will be appointed by the first six members. The appointment of members is to be made so as to ensure that the membership is knowledgeable about post-secondary education and learning and the needs of the Canadian economy and that it is drawn from the various regions of Canada. The government has appointed the chairperson of the board of directors and will appoint five other directors. The members of the foundation will appoint the remaining nine directors to the board, after consultation with the provincial ministers responsible for post-secondary education and with representatives of post-secondary education and learning organizations in Canada that the members consider appropriate.

The Canada Foundation for Innovation, created in 1997 as an independent corporation to strengthen Canadian capability for research, began dispersing funds in 1998. Through an up-front investment of \$800 million by the federal government, the foundation will be able to provide about \$180 million annually for research infrastructure over five years. The Governor in Council appointed a minority of the foundation's board of directors while the research and business communities appointed the majority.





In June 1998, the amendments to the *Canadian Wheat Board Act* received Royal Assent. These amendments will allow farmers to elect 10 of the 15 members of the board of directors, thereby ensuring that The Canadian Wheat Board (CWB) is responsive to the needs and priorities of farmers. The Governor in Council will continue to appoint the remaining directors. The elected directors will assume their duties no later than December 31, 1998. On August 25, 1998, the CWB announced that KPMG had been hired as the election co-ordinator for the upcoming election of the 10 farmer members to the CWB board.

Under the *Canada Marine Act*, which also received Royal Assent in June 1998, the government will transfer operational control of qualifying ports to Canada Port Authorities. Their boards of directors will comprise a majority of representatives nominated in consultation with port users, as well as representatives appointed by the federal, provincial and municipal governments. Canada Port Authorities will be federally incorporated as not-for-profit corporations with powers and responsibilities similar to those of the corporations established under the *Canada Business Corporations Act*. Although the new port authorities will not issue shares, they will be expected to operate with full commercial discipline.

Under the same Act, the Canada Ports Corporation (CPC) will be dissolved and the *Canada Ports Corporation Act* will be repealed. The seven local port corporations and three divisional ports are scheduled to become Canada Port Authorities. In its 1997 annual report, CPC noted that the divisional ports at Prescott and Port Colborne were being prepared for transfer to local community interests, and that the Port of Belledune's future status had yet to be resolved. With the dissolution of CPC, Ridley Terminals Inc., currently a wholly owned subsidiary, would become a parent Crown corporation.

The *Canada Marine Act* also allows the federal government to enter into an agreement with users of the St. Lawrence Seaway or any other private-sector group for the future management and operation of the Seaway. The St. Lawrence Seaway Authority will be dissolved and its subsidiary bridge corporations will be converted into parent Crown corporations. On October 2, 1998, operational responsibility for the Great Lakes/St. Lawrence Seaway system was transferred to the St. Lawrence Seaway Management Corporation, which is a private-sector corporation established by Seaway users.

### ***Privatization***

In December 1997, the government sold its nearly 11-per-cent share of National Sea Products Limited, a publicly traded Canadian company based in Lunenburg, Nova Scotia. The shares were sold to Scotia Investments Limited for net proceeds of \$5.8 million. Under the terms of a shareholders' agreement, Scotia Investments Limited, the principal holder in National Sea Products Limited, held the right of first refusal on the sale of the government's shares.

Theratronics International Limited, a wholly owned subsidiary of the Canada Development Investment Corporation, was sold in May 1998 to MDS Inc. of Toronto for





\$15.45 million. Theratronics is a leading manufacturer of radiation therapy equipment used by hospitals and medical institutions around the world.

### ***Mandate Reviews and Follow-up***

The *Bank of Canada Act* was amended in 1997 to permit the Bank to charge for fiscal agent services provided to the federal government (with the consent of the Minister of Finance); pay interest; buy and sell a wider range of securities; carry on business activities incidental to any of its permitted activities; and gather information from all federally incorporated financial institutions on the same basis as was previously the case for the chartered banks. In addition, the list of persons ineligible for the position of director of the Bank was extended. Also, the Bank is now required to turn over to the federal government unclaimed balances of less than \$500 (from the previous level of \$100) that have not been claimed for a period of 20 years.

The Export Development Corporation reported that a mandate review of the corporation is scheduled to begin in 1998 and to be completed by June 1999.

In January 1998, the Minister of Transport asked the House of Commons Standing Committee on Transport (SCOT) to review the passenger rail system and examine ways to revitalize VIA Rail Canada Inc. while minimizing the fiscal burden on the taxpayer. After extensive stakeholder and public consultation, SCOT tabled its report, entitled *The Renaissance of Passenger Rail in Canada*, on June 11, 1998, in the House of Commons.

On October 21, 1998, the Minister of Transport announced that Transport Canada and VIA Rail will be working together over the coming months to prepare a strategic long-term business plan that will outline VIA's route network, levels of service, funding requirements and proposals for equipment renewal. To help control costs and improve VIA Rail's overall service, the Minister also indicated that the federal government will encourage public/private partnerships and consider franchising certain VIA routes to the private sector.

### **Corporate Governance**

In 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 recommended that Crown corporations report annually on their corporate governance policies and practices in relation to the guidelines. Examples of Crown corporations that reported on their governance activities in their most recent annual reports are noted below.

The Canadian Broadcasting Corporation (CBC) reported that, for the third year in a row, the board of directors improved its corporate governance processes in light of the federal government's guidelines. These included improving its strategic planning process and approving a strategy to improve communications with the Crown, other stakeholders and the public. During 1996/97, CBC's board had developed a method of assessing the chief executive officer's (CEO's) performance. This yearly process was first implemented





during 1997/98. As well, advice was provided to the appropriate minister regarding the type of expertise that would be beneficial to the overall composition of the board. The board undertook an evaluation process to assess its strengths and weaknesses and to refocus its work to better reflect its original terms of reference. In addition, board members were invited to attend a conference on corporate governance. Further plans will be developed as new board members join.

The Farm Credit Corporation (FCC), reported that the board of directors has implemented a number of measures to ensure that its governance practices are consistent with the guidelines. These measures included the establishment of a Corporate Governance Committee in 1997/98 to oversee issues such as the development of, and enhancements to, the corporation's approach to corporate governance; assess the effectiveness of the board; and evaluate performance. With the completion of the term of the previous CEO, the board conducted a search process to fill the position. In conjunction with the Prime Minister's Office and the Minister of Agriculture and Agri-Food, desired skills and management attributes for the CEO position were established and applied in the selection process. FCC also reported on the mandates of its board committees and, for each board member, on their board and committee meeting attendance, annual retainer, board per diems, committee remuneration and expenses.

The Canada Deposit Insurance Corporation (CDIC), which in its 1996/97 annual report had included a comparison of the corporation's governance practices with each of the guidelines, noted that only one significant issue remained outstanding and that it would be resolved by the board of directors by mid-1998. CDIC noted that its next major review of corporate governance will be undertaken in the autumn of 1999.

Canada Post Corporation reported that its board of directors believes that the corporation's current corporate governance practices substantially comply with the government's guidelines. It also noted that the Corporate Governance Committee initiated a number of projects during 1997, including a review of the corporation's standards of conduct for directors, the board's delegation of signing authorities, on-going education and training for existing directors and the orientation program for newly appointed directors. The committee also plays an active role in overseeing Canada Post's ethics program for all employees.

At Defence Construction (1951) Limited, the board of directors conducted a comprehensive review of its responsibilities for the stewardship of the corporation in light of the guidelines. The review led to the conclusion that compliance with all aspects of the governance requirements has been ensured through the board's involvement in corporate planning, risk assessment, performance evaluation and the oversight of management systems, policies and practices, in which the board played an active role.

At its August 1997 meeting, the board of trustees of the National Museum of Science and Technology Corporation reviewed the governance guidelines. The roles and responsibilities of the board were discussed in the context of the establishment of the corporation's strategic direction, the safeguarding of the corporation's resources, the





monitoring of corporate performance and reporting to the Crown. The corporation's annual report noted that the board of trustees is committed to fulfilling its responsibilities through good corporate governance practices that respect the corporation's legislative and accountability framework.

Other corporations reporting on their corporate governance activities during the past year included the Bank of Canada, the Business Development Bank of Canada, Canada Lands Company Limited, Canada Mortgage and Housing Corporation, the Export Development Corporation and the Standards Council of Canada.

## **Excellence in Reporting**

Established by the Auditor General of Canada in 1994, the Auditor General Award for Excellence in Annual Reporting by Crown Corporations 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.

The Farm Credit Corporation and the National Capital Commission were the recipients of the 1997 award. For the Farm Credit Corporation, this award marked its second consecutive win.

## **Measuring Performance**

In addition to reporting on their financial and operational performance in their annual reports, several Crown corporations also referred to their performance measurement methods, including the 'balanced scorecard' approach.

For example, in 1997, the Royal Canadian Mint introduced a balanced scorecard approach to measuring its performance. For each of the four measures, namely financial targets, customers, internal business processes, and innovation and learning, the Mint reported on its key strategies, performance measures and achievements.

The Canada Lands Company Limited noted that it uses a balanced scorecard approach to monitor the corporation's activities. In addition, the corporation aims to measure the additional benefits it is creating for the broader range of stakeholders, including municipal governments, local communities and First Nations. These, in turn, would be used to measure the benefit the corporation provides beyond dividend payments, such as private-sector investment, job creation (short-and long-term), municipal revenue enhancement, creation of residential housing, provision of parks and recreational facilities, preservation of heritage properties and environmental benefits.

The Canada Deposit Insurance Corporation indicated that it was now identifying new performance measures for future use based on the balanced score card approach.

The St. Lawrence Seaway Authority reported that its performance measurement system continued to evolve. Twenty-two performance measurement indicators have been





developed and brought online, with the exception of process effectiveness and human resources indicators. More than 450 staff members have received training in the use of the system. Use of indicators to measure customer satisfaction began. The authority also used indicators to monitor competitiveness and revenue generation.

Selected examples of the performance indicators that were reported in numerical form by individual Crown corporations are included in the summary information tables in the Corporate Abstracts chapter of this report.

## **Overall Crown Corporation Performance**

This section of the Overview provides a summary of overall performance by Crown corporations in response to the *Financial Administration Act* requirement that this annual consolidated report include employment and financial data, including aggregate borrowings of parent Crown corporations.

The following data are featured:

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

The privatization of the Canadian National Railway Company (CN) in November 1995 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, but are excluded from 1995/96 on.

At the end of this section, two exhibits provide a summary view of all Crown corporations:

- Exhibit 10 shows each corporation's employment and financial position; and
- Exhibit 11 provides information about each corporation's operating results and financing.

Exhibits 10 and 11 are also structured according to the portfolio grouping shown in Exhibit 1. Note that information provided in this section, including the two exhibits identified above, excludes financial data for:

- the Bank of Canada, due to the unique nature of its operations;







- Atomic Energy of Canada Limited and the Freshwater Fish Marketing Corporation, since their respective 1997/98 annual reports had not been tabled in Parliament as of October 30, 1998; and
- the Canada Pension Plan Investment Board, since its operations had not commenced prior to July 31, 1998.

In order to present information on a comparative basis, financial data for previous years were adjusted to exclude data for the above Crown corporations. Employment data for these corporations, however, are included to provide a more complete picture of total employment in Crown corporations. Specific information about individual Crown corporations may be found in the Corporate Abstracts chapter of this report, as well as in their respective annual reports.

For Crown corporations with fiscal years ending on or after July 31, 1998, this report shows their financial data for the fiscal year ending in 1997. Accordingly, for the Canadian Dairy Commission, The Canadian Wheat Board and the National Arts Centre Corporation, this report covers the period ending July 31, 1997, for the first two corporations, and August 31, 1997, for the third. All of the other corporations' data are for their respective 1997 or 1997/98 fiscal years.

### ***Assets***

Total assets for Crown corporations reached \$62.2 billion in 1997/98, reflecting an increase of \$6.6 billion over the previous year. Increases reported by the Canada Mortgage and Housing Corporation (CMHC) and the Export Development Corporation (EDC) accounted for about three-quarters of this 11.8-per-cent increase in total assets.

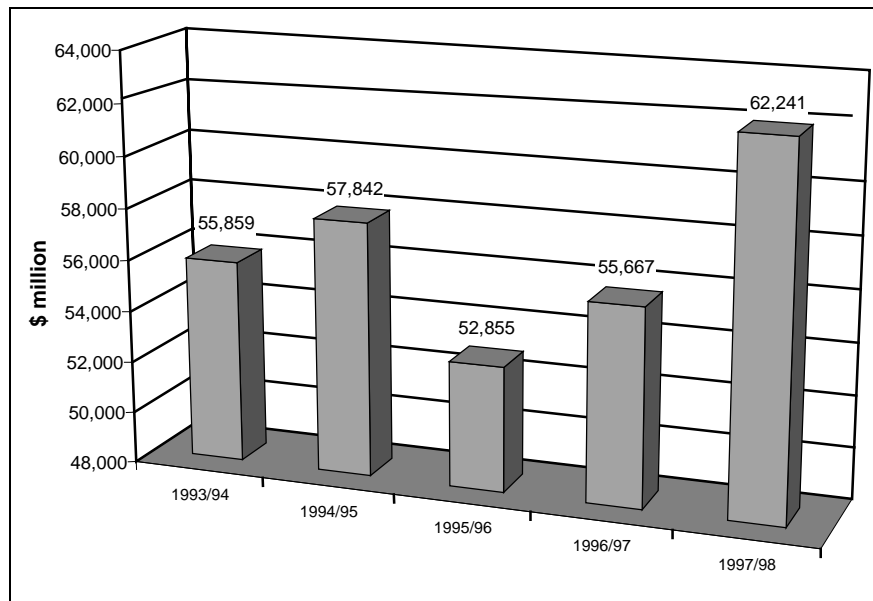
Five Crown corporations accounted for 82 per cent of the total assets: CMHC, EDC, The Canadian Wheat Board, the Farm Credit Corporation and the Business Development Bank of Canada.

Exhibit 2 illustrates the fluctuations in the value of Crown corporations' assets over the last five years.





**Exhibit 2: Total Assets for Crown Corporations, 1993/94 to 1997/98**



### ***Net Income***

The combined net income for Crown corporations in 1997/98 was \$404 million, compared with \$37.7 million in 1996/97.

The three corporations with the highest reported net income were the Canada Deposit Insurance Corporation (CDIC) with \$637.25 million, the Export Development Corporation (EDC) with \$128 million and Marine Atlantic Inc. (MAI) with \$67.2 million.

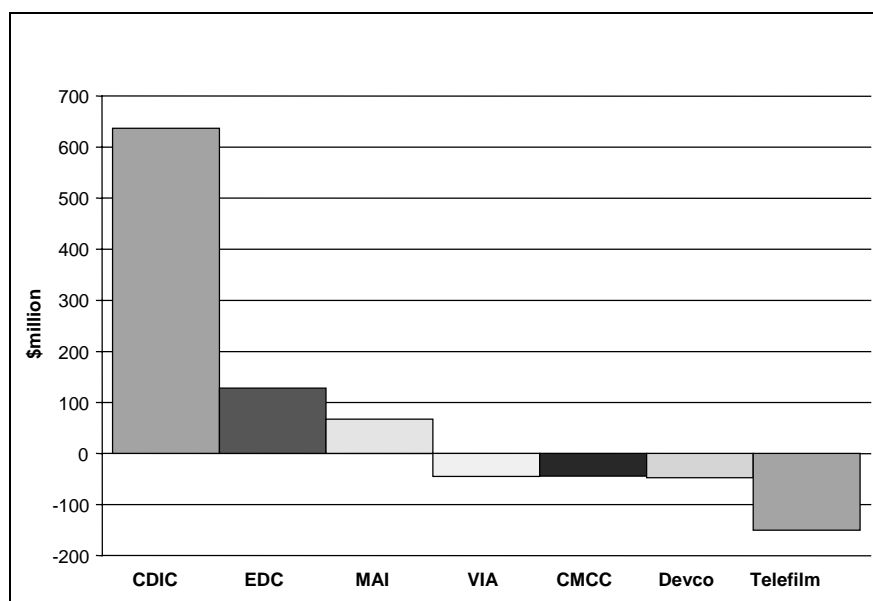
Reported losses were greatest for the Canadian Film Development Corporation (Telefilm) (\$150.39 million); the Cape Breton Development Corporation (Devco) (\$47.48 million, before the change in accounting policy for Workers' Compensation); the Canadian Museum of Civilization Corporation (CMCC) (\$45.28 million); and VIA Rail Canada Inc. (VIA) (\$44.51 million).

Exhibit 3 demonstrates the wide range of net incomes among these corporations.





**Exhibit 3: Range of Crown Corporations' Net Incomes for 1997/98**



The four corporations reporting the largest improvements in their financial performance over the previous year, as measured by an increase in net income, are highlighted in Exhibit 4.

**Exhibit 4: Corporations with the Largest Increase in Net Income in 1997/98 (\$ million)**

Corporation	Net Income (Loss)		Increase in Net Income
	1996/97	1997/98	
Canada Deposit Insurance Corporation	124.79	637.25	512.46
Marine Atlantic Inc.	(75.30)	67.20	142.50
VIA Rail Canada Inc.	(70.10)	(44.51)	25.59
Export Development Corporation	112.00	128.00	16.00

The increased net income of the Canada Deposit Insurance Corporation reflected a substantial decrease in interest costs, from \$84.8 million in 1996/97 to \$45.9 million in 1997/98, due to the lower amount of outstanding loans from the Consolidated Revenue Fund. Further, the effect on the net income of the adjustment to the allowance and provisions for loss was an increase for 1997/98 of \$144.4 million as compared to a decrease of \$333.7 million for 1996/97.





The year 1997 was one of dramatic transition for Marine Atlantic Inc. Although the corporation ended the year a smaller organization, it successfully responded to profound external factors, continued to carefully control expenses and generated new revenues.

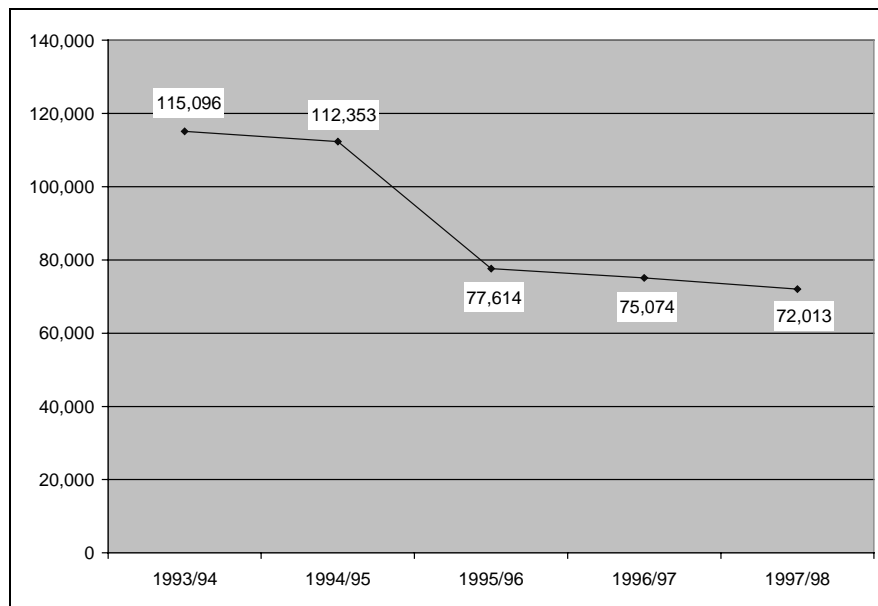
### ***Employment***

The overall downward trend in the number of full-time Crown corporation employees continued. In 1997/98, the total number of employees was 72,013, which represents a reduction of 3,061 employees from the previous year. This 4.1-per-cent decrease compares to a 3.3-per-cent decrease between the previous two years.

While a number of Crown corporations reported an increase in the level of employment, this was more than offset by the following largest decreases: 1,211 at Marine Atlantic Inc., 767 at Canada Post Corporation, 583 at the Canadian Broadcasting Corporation, 245 at the Canada Lands Company Limited and 199 at the Canada Mortgage and Housing Corporation.

Exhibit 5 illustrates the downward trend over the last five years. As noted earlier, the decline between 1994/95 and 1995/96 was mainly due to the privatization of the Canadian National Railway.

**Exhibit 5: Employment in Crown Corporations, 1993/94 to 1997/98**



### ***Budgetary Appropriations***

Crown corporation funding from Canada, in terms of budgetary appropriations for capital and operating purposes, continued to decline. After reflecting a 5.2-per-cent reduction last year, these appropriations totalled \$3,880 million in 1997/98 as compared to

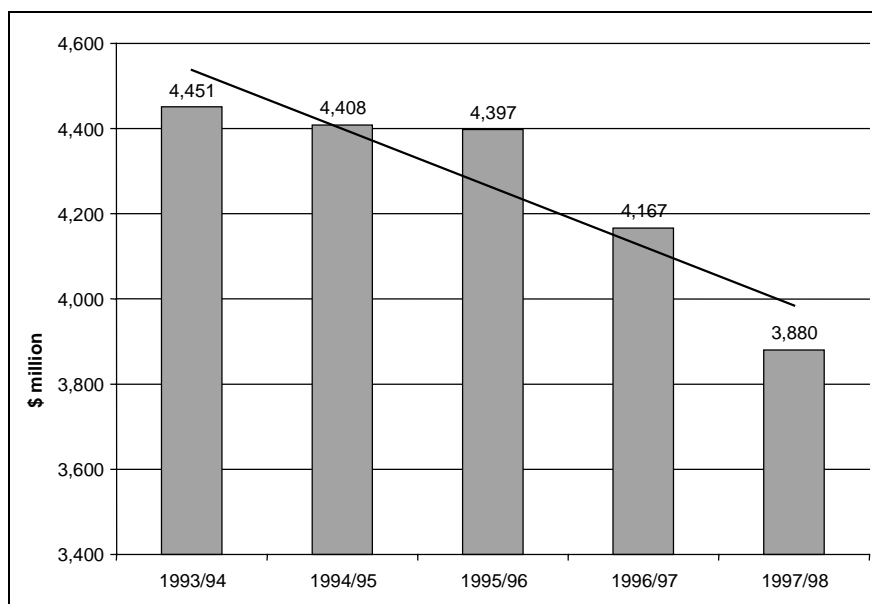




\$4,167 million in 1996/97. The largest reductions in appropriation levels were reported by the Canadian Broadcasting Corporation and the Canadian Dairy Commission. They accounted for 44.3 per cent of the total reduction in budgetary appropriations to Crown corporations.

Total budgetary appropriations for the five-year period from 1993/94 to 1997/98, as well as the resulting trendline, are shown in Exhibit 6.

**Exhibit 6: Total Budgetary Appropriations, 1993/94 to 1997/98**



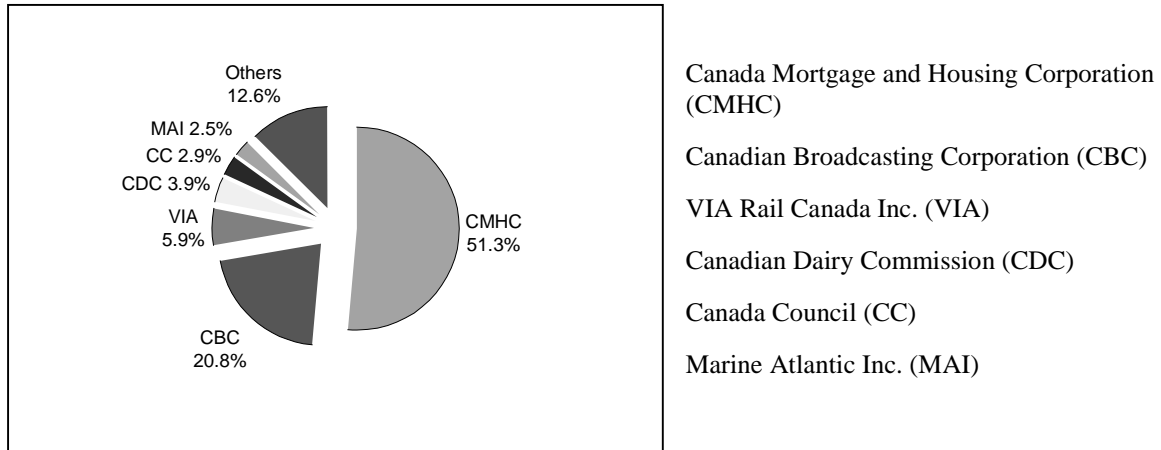
Of the 22 Crown corporations that received appropriations in 1997/98, six account for 87.4 per cent of the total funding from Canada. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, VIA Rail Canada Inc., the Canadian Dairy Commission, the Canada Council and Marine Atlantic Inc. For CMHC, which was the largest recipient, about 90 per cent of the appropriations flow to households in need under long-term subsidy commitments.

Exhibit 7 provides a summary view of the 1997/98 recipients of budgetary appropriations.





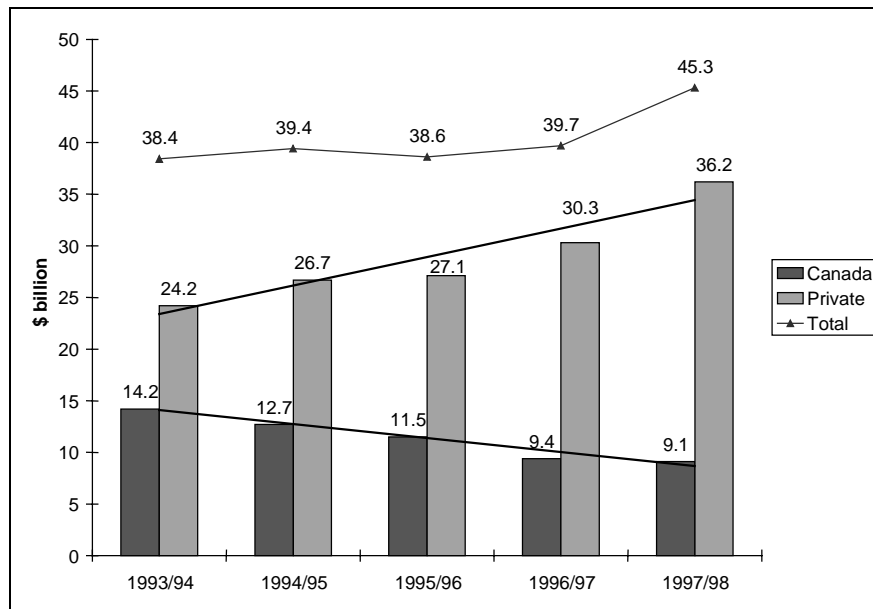
## Exhibit 7: Recipients of 1997/98 Budgetary Appropriations



## Debt Obligations

Total debt obligations, consisting of debts payable to Canada and to the private sector, increased by 14.1 per cent, to \$45.3 billion in 1997/98 from \$39.7 billion in the previous year. Crown corporations continued to substitute borrowings from Canada with borrowings from private lenders. Exhibit 8 clearly shows the downward trend in debt payable to Canada and the upward trend in debt incurred in private markets over the last five years.

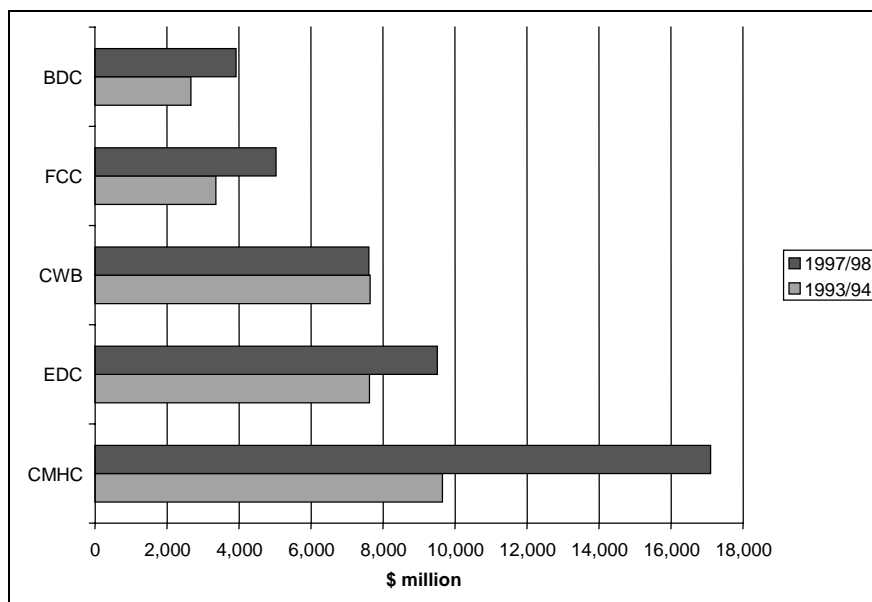
## Exhibit 8: Total Debt Obligations of Crown Corporations, 1993/94 to 1997/98





The five largest debtors in 1997/98 are the same Crown corporations as last year: the Canada Mortgage and Housing Corporation (CMHC), the Export Development Corporation (EDC), The Canadian Wheat Board (CWB), the Farm Credit Corporation (FCC) and the Business Development Bank of Canada (BDC). Their respective debt load in 1997/98 compared to 1993/94 is illustrated in Exhibit 9.

**Exhibit 9: Comparison of Largest Debtors in 1997/98 with 1993/94**





**Exhibit 10: Employment and Financial Position Grouped by Ministerial Portfolio**  
(as of year-ends before July 31, 1998; \$ million)

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-term Liabilities	Equity	
Canadian Dairy Commission	178.0	74.6	103.4	0.0	62
Farm Credit Corporation	5,706.2	2,212.2	2,944.7	549.3	836
<b>Total Agriculture and Agri-Food</b>	<b>5,884.2</b>	<b>2,286.9</b>	<b>3,048.1</b>	<b>549.3</b>	<b>898</b>
Canada Council	272.9	0.0	0.0	179.1	133
Canadian Broadcasting Corporation	1,513.1	278.7	1,299.8	(65.4)	6,728
Canadian Film Development Corporation	51.3	11.7	0.9	38.7	140
Canadian Museum of Civilization	31.6	7.4	3.7	20.6	490
Canadian Museum of Nature	44.4	3.8	36.3	4.1	150
Canadian Race Relations Foundation	26.5	0.0	0.6	25.9	5
National Arts Centre Corporation	19.3	9.2	1.0	9.2	231
National Capital Commission	396.7	20.6	15.4	360.7	421
National Gallery of Canada	25.4	5.8	2.4	17.1	251
National Museum of Science and Technology	12.9	3.9	1.1	7.9	233
<b>Total Canadian Heritage</b>	<b>2,394.3</b>	<b>341.2</b>	<b>1,361.1</b>	<b>597.8</b>	<b>8,782</b>
Bank of Canada <sup>1</sup>	-	-	-	-	1,500
Canada Deposit Insurance Corporation	883.1	407.8	1,014.2	(538.9)	80
Canada Development Investment Corporation	119.7	27.8	0.0	92.0	0
Canada Pension Plan Investment Board <sup>1</sup>	-	-	-	-	0
Petro-Canada Limited	464.0	33.0	427.0	4.0	0
<b>Total Finance</b>	<b>1,466.8</b>	<b>468.6</b>	<b>1,441.2</b>	<b>(443.0)</b>	<b>1,580</b>
Freshwater Fish Marketing Corporation <sup>1</sup>	-	-	-	-	33
<b>Total Fisheries and Oceans</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>33</b>
International Development Research Centre	55.9	31.9	10.2	13.8	426
<b>Total Foreign Affairs</b>	<b>55.9</b>	<b>31.9</b>	<b>10.2</b>	<b>13.8</b>	<b>426</b>
Business Development Bank of Canada	4,588.0	2,577.6	1,503.3	507.1	1,085
Enterprise Cape Breton Corporation	10.2	5.4	0.5	4.3	51
Standards Council of Canada	4.1	1.6	0.1	2.4	70
<b>Total Industry</b>	<b>4,602.3</b>	<b>2,584.6</b>	<b>1,503.9</b>	<b>513.8</b>	<b>1,206</b>
Canadian Commercial Corporation	307.1	287.0	2.5	17.5	85
Export Development Corporation	11,852.0	4,588.0	5,719.0	1,545.0	684
<b>Total International Trade</b>	<b>12,159.1</b>	<b>4,875.0</b>	<b>5,721.5</b>	<b>1,562.5</b>	<b>769</b>

<sup>1</sup> Financial data are excluded for:

- the Bank of Canada due to the unique nature of its operations; the corresponding data, however, are available in the corporate abstract for the Bank;
- Atomic Energy of Canada Limited and the Freshwater Fish Marketing Corporation since their respective 1997/98 annual reports had not been tabled in Parliament as of October 30, 1998; and
- the Canada Pension Plan Investment Board since its operations had not commenced prior to July 31, 1998.







**Exhibit 10: Employment and Financial Position Grouped by Ministerial Portfolio**  
(as of year-ends before July 31, 1998; \$ million) *[continued]*

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-term Liabilities	Equity	
Atomic Energy of Canada Limited <sup>1</sup>	-	-	-	-	3,652
Cape Breton Development Corporation	219.4	54.4	251.7	(152.4)	1,738
Canadian Wheat Board, The	8,424.9	2,181.5	6,243.4	0.0	495
<b>Total Natural Resources and CWB</b>	<b>8,644.3</b>	<b>2,235.9</b>	<b>6,495.1</b>	<b>(152.4)</b>	<b>5,885</b>
Canada Lands Company Limited	418.2	35.6	140.1	242.5	80
Canada Mortgage and Housing Corporation					2,366
Insurance and Guarantee Funds	3,979.0	61.0	3,881.0	37.0	
Corporate Account	16,566.0	2,666.0	13,860.0	40.0	
Minister's Account	0.0	0.0	0.0	0.0	
Canada Post Corporation	2,919.0	993.0	771.0	1,155.0	43,064
Defence Construction (1951) Limited	7.0	3.2	1.8	2.0	210
Old Port of Montreal Corporation Inc. <sup>2</sup>	3.0	1.7	0.0	0.0	81
Queens Quay West Land Corporation	1.9	1.1	45.8	(45.0)	0
Royal Canadian Mint	105.5	26.2	14.6	64.8	603
<b>Total Public Works and Government Services</b>	<b>23,999.6</b>	<b>3,787.7</b>	<b>18,714.3</b>	<b>1,496.3</b>	<b>46,404</b>
Atlantic Pilotage Authority	3.8	0.7	0.9	2.2	68
Canada Ports Corporation	287.9	31.1	235.3	21.6	197
Great Lakes Pilotage Authority, Ltd.	11.3	3.8	2.3	5.2	84
Halifax Port Corporation	76.3	4.9	0.5	70.9	64
Laurentian Pilotage Authority	10.6	8.3	4.7	2.5	223
Marine Atlantic Inc.	265.6	47.8	238.2	(20.4)	800
Montreal Port Corporation	260.8	15.1	5.2	240.5	335
Pacific Pilotage Authority	7.2	2.9	0.7	3.6	167
Port of Quebec Corporation	62.9	3.0	0.6	59.4	57
Prince Rupert Port Corporation	105.3	1.8	0.0	103.4	17
Saint John Port Corporation	71.3	5.5	0.4	65.3	24
St. John's Port Corporation	18.1	0.7	0.2	17.3	16
St. Lawrence Seaway Authority, The	613.9	25.5	11.6	576.8	773
Jacques Cartier & Champlain Bridges Inc. <sup>3</sup>	16.4	4.6	0.4	11.4	39
Seaway International Bridge Corp. Ltd. <sup>3</sup>	2.1	0.7	1.5	0.0	18
Vancouver Port Corporation	533.1	38.0	129.0	366.1	179
VIA Rail Canada Inc.	688.1	88.9	36.3	563.0	2,969
<b>Total Transport</b>	<b>3,034.7</b>	<b>283.2</b>	<b>667.7</b>	<b>2,088.8</b>	<b>6,030</b>
<b>Grand Total</b>	<b>62,241.2</b>	<b>16,895.0</b>	<b>38,963.1</b>	<b>6,226.9</b>	<b>72,013</b>

<sup>2</sup> The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

<sup>3</sup> Two wholly owned subsidiaries have been added to the table because their financial affairs are not consolidated with their parent Crown corporation.





**Exhibit 11: Operating Results and Financing Grouped by Ministerial Portfolio**  
(as of year-ends before July 31, 1998; \$ million)

Corporation by Ministerial Portfolio	Financing				
	Operating Results	Changes to Net Borrowings		Budgetary Appropriations	Dividends
	Net Income	Private Sector	Canada		
Canadian Dairy Commission	(3.1)	(12.7)	28.1	153.2	0.0
Farm Credit Corporation	41.6	1,027.7	(502.8)	0.0	0.0
<b>Total Agriculture and Agri-Food</b>	<b>38.5</b>	<b>1,015.0</b>	<b>(474.6)</b>	<b>153.2</b>	<b>0.0</b>
Canada Council	10.2	0.0	0.0	114.0	0.0
Canadian Broadcasting Corporation	(35.5)	(15.9)	0.0	806.5	0.0
Canadian Film Development Corporation	(150.4)	0.0	0.0	81.1	0.0
Canadian Museum of Civilization	(45.3)	0.0	0.0	46.7	0.0
Canadian Museum of Nature	(25.0)	(3.4)	1.7	22.9	0.0
Canadian Race Relations Foundation	1.5	0.0	0.0	0.0	0.0
National Arts Centre Corporation	(17.8)	0.0	0.0	18.5	0.0
National Capital Commission	(14.8)	0.0	0.0	72.8	0.0
National Gallery of Canada	(32.9)	0.0	0.0	36.0	0.0
National Museum of Science and Technology	(20.0)	0.0	0.0	20.0	0.0
<b>Total Canadian Heritage</b>	<b>(330.1)</b>	<b>(19.3)</b>	<b>1.7</b>	<b>1,218.5</b>	<b>0.0</b>
Bank of Canada <sup>1</sup>	-	-	-	-	-
Canada Deposit Insurance Corporation	637.3	0.0	(463.2)	0.0	0.0
Canada Development Investment Corporation	(2.0)	0.0	0.0	0.0	5.0
Canada Pension Plan Investment Board <sup>1</sup>	-	-	-	-	-
Petro-Canada Limited	1.0	18.0	0.0	0.0	0.0
<b>Total Finance</b>	<b>636.3</b>	<b>18.0</b>	<b>(463.2)</b>	<b>0.0</b>	<b>5.0</b>
Freshwater Fish Marketing Corporation <sup>1</sup>	-	-	-	-	-
<b>Total Fisheries and Oceans</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
International Development Research Centre	4.6	0.0	0.0	89.9	0.0
<b>Total Foreign Affairs</b>	<b>4.6</b>	<b>0.0</b>	<b>0.0</b>	<b>89.9</b>	<b>0.0</b>
Business Development Bank of Canada	45.5	464.7	0.0	0.0	6.0
Enterprise Cape Breton Corporation	(9.5)	(1.0)	0.0	9.8	0.0
Standards Council of Canada	0.0	0.0	0.0	5.1	0.0
<b>Total Industry</b>	<b>36.0</b>	<b>463.7</b>	<b>0.0</b>	<b>14.9</b>	<b>6.0</b>
Canadian Commercial Corporation	0.3	0.0	0.0	10.7	0.0
Export Development Corporation	128.0	1,828.0	0.0	0.0	0.0
<b>Total International Trade</b>	<b>128.3</b>	<b>1,828.0</b>	<b>0.0</b>	<b>10.7</b>	<b>0.0</b>

<sup>1</sup> Financial data are excluded for:

- the Bank of Canada due to the unique nature of its operations; the corresponding data, however, are available in the corporate abstract for the Bank;
- Atomic Energy of Canada Limited and the Freshwater Fish Marketing Corporation since their respective 1997/98 annual reports had not been tabled in Parliament as of October 30, 1998; and
- the Canada Pension Plan Investment Board since its operations had not commenced prior to July 31, 1998.





**Exhibit 11: Operating Results and Financing Grouped by Ministerial Portfolio**  
(as of year-ends before July 31, 1998; \$ million) *[continued]*

Corporation by Ministerial Portfolio	Financing				
	Operating Results	Changes to Net Borrowings		Budgetary	
	Net Income	Private Sector	Canada	Appropriations	Dividends
Atomic Energy of Canada Ltd. <sup>1</sup>	-	-	-	-	-
Cape Breton Development Corporation	(187.2)	0.0	22.1	22.1	0.0
Canadian Wheat Board, The	0.0	(13.9)	0.0	0.0	0.0
<b>Total Natural Resources and CWB</b>	<b>(187.2)</b>	<b>(13.9)</b>	<b>22.1</b>	<b>22.1</b>	<b>0.0</b>
Canada Lands Company Ltd.	13.3	(5.5)	18.7	0.0	20.4
Canada Mortgage and Housing Corporation	-	-	-	-	-
Insurance and Guarantee Funds	(11.0)	952.0	0.0	0.0	0.0
Corporate Account	11.0	1,698.6	(270.5)	0.0	0.0
Minister's Account	0.0	0.0	0.0	1,991.0	0.0
Canada Post Corporation	36.0	(4.6)	0.0	14.0	10.0
Defence Construction (1951) Ltd.	0.3	0.0	0.0	0.0	0.0
Old Port of Montreal Corporation Inc. <sup>2</sup>	(7.4)	0.0	0.0	9.0	0.0
Queens Quay West Land Corporation	(0.3)	0.0	0.0	4.1	0.0
Royal Canadian Mint	3.9	10.0	(0.1)	0.0	0.0
<b>Total Public Works and Government Services</b>	<b>45.8</b>	<b>2,650.5</b>	<b>(251.9)</b>	<b>2,018.1</b>	<b>30.4</b>
Atlantic Pilotage Authority	1.0	0.0	0.0	0.0	0.0
Canada Ports Corporation	8.8	(3.3)	(0.1)	(0.5)	0.4
Great Lakes Pilotage Authority, Limited	1.2	0.0	0.0	0.0	0.0
Halifax Port Corporation	3.1	0.0	0.0	0.0	0.5
Laurentian Pilotage Authority	(0.8)	(1.1)	0.0	0.0	0.0
Marine Atlantic Inc.	67.2	0.0	0.0	98.5	0.0
Montreal Port Corporation	12.4	0.0	(0.7)	0.0	3.2
Pacific Pilotage Authority	1.3	0.0	0.0	0.0	0.0
Port of Quebec Corporation	0.3	0.0	0.0	0.0	0.0
Prince Rupert Port Corporation	2.7	0.0	(10.0)	0.0	0.0
Saint John Port Corporation	1.5	0.0	0.0	0.0	0.1
St. John's Port Corporation	0.6	0.0	0.0	0.0	0.0
St. Lawrence Seaway Authority, The	(1.4)	0.0	0.0	0.0	0.0
Jacques Cartier & Champlain Bridges Inc. <sup>3</sup>	(26.6)	0.0	0.0	25.5	0.0
Seaway International Bridge Corp. Ltd. <sup>3</sup>	0.0	0.0	0.0	0.0	0.0
Vancouver Port Corporation	5.1	(1.3)	(1.7)	0.0	0.0
VIA Rail Canada Inc.	(44.5)	0.0	0.0	228.7	0.0
<b>Total Transport</b>	<b>31.8</b>	<b>(5.7)</b>	<b>(12.5)</b>	<b>352.2</b>	<b>4.2</b>
<b>Grand Total</b>	<b>404.0</b>	<b>5,936.3</b>	<b>(1,178.3)</b>	<b>3,879.7</b>	<b>45.6</b>

<sup>2</sup> The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

<sup>3</sup> Two wholly owned subsidiaries have been added to the table because their financial affairs are not consolidated with their parent Crown corporation.

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## HIGHLIGHTS OF CORPORATE INITIATIVES

Increased market competition and reduced levels of funding from government have led Crown corporations to seek creative solutions in order to continue to provide cost-effective services to their clients and customers. A number of Crown corporations indicated in their annual reports that service improvements and innovative measures were undertaken to maximize cost efficiencies, add value for customers and seize opportunities for growth.

This chapter highlights some of these activities as reported by Crown corporations in their most recently tabled annual reports as of October 30, 1998.

The corporations' activities have been categorized to reflect initiatives related to the following: providing service to customers and clients; use of technology; partnering arrangements; and exports of corporate expertise and other international activities. Examples of contributions to Canada's social and economic well-being as reported by Crown corporations are noted, as well as those that improve Canadians' exporting potential. Several specific corporate actions related to the environment and to Year 2000 compliance are also included. Individual annual reports provide further details on each of the corporations' activities.





## **Improving Service to Clients and Customers**

Rationalization or simplification of service offerings as well as the effective use of technology made it possible for many Crown corporations to improve service to their clientele. Some examples are noted below.

During 1997/98, Canada Post Corporation began to standardize and simplify its distribution products in response to customer feedback and input. In addition, the corporation reported that it is investing in improving services within and between smaller, non-urban communities in the same region.

To ensure that its customers receive quality products and services at competitive prices, the Farm Credit Corporation restructured and re-engineered its business processes, streamlining service delivery channels.

The St. Lawrence Seaway Authority reported that the joint Canada/U.S. vessel inspection program based in Montreal now replaces the previous dual inspections, reducing transit times for foreign vessels and agency costs. Additional elements were added to the inspection process, bringing a reduction of 44 per cent in the number of accidents and 66 per cent in the cost of damages to vessels in the past year.

In October 1997, the Standards Council of Canada launched a new Internet-based resource with searchable databases containing information on international standards; national standards from Canada, France, Britain, Germany and Australia; federal regulations referencing standards; World Trade Organization and North American Free Trade Agreement notifications; and organizations accredited by the Standards Council.

The Canadian Broadcasting Corporation provided a range of programming from the arts to news to sports and items of interest to children on the World Wide Web. Several radio and television programs inaugurated or upgraded their Internet sites. Partnerships also made it possible to create sites associated with special events, including special coverage of the federal election campaign and the Nagano Olympic Games.

Another example of the use of technology to serve customers better included the Canada Mortgage and Housing Corporation's (CMHC's) AffordAbility software, which was designed for use on most personal computers. The software helps consumers access various home-purchase, mortgage-renewal and renovation-loan scenarios in the privacy of their own homes. In partnership with The Conference Board of Canada, CMHC offers the Canadian Housing Markets Online Service, which provides comprehensive information on housing in Canada and electronic access to many of CMHC's reports on housing markets. This service is available through the Internet.

The Export Development Corporation reported that its investments in technology over the past few years have contributed to its ability to provide rapid, seamless service to exporters of all sizes. For example, the average length of time it took to issue a credit approval decreased to two days in 1997 even as the corporation's short-term volumes





grew by 29 per cent. More than 63 per cent of the credit approvals were issued within 24 hours.

The Great Lakes Pilotage Authority, Ltd. developed and implemented a computerized scheduling system for its pilots to allow more timely dispatches and operation reports, and to increase the accuracy in tracking pilots and vessels.

The International Development Research Centre (IDRC) reported that the *Bellanet* Secretariat was established to support collaboration within the development community through the use of information and communication technologies (ICTs). IDRC and six other organizations, including one in Sweden and one in the Netherlands, provide funding. In 1997, *Bellanet* underwent a mid-term review that confirmed an earlier decision to focus less on specific development issues and more on working with development partners that are committed to the idea of collaboration and that are open to experimenting with ICTs to reach their goals.

The National Capital Commission (NCC) reported that technology, such as the NCC's Web site, is allowing the commission to reach outward to new and much larger markets. In addition, the NCC is investing in state-of-the-art technology to keep pace with federal partners and to enable fewer employees to maintain former levels of service.

With the production of an audio guide for the Canadian permanent collection, the National Gallery of Canada became the first Canadian art museum to apply audio guide expertise — traditionally reserved for special exhibitions — to a permanent collection. An audio guide was also produced for Renoir's Portraits and resulted in rentals by more than 109,000 visitors to the exhibition, a level of use five times higher than for any previous exhibition.

The National Museum of Science and Technology Corporation continued to build on previous efforts to digitize assets and widen their availability through electronic media. Early in the year, the National Museum of Science and Technology completed a multimedia database on the Avro Arrow in conjunction with Bell Canada and Digital Renaissance. It also made progress on digitizing its collection of archival photographs. The corporation also redesigned its Web sites for both the National Museum of Science and Technology and the Agriculture Museum, developed new content including educational support materials aimed at teachers and students. The corporation noted that an evaluation of the museum's Web site revealed exponential growth in the use of the site attributed to the topical educational material.

VIA Rail Canada Inc. reported that it improved delivery service for its customers, offering tickets by mail within five days of booking. It added new trains serving Kingston and Ottawa. It introduced new intermodal services in Cobourg and Brockville. It enhanced its on-board services. It launched a self-booking service for travellers on the Internet. In response to customer demand, VIA added new frequencies to the Ottawa–Toronto service, restored dedicated service between Toronto and Kingston and expanded its daylight service between Jasper and Prince Rupert.





## Seeking Feedback

There was a noted effort by Crown corporations to continually seek to raise the level of satisfaction of their clients with the services and products they offer. A number of corporations indicated that customer satisfaction surveys were conducted annually. As well, several Crown corporations reported on the results of customer surveys that they had undertaken during the past year.

Corporations that reported that they had carried out customer surveys included the Business Development Bank of Canada, the Canada Deposit Insurance Corporation, Canada Post Corporation, the Canadian Commercial Corporation, the Canadian Museum of Nature, the Export Development Corporation, the Farm Credit Corporation, Marine Atlantic Inc., the National Capital Commission, the National Museum of Science and Technology Corporation and the Standards Council of Canada.

The Business Development Bank of Canada reported that over 85 per cent of clients indicated that they were satisfied with the quality of the corporation's services, compared to 81 per cent the previous year.

The Canada Deposit Insurance Corporation (CDIC) conducted a national telephone survey to research the awareness of Canadians and their attitudes towards deposit insurance. The research results led to the development of a communications plan for making information on deposit insurance more readily available to consumers. In addition, as a result of informal customer surveys, CDIC developed a series of information sheets on some of the most commonly asked questions about deposit insurance.

The Canadian Museum of Nature reported that visitor survey and focus group sessions related to the 1997 summer exhibit, Arctic Odyssey, combined with a critical appraisal and a tracking study will allow the museum to choose which elements will be included in the planned travelling exhibit.

The National Museum of Science and Technology Corporation has established a survey program conducted continually in two specific areas: visitor satisfaction with their museum experience, and teacher satisfaction with educational programs. The corporation reported on both the visitor and teacher satisfaction results, comparing them with the two previous years.

Following the creation of specialized processing centres at the beginning of 1997/98, the Farm Credit Corporation (FCC) asked a sample group of 220 customers if they had noticed a difference in the level of service they received. FCC reported that the majority of respondents told the corporation that FCC had supplied optimum service and many noted that service was faster.

During 1997, Marine Atlantic Inc. conducted a customer satisfaction survey with a total of 659 customers randomly selected during the peak travel season. Over 96 per cent of





those surveyed expressed satisfaction with the service, and 75 per cent said they were very satisfied. Reservations personnel received a 99-per-cent satisfaction rating.

The National Capital Commission carried out a national survey in order to find out how Canadians want to mark the millennium. The commission reported that large numbers of Canadians want to see this milestone celebrated in some way in the National Capital Region.

During 1997/98, the Standards Council of Canada developed a new three-year strategic plan. The development process for the plan included a customer satisfaction survey to determine where the corporation was succeeding and where action was needed.

Since 1996/97, a Customer Satisfaction Index has been produced quarterly for Canada Post Corporation by an independent research firm, based on random interviews with a statistically valid sample of some 2,350 Canada Post customers.

In 1997/98, for the first time, the Canadian Commercial Corporation (CCC) adopted a client satisfaction index, which is based on a client's overall assessment of CCC after considering the quality and value of individual services they have used. CCC's 1997/98 survey produced a client satisfaction index of 6.7 out of 10.

The Export Development Corporation (EDC) reported that a component of its annual customer survey is the Customer Satisfaction Index, which rates its customers' overall satisfaction with EDC as well as their likelihood of recommending EDC to their business associates. EDC's 1997 score was 79.5 out of 100 against a target of 80 out of 100.

Defence Construction (1951) Limited noted that its analysis of client satisfaction has been revised to include the overall project rating, which is the ratio of the number of problems acted upon to the number initially reported by clients, and the rolling up of contracting issues into overall satisfaction tracking.

The Royal Canadian Mint reported that the results of its 1996 customer survey shaped its approach to the commercial market in 1997, and that another survey in 1998 will continue tracking customer response to the Mint's new products and services. In its 1997 annual report, the Mint also included a feedback form to solicit comments on the content and presentation of its annual report, as well as to seek suggestions for improving the report.

Several corporations reported on their public consultation activities during the year. These included the Canada Lands Company Limited, regarding the development of the Downsview lands in Toronto, Ontario, and the redevelopment of the former railway shops in Moncton, New Brunswick. The Canadian Dairy Commission and The Canadian Wheat Board noted the various consultations with their respective stakeholders. The Enterprise Cape Breton Corporation carried out consultations to assist it in shaping its strategic direction. The Vancouver Port Corporation organized two Port Users Conferences in 1997. It also noted that its staff made over 1,000 personal visits to their customers in Canada, the U.S. and elsewhere to listen to their needs, to develop







innovative solutions and services for existing customers and to create opportunities to convince others to choose Port Vancouver.

In March 1998, Canada Post held a conference in Toronto attended by key business customers from Canada, the United States and thirty international postal services. The conference was designed to keep customers informed and to obtain their feedback. Canada Post also receives independent advice on service and policy matters from the eight regional Postal Service Customer Councils, whose volunteer members represent the interests of business and consumers and gather information from medium-sized and small businesses.

During 1997/98, several regional offices of the Canadian Film Development Corporation held frequent consultations with their respective client groups within the framework of the feature film committees established by the corporation in 1997 for the Canadian Television and Cable Production Fund<sup>1</sup> policy review for 1998/99 and during the preparation of regional business plans.

## **Working with Others**

Over half of the Crown corporations reported on their use of partnerships or partnering arrangements during the year in an effort to reduce costs, improve service to clients or develop new markets. Some examples are as follows.

The redevelopment of the Bank of Canada's system for processing data collected from financial institutions, which is also used by the Office of the Superintendent of Financial Institutions and the Canada Deposit Insurance Corporation, was undertaken in 1997 in collaboration with the two organizations under a cost-sharing agreement.

The Council of Crown Financial Institutions, which was formed in 1996 and consisted of the Business Development Bank of Canada, the Canadian Commercial Corporation, the Farm Credit Corporation and the Export Development Corporation (EDC), undertook a review of opportunities for closer collaboration among the four Crown corporations. Among other things, this review has led to the establishment of a seamless referral system for prospective customers, to better direct them to the appropriate Crown service provider, cross training of staff, links to relevant Internet sites, and other communications and marketing opportunities. The council's work is now complete. EDC reported that it is expected that the council will be replaced by meetings of the chief executive officers in order that the network of contacts and communication among the Crown financial institutions will continue to expand. As well, the four corporations will report to the public annually on their business results in support of small and medium-sized corporations.

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<sup>1</sup> Now called the Canadian Television Fund.





The Canadian Commercial Corporation's Progress Payment Program operates in conjunction with a number of financial institutions to help small and medium-sized businesses to access new sources of pre-shipment financing.

The Farm Credit Corporation's Agribusiness Division worked with other financial institutions and credit unions to finance various enterprises that process, manufacture, transport, store or transform farm inputs and outputs. Of the 15,488 loan applications that were approved, 16 per cent were a direct result of partnerships and alliances.

During 1997, the Canada Mortgage and Housing Corporation (CMHC) continued to provide its services through co-operation and partnerships with various levels of government, community-based, non-profit and co-operative housing organizations and builders' associations, among others. As well, following consultations with First Nations, CMHC's On-reserve Non-profit Housing Program was amended in 1997. The new program is based on a partnership with First Nations that allows for greater flexibility and control at the community level. In addition, CMHC has been working with the industry to develop a more unified and qualified self-regulated private home inspection profession in Canada.

The Canadian Broadcasting Corporation (CBC) reported on the various programming partnerships entered into by CBC English Radio, French Radio, English Television, French Television and Le Réseau de l'information.

The International Development Research Centre noted that a new awards program between the centre and the Social Sciences and Humanities Research Council, the 'Canada in the World' grant, will enable Canadian researchers to examine issues that will affect Canada's relationship with Asia and Latin America in the years to come.

The three museum corporations, the National Gallery of Canada and the National Arts Centre Corporation reported on a varied and wide range of partnering and sponsorships in order to enhance their programming activities.

The National Capital Commission (NCC) listed its numerous partners and sponsors, including governments at all levels, businesses, non-profit associations and private individuals. The commission noted that it has ongoing relationships with some 144 organizations and 100 sponsors. The NCC also noted that volunteers donated 1,130 hours to clearing debris-strewn trails as a result of the 1998 Ice Storm and that some 1,300 volunteers contributed over 20,000 hours of their time during the year.

Canada Lands Company Limited completed a long-term lease arrangement with the TrizecHahn Corporation to revitalize the base of the CN Tower and the Tower itself through major investments in entertainment and retail infrastructure and operations.

In May 1997, the St. Catharines Hydro-Electric Commission and The St. Lawrence Seaway Authority signed a 30-year lease agreement, under which the commission will operate the authority's generating station. This agreement went into effect in the fall of 1997.





During 1997/98, the Standards Council of Canada signed a partnership agreement with IHS Canada/Micromedia Limited that will enable one-stop shopping, and hence better and faster service, for Canadian purchasers of foreign and international standards.

The Great Lakes Pilotage Authority, Ltd. (GLPA) provides all dispatching and pilot boat services in Port Weller to the U.S. District No. 1 pilots without charge; and the U.S. Pilots Association provides, without charge, pilot boat services for the GLPA at Cape Vincent, New York. The Laurentian Pilotage Authority renewed the Memorandum of Understanding with the Port of Quebec Corporation for joint dispatching, pilotage and port services.

The Canadian Dairy Information Centre Web site provides a one-stop information centre on the Canadian industry and international markets for dairy products and dairy genetics. The site involves a partnership between the Dairy Farmers of Canada, the National Dairy Council of Canada, Agriculture and Agri-Food Canada and the Canadian Dairy Commission.

The Vancouver Port Corporation (VPC) worked with both the Canadian National Railway and the Canadian Pacific Railway to position Port Vancouver as 'North America's Gateway' for container lines and shippers. The completion of the Deltaport container terminal was the result of a partnership of VPC, TSI Terminal Systems Inc. and the two railway companies. In late 1997, the Vancouver Port Corporation partnered with Inland Container Terminals to support the activities of importers and exporters using Deltaport.

VIA Rail Canada Inc. established new partnerships in various parts of its business, including its on-board services and its frequent traveller program. It negotiated an agreement with Amtrak to create joint North American Railpasses in 1998, valid for travel on both carriers' networks across the continent. It entered into a partnership with Home Hardware, allowing VIA Rail to reach potential customers through the chain's 960 stores in Canada. In the second year of partnerships with Chambers of Commerce and Boards of Trade, VIA continued to develop community-based programs and special projects throughout the Quebec City–Windsor corridor. It extended an interline agreement with the Trentway Wager bus company, transforming VIA's Cobourg and Brockville stations into intermodal facilities handling both train and bus departures.

In addition to other partnership activity, the Enterprise Cape Breton Corporation continued to support familiarization tours as a major means of co-operation with tourism operators to encourage travel agents, wholesalers and media to visit Cape Breton. In 1997/98 the corporation invested \$70,000, which leveraged private and public partner contributions of \$500,000 to co-ordinate 55 visits – leading to an estimated \$15 million in 'free' publicity through various magazines and other media.





## **Exporting Crown Corporations' Expertise and Other International Activities**

The expertise that has been developed in Crown corporations is also being marketed in other countries. For example, Canada Post Corporation continues to market its expertise through its international consulting subsidiary, Canada Post Systems Management Ltd., which in 1997/98 signed a \$4.3-million contract with Guatemala to provide postal operations advisory services.

Some corporations are also active participants in the international community most closely related to the corporation's activities. For example, throughout the year, staff of the Canada Deposit Insurance Corporation (CDIC) advised Jamaica, Japan, Lithuania, the Philippines and Taiwan, among others, on deposit insurance matters. CDIC also provided information to Hungary, Korea and Norway at their request and participated in international conferences such as those hosted by the South East Asian Central Banks in Malaysia.

In order to showcase Canadian housing excellence, the Canada Mortgage and Housing Corporation delivered and participated in many seminars in 1997 in several countries, hosted visiting delegations to Canada, and signed or worked on establishing agreements with various housing agencies in other countries.

Bank of Canada staff participate in regular meetings of the major international economic and financial organizations, sharing views and information on domestic and international issues related to monetary policy. During 1997, special attention was paid to developments in Asia and their impact globally as well as on the domestic economy. Bank employees also took part in technical assistance programs to developing countries under the auspices of the International Monetary Fund and the World Bank and in co-operation with the Canadian International Development Agency.

The Canadian Museum of Civilization Corporation entered into an agreement to become the first international chapter in the National Children's Film Festival; as well, it organized and participated in the India-Canada Museum Seminar held in Delhi in January 1998. It also undertook a travelling exhibition in Copenhagen, Denmark; one that went to five cities in Taiwan; and several different exhibitions that went to cities in the U.S.

The Canadian Museum of Nature helped implement the convention on Biological Diversity via Canadian Centre for Biodiversity-organized missions to Côte d'Ivoire and Burkina Faso. Preliminary visits to two more West African countries, Togo and Benin, were also made.

The National Gallery of Canada worked with art organizations and embassies to contribute in several ways to Canada's international relations. The Gallery loaned works to 30 institutions in the United States, Austria, Belgium, Bermuda, Czech Republic, France, Germany, Italy, Netherlands, Spain, Sweden, Switzerland, England and Venezuela. As well, the Canadian Museum of Contemporary Photography loaned works





to a museum in England and a gallery in the U.S. The Gallery became one of the co-founders of AMICO (Art Museum Image Consortium), an international virtual library that will eventually feature the great art collections of the world.

The International Development Research Centre (IDRC) carried out a number of research projects in Asia, Africa, Latin America and the Caribbean. Africa received the bulk of IDRC's support in 1997/98, that is, 33.2 per cent. Asia received 14 per cent and Latin America, 13.2 per cent. The balance was appropriated for global and domestic activities.

VIA Rail delivered a presentation on quality and a workshop on Performance Enhancement at the National Conference on Federal Quality in Washington, D.C. VIA noted that it was the first organization from outside the U.S. to have been invited to do so.

## **Contributing to Canada's Social and Economic Development**

Several Crown corporations identified specific contributions to the government's social and economic agenda, as well as to disaster assistance, in addition to reporting on results related to their specific mandates.

The Canada Mortgage and Housing Corporation reported that it created jobs by extending housing rehabilitation programs. As well, the corporation helped young people develop skills through the Government of Canada's youth employment strategy by working with First Nations and Inuit to create youth housing internships.

Canada Lands Company Limited noted that by bringing non-productive land into productive use, the corporation delivers a wide range of long-term economic benefits from its development and revitalization projects. A major priority at each location is to maximize economic benefits to each of the local communities in which Canada Lands is creating value. Most of the corporation's major activities create both significant short- and long-term employment opportunities. These include employment opportunities generated in the planning and pre-development stage of projects given that Canada Lands outsources many functions. As well, short-term jobs are created in the construction phase and permanent jobs will be created on the properties Canada Lands brings into productive use.

The Export Development Corporation (EDC) noted that although the corporation operates as a commercial financial institution, its public policy role puts an emphasis on being an export maximizer rather than a profit maximizer. It indicated that the substantial increases in business activity over the last several years and the corporation's growing support for small and medium-sized enterprises (SMEs) are indicators of EDC's success in this regard. EDC also noted, however, that the achievement of a healthy bottom line was also critical to the corporation's goal of internally generating the capital necessary for additional risk taking and growth in customer support.





To attract new cargoes and ships and to promote greater use of the Seaway, staff at The St. Lawrence Seaway Authority participated in a variety of trade missions, and international conferences and exhibitions.

Several Crown corporations reported that they had provided assistance to help those affected by the Manitoba flood in May 1997. These included Canada Post, the Canada Mortgage and Housing Corporation, the Farm Credit Corporation (FCC) and The Canadian Wheat Board. Corporations such as Canada Post and FCC also reported on the assistance that they had given during the January 1998 Ice Storm in eastern Ontario and western Quebec.

## **Improving Canada's Exporting Potential**

Several Crown corporations provide assistance to businesses that are either current or potential exporters. Others have the exporting of Canadian products as a primary or complementary function.

During 1997/98, the Business Development Bank of Canada reported an increase in its loans to knowledge-based, high technology and export-oriented small businesses by more than 25 per cent over the previous year.

In December 1997, the Canada Mortgage and Housing Corporation (CMHC) launched the Canadian Housing Export Centre whose purpose is to research international market opportunities and help match them with companies involved in exporting housing products and services. In addition, the Centre's staff will broker partnerships between Canadian companies and potential partners in target countries. As part of the Team Canada partnership, CMHC participates in two national sector teams on building products and on construction, architectural and engineering services. As well, the corporation chairs an interdepartmental committee on housing exports which is comprised of representatives from the Department of Foreign Affairs and International Trade, Industry Canada, the National Research Council and Natural Resources Canada.

The Canadian Commercial Corporation (CCC) assists exporters in the completion of export sales to the governments of other nations. The corporation makes Canadian companies aware of opportunities in the U.S. All opportunities that are open to Canadian firms are posted on the Canadian MERX system and on CCC's Web site. During 1997/98, over 75 per cent of the companies using CCC's services were small to medium-sized enterprises with less than \$25 million in annual sales. CCC also increased its participation in trade missions and established an outreach program to U.S. buying agencies that will form the basis of a program whereby Canadian sources of supply can be directly introduced to potential American buyers.

The Canadian Dairy Commission issues permits to exporters on a transaction by transaction basis. The number of permits and the volume of milk covered by its permits depend on the quantity of milk produced that is not required for the domestic market and, thus, is available to sell on foreign markets. During the 1996/97 dairy year, the





commission's traditional markets of Mexico, North Africa and Cuba accounted for more than two thirds of Canadian exports of skim milk powder while about 75 per cent of butter exports were directed to the North African and Russian markets.

The Canadian Film Development Corporation (Telefilm) provided assistance to Canadian firms with promotion campaign financing, advertising and other marketing activities carried out abroad by these firms. Telefilm also administers international co-production agreements on behalf of the Canadian government. During 1997/98, seven new agreements were signed in addition to its ongoing activities with a number of European and African countries. Telefilm also signed a Letter of Intent regarding feature film development with the China Film Co-Production Corporation. With respect to international festivals, Telefilm entered a total of 942 Canadian works in more than 100 festivals held around the world.

The Canadian Wheat Board (CWB) is a major world exporter of grain. In addition to sales to its traditional markets, during 1997 the CWB sold wheat to Vietnam, signed a letter of agreement with seven flour millers in Thailand aimed at exporting more than one million tonnes of Canadian wheat over the next five years, and made the first shipment of Canadian wheat to the United Arab Emirates since 1989.

The Cape Breton Development Corporation reported that it resumed its international sales of coal with a shipment to Denmark in June 1997.

The Enterprise Cape Breton Corporation indicated that it is working with firms in the environmental industry in Cape Breton with a view to helping local companies export their services.

The Export Development Corporation (EDC) provides a range of risk management services and financing products to assist companies wishing to sell in foreign markets. During 1997, EDC worked with 3,711 customers – an increase of 18 per cent over the previous year – to help them generate more than \$28 billion in sales and foreign investments. This represented volume growth of over 30 per cent over 1996.

During 1997/98, the Standards Council of Canada co-ordinated the participation of some 3,000 Canadian volunteers in the work of two of the world's major voluntary standards development bodies – the International Organization for Standardization and the International Electrotechnical Commission. In addition, the council concluded a number of agreements during the year aimed at supporting Canadian exporters by promoting the international acceptance of Canadian test reports, certifications and registrations.

## **Corporate Environmental Activities**

Examples of corporations reporting on their environmental activities included the following.

Canada Lands Company Limited undertook a major remediation program at the former railway shops in Moncton, New Brunswick using extensive, open public consultation.





The Cape Breton Development Corporation reported that a major phase of the environmental project for closure of the Victoria Junction Tailings Basin was completed during 1997/98.

The National Capital Commission (NCC) reported that during the year it had carried out 10 environmental assessments, environmental analyses for various development proposals and had prepared seven Environmental Priority Maps as the basis for remedial work in the future. The commission also reported on the steps it had taken to conform with the *Alternative Fuels Act* and that a review of NCC fleet performance by Natural Resources Canada had shown that the NCC has reduced emissions by 53 per cent over the 1996/97 levels.

In 1997, the Royal Canadian Mint undertook an environmental audit of its Ottawa and Winnipeg facilities. The Mint reported that it has developed an Environmental Management System for the Mint, with six priorities defined for implementation in 1998 and longer-term priorities identified for 1999 and beyond.

The Vancouver Port Corporation (VPC), with the co-operation of the Chamber of Shipping of British Columbia, introduced a new Ballast Water Exchange Program, becoming the first port in Canada to make mid-ocean deballasting mandatory instead of voluntary. The VPC designed and supervised the installation of habitat rafts at Ballantyne as partial mitigation for Centerm fill requirements. As well, the VPC participated with the Burrard Inlet Environmental Action Program in a project to map shoreline habitat.

To address concerns expressed by the environmental community when the Aylmer, Quebec site was allocated, the Canadian Museum of Nature developed, in partnership with a number of experts and public interest groups, a stewardship plan for the management of its Natural Heritage Building site and Museum facility. The museum also works with other organizations concerned with the environment through the Canadian Centre for Biodiversity.

The Farm Credit Corporation noted that it works with the industry to deal with environmental challenges by including environmental assessment standards in the lending process, which ensure agricultural operations meet accepted environmental standards; and by referring customers to environmental experts when necessary. The corporation also promotes environmental awareness in customer publications.

## **Year 2000 Compliance**

A number of Crown corporations reported on their Year 2000 compliance activities.

In April 1997, the Bank of Canada completed an internal Year 2000 impact assessment, and a central project office is ensuring that critical internal systems will continue to function properly. In support of the overall functioning of the Canadian financial system, the Bank is participating in discussions with federal government departments and with Industry Canada's Year 2000 Task Force. It is also working with domestic and international financial communities to raise awareness, encourage resolution, share best







practices and monitor the state of readiness. The Bank's plan is to have internal systems completed by the end of 1998 and, in 1999, to focus on testing shared systems with its business partners and developing the necessary contingency plans.

The Business Development Bank of Canada (BDC) reported that it is taking the necessary action towards ensuring that its own systems are Year 2000 ready. Also, in March 1998, BDC launched the Year 2000 Ready program, which is a \$50-million loan program that will allow small business owners to obtain the financial backing necessary to make software and hardware conversions without straining other operations or compromising their working capital.

The Canada Deposit Insurance Corporation (CDIC) expects to complete the implementation and testing phases by mid-1999, which will include a full Year 2000 simulation test. It also indicated that it expects most financial institutions to be fully Year 2000 compliant before the end of 1998. Over the course of the next year, CDIC will monitor closely the Year 2000 readiness of its member institutions.

Canada Post's Year 2000 program, which includes ongoing communication with major customers, suppliers, benefit providers, financial institutions and other resources that are considered critical to the health of Canada Post to ensure that programs are on track and synchronized, is expected to be completed by mid-1999. In its 1997/98 annual report, Canada Post also indicated that it was developing a contingency plan for implementation in the event significant problems occur.

The Canadian Broadcasting Corporation reported that, as of March 1998, inventories of all information technology applications and risk assessments of these applications had been completed, and conversion of non-compliant programs had started. A computer replacement infrastructure program was introduced to ensure that all PC workstations are Year 2000 compliant, and that older PCs are not used in any operational activities. An inventory of all other Year 2000 sensitive equipment and software was undertaken, and plans for testing were under way.

The Canadian Museum of Nature indicated that it carried out major improvements to its information technology infrastructure during 1997/98, including the purchase of software and hardware to ensure Year 2000 compliance. The Canadian Wheat Board indicated that it had begun to correct the Year 2000 problem in 1995, pioneering some techniques that are now in use outside the corporation. The Cape Breton Development Corporation noted that it has been working on issues related to the Year 2000 problem for more than two years and expects to be Year 2000 compliant by March 31, 1999. Defence Construction (1951) Limited has vendor assurances that the main enterprise software is compliant with Year 2000 requirements. Plans have been made for bringing other systems into line and further third party compliances are being sought.

The Farm Credit Corporation (FCC) reported that it is well on its way to ensuring Year 2000 compliance of all systems, supporting hardware and software components. FCC is working with software vendors to ensure that existing products are Year 2000 compliant.





Completion is targeted for December 1998, allowing a full year for quality assurance prior to the Year 2000. The Laurentian Pilotage Authority is having its computerized pilotage billing and assignment system rewritten in order to avoid Year 2000 problems. It is taking advantage of this overhaul to improve its system to better meet the needs of clients, pilots and management.

Other corporations that indicated in their annual reports that they were addressing Year 2000 compliance issues included the Canada Lands Company Limited, the International Development Research Centre, Marine Atlantic Inc., the Royal Canadian Mint, the National Capital Commission and the Standards Council of Canada.





# CORPORATE ABSTRACTS

## Introduction

Corporate Abstracts describes each parent Crown corporation's mandate, activities and financial position.

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. Each corporation's contact information is also provided.

This chapter 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. Readers wishing to obtain further information about a particular corporation should refer to the corporation's annual report or contact the corporation directly.





## A Note About Summary Information Tables

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 database. 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, selected **performance indicators** are provided where they have been included in numerical form 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** refers to 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** includes payments made during the year by the corporation to the Government of Canada on loans outstanding.

**Dividends** represents those 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. Employment data for Canada Ports Corporation include divisional ports.





# ATLANTIC PILOTAGE AUTHORITY

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## **Appropriate Minister**

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## **Chairperson and Chief Executive Officer**

Captain R. Anthony McGuinness

## **Head Office**

Purdy's Wharf  
Suite 1402, Tower 1  
1959 Upper Water Street  
Halifax NS  
B3J 3N2  
Telephone: (902) 426-2550  
Facsimile: (902) 426-4004

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## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

## **Mandate**

To operate, maintain and administer a safe and efficient pilotage service within designated waters in and around the Atlantic provinces.

## **Corporate Profile**

In addition to providing pilotage services, the Atlantic Pilotage Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Of the 31 ports in the four Atlantic regions, 17 are compulsory pilotage areas. The criteria for determining which ports should become compulsory are: the degree of difficulty and hazard in the approaches and within the port itself; the amount of vessel movement and the manoeuvrability of those vessels; the design of wharves and slips; the nature of the cargo; and environmental concerns and the preservation of the ecosystem.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	3.8	2.6	1.8	1.8	1.8
Loans from private sector	0.0	0.0	0.0	0.1	0.2
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	2.2	1.1	0.5	0.4	0.2
<b>Operations</b>					
Revenues	9.6	8.0	7.6	6.9	6.9
Net income	1.0	0.6	0.1	(0.7)	(0.8)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	0.0	0.0	0.9	0.3
Change in budgetary funding	-	-100%	-95%	189%	-83%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	68	70	70	77	77
<b>PERFORMANCE INDICATORS</b>					
Pilotage assignments	9,760	8,576	8,668		
Incidents <sup>1</sup>	6	15	17		
% of incident-free assignments	99.9	99.9	99.8		

<sup>1</sup> Compilation of all maritime incident reports with or without damage.





# ATOMIC ENERGY OF CANADA LIMITED

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## Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.  
Minister of Natural Resources and Minister  
Responsible for The Canadian Wheat Board

## Chairperson

Robert F. Nixon

## Acting President and Chief Executive Officer

R. Allen Kilpatrick

## Head Office

Minto Place  
18th Floor  
344 Slater Street  
Ottawa ON  
K1A 0S4  
Telephone: (613) 237-3270  
Facsimile: (613) 563-9499  
Web Site: [www.aecl.ca](http://www.aecl.ca)

## Auditor

Auditor General of Canada  
Ernst & Young

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## Incorporation and Status

1952 under Part I of the *Canada Corporations Act*; continued July 8, 1977, under a certificate, amended July 5, 1982, under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To undertake research into atomic energy and to prepare and develop its commercial applications. The corporation operates research and development laboratories at Chalk River, Ontario and Pinawa, Manitoba, as well as business, engineering and design offices in Ottawa, Toronto and Montreal.

## Corporate Profile

Atomic Energy of Canada Limited's objective is to ensure maximum economic benefit for Canada from CANDU technology and the associated research and development projects. Its research and development programs are the springboard for a \$6 billion-a-year nuclear industry with a substantial number of knowledge-based and high value-added jobs.







## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31 <sup>1</sup>					
<b>Financial Position</b>					
Total assets	-	1,040.5	993.1	878.2	848.4
Loans from private sector	-	3.6	5.8	8.6	11.0
Loans from Canada	-	12.1	13.5	14.4	15.7
Shareholder's equity	-	458.1	464.2	474.1	466.9
<b>Operations</b>					
Revenues	-	629.5	581.4	649.0	632.2
Net income	-	15.4	(9.9)	7.2	(138.7)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	-	197.5	174.6	180.0	173.5
Change in budgetary funding	-	13%	-3%	4%	-4%
Non budgetary (loans and investments)	-	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	-	1.4	0.9	1.4	430.3
Dividends	-	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	3,652	3,675	3,881	3,943	4,287

<sup>1</sup> Financial summary for 1997/98 is not available as the 1997/98 annual report had not been tabled in Parliament as of October 30, 1998.





# BANK OF CANADA

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## Appropriate Minister

The Honourable Paul Martin, P.C., M.P.  
Minister of Finance

## Governor

Gordon G. Thiessen

## Head Office

234 Wellington Street  
Ottawa ON  
K1A 0G9  
Telephone: (613) 782-8111  
Facsimile: (613) 782-8655  
Web Site: [www.bank-banque-canada.ca](http://www.bank-banque-canada.ca)

## Auditor

Caron Bélanger Ernst & Young  
Coopers & Lybrand

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## Incorporation and Status

1934 by the *Bank of Canada Act* (R.S.C. 1985, c. B-2); acts as the fiscal agent of the Government of Canada; exempt from Divisions I to IV of Part X of the *Financial Administration Act*.

## Mandate

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

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## Corporate Profile

The Bank of Canada's primary functions are as follows:

- **Monetary policy:** The Bank is responsible for 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.
- **Currency:** The Bank issues bank notes in Canada. This involves note design as well as the printing and distribution of bank notes, and their eventual replacement.
- **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.

On the international front, the Bank participates in regular meetings and conferences of major international organizations, where the emphasis is on sharing and gathering information to assist in domestic policy deliberations. In addition, the Bank works closely





with government departments on international economic and financial issues. Bank employees also take part in technical assistance programs to developing countries under the auspices of the International Monetary Fund and the World Bank and in co-operation with the Canadian International Development Agency.

## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	31,749.2	30,584.4	30,200.6	30,049.7	29,045.1
Liabilities:					
Deposits	882.5	1,318.9	1,164.5	1,286.0	1,602.0
Notes in circulation	30,542.0	29,109.9	28,777.7	28,328.7	27,236.7
Other	294.7	126.4	228.4	405.0	176.0
Shareholder's equity	30.0	30.0	30.0	30.0	30.0
<b>Operations</b>					
Revenues	1,578.6	1,648.8	2,037.0	1,704.9	1,757.6
Expenses	144.2	213.7	220.8	209.2	205.7
Net revenue - paid to Canada	1,434.4	1,435.1	1,816.2	1,495.7	1,551.9
<b>EMPLOYMENT</b>	1,500	1,600	1,968	2,066	2,083





# BUSINESS DEVELOPMENT BANK OF CANADA

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## **Appropriate Minister**

The Honourable John Manley, P.C., M.P.  
Minister of Industry

## **Chairperson**

Michel Vennat

## **President and Chief Executive Officer**

François Beaudoin

## **Head Office**

BDC Building  
Suite 400  
5 Place Ville-Marie  
Montreal QC  
H3B 5E7  
Telephone: (514) 283-5904  
Facsimile: (514) 283-7838  
Web Site: [www.bdc.ca](http://www.bdc.ca)

## **Auditor**

KPMG  
Auditor General of Canada

## **Incorporation and Status**

1974 by the *Federal Business Development Bank Act* (R.S.C. 1985, c. F-6) and continued by the *Business Development Bank of Canada Act* (S.C. 1995, c. 28); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

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.

---

## **Corporate Profile**

The Business Development Bank of Canada provides financial assistance to Canadian firms by acting as a complementary lender and a source for equity financing. It offers financial services, venture capital and consulting services.

The corporation supports businesses in many sectors with a particular emphasis on exporters, knowledge-based industries and high-growth companies. Small businesses in these target sectors often lack hard asset security to obtain complete financing from conventional sources.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	4,588.0	4,029.8	3,603.4	3,145.7	3,022.2
Loans from private sector	3,912.7	3,448.1	3,119.6	2,770.6	2,665.2
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	507.1	467.6	370.3	288.8	279.6
<b>Operations</b>					
Revenues	381.2	362.7	376.6	328.7	295.3
Net income	45.5	50.7	31.6	9.2	4.1
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	6.9	14.1	14.2	15.1
Change in budgetary funding	-100%	-51%	-1%	-6%	-1%
Non budgetary (loans and investments)	0.0	50.0	50.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	6.0	3.4	0.0	0.0	0.0
<b>EMPLOYMENT</b>	1,085	1,066	1,014	967	954
<b>PERFORMANCE INDICATORS</b>					
Productivity ratio <sup>1</sup> - Loans Division (%)	53.3	54.4	59.4	59.6	61.9
Cost recovery rate <sup>2</sup> - Consulting Group (%)	78.0	61.0	58.0	56.0	55.0
Return on average common shareholder's equity (%)	10.2	13.7	10.4	3.2	1.5

<sup>1</sup> Regular operating and administrative expenses to net interest income.

<sup>2</sup> Excluding long-term accruals and transformation costs.





## CANADA COUNCIL

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### **Appropriate Minister**

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

### **Chairperson**

Jean-Louis Roux

### **Director and Chief Executive Officer**

Shirley L. Thomson

### **Head Office**

12th Floor  
350 Albert Street  
PO Box 1047  
Ottawa ON  
K1P 5V8  
Telephone: (613) 237-3400  
Facsimile: (613) 566-4390  
Web Site: [www.canadacouncil.ca](http://www.canadacouncil.ca)

### **Auditor**

Auditor General of Canada

### **Incorporation and Status**

1957 by the *Canada Council Act* (R.S.C. 1995, c. C-2); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

### **Mandate**

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

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## **Corporate Profile**

The Canada Council provides grants and services to Canadian artists and arts organizations in dance, interdisciplinary work and performance art, media arts, music, theatre, visual arts, and writing and publishing. In addition to its primary role in the arts, the council administers the Art Bank, endowment funds, the Killam Program of prizes and fellowships to scholars of exceptional ability, and offers a number of awards.

The council is also responsible for the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Right Commission.

The council seeks both individually and collectively the advice of artists and arts professionals regarding its activities. It also co-operates closely with federal and provincial cultural agencies and departments. Sources of funding for the council include parliamentary appropriations, income from its endowment funds, and private donations and bequests.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Assets - Endowment account <sup>1</sup>	272.9	200.3	168.2	158.8	155.9
- Special funds	0.0	66.2	55.5	52.6	51.0
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	179.1	232.1	186.4	174.4	171.7
<b>Operations</b>					
Revenues	129.3	112.4	121.2	114.9	113.3
Outlays on grants, services and art	103.9	88.4	88.8	91.7	92.2
Net income	10.2	45.7	12.0	2.1	(1.3)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	114.0	91.1	95.9	98.4	99.3
Change in budgetary funding	25%	-5%	-3%	-1%	-8%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	133	132	161	217	230

<sup>1</sup> The Canadian Institute of Chartered Accountants amended the reporting recommendations for not-for-profit organizations. Beginning in 1997/98, the Canada Council changed its financial statement presentation from a separate disclosure of its Endowment account and Special funds to a combined basis.





# CANADA DEPOSIT INSURANCE CORPORATION

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## **Appropriate Minister**

The Honourable Paul Martin, P.C., M.P.  
Minister of Finance

## **Chairperson**

Grant L. Reuber

## **President and Chief Executive Officer**

Jean Pierre Sabourin

## **Head Office**

17th Floor  
50 O'Connor Street  
PO Box 2340, Station D  
Ottawa ON  
K1P 5W5  
Telephone: (613) 996-2081  
Facsimile: (613) 996-6095  
Web Site: [www.cdic.ca](http://www.cdic.ca)

## **Auditor**

Auditor General of Canada

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## **Incorporation and Status**

1967 by the *Canada Deposit Insurance Corporation Act* (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 *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To provide limited insurance for deposits with member institutions, i.e., federal banks, trust and loan companies, and approved provincial trust and loan companies; to promote standards of sound business and financial practices; and to promote and contribute to the stability of the Canadian financial system.

## **Corporate Profile**

The primary functions of the Canada Deposit Insurance Corporation involve insurance and risk management, and claims and recoveries.

**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.







## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	883.1	847.4	1,208.9	1,117.2	2,387.6
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	401.9	865.0	1,640.1	2,174.4	3,177.1
Shareholder's equity	(538.9)	(1,176.2)	(1,301.0)	(1,747.1)	(1,647.7)
<b>Operations</b>					
Revenues	552.5	560.9	552.6	531.7	409.3
Net income	637.3	124.8	446.2	(99.5)	3.0
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	100.0	250.0	350.0	1,230.0
<b>Payments to Canada</b>					
Loan repayments	460.0	872.0	783.0	1,341.0	1,729.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	80	88	86	87	90





# CANADA DEVELOPMENT INVESTMENT CORPORATION

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## Appropriate Minister

The Honourable Paul Martin, P.C., M.P.  
Minister of Finance

## Chairperson

Donald McQ. Shaver

## Head Office

PO Box 71058  
L'Esplanade Laurier  
Ottawa ON  
K2P 2L9  
Telephone: (613) 943-9391  
Facsimile: (613) 943-9390

## Auditor

KPMG  
Auditor General of Canada

## Incorporation and Status

1982 under the *Canada Business Corporations Act*. Letters patent, May 26, 1982; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To manage Crown corporations and investments assigned to it, and to privatize its holdings when appropriate. 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.

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## Corporate Profile

The Canada Development Investment Corporation (CDIC) manages two wholly owned subsidiaries: Canada Eldor Inc. and Canada Hibernia Holding Corporation. The latter manages the federal government's 8.5-per-cent interest in the Hibernia Oil and Gas Offshore Development Project.

A previously wholly owned subsidiary, Theratronics International Limited, was sold in May 1998 to MDS Inc.

CDIC also administers 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.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	119.7	124.0	140.3	126.4	181.9
Loans from private sector	0.0	0.0	0.0	0.0	461.7
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	92.0	98.9	114.0	98.3	(318.2)
<b>Operations</b>					
Revenues	1.0	4.7	5.6	6.2	14.4
Net income	(2.0)	16.2	25.7	(21.8)	(32.7)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	5.0	31.3	10.0	10.0	7.7
<b>EMPLOYMENT</b>	0	3	3	8	9





# CANADA LANDS COMPANY LIMITED

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## **Appropriate Minister**

The Honourable Alfonso Gagliano, P.C., M.P.  
Minister of Public Works and Government  
Services

## **Chairperson**

Jon K. Grant

## **President and Chief Executive Officer**

Erhard Buchholz

## **Head Office**

Suite 1500  
200 King Street West  
Toronto ON  
M5H 3T4  
Telephone: (416) 952-6100  
Facsimile: (416) 952-6200  
Web Site: [www.clc.ca](http://www.clc.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1956 by letters patent; reorganized under the *Canada Business Corporations Act*, September 19, 1977; Certificate of Continuance under the *Canada Business Corporations Act*, July 7, 1981; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

## **Mandate**

To dispose of surplus federal real properties in order to optimize value to Canadian taxpayers while respecting the government's policies with regard to First Nations' land claims, as well as environmental, official languages and heritage considerations.

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## **Corporate Profile**

In addition to its principal function of disposing of surplus federal real properties, Canada Lands Company Limited is responsible for managing certain key properties, including the former Canadian Forces Base Downsview lands in Toronto. Originally, the corporation focused on the marketing of the surplus property of the Canadian National Railway Company, which was privatized in 1995. Since then Canada Lands Company Limited has assumed responsibility for other federal properties across the country.

The corporation's real estate portfolio includes the CN Tower in Toronto, which is currently undergoing a major revitalization program through a public/private partnership.

Other major projects include the development of the Glenlyon Business Park in Burnaby, British Columbia; the planning and rezoning of Currie Barracks/Lincoln Park in Calgary; the completion of the redevelopment of Saint-Hubert Garrison in Saint-Hubert, Quebec; and the environmental remediation and subsequent development of the former railway shops in Moncton, New Brunswick.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	418.2	403.8	394.9	0.0	0.0
Loans from private sector	36.9	42.4	63.5	0.0	0.0
Loans from Canada	55.8	37.1	0.9	0.0	0.0
Shareholder's equity	242.5	249.6	250.1	0.0	0.0
<b>Operations</b>					
Revenues	187.4	226.8	78.8	0.0	0.0
Net income	13.3	10.4	0.5	0.0	0.0
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	18.7	37.1	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.9	0.0	0.0	0.0
Dividends	20.4	10.9	0.0	0.0	0.0
<b>EMPLOYMENT</b>	80	325	340	0	0





# CANADA MORTGAGE AND HOUSING CORPORATION

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## Appropriate Minister

The Honourable Alphonso Gagliano, P.C., M.P.  
Minister of Public Works and Government  
Services

## Chairperson

Peter R. Smith

## President and Chief Executive Officer

Marc W. Rochon

## Head Office

700 Montreal Road  
Ottawa ON  
K1A 0P7  
Telephone: (613) 748-2000  
Facsimile: (613) 748-2067  
Web Site: [www.cmhc-schl.gc.ca](http://www.cmhc-schl.gc.ca)

## Auditor

Mallette Maheu (Associated with  
Arthur Andersen)  
Auditor General of Canada

## Incorporation and Status

1946 by the *Central Mortgage and Housing Corporation Act*; amended March 16, 1979, to *Canada Mortgage and Housing Corporation Act* (R.S.C. 1985, c. C-7); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty except when s.14 of its Act applies.

## Mandate

To promote the construction of new houses, the repair and modernization of existing houses, and the improvement of housing and living conditions.

In 1996, the Government of Canada assigned to the Canada Mortgage and Housing Corporation a new mandate in the areas of housing finance, assisted housing, housing export promotion, and research and information transfer.

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## Corporate Profile

The Canada Mortgage and Housing Corporation (CMHC) accomplishes its mandate through activities in three business components:

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

The **Minister's Account** administers subsidized housing programs under the provisions of the *National Housing Act*. CMHC is reimbursed for contributions and related operating expenses through parliamentary appropriations of almost \$1.9 billion per year.





About 90 per cent of the contributions are committed for some 35 years to subsidize social housing programs.

The **Insurance and Guarantee Funds** are administered by the corporation under the provisions of the *National Housing Act*. 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.

## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Corporate Account</b>					
<b>Financial Position</b>					
Total assets	16,566.0	15,098.0	13,849.4	11,768.9	10,013.6
Loans from private sector	9,304.0	7,605.4	5,999.8	3,444.7	1,345.2
Loans from Canada	6,848.0	7,118.5	7,512.7	7,972.2	8,306.1
Shareholder's equity	40.0	28.6	35.1	43.7	50.0
<b>Operations</b>					
Revenues	1,238.0	1,146.3	1,035.6	877.5	800.2
Net income	11.0	(6.6)	(8.6)	(6.3)	5.6
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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	263.4
<b>Payments to Canada</b>					
Loan repayments	257.0	409.9	447.4	334.2	453.6
Dividends	0.0	0.0	0.0	0.0	5.6
<b>Minister's Account</b>					
<b>Operations</b>					
Expenditures	1,900.0	1,944.6	2,001.9	1,868.0	1,935.0
Budgetary appropriations	1,991.0	1,968.1	1,952.5	1,879.6	1,899.6
Change in budgetary funding	1%	1%	4%	-1%	0%
Due from the Minister	187.0	278.1	301.6	252.3	264.0
<b>Insurance and Guarantee Funds</b>					
<b>Financial Position</b>					
Total assets	3,979.0	2,548.2	2,317.8	2,093.1	1,844.2
Shareholder's equity	37.0	47.6	44.0	(48.8)	38.4
<b>Operations</b>					
Revenues	665.0	557.0	544.9	432.0	436.5
Net income	(11.0)	16.6	92.8	(87.2)	(56.9)
<b>EMPLOYMENT</b>	2,366	2,565	2,824	3,032	2,975





# CANADA PENSION PLAN INVESTMENT BOARD

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## Appropriate Minister

The Honourable Paul Martin, P.C., M.P.  
Minister of Finance

## Chairperson

Gail Cook-Bennett

## President and Chief Executive Officer

(Vacant)

## Head Office

n/a

## Auditor

n/a

## Incorporation and Status

1998 by the *Canada Pension Plan Investment Board Act* (S.C. 1997, c. 40); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

## Mandate

To manage prudently and professionally in the best interests of contributors and beneficiaries, with a view to achieving a maximum rate of return without undue risk of loss, funds transferred to the board from the Canada Pension Plan Account.

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## Corporate Profile

Legislation to create the Canada Pension Plan Investment Board (CPPIB) was passed by Parliament in December 1997 and came into effect on April 1, 1998. The CPPIB will be responsible for prudently investing Canada Pension Plan funds transferred to it in a diversified portfolio of securities in the best interests of plan members. The CPPIB will operate at arm's length from government under an independent board of directors, appointed by the Governor in Council on the recommendation of the Minister of Finance, in consultation with his counterparts from participating provinces. The board will hire professional asset managers to make day-to-day investment decisions at arm's length from governments.

The CPPIB will be accountable to the public and governments, and will report its investment results regularly. For example, the board will make its investment and other policies public; release quarterly financial statements; publish an annual report for tabling in Parliament; and hold public meetings in each participating province at least every two years.







It has been estimated that assets under the board's management could total between \$60 billion and \$80 billion by 2007. Funds are expected to begin flowing to the CPPIB early in 1999.

CPPIB's financial data are not available since its operations had not commenced as of July 31, 1998.





# CANADA PORTS CORPORATION

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## Appropriate Minister

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## Chairperson

Carole Taylor

## President and Chief Executive Officer

James Andrew Lynes

## Head Office

Place de Ville, Tower C  
20th Floor  
330 Sparks Street  
Ottawa ON  
K1A 0N6  
Telephone: (613) 957-6700  
Facsimile: (613) 996-9629

## Auditor

Raymond, Chabot, Martin, Paré

## Incorporation and Status

1983 by the *National Harbours Board Act* (R.S.C. 1970, N-8, s.3);  
reconstituted by the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9);  
Schedule III, Part II of the *Financial Administration Act*; an agent of  
Her Majesty.

## Mandate

To administer, manage and control  
Canadian harbours and any other  
harbour, work or property of Canada  
transferred by the Governor in Council.

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## Corporate Profile

Canada Ports Corporation co-ordinates the national port activities of seven autonomous local port corporations, which appear separately in this report. It has direct responsibility for operating six non-corporate divisional ports and has a wholly owned subsidiary, Ridley Terminals Inc., which is a bulk handling terminal at Prince Rupert. In addition, the corporation administers the Interport Loan Fund to provide an alternative source of financing for financially viable projects.

Under the *Canada Marine Act*, which received Royal Assent on June 11, 1998, Canada Ports Corporation will be dissolved. Its assets will devolve to the Crown under the administration of the Minister of Transport. Ridley Terminals Inc. will become a parent Crown corporation subject to Part X of the *Financial Administration Act*.

The *Canada Marine Act* also provides that the local port corporations will become Canada Port Authorities. These entities will be non-share-capital, shared-governance corporations with municipalities and provinces each appointing a member to the board of directors, and port users recommending the majority.





In September 1997, Canada Ports Corporation ceased to operate the Port of Churchill. The Hudson Bay Port Company took possession of the major facilities and a waterlot at the port. The remaining property and subsisting obligations including administration, management and control of the harbour, were passed to Transport Canada.

## PORTS CANADA SYSTEM

### Divisional Ports:

Port of Belledune  
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

## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	287.9	271.6	264.7	249.6	247.0
Loans from private sector	168.1	171.4	179.4	185.5	196.0
Loans from Canada	0.3	0.4	0.4	0.5	0.5
Shareholder's equity	21.6	12.1	3.2	(9.0)	(16.1)
<b>Operations</b>					
Revenues	62.8	64.0	62.6	64.3	58.0
Net income	8.8	13.2	9.8	5.3	10.5
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	(0.5)	1.0	0.0	0.0	0.0
Change in budgetary funding	-150%	-	-	-	-100%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.1	0.1	0.1	0.1	0.1
Dividends	0.4	0.3	0.2	0.2	0.1
<b>EMPLOYMENT</b>	197	253	253	280	281
<b>PERFORMANCE INDICATORS</b>					
Total port cargo (million tonnes)	193	185	185	185	166
Operating revenue/tonne (\$)	1.2	1.2	1.2	1.2	1.2
Debt : equity ratio	44.6	47.5	47.5	43.6	44.6





# CANADA POST CORPORATION

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## **Appropriate Minister**

The Honourable Alfonso Gagliano, P.C., M.P.  
Minister of Public Works and Government  
Services

## **Chairperson**

The Honourable André Ouellet, P.C.

## **President and Chief Executive Officer**

Georges C. Clermont

## **Head Office**

Canada Post Place  
2701 Riverside Drive  
Ottawa ON  
K1A 0B1  
Telephone: (613) 734-8440  
Facsimile: (613) 734-6022  
Web Site: [www.canadapost.ca](http://www.canadapost.ca)  
[www.postecanada.ca](http://www.postecanada.ca)

## **Auditor**

Deloitte & Touche

## **Incorporation and Status**

1981 by the *Canada Post Corporation Act* (R.S.C. 1985, c. C-10);  
Schedule III, Part II of the *Financial Administration Act*; an agent of  
Her Majesty.

## **Mandate**

To operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians. The corporation also has a 75-per-cent 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.

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## **Corporate Profile**

In 1997/98, Canada Post Corporation delivered 9.1 billion messages and parcels to 12.7 million Canadian addresses. These materials were processed through a network of 22 major plants and other facilities. Postal services are available to customers through nearly 20,000 retail points of access.

The corporation provides a number of distribution services including Priority Courier, Xpresspost, Expedited and Regular Parcels. It also sells philatelic products. Through its international consulting subsidiary, Canada Post Systems Management Ltd., the corporation markets its expertise to postal administrations throughout the world.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	2,919.0	2,725.8	2,515.4	2,564.6	2,612.8
Loans from private sector	171.0	175.6	199.0	199.0	199.0
Loans from Canada	80.0	80.0	80.0	80.0	80.0
Shareholder's equity	1,155.0	1,128.7	1,026.2	998.0	1,066.9
<b>Operations</b>					
Revenues	5,088.0	5,103.1	4,953.5	4,748.0	4,115.6
Net income	36.0	112.5	28.2	(68.9)	(270.4)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	14.0	14.0	14.0	14.0	14.0
Change in budgetary funding	0%	0%	0%	0%	0%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	10.0	10.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	43,064	43,831	44,107	43,871	43,699
<b>PERFORMANCE INDICATORS</b>					
Service performance					
Same major urban centre (%)	96.0	96.0	97.0	97.0	98.0
Same province (%)	96.0	97.0	97.0	97.0	98.0
Different provinces (%)	96.0	96.0	97.0	97.0	98.0
Customer satisfaction index (%)	65.0	60.0	60.0	57.0	n/a
Employee satisfaction index (%)	53.0	53.0	52.0	54.0	n/a
Profitability					
Return on equity (%)	3.2	10.4	2.8	(6.7)	(22.5)
Return on capital (%)	2.6	8.3	2.2	(5.3)	(19.2)
Operating profit margin (%)	1.0	2.6	1.3	(0.8)	0.6
Dividend payout ratio (%)	n/a <sup>1</sup>	8.9	35.7	0.0	0.0
Total volume (in millions of pieces)	9,236	10,855	11,763	11,573	10,910 <sup>2</sup>
Per-cent (decrease) increase	(14.9)	(7.7)	1.6	6.1	4.8
Retail points of access	19,865	21,003	18,547	18,567	18,738
Per-cent (decrease) increase	(5.4)	13.2	(0.1)	(0.9)	0.5
Points of delivery (in thousands)	12,747	12,595	12,468	12,344	12,162
Per-cent increase	1.2	1.0	1.0	1.5	1.9
Pick-up points (in thousands)	909	908	900	884	870
Per-cent increase	0.1	0.9	1.8	1.6	1.6

<sup>1</sup> Dividends for 1997/98 may be declared and paid in 1998/99.

<sup>2</sup> Figures for 1993/94 include the results of PCL Courier Holdings Inc. from November 26, 1993, the effective date on which the corporation acquired a controlling interest.





# CANADIAN BROADCASTING CORPORATION

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## Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

## Chairperson

Guylaine Saucier

## President and Chief Executive Officer

The Honourable Perrin Beatty, P.C.

## Head Office

250 Lanark Avenue  
PO Box 3220, Station C  
Ottawa ON  
K1Y 1E4  
Telephone: (613) 724-5721  
Web Site: [cbc.radio-canada.ca](http://cbc.radio-canada.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

Established by the 1936 *Canadian Broadcasting Act* 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 *Financial Administration Act*; an agent of Her Majesty.

## Mandate

As Canada's national public broadcaster, the corporation's 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.

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## Corporate Profile

The Canadian Broadcasting Corporation (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. Its 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, jazz 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; and





- a digital pay audio service offering 30 continuous music channels 24 hours per day without talk or commercials.

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

CBC's programs are distributed via satellite in combination with microwave and landline, feeding 93 CBC owned stations, 1,165 CBC rebroadcasters, 28 private affiliated stations and 291 affiliated or community-owned rebroadcasters and stations.

## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	1,513.1	1,664.7	1,696.7	1,613.0	1,582.0
Loans from private sector	389.2	405.1	411.9	433.6	435.3
Loans from Canada	0.0	0.0	0.0	0.0	33.0
Shareholder's equity <sup>1</sup>	(65.4)	758.0	680.2	738.6	756.8
<b>Operations</b>					
Revenues <sup>2</sup>	1,378.8	1,138.0	1,258.4	1,362.6	1,329.1
Net income	(35.5)	(23.0)	(159.8)	(193.7)	(152.4)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	806.5	997.1	1,170.7	1,126.9	1,089.5
Change in budgetary funding	-19%	-15%	4%	3%	-2%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	33.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	6,728	7,311	8,181	9,015	9,117
<b>PERFORMANCE INDICATORS</b>					
Canadian content, CBC English Television (%)					
Full day	74.0	65.0			
Prime time (7 to 11 p.m.)	91.0	88.0			
Audience share, prime time (%)					
CBC English Television	10.8	11.3			
Radio-Canada, among francophones	25.8	26.1			

<sup>1</sup> In order to conform to the Canadian Institute of Chartered Accountants Public Sector Accounting and Auditing Board Exposure Draft on Accounting for Government Assistance, capital funding received from the Government of Canada is now deferred and amortized on the same basis and over the same periods as the related assets. This has resulted, temporarily, in a negative balance for shareholder's equity.

<sup>2</sup> Revenues for 1997/98 are now disclosed on a gross basis to more fully reflect the extent of the corporation's activities, whereas certain expenses were netted against related revenues in the past.





# CANADIAN COMMERCIAL CORPORATION

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## Appropriate Minister

The Honourable Sergio Marchi, P.C., M.P.  
Minister for International Trade

## Chairperson and President

Robert G. Wright

## Head Office

Metropolitan Centre  
Suite 1100  
50 O'Connor Street  
Ottawa ON  
K1A 0S6  
Telephone: (613) 996-0034  
Facsimile: (613) 992-2121  
Web Site: [www.ccc.ca](http://www.ccc.ca)

## Auditor

Auditor General of Canada

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## Incorporation and Status

1946 by the *Canadian Commercial Corporation Act* (R.S.C. 1985, c. C-14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To assist in the development of trade between Canada and other nations by facilitating sales to foreign governments and international agencies as well as other approved buyers on behalf of Canadian suppliers.

## Corporate Profile

The Canadian Commercial Corporation (CCC) helps Canadian exporters to win contracts in foreign markets, primarily with those of foreign governments and international organizations. Foreign buyers dealing through CCC receive a government-backed guarantee of contract completion.

As part of Canada's trade team, the corporation's activities complement the export financing and insuring services of the Export Development Corporation, as well as the market intelligence and promotional activities of federal departments and agencies.

As the export contracting arm of the federal government, CCC:

- gains access for Canadian exporters to the U.S. defence and space markets through formal agreements signed by the Government of Canada;
- acts as a prime contractor in the sale of Canadian goods and services at the request of Canadian exporters and their foreign customers;







- identifies business opportunities, particularly with the U.S. government, and passes them on to Canadian firms that are registered with CCC and capable of meeting the client's requirements; and
- provides assistance and expertise in other areas such as pre-shipment financing, contract risk analysis, management services and contract arbitration.

## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	307.1	250.5	312.8	384.3	390.6
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	17.5	17.3	16.6	18.3	17.0
<b>Operations</b>					
Revenues	956.8	907.5	974.6	879.2	882.1
Net income	0.3	0.6	(1.7)	1.3	1.2
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	10.7	10.9	11.8	13.2	13.8
Change in budgetary funding	-2%	-7%	-10%	-4%	2%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	85	90	84	81	81
<b>PERFORMANCE INDICATOR</b>					
Number of suppliers doing business with CCC	1,759	1,310	1,050		





# CANADIAN DAIRY COMMISSION

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## Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.  
Minister of Agriculture and Agri-Food

## Chairperson and Chief Executive Officer

Guy Jacob

## Head Office

Carling Executive Park  
Suite 300  
1525 Carling Avenue  
Ottawa ON  
K1A 0Z2  
Telephone: (613) 792-2000  
Facsimile: (613) 998-4492  
Web Site: [www.cdc.ca](http://www.cdc.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1966 by the *Canadian Dairy Commission Act* (R.S.C. 1985, c. C-15) (S.C. 1994, c. 26 and c. 38) (S.C. 1995, c. 23); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To give milk and cream producers 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.

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## Corporate Profile

The Canadian Dairy Commission has the authority to purchase, store, process or sell dairy products; to make payments to milk and cream producers for the purpose of stabilizing the price of industrial milk and cream; to investigate matters relating to the production, processing or marketing of any dairy product; and to help promote the use of dairy products.

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. It 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.

Through its research and advisory functions, as well as its facilitative efforts on behalf of the Canadian Milk Supply Management Committee, the commission helps to build the





consensus among industry players and governments that underlies the orderly marketing of dairy products in Canada.

## Summary Information

	1996/97	1995/96	1994/95	1993/94	1992/93
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending July 31					
<b>Financial Position</b>					
Total assets	178.0	158.6	189.3	176.4	171.0
Loans from private sector	24.3	37.0	68.7	57.2	75.2
Loans from Canada	103.4	75.3	69.3	68.1	58.4
Shareholder's equity	0.0	0.0	0.0	0.0	0.0
<b>Operations</b>					
Revenues	292.1	303.1	214.8	186.0	163.9
Net income	(3.1)	12.4	33.3	13.5	29.1
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	153.2	187.6	224.7	226.1	242.6
Change in budgetary funding	-18%	-16%	-1%	-7%	0%
Non budgetary (loans and investments)	234.1	307.4	274.0	226.2	167.3
<b>Payments to Canada</b>					
Loan repayments	206.0	301.5	272.8	216.5	259.7
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	62	62	57	57	58





# CANADIAN FILM DEVELOPMENT CORPORATION

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## **Appropriate Minister**

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

## **Chairperson**

Laurier LaPierre

## **Acting Executive Director**

Peter Katadotis

## **Head Office**

Tour de la Banque Nationale  
14th Floor  
600 de La Gauchetière Street West  
Montreal QC  
H3B 4L2  
Telephone: (514) 283-6363  
Facsimile: (514) 283-8212  
Web Site: [www.telefilm.gc.ca](http://www.telefilm.gc.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1967 by the *Canadian Film Development Corporation Act* (R.S.C. 1985, c. C-16); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To foster and promote an independent film and television production industry in Canada.

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## **Corporate Profile**

The Canadian Film Development Corporation (Telefilm) provides financial assistance for the development, production and distribution of Canadian motion pictures, television programs and multimedia products. During the period in review, it accomplished this through the following funds and programs:

- Equity Investment Program of the Canadian Television Fund;
- Feature Film Fund;
- Commercial Production Fund;
- Production Revenue Sharing Program;
- Multimedia Investment Fund;
- Feature Film Distribution Fund;
- Distribution Commercial Fund;
- Distribution Revenue Sharing Program;





- Canadian Production Marketing Assistance Fund (national and international components);
- Versioning Assistance Fund;
- Canadian Film and Video Festivals Grants Fund;
- Canadian Participation in International Film Events;
- Loan Guarantee Program;
- Industrial and Professional Development Fund; and
- 44 co-production treaties with 52 countries.

The Equity Investment Program of the Canadian Television Fund, for which the Canadian Film Development Corporation administers the Equity Investment Program, is the principal tool for providing leverage for the Canadian television industry. The corporation's commitments through this program and the Feature Film Fund represent 90 per cent of its total production and development activities.

## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	51.3	52.3	47.8	49.0	39.2
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	38.7	31.1	35.6	38.8	28.4
<b>Operations</b>					
Revenues	1.0	0.6	0.7	0.6	0.9
Net income	(150.4)	(136.4)	(112.1)	(112.0)	(118.3)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	81.1	92.4	109.0	122.3	132.4
Change in budgetary funding	-12%	-15%	-11%	-8%	-8%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	8.5
<b>EMPLOYMENT</b>	140	130	148	166	178





# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

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## **Appropriate Minister**

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

## **Chairperson**

Adrienne Clarkson

## **President and Chief Executive Officer**

George F. MacDonald

## **Head Office**

100 Laurier Street  
PO Box 3100, Station B  
Hull QC  
J8X 4H2  
Telephone: (819) 776-7116  
Facsimile: (819) 776-7122  
Web Site: [www.civilization.ca](http://www.civilization.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1990 by the *Museums Act* (S.C. 1990, c.3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **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.

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## **Corporate Profile**

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 IMAX<sup>®</sup> films, lectures and special events.

Through its Canadian Children's Museum programming, the corporation offers educational exhibits and other activities. The new Canadian Postal Museum opened in June 1997. Its exhibits are situated within the Canadian Museum of Civilization complex.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	31.6	31.3	30.6	30.5	25.2
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	20.6	16.4	17.6	15.6	13.7
<b>Operations</b>					
Revenues	8.8	8.7	9.3	7.9	7.1
Net income	(45.3)	(45.4)	(44.2)	(48.2)	(40.3)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	46.7	44.2	46.2	50.1	39.6
Change in budgetary funding	6%	-4%	-8%	27%	1%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	490	510	534	466	525





# CANADIAN MUSEUM OF NATURE

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## **Appropriate Minister**

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

## **Chairperson**

Frank Ling

## **President and Chief Executive Officer**

Joanne DiCosimo

## **Head Office**

Victoria Memorial Museum Building  
240 Metcalfe Street  
PO Box 3443, Station D  
Ottawa ON  
K1P 6P4  
Telephone: (613) 566-4700  
Facsimile: (613) 364-4020  
Web Site: [www.nature.ca](http://www.nature.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

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.

---

## **Corporate Profile**

The Canadian Museum of Nature conducts research and publishes scientific articles. The corporation also acquires and maintains collections of a wide variety of animals and minerals.

The Museum educates the public through programs that are targeted at families with young children. These educational products include a variety of interactive and multimedia exhibits, lectures, broadcasts and a Web site.

In 1997/98, the corporation's new facility, the Natural Heritage Building in Aylmer, Quebec, was inaugurated. Activities and collections from 12 different sites have been consolidated in the new site.







## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	44.4	55.9	20.5	19.2	7.9
Loans from private sector	34.0	37.4	0.0	0.0	0.0
Loans from Canada	1.7	0.0	0.0	0.0	0.0
Shareholder's equity	4.1	6.1	5.6	4.2	2.3
<b>Operations</b>					
Revenues	1.9	4.4	2.5	1.9	1.5
Net income	(25.0)	(27.8)	(25.1)	(23.3)	(18.3)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	22.9	27.1	27.0	27.4	19.8
Change in budgetary funding	-15%	0%	-2%	39%	4%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	150	193	240	241	216





# CANADIAN RACE RELATIONS FOUNDATION

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## **Appropriate Minister**

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

## **Chairperson**

The Honourable Lincoln Alexander, P.C.

## **Executive Director**

Moy Tam

## **Head Office**

Suite 1305  
4900 Yonge Street  
North York ON  
M2N 6A4  
Telephone: (416) 952-3500  
Facsimile: (416) 952-3326  
Web site: [www.crr.ca](http://www.crr.ca)

## **Auditor**

Hilborn Ellis Grant

## **Incorporation and Status**

1990 under the *Canadian Race Relations Foundation Act*; exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

## **Mandate**

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

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## **Corporate Profile**

The Canadian Race Relations Foundation pursues activities in the three following areas:

**Public education:** The foundation's efforts are aimed at combating racism and reinforcing the positive contributions of racial minorities in Canadian society.

**Action-oriented research:** The foundation awards contracts for research on issues such as systemic racism in education, systemic racism in employment, public attitudes, race relations training and the development of standards.

**Information, resource development and networking:** This involves sharing of information and development of resources through conferences and workshops, annotated bibliographies, resource guides and the foundation's Web site.

When the foundation was created in October 1996 upon proclamation of its Act, it received a one-time endowment of \$24 million from the federal government. The foundation operates on income derived from investments, donations and fundraising efforts. The Department of Canadian Heritage provided start-up funds for fiscal years 1996/97 and 1997/98.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	26.5	25.8	n/a	n/a	n/a
Loans from private sector	0.0	0.0	n/a	n/a	n/a
Loans from Canada	0.0	0.0	n/a	n/a	n/a
Shareholder's equity	25.9	24.4	n/a	n/a	n/a
<b>Operations</b>					
Revenues	2.3	0.5	n/a	n/a	n/a
Net income	1.5	0.4	n/a	n/a	n/a
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	24.0	n/a	n/a	n/a
Change in budgetary funding	-100%	n/a	n/a	n/a	n/a
Non budgetary (loans and investments)	0.0	0.0	n/a	n/a	n/a
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	n/a	n/a	n/a
Dividends	0.0	0.0	n/a	n/a	n/a
<b>EMPLOYMENT</b>	5	0	n/a	n/a	n/a





# CANADIAN WHEAT BOARD, THE

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## Appropriate Auditor Minister

The Honourable Ralph Goodale, P.C., M.P.  
Minister of Natural Resources and Minister  
Responsible for The Canadian Wheat Board

## Chief Commissioner

Lorne F. Hehn

## Head Office

423 Main Street  
PO Box 816  
Winnipeg MB  
R3C 2P5  
Telephone: (204) 983-0239  
Facsimile: (204) 983-3841  
Web site: [www.cwb.ca](http://www.cwb.ca)

## Auditor

Deloitte & Touche

## Incorporation and Status

1935 by the *Canadian Wheat Board Act* (R.S.C. 1985, c. C-24); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To market wheat and barley grown in Western Canada in the best interests of Western Canada's grain producers; and to administer the *Prairie Grain Advance Payments Act*.

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## Corporate Profile

The Canadian Wheat Board (CWB) markets wheat and barley on behalf of 110,000 producers in Western Canada. It is responsible for all domestic sales for human consumption and export sales of wheat and barley grown in the Prairie provinces and British Columbia. It markets these grains in Canada as well as 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.

The corporation's sales revenues belong to the producers. Therefore, all proceeds from sales, less marketing and administrative costs, are returned to the producers.

The amendments to the *Canadian Wheat Board Act*, which received Royal Assent on June 11, 1998, will change the CWB from a parent Crown corporation to a shared-governance corporation with farmers electing a majority of the board of directors.

On August 25, 1998, the CWB announced that KPMG had been hired as election co-ordinator for the upcoming election of the 10 farmer members to the CWB board.





## Summary Information

	1996/97	1995/96	1994/95	1993/94	1992/93
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending July 31					
<b>Financial Position</b>					
Total assets	8,424.9	8,281.2	8,043.3	8,858.6	8,651.1
Loans from private sector	7,605.1	7,619.0	7,144.0	7,777.4	7,645.7
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
<b>Operations</b>					
Revenues	6,195.4	5,910.0	4,525.5	3,873.4	4,428.1
Net income <sup>1</sup>	0.0	0.0	0.0	0.0	0.0
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-100%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	495	454	452	464	453

<sup>1</sup> The CWB'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

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## **Appropriate Minister**

The Honourable Ralph Goodale, P.C., M.P.  
Minister of Natural Resources and Minister  
Responsible for The Canadian Wheat Board

## **Chairperson**

Joseph Shannon

## **President and Chief Executive Officer**

George White

## **Head Office**

95 Union Street  
PO Box 2500  
Sydney NS  
B1P 6K9  
Telephone: (902) 842-2600  
Facsimile: (902) 842-2589

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1967 by the *Cape Breton Development Corporation Act*, (R.S.C. 1985, c. C-25); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To reorganize and rehabilitate the coal industry on Cape Breton Island. The goal of the corporation is to operate safe and commercially viable coal mines that are dependable supplies of quality coal and related energy products.

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## **Corporate Profile**

The Cape Breton Development Corporation is the largest coal producer in Eastern Canada. It operates the Prince Colliery and the Phalen Colliery on Cape Breton Island, as well as fully integrated support facilities for the preparation and distribution of coal to Canadian and international markets.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	219.4	252.6	259.5	367.0	379.9
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	65.6	43.5	15.0	5.0	5.0
Shareholder's equity	(152.4)	78.4	65.0	272.4	267.7
<b>Operations</b>					
Revenues	167.9	167.3	188.4	235.4	231.8
Net income	(187.2)	(30.1)	(207.4)	(20.7)	(19.3)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	22.1	43.5	0.0	25.4	38.5
Change in budgetary funding	-49%	-	-100%	-34%	24%
Non budgetary (loans and investments)	0.0	0.0	10.0	0.0	5.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	1,738	1,894	2,091	2,203	2,279
<b>PERFORMANCE INDICATORS</b>					
Saleable production					
Tonnes (000's)	2,358.0	2,437.0	2,607.0	3,116.0	3,244.0
Output/manshift (tonnes)	9.3	8.9	10.0	10.6	10.8





# DEFENCE CONSTRUCTION (1951) LIMITED

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## **Appropriate Minister**

The Honourable Alfonso Gagliano, P.C., M.P.  
Minister of Public Works and Government  
Services

## **Chairperson**

Reginald W. Lewis

## **President and Chief Executive Officer**

Ross Nicholls

## **Head Office**

Place de Ville  
Tower B, 17th Floor  
112 Kent Street  
Ottawa ON  
K1A 0K3  
Telephone: (613) 998-9548  
Facsimile: (613) 998-1061  
E-mail: dccho@smtp.gc.ca

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1951 by the *Defence Production Act* (R.S.C. 1985, c. D-1); continued under the *Canada Business Corporations Act*, November 21, 1978; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To provide contracting, contract management and environmental project management services to assist with the delivery of the construction program of National Defence. As owner and design authority, National Defence provides the corporation with the necessary land and funding, as well as complete drawings and specifications.

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## **Corporate Profile**

Defence Construction (1951) Limited provides service in the following areas:

### **Architectural/engineering consultant contracting and contract administration:**

These functions include proposal call and evaluation, selection of pre-qualified consultants and the management of consultant services.

**Construction contracting:** This includes public advertising, document preparation and distribution to bidders, analysis of tenders and awarding of contracts.

**Construction contract management:** The corporation is responsible for tasks such as site supervision and inspection, specialized technical support, as well as planning, scheduling and cost control.







**Environmental services:** The corporation provides environmental support services for contaminated site assessments and investigations. It also manages northern military site clean-up projects and provides environmental management system support.

The period in review was the first fiscal year of the corporation's new service billing system. With this move to full and direct cost recovery, the corporation is no longer dependent on parliamentary appropriations.

## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	7.0	4.0	3.6	3.2	2.4
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	2.0	0.5	(0.3)	(0.2)	(0.8)
<b>Operations</b>					
Revenues	16.5	18.5	17.9	18.7	18.2
Net income	0.3	0.7	(0.1)	0.6	1.0
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	17.6	16.9	18.1	17.2
Change in budgetary funding	-100%	4%	-7%	5%	16%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	210	221	207	210	241
<b>PERFORMANCE INDICATORS</b>					
Construction contracts completed	1,157 <sup>1</sup>	902	839		
On time (%)	61.6	49.6	64.4		
Within 1 to 30 days (%)	16.1	20.7	13.3		
Construction contracts tracked	924	902	839		
Change orders (%)					
Site conditions/errors and omissions	4.3	3.1	4.7		
Design changes	7.0	5.2	7.4		
Total change orders	11.3	8.3	12.1		

<sup>1</sup> Contracts reaching interim (rather than final) completion in 1997/98.





# ENTERPRISE CAPE BRETON CORPORATION

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## **Appropriate Minister**

The Honourable John Manley, P.C., M.P.  
Minister of Industry

## **Chairperson and Chief Executive Officer**

J. David Nicholson

## **Head Office**

4th Floor  
15 Dorchester Street  
PO Box 1750  
Sydney NS  
B1P 6T7  
Telephone: (902) 564-3600  
Facsimile: (902) 564-3825  
Web site: [www.ecbc.ca](http://www.ecbc.ca)

## **Auditor**

Auditor General of Canada

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## **Incorporation and Status**

1988 by the *Enterprise Cape Breton Corporation Act* (Part II of the *Government Organization Act, Atlantic Canada, 1987* [S.C. 1988, c. 50]); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

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.

## **Corporate Profile**

The Enterprise Cape Breton Corporation (ECBC) 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 in co-operation with the private and public sectors.

The corporation's activities are focused on a number of priority clusters including tourism, culture and entertainment, knowledge-based industries, resources, and youth and health services. As part of the corporation's restructuring during 1997/98, an oil and gas directorate was created in recognition of the potential economic opportunities associated with the Sable Offshore Energy Project.

In addition to its own programs, ECBC delivers the economic development programs of the Atlantic Canada Opportunities Agency (ACOA) on Cape Breton Island. The president and the chief executive officer of ECBC is also the president of ACOA. This is intended to ensure a close working relationship between the two organizations.





The corporation owns and operates an industrial park, and carries out activities such as a tourism marketing campaign and a summer employment program for students.

## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	10.2	7.0	4.5	4.5	4.4
Loans from private sector	0.4	1.4	0.0	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	4.3	4.1	2.7	2.2	2.4
<b>Operations</b>					
Revenues	1.0	0.8	0.9	0.9	1.1
Net income	(9.5)	(13.4)	(14.5)	(15.7)	(9.9)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	9.8	14.7	15.0	15.6	9.8
Change in budgetary funding	-33%	-2%	-3%	59%	-3%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	51	47	50	41	45





# EXPORT DEVELOPMENT CORPORATION

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## **Appropriate Minister**

The Honourable Sergio Marchi, P.C., M.P.  
Minister for International Trade

## **Chairperson**

Patrick J. Lavelle

## **President and Chief Executive Officer**

Ian Gillespie

## **Head Office**

151 O'Connor Street  
PO Box 655  
Ottawa ON  
K1A 1K3  
Telephone: (613) 598-2500  
Facsimile: (613) 237-2690  
Web site: [www.edc.ca](http://www.edc.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1969 by the *Export Development Act* (R.S.C. 1985, c. E-20) (S.C. 1993, c. 26, in force June 10, 1993); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

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

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## **Corporate Profile**

The activities of the Export Development Corporation (EDC) are aimed at reducing the financial risk to Canadian exporters. The corporation's risk management services include export receivables insurance, bonding and guarantee protection. Its financing products include lines of credit and protocols, note purchase arrangements, direct buyer loans, long-term preshipment financing, leveraged lease finance and project risk financing.

Eight business teams have a direct hand in delivering these products. EDC's front-line teams are organized on a sectorial basis. In addition, specialized customer support teams provide expertise in credit surveillance and analysis, economics, equity, foreign investment insurance, international markets and project finance.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	11,852.0	9,706.0	9,428.0	9,375.0	9,154.0
Loans from private sector	9,508.0	7,680.0	7,602.0	7,660.0	7,624.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	1,545.0	1,417.0	1,173.0	1,091.0	895.0
<b>Operations</b>					
Revenues	973.0	890.0	965.0	844.0	699.0
Net income	128.0	112.0	44.0	171.0	41.0
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	0.0	132.0	38.0	25.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	25.0
<b>Canada Account</b>					
Financial position					
Assets administered for Canada	2,941.0	2,899.0	2,812.0	2,641.0	2,333.0
Budgetary appropriations	135.0	135.0	148.0	139.0	162.0
<b>EMPLOYMENT</b>	684	602	557	549	541
<b>PERFORMANCE INDICATORS</b>					
Business volume (\$ in millions)					
Canada account	1,901.0	436.0	715.0	487.0	1,330.0
Corporate account	28,636.0	22,030.0	17,237.0	11,631.0	11,766.0
Customers served (number of companies)					
Large	468	444	421	354	369
Small or medium	3,243	2,706	2,041	1,792	1,694





# FARM CREDIT CORPORATION

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## **Appropriate Minister**

The Honourable Lyle Vanclief, P.C., M.P.  
Minister of Agriculture and Agri-Food

## **Chairperson**

Donald W. Black

## **President and Chief Executive Officer**

John J. Ryan

## **Head Office**

1800 Hamilton Street  
P.O. Box 4320  
Regina SK  
S4P 4L3  
Telephone: (306) 780-8100  
Facsimile: (306) 780-5875  
Web site: [www.fcc-sca.ca](http://www.fcc-sca.ca)

## **Auditor**

Auditor General of Canada

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## **Incorporation and Status**

1959 by the *Farm Credit Act*; continued on April 2, 1993, under the *Farm Credit Corporation Act* (S.C. 1993, c.14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

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. The corporation's legislated mandate was expanded in 1993 to include aquaculture, agri-forestry and agri-business.

## **Corporate Profile**

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

The corporation maintains a corporate office in Regina and serves clients through over 100 offices in farming communities across Canada.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	5,706.2	5,022.5	4,371.4	3,986.3	3,773.6
Loans from private sector	3,513.0	2,485.3	1,730.9	1,270.3	1,049.9
Loans from Canada	1,513.5	2,016.3	2,115.0	2,251.1	2,303.1
Shareholder's equity	549.3	457.7	419.8	359.6	316.9
<b>Operations</b>					
Revenues	463.3	446.6	412.4	385.9	373.1
Net income	41.6	40.6	40.4	42.7	28.3
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-
Non budgetary (loans and investments)	50.0	0.0	220.0	302.0	643.1
<b>Payments to Canada</b>					
Loan repayments	504.0	134.0	356.1	354.0	760.0
Dividends	0.0	2.7	4.0	0.0	0.0
<b>EMPLOYMENT</b>	836	800	772	760	760
<b>PERFORMANCE INDICATORS</b>					
Return on equity (%)	8.3	9.3			
Administrative coverage ratio (X:1)	1.5	1.6			
Loan loss factor (%)	1.8	1.9			





# FRESHWATER FISH MARKETING CORPORATION

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## **Appropriate Minister**

The Honourable David Anderson, P.C., M.P.  
Minister of Fisheries and Oceans

## **Chairperson and Interim President and Chief Executive Officer**

Sam Murdock

## **Head Office**

1199 Plessis Road  
Winnipeg MB  
R2C 3L4  
Telephone: (204) 983-6600  
Facsimile: (204) 983-6497

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1969 by the *Freshwater Fish Marketing Act* (R.S.C. 1985, c. F-13);  
Schedule III, Part I of the *Financial Administration Act*; an agent of  
Her Majesty.

## **Mandate**

To market fish in an orderly manner, to  
maximize returns to fish producers and  
to promote international markets and  
increase trade in fish.

Established with the participation of  
each of the provinces and the 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 and Ontario, and  
the Northwest Territories was  
established by agreement with the  
Government of Canada.

---

## **Corporate Profile**

The Freshwater Fish Marketing Corporation operates on a self-sustaining basis with no appropriations from Parliament. In practice, the corporation operates much like a producers' co-operative, with the beneficiaries being the commercial fish producers in Manitoba, Saskatchewan, Alberta, the Northwest Territories, and Northwestern Ontario. The corporation has the exclusive right to trade and market the products of the commercial fishery on an interprovincial and export basis. Its primary goal is to achieve the greatest economic returns possible for the commercial fish producers it serves, by providing a range of products and services to its customers.







## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY (\$ million); financial year ending April 30<sup>1</sup></b>					
<b>Financial Position</b>					
Total assets	-	20.1	20.6	17.5	15.9
Loans from private sector	-	13.4	13.8	10.5	9.4
Loans from Canada	-	0.0	0.0	1.0	0.5
Shareholder's equity	-	4.2	4.2	4.2	4.2
<b>Operations</b>					
Revenues	-	43.0	47.1	43.7	38.8
Net income	-	0.0	0.0	0.0	0.2
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	-	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
<b>Payments to Canada</b>					
Loan repayments	-	0.0	1.0	0.0	0.3
Dividends	-	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	33	32	33	38	38

<sup>1</sup> Financial summary for 1997/98 is not available as the 1997/98 annual report had not been tabled in Parliament as of October 30, 1998.





# GREAT LAKES PILOTAGE AUTHORITY, LTD.

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## Appropriate Minister

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## Chairperson and Chief Executive Officer

Richard G. Armstrong

## Head Office

Second Floor  
202 Pitt Street  
PO Box 95  
Cornwall ON  
K6H 5R9  
Telephone: (613) 933-2991  
Facsimile: (613) 932-3793  
E-mail: glpa@apl.gc.ca

## Auditor

Auditor General of Canada

## Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); incorporated under the *Canada Corporations Act* in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; deemed to be a parent corporation within the meaning of the *Financial Administration Act* and listed in Schedule III, Part I of that Act; not an agent of Her Majesty.

## Mandate

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

---

## Corporate Profile

In addition to providing pilotage services, the Great Lakes Pilotage Authority, Ltd., with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

The authority co-ordinates its operations with a number of other organizations such as The St. Lawrence Seaway Authority and the United States Seaway Development Corporation which operate the lock facilities and maintain a traffic control system within the region. Other organizations involved are the Canadian Coast Guard, which provides aids to navigation, and the United States Coast Guard, which is responsible for United States pilotage matters in international waters.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	11.3	10.5	8.3	7.6	2.3
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	5.2	4.0	3.0	1.7	(2.3)
<b>Operations</b>					
Revenues	13.1	12.7	11.3	13.9	9.4
Net income	1.2	1.0	1.3	3.3	0.0
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	0.0	0.0	0.6	0.2
Change in budgetary funding	-	-	-100%	313%	-92%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	84	78	81	80	81
<b>PERFORMANCE INDICATORS</b>					
Pilot assignments performed	7,192	6,903	6,091	7,787	5,481
Accident free assignments (%)	99.6	99.6	99.5	99.4	99.5
Average cost of performing an assignment (\$)	1,656.0	1,687.0	1,638.0	1,363.0	1,712.0





# HALIFAX PORT CORPORATION

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## **Appropriate Minister**

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## **Chairperson**

Mervyn C. Russell

## **President and Chief Executive Officer**

David F. Bellefontaine

## **Head Office**

Ocean Terminals  
PO Box 336  
Halifax NS  
B3J 2P6  
Telephone: (902) 426-3643  
Facsimile: (902) 426-7335  
Web site: [www.portofhalifax.ca](http://www.portofhalifax.ca)

## **Auditor**

Doane Raymond

## **Incorporation and Status**

1984 letters patent of incorporation pursuant to subsection 25 (1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To administer, manage and control the Halifax harbour, and works and property within the harbour.

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## **Corporate Profile**

The Halifax Port Corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Halifax Port area. The corporation's business includes breakbulk cargo, grain and cruise vessel traffic.

Under the *Canada Marine Act*, which received Royal Assent on June 11, 1998, local port corporations will become Canada Port Authorities. These new entities will be non-share-capital, shared-governance corporations with municipalities and provinces each appointing a member to the board of directors, and port users recommending the majority.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	76.3	74.7	69.4	67.5	66.3
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	70.9	68.2	65.4	63.6	63.1
<b>Operations</b>					
Revenues	15.2	14.0	13.3	11.7	11.2
Net income	3.1	3.1	1.8	0.5	0.3
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.5	0.2	0.2	0.0	0.0
<b>EMPLOYMENT</b>	64	65	63	68	63
<b>PERFORMANCE INDICATOR</b>					
Total port cargo (million tonnes)	14.1	12.9	13.0	14.0	14.1





# INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

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## **Appropriate Minister**

The Honourable Lloyd Axworthy, P.C., M.P.  
Minister of Foreign Affairs

## **Chairperson**

Gordon Smith

## **President and Chief Executive Officer**

Maureen O'Neil

## **Head Office**

250 Albert Street  
PO Box 8500  
Ottawa ON  
K1G 3H9  
Telephone: (613) 236-6163  
Facsimile: (613) 238-7230  
Web site: [www.idrc.ca](http://www.idrc.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1970 by the *International Development Research Centre Act*, (R.S.C. 1985, c. I-19); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

## **Mandate**

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

---

## **Corporate Profile**

The main objective of the International Development Research Centre (IDRC) is to help scientists in developing countries to identify and conduct research into long-term practical solutions to their development problems. To achieve this objective, it funds research, trains researchers and promotes research networks. The centre's Canadian Partnership Program promotes collaborative research between scientists in Canada and those in developing countries.

IDRC's principal source of funding is parliamentary appropriations. It adds to this by entering into co-funding ventures with other donors and pursuing contract research opportunities in collaboration with the private sector.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	55.9	53.3	46.3	43.3	41.3
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	13.8	9.2	7.1	26.0	24.9
<b>Operations</b>					
Revenues	123.7	122.8	117.0	132.5	153.7
Net income	4.6	2.1	1.8	1.1	24.9
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	89.9	97.5	103.4	111.9	142.0
Change in budgetary funding	-8%	-6%	-8%	-21%	21%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	426	357	423	470	467





# LAURENTIAN PILOTAGE AUTHORITY

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## **Appropriate Minister**

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## **Chairperson and Chief Executive Officer**

Jean-Claude Michaud

## **Head Office**

6th Floor  
715 Victoria Square  
PO Box 680, Stock Exchange Tower  
Montreal QC  
H4Z 1J9  
Telephone: (514) 283-6320  
Facsimile: (514) 496-2409  
E-mail: [apl@apl.gc.ca](mailto:apl@apl.gc.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

## **Mandate**

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

---

## **Corporate Profile**

The Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montreal, another for the navigable waters between Montreal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins including the Saguenay River. The authority owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round. Pilot stations at Quebec City, Trois Rivières, Sorel, Lanoraie and Montreal are served by private companies under contract to the authority.

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 ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.







## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	10.6	11.5	10.6	8.1	6.9
Loans from private sector	4.6	5.7	1.8	0.4	0.8
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	2.5	(1.6)	0.5	0.1	(0.7)
<b>Operations</b>					
Revenues	38.2	36.0	34.4	33.4	27.0
Net income	(0.8)	(2.8)	(4.2)	(3.2)	(6.0)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	0.7	4.5	5.0	6.2
Change in budgetary funding	-100%	-84%	-9%	-19%	-2%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	223	217	222	241	245
<b>PERFORMANCE INDICATORS</b>					
Number of assignments	20,941	21,342	21,973	22,550	19,216
Number of incidents	26	23	31	34	29
% of incident-free assignments	99.9	99.9	99.9	99.9	99.9





## MARINE ATLANTIC INC.

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### Appropriate Minister

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

### Chairperson

Moya Cahill

### Acting President and Chief Executive Officer

Darrell J. Weaver

### Head Office

100 Cameron Street  
Moncton NB  
E1C 5Y6  
Telephone: (506) 851-3600  
Facsimile: (506) 851-3786  
Web site: [www.marine-atlantic.ca](http://www.marine-atlantic.ca)

### Auditor

Auditor General of Canada

### Incorporation and Status

1979 by the *Canada Business Corporations Act*; status and ownership changed as of December 31, 1986, pursuant to the *Marine Atlantic Inc. Acquisition Authorization Act* (S.C. 1986, c. 36); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

### Mandate

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.

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## Corporate Profile

Marine Atlantic Inc. provides marine ferry services in Atlantic Canada. In 1997, the company's 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 latter was operated only until the completion of the Confederation Bridge on May 31, 1997.

Marine Atlantic Inc. was also responsible for ferry services between Saint John, New Brunswick and Digby, Nova Scotia, and between Yarmouth, Nova Scotia and Bar Harbor, Maine. However, these services were transferred to a private-sector company on April 1, 1997. Marine Atlantic Inc. continues to operate seasonal service between Argentia, Newfoundland and Sydney, Nova Scotia.

Responsibility for the seasonal Labrador coastal freight and passenger service, including a vehicle ferry linking Lewisporte and Goose Bay, was transferred to the Government of Newfoundland and Labrador through a federal-provincial agreement concluded in March 1997. However, Marine Atlantic Inc. continued to operate those services under contract to the province for the 1997 season.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	265.6	326.1	352.4	396.1	403.1
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	(20.4)	(87.6)	(12.3)	(13.2)	(13.4)
<b>Operations</b>					
Revenues	195.2	163.4	95.7	88.6	81.2
Net income	67.2	(75.3)	0.9	0.2	(0.3)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	98.5	85.7	97.1	108.7	128.3
Change in budgetary funding	15%	-12%	-11%	-15%	4%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	800	2,011	2,019	2,110	2,127
<b>PERFORMANCE INDICATORS</b>					
Gulf service traffic					
Passengers	412,812	396,909	414,194	413,156	419,450
Passenger vehicles	128,923	124,099	127,476	126,437	132,088
Commercial vehicles and 40' equivalent container	67,951	66,856	69,571	69,964	66,485





# MONTREAL PORT CORPORATION

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## **Appropriate Minister**

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## **Auditor**

Samson Bélair  
Deloitte & Touche

## **Chairperson**

Raymond Lemay

## **President and Chief Executive Officer**

Dominic J. Taddeo

## **Incorporation and Status**

1983 by letters patent of incorporation pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## **Head Office**

Port of Montreal Building  
Cité du Havre  
Montreal QC  
H3C 3R5  
Telephone: (514) 283-7011  
Facsimile: (514) 283-0829

## **Mandate**

To administer, manage and control the Montreal harbour, and works and property within the harbour.

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## **Corporate Profile**

The Montreal Port 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. It also receives cruise traffic.

Under the *Canada Marine Act*, which received Royal Assent on June 11, 1998, local port corporations will become Canada Port Authorities. These new entities will be non-share-capital, shared-governance corporations with municipalities and provinces each appointing a member to the board of directors and port users recommending the majority.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	260.8	250.9	243.8	235.4	226.6
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	2.2	2.9	3.5	4.1	4.7
Shareholder's equity	240.5	231.3	221.9	214.9	209.3
<b>Operations</b>					
Revenues	62.3	61.9	60.4	61.5	56.3
Net income	12.4	11.8	9.3	8.7	11.4
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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
<b>Payments to Canada</b>					
Loan repayments	0.7	0.6	0.6	0.6	0.5
Dividends	3.2	2.4	2.3	3.1	6.8
<b>EMPLOYMENT</b>	335	335	349	349	349
<b>PERFORMANCE INDICATOR</b>					
Total port cargo (million tonnes)	20.7	19.9	19.2	20.1	16.5





# NATIONAL ARTS CENTRE CORPORATION

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## **Appropriate Minister**

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

## **Chairperson**

Jean Thérèse Riley

## **Interim Director and Chief Executive Officer**

Elaine Calder

## **Head Office**

53 Elgin Street  
PO Box 1534, Station B  
Ottawa ON  
K1P 5W1  
Telephone: (613) 996-5051  
Facsimile: (613) 996-9578  
Web site: [www.nac-cna.ca](http://www.nac-cna.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1966 by the *National Arts Centre Act* (R.S.C. 1985, c. N-3); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

## **Mandate**

To play a leadership role in fostering artistic excellence in all of the performing arts disciplines.

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## **Corporate Profile**

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

The corporation fulfils its artistic mandate through the following programs:

- English Theatre;
- French Theatre;
- Music;
- Dance;
- Youth Programs; and
- Festival Canada.





The latter program was revived in 1996/97 after a 14-year hiatus. Other sources of revenue for the corporation include rentals and food services.

## Summary Information

	1996/97	1995/96	1994/95	1993/94	1992/93
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending August 31					
<b>Financial Position</b>					
Total assets	19.3	19.8	19.4	20.0	17.6
Loans from private sector	0.0	0.0	0.3	0.0	0.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	9.2	9.7	10.4	10.1	9.8
<b>Operations</b>					
Revenues	18.7	15.8	17.7	15.2	14.8
Net income	(17.8)	(19.5)	(20.4)	(21.7)	(21.5)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	18.5	20.6	15.6	24.2	21.5
Change in budgetary funding	-10%	32%	-36%	13%	9%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	231	296	262	285	281
<b>PERFORMANCE INDICATORS</b>					
Attendance as % of capacity					
English theatre	87.0	65.0			
French theatre	86.0	85.0			
Music	79.0	82.0			
Dance and special projects	76.0	72.0			
Rentals and other programming	66.0	68.0			





# NATIONAL CAPITAL COMMISSION

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## **Appropriate Minister**

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

## **Chairperson**

Marcel Beaudry

## **Executive-Vice President and General Manager**

(Vacant)

## **Head Office**

40 Elgin Street  
Ottawa ON  
K1P 1C7  
Telephone: (613) 239-5555  
Facsimile: (613) 239-5039  
Web site: [www.capcan.ca](http://www.capcan.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1958 by the *National Capital Act* (R.S.C. 1985, c. N-4; amended in 1988 S.C. 1988, c. 54); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To prepare, plan for and assist in the development, conservation and improvement of the National Capital Region; to organize, provide sponsorship for, and promote public activities and events in the National Capital Region to enrich the cultural and social fabric of Canada.

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## **Corporate Profile**

The National Capital Commission (NCC) uses marketing campaigns and various outreach projects to promote the National Capital Region. Through the Capital Infocentre and other interpretation programs, the commission informs and educates residents of the region and visitors. It also participates in major events in the National Capital Region, such as the annual Canada Day Celebrations and Winterlude.

The NCC is also responsible for planning the development and use of federal lands in the National Capital Region. As a major landowner in the National Capital Region, the commission manages and maintains its own lands and looks after properties on behalf of others, including the Official Residences of Canada. The NCC's holdings include Gatineau Park, the Greenbelt, and a variety of urban lands, roads, paths, parkways and bridges.







## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	396.7	396.2	407.2	377.7	369.9
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	360.7	357.7	355.2	327.9	330.0
<b>Operations</b>					
Revenues	22.0	47.0	36.1	24.0	21.6
Net income	(14.8)	(14.5)	10.5	(17.5)	(12.8)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	72.8	84.2	90.6	102.1	89.5
Change in budgetary funding	-14%	-7%	-11%	14%	0%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	421	376	502	740	802





# NATIONAL GALLERY OF CANADA

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## **Appropriate Minister**

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

## **Chairperson**

Jean-Claude Delorme

## **Director and Chief Executive Officer**

Pierre Th  berge

## **Head Office**

380 Sussex Drive  
PO Box 427, Station A  
Ottawa ON  
K1N 9N4  
Telephone: (613) 990-1985  
Facsimile: (613) 990-9810  
Web site: [national.gallery.ca](http://national.gallery.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To develop, maintain and make known, throughout Canada and internationally, a collection of 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 Canadians.

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## **Corporate Profile**

The National Gallery of Canada carries out its mandate through four broad activity areas: adding to and preserving the collections of works of art; educating and communicating; housing and protecting the collections, visitors and staff; and managing its staff and resources. The Gallery also operates the Canadian Museum of Contemporary Photography in Ottawa.

Through purchases, gifts and bequests, the Gallery is continually acquiring Canadian and foreign works for its collections. Its exhibits are shown not only in the National Capital Region, but also in other parts of Canada and around the world.

The Gallery is involved in the publishing of documents including pamphlets and catalogues, as well as in the production of video products. Its Web site includes teacher support kits. The Gallery's programming activities include lectures, symposia, concerts and educational programs.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	25.4	23.6	19.7	19.0	17.4
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	17.1	12.0	10.5	7.9	8.5
<b>Operations</b>					
Revenues	12.8	4.7	5.5	4.3	3.2
Net income	(32.9)	(28.4)	(31.8)	(34.4)	(29.6)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	36.0	29.8	34.4	34.4	28.7
Change in budgetary funding	21%	-13%	0%	20%	-2%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	251	257	276	285	284





# NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY CORPORATION

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## **Appropriate Minister**

The Honourable Sheila Copps, P.C., M.P.  
Minister of Canadian Heritage

## **Chairperson**

David W. Strangway

## **Director and Chief Executive Officer**

Geneviève Sainte-Marie

## **Head Office**

2380 Lancaster Road  
PO Box 9724, Station T  
Ottawa ON  
K1G 5A3  
Telephone: (613) 991-3044  
Facsimile: (613) 990-3636  
Web site: [www.nmstc.ca](http://www.nmstc.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and 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.

---

## **Corporate Profile**

The National Museum of Science and Technology Corporation is responsible for the development and management of a representative collection of scientific and technological artifacts and materials which focusses on seven major subject areas – aviation, communications, industrial technology, natural resources, renewable resources, scientific instrumentation and transportation.

The corporation manages three museum sites: the National Museum of Science and Technology, the Agriculture Museum and the National Aviation Museum. Each museum sets its own public programming activities and strategies in recognition of the different markets and clientele each serves. The museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	12.9	11.6	11.0	9.7	9.3
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	7.9	7.3	7.1	5.3	6.1
<b>Operations</b>					
Revenues	4.1	3.7	3.3	3.0	2.2
Net income	(20.0)	(19.5)	(19.0)	(21.7)	(15.5)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	20.0	19.7	20.8	20.9	16.2
Change in budgetary funding	1%	-5%	0%	29%	1%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	233	228	220	225	218
<b>PERFORMANCE INDICATORS</b>					
Attendance					
National Museum of Science and Technology	401,577	409,446	403,208		
Agriculture Museum	138,014	120,194	109,394		
National Aviation Museum	160,065	145,154	144,938		
Total	699,656	674,794	657,540		





# OLD PORT OF MONTREAL CORPORATION INC.

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## **Appropriate Minister**

The Honourable Alphonso Gagliano, P.C., M.P.  
Minister of Public Works and Government  
Services

## **Chairperson**

Bernard Lamarre

## **President and Chief Executive Officer**

Pierre Émond

## **Head Office**

333 rue de la Commune West  
Montreal QC  
H2Y 2E2  
Telephone: (514) 283-5256  
Facsimile: (514) 283-8423  
Web site: [www.svpm.ca](http://www.svpm.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1981 under the *Canada Business Corporations Act*; 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.

## **Mandate**

To develop the Old Port of Montreal site; and to manage and maintain the Crown property in that location.

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## **Corporate Profile**

The Old Port of Montreal Corporation Inc. is responsible for managing and developing the Old Port site in Montreal. It operates an IMAX<sup>®</sup> theatre and an outdoor skating rink, and offers year-round activities for visitors. Sources of independent revenue include theatre admissions, parking, food services and sponsorships. Every year, 20 partner companies sell 1.5 million tickets for shows, cruises, bicycle rentals and other activities. The Old Port site received almost six million visitors during the 1997/98 fiscal year.

With the support of the federal government, the corporation is developing the Montreal Interactive Science Centre – an exhibition, entertainment and business centre that is scheduled to open on May 1, 2000.

The corporation has also begun the process of redeveloping the nine-storey Old Port cold storage warehouse into a project that will integrate the existing structure with a new building, and that will include housing, a hotel, a large ballroom, businesses, new parking and services. The total cost of this construction project is to be covered by the private sector.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	3.0	1.4	2.1	2.0	4.0
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
<b>Operations</b>					
Revenues	8.2	8.3	10.4	8.9	7.8
Net income	(7.4)	(3.5)	(2.3)	(3.6)	(5.0)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	9.0	3.8	3.5	3.0	9.7
Change in budgetary funding	137%	9%	17%	-69%	-55%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	81	77	72	69	67





# PACIFIC PILOTAGE AUTHORITY

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## Appropriate Minister

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## Chairperson and Chief Executive Officer

Dennis B. McLennan

## Head Office

300 – 1199 West Hastings Street  
Vancouver BC  
V6E 4G9  
Telephone: (604) 666-6771  
Facsimile: (604) 666-1647  
E-mail: [admins@ppa.gc.ca](mailto:admins@ppa.gc.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

## Mandate

To operate, maintain and administer a safe and efficient pilotage service in the coastal waters of British Columbia.

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## Corporate Profile

The Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed towards maintaining financial self-sufficiency through tariffs. Employee pilots provide services on the Fraser River. In other coastal waters, pilotage services are provided under a contract with a local licensed pilot company.

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 ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.







## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	7.2	5.8	5.6	6.4	7.9
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	3.6	2.3	2.2	3.3	4.9
<b>Operations</b>					
Revenues	39.8	36.0	34.2	33.7	31.0
Net income	1.3	0.2	(1.1)	(1.6)	0.1
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	167	167	170	168	171
<b>PERFORMANCE INDICATORS</b>					
Number of assignments					
Coastal	13,278	12,713	12,497	13,177	11,980
Fraser River	934	690	702	876	891
Assignments free of incidents (%)	99.8	99.9	99.9	99.9	99.8





# PETRO-CANADA LIMITED

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## **Appropriate Minister**

The Honourable Paul Martin, P.C., M.P.  
Minister of Finance

## **Chairperson**

Robert Hamilton

## **President**

Joy F. Kane

## **Head Office**

c/o Department of Finance Canada  
L'Esplanade Laurier  
140 O'Connor Street  
Ottawa ON  
K1A 0G5

## **Auditor**

Auditor General of Canada

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## **Incorporation and Status**

1975 by the *Petro-Canada Act* (R.S.C. 1985: c. P-11); continued as Petro-Canada Limited on February 1, 1991 under the *Petro-Canada Public Participation Act*; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

Petro-Canada Limited 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 Petro-Canada Limited.

## **Corporate Profile**

The role of Petro-Canada Limited is to manage its investment portfolio and to meet its obligations on its outstanding bonds. At the end of the period in review, the corporation's revenues from the securities in the investment portfolio and its cash reserves were sufficient to meet future cash-flow requirements on its outstanding bonds and future operating costs.

The corporation, which has no employees, is managed by officials of the Department of Finance Canada.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	464.0	448.0	524.0	554.0	526.0
Loans from private sector	427.0	409.0	479.0	505.0	479.0
Loans from Canada	0.0	0.0	0.0	0.0	0.0
Shareholder's equity	4.0	3.0	2.0	1.0	0.0
<b>Operations</b>					
Revenues	38.0	40.0	43.0	45.0	42.0
Net income	1.0	1.0	1.0	1.0	1.0
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	8.0
<b>EMPLOYMENT</b>	0	0	0	0	0





# PORT OF QUEBEC CORPORATION

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## **Appropriate Minister**

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## **Chairperson**

Michel Bérubé

## **President and Chief Executive Officer**

Ross Gaudreault

## **Head Office**

150 Dalhousie Street  
PO Box 2268  
Quebec QC  
G1K 7P7  
Telephone: (418) 648-3558  
Facsimile: (418) 648-4160  
Web site: [www.portquebec.ca](http://www.portquebec.ca)

## **Auditor**

Mallette Maheu

## **Incorporation and Status**

1984 by letters patent of incorporation pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To administer, manage and control the Quebec City harbour, and works and property within the harbour.

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## **Corporate Profile**

The Port of Quebec 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. Its business includes the handling of liquid and solid bulk, grain, chemicals and general non-containerized goods. In addition, major cruise lines have been calling at the port.

Under the *Canada Marine Act*, which received Royal Assent on June 11, 1998, local port corporations will become Canada Port Authorities. These new entities will be non-share-capital, shared-governance corporations with municipalities and provinces each appointing a member to the board of directors, and port users recommending the majority.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	62.9	61.9	61.6	61.8	64.1
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	59.4	59.1	52.3	52.3	54.3
<b>Operations</b>					
Revenues	14.7	13.2	12.2	11.7	11.1
Net income	0.3	0.5	0.0	(2.0)	(2.9)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	57	57	58	88	88
<b>PERFORMANCE INDICATOR</b>					
Total port cargo (million tonnes)	15.5	17.2	17.8	16.1	13.7





# PRINCE RUPERT PORT CORPORATION

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## **Appropriate Minister**

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## **Chairperson**

Rhoda Witherly

## **President and Chief Executive Officer**

Donald H. Krusel

## **Head Office**

110 Third Avenue West  
Prince Rupert BC  
V8J 1K8  
Telephone: (250) 627-7545  
Facsimile: (250) 627-7101  
Web site: [www.rupertport.com](http://www.rupertport.com)

## **Auditor**

KPMG

## **Incorporation and Status**

1984 by letters patent of incorporation pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To administer, manage and control the Prince Rupert harbour, and works and property within the harbour.

---

## **Corporate Profile**

The Prince Rupert Port 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, coal, forest products, and ferry and cruise ship traffic.

Under the *Canada Marine Act*, which received Royal Assent on June 11, 1998, local port corporations will become Canada Port Authorities. These new entities will be non-share-capital, shared-governance corporations with municipalities and provinces each appointing a member to the board of directors, and port users recommending the majority.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	105.3	112.3	111.7	111.6	111.7
Loans from private sector	0.0	0.0	0.0	0.0	0.0
Loans from Canada	0.0	10.0	15.3	15.8	16.2
Shareholder's equity	103.4	100.7	95.0	94.4	93.5
<b>Operations</b>					
Revenues	13.7	13.3	13.7	13.2	13.5
Net income	2.7	0.7	0.7	0.9	(0.1)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	5.0	0.0	0.0	0.0
Change in budgetary funding	-100%	-	-	-	-
Non budgetary (loans and investments)	0.0	(5.0)	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	10.0	0.3	0.4	0.4	0.4
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	17	17	17	17	17
<b>PERFORMANCE INDICATOR</b>					
Total port cargo (million tonnes)	13.1	10.1	11.5	13.8	11.7





## QUEENS QUAY WEST LAND CORPORATION

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### Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.  
Minister of Public Works and Government  
Services

### Chairperson and President

David F. Ellis

### Head Office

Suite 1500  
200 King Street West  
Toronto ON  
M5H 3T4  
Telephone: (416) 952-6100  
Facsimile: (416) 952-6200

### Auditor

Auditor General of Canada

### Incorporation and Status

1936 as Terminal Warehouses Ltd.  
under the *Ontario Companies Act*;  
July 14, 1978, as Harbourfront  
Corporation, under the *Business  
Corporations Act of Ontario*; continued  
under the *Canada Business  
Corporations Act*, December 21, 1984;  
Schedule III, Part I of the *Financial  
Administration Act*; not an agent of  
Her Majesty.

### Mandate

Formerly 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.

---

## Corporate Profile

Queens Quay West Land Corporation operates the Harbourfront site in Toronto under an agreement with the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto. Currently, the corporation holds only two properties consisting of 5.8 acres. These properties are located at 200 Queens Quay West and 545 Lakeshore Boulevard West.

In August 1996, the management of the corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provides staff, facilities and corporate administration. In addition, as the need arises, it continues to retain other consultants and advisors to assist with the implementation of its mandate.







## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	1.9	3.0	5.8	8.5	23.5
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	45.8
Shareholder's equity	(45.0)	(44.7)	(42.5)	(39.9)	(26.0)
<b>Operations</b>					
Revenues	0.4	1.7	3.0	3.6	3.8
Net income	(0.3)	(2.2)	(2.6)	(14.9)	(8.2)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	4.1	6.7	7.5	9.8	0.0
Change in budgetary funding	-39%	-11%	-23%	-	-
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	20.7
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	0	0	0	6	5





# ROYAL CANADIAN MINT

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## **Appropriate Minister**

The Honourable Alfonso Gagliano, P.C., M.P.  
Minister of Public Works and Government  
Services

## **Chairperson**

José Blanco

## **President and Master of the Mint**

Danielle V. Wetherup

## **Head Office**

320 Sussex Drive  
Ottawa ON  
K1A 0G8  
Telephone: (613) 993-3500  
Facsimile: (613) 952-8342  
Web site: [www.rcmint.ca](http://www.rcmint.ca)

## **Auditor**

Auditor General of Canada

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## **Incorporation and Status**

1969 by the *Royal Canadian Mint Act* (R.S.C. 1985, c. R-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To mint coins in anticipation of profit and to carry out other related activities. 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, the Mint was incorporated by legislation in 1969. In 1987, a share-capital structure was created for the Mint, and shares were issued to Canada.

## **Corporate Profile**

The Royal Canadian Mint is responsible for minting the nation's circulation coins. Internationally, the Mint generates commercial revenue by offering a wide range of specialized coin products and related services.

The Mint owns two facilities – one in Ottawa and the other in Winnipeg. 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 coins as well as circulation coins for foreign countries. A new plating facility is being constructed at the Winnipeg plant and is scheduled to open in 2000.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	105.5	85.5	90.7	82.5	92.8
Loans from private sector	10.0	0.0	6.4	0.0	0.0
Loans from Canada	0.0	0.1	0.2	2.8	5.5
Shareholder's equity	64.8	60.8	59.3	60.6	69.1
<b>Operations</b>					
Revenues	426.0	317.3	310.6	310.4	356.8
Net income	3.9	1.5	(1.3)	(3.5)	7.1
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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
<b>Payments to Canada</b>					
Loan repayments	0.1	0.1	2.7	2.7	2.7
Dividends	0.0	0.0	0.0	5.0	6.3
<b>EMPLOYMENT</b>	603	510	550	563	610
<b>PERFORMANCE INDICATORS</b>					
Return on capital (%)	6.3	2.9	(1.7)	(4.3)	10.4
Export sales - % of total sales	78.0	59.0	68.0	64.0	65.0
Production in millions of pieces					
Canadian circulation coins	624.3	998.7	907.8	1,075.5	1,225.8
Coinage for the world	1,398.4	788.3	853.4	600.3	841.2
Refining services					
Gross weight received in millions of Troy ounces	3.0	2.5	2.2	2.3	2.7





# SAINT JOHN PORT CORPORATION

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## **Appropriate Minister**

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## **Chairperson**

Peter S. Glennie

## **President and Chief Executive Officer**

Captain Alwyn G. Soppitt

## **Head Office**

133 Prince William Street  
PO Box 6429, Station A  
Saint John NB  
E2L 4R8  
Telephone: (506) 636-4869  
Facsimile: (506) 636-4443

## **Auditor**

Ernst & Young

## **Incorporation and Status**

1986 by letters patent pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To administer, manage and control the Saint John harbour, and works and property within the harbour.

---

## **Corporate Profile**

The Saint John Port 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, petroleum products and container traffic.

Under the *Canada Marine Act*, which received Royal Assent on June 11, 1998, local port corporations will become Canada Port Authorities. These new entities will be non-share-capital, shared-governance corporations with municipalities and provinces each appointing a member to the board of directors, and port users recommending the majority.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	71.3	69.5	64.1	64.1	84.5
Loans from private sector	0.0	0.0	19.7	19.7	19.7
Loans from Canada	0.0	0.0	18.1	18.1	18.1
Shareholder's equity	65.3	63.9	24.0	23.9	44.2
<b>Operations</b>					
Revenues	12.5	13.9	12.6	12.5	12.1
Net income	1.5	2.1	0.2	(20.4)	(1.7)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	18.1	0.0	0.0	0.0
Change in budgetary funding	-100%	-	-	-	-100%
Non budgetary (loans and investments)	0.0	(18.1)	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	2.0
Dividends	0.1	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	24	36	36	36	36
<b>PERFORMANCE INDICATOR</b>					
Total port cargo (million tonnes)	21.0	21.0	18.8	21.1	19.6





# ST. JOHN'S PORT CORPORATION

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## **Appropriate Minister**

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## **Chairperson**

Melvin Woodward

## **Port Manager and Chief Executive Officer**

Sean Hanrahan

## **Head Office**

3 Water Street  
PO Box 6178  
St. John's NF  
A1C 5X8  
Telephone: (709) 772-4664  
Facsimile: (709) 772-4689  
E-mail: [sjpc.richard@ns.sympatico.ca](mailto:sjpc.richard@ns.sympatico.ca)

## **Auditor**

Doane Raymond

## **Incorporation and Status**

1985 by letters patent pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To administer, manage and control the St. John's harbour, and works and property within the harbour.

---

## **Corporate Profile**

The St. John's Port Corporation 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 petroleum products.

Under the *Canada Marine Act*, which received Royal Assent on June 11, 1998, local port corporations will become Canada Port Authorities. These new entities will be non-share-capital, shared-governance corporations with municipalities and provinces each appointing a member to the board of directors, and port users recommending the majority.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	18.1	17.6	16.8	16.5	16.3
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	17.3	16.7	16.1	15.7	15.4
<b>Operations</b>					
Revenues	3.4	3.4	3.2	3.3	3.4
Net income	0.6	0.6	0.4	0.4	0.5
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	1.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	16	13	14	13	13
<b>PERFORMANCE INDICATOR</b>					
Total port cargo (thousand tonnes)	954.0	832.0	866.0	942.0	860.0





# ST. LAWRENCE SEAWAY AUTHORITY, THE

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## Appropriate Minister

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## President

Michel Fournier

## Head Office

Place de Ville, Tower B  
Suite 500  
112 Kent Street  
Ottawa ON  
K1P 5P2  
Telephone: (613) 598-4600  
Facsimile: (613) 598-4620  
Web site: [www.seaway.ca](http://www.seaway.ca)

## Auditor

Auditor General of Canada

## Incorporation and Status

1954 pursuant to section 3 of the *St. Lawrence Seaway Authority Act* (R.S.C. 1985, c. S-2); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

## Mandate

To construct, operate and maintain 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.

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## Corporate Profile

The St. Lawrence Seaway 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*.

The *Canada Marine Act*, which received Royal Assent on June 11, 1998, allows the Minister of Transport to enter into an agreement with a not-for-profit corporation that accords a major role to seaway users or with any other person or body established under







an international agreement. On October 2, 1998, operational responsibility for the Great Lakes/St. Lawrence Seaway system was transferred to the St. Lawrence Seaway Management Corporation, a private-sector corporation.

The St. Lawrence Seaway Authority is to be dissolved on the date fixed by the Governor in Council. Its subsidiary bridge corporations will be converted to parent Crown corporations.

## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	613.9	609.8	601.7	592.9	577.8
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	576.8	578.2	575.2	570.6	554.1
<b>Operations</b>					
Revenues	94.0	93.4	88.3	90.6	76.4
Net income	(1.4)	2.9	4.6	17.4	(4.0)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	0.0	0.0	0.0	0.0	0.0
Change in budgetary funding	-	-	-	-	-100%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	773	711	730	731	741





# STANDARDS COUNCIL OF CANADA

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## **Appropriate Minister**

The Honourable John Manley, P.C., M.P.  
Minister of Industry

## **Chairperson**

Linda Anne Lusby

## **Executive Director**

(Vacant)

## **Head Office**

Suite 1200  
45 O'Connor Street  
Ottawa ON  
K1P 6N7  
Telephone: (613) 238-3222  
Facsimile: (613) 995-4564  
Web site: [www.scc.ca](http://www.scc.ca)

## **Auditor**

Auditor General of Canada

## **Incorporation and Status**

1970 by the *Standards Council of Canada Act* (R.S.C. 1996, c. 24); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

## **Mandate**

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.

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## **Corporate Profile**

The Standards Council of Canada 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 and the International Electrotechnical Commission. The council also serves as the repository and focal point for national and international standards for distribution to Canadian industry.





## Summary Information

	1997/98	1996/97	1995/96	1994/95	1993/94
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending March 31					
<b>Financial Position</b>					
Total assets	4.1	4.2	3.4	3.3	2.8
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	2.4	2.4	2.2	1.9	1.6
<b>Operations</b>					
Revenues	5.2	5.1	4.6	4.2	3.3
Net income	0.0	0.2	0.2	0.4	0.3
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	5.1	5.2	5.3	5.4	5.6
Change in budgetary funding	-1%	-2%	-3%	-3%	-4%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	70	72	72	68	60





# VANCOUVER PORT CORPORATION

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## **Appropriate Minister**

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## **Chairperson**

Carole Taylor

## **President and Chief Executive Officer**

Captain Norman C. Stark

## **Head Office**

1900 Granville Square  
200 Granville Street  
Vancouver BC  
V6C 2P9  
Telephone: (604) 666-3226  
Facsimile: (604) 666-1207  
Web site: [www.portvancouver.com](http://www.portvancouver.com)

## **Auditor**

KPMG

## **Incorporation and Status**

1983 by letters patent of incorporation pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

## **Mandate**

To administer, manage and control the Vancouver harbour, and works and property within the harbour.

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## **Corporate Profile**

The Vancouver Port 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, pulp and lumber, as well as cruise traffic.

Under the *Canada Marine Act*, which received Royal Assent on June 11, 1998, local port corporations will become Canada Port Authorities. These new entities will be non-share-capital, shared-governance corporations with municipalities and provinces each appointing a member to the board of directors, and port users recommending the majority. In the case of the Vancouver Port Authority, an additional director will be appointed by the provinces of Alberta, Saskatchewan and Manitoba acting together.





## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	533.1	533.7	447.6	382.9	366.9
Loans from private sector	134.6	135.9	44.2	0.0	0.0
Loans from Canada	0.0	1.7	2.1	2.4	2.7
Shareholder's equity	366.1	361.0	364.8	357.1	344.2
<b>Operations</b>					
Revenues	79.8	69.0	66.6	66.3	60.2
Net income	5.1	(0.5)	12.1	15.8	11.1
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	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
<b>Payments to Canada</b>					
Loan repayments	1.7	0.4	0.3	0.3	0.3
Dividends	0.0	3.3	4.4	3.0	6.6
<b>EMPLOYMENT</b>	179	180	181	145	145
<b>PERFORMANCE INDICATOR</b>					
Total port cargo (million tonnes)	73.5	72.0	71.5	67.6	60.7





# VIA RAIL CANADA INC.

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## Appropriate Minister

The Honourable David Collenette, P.C., M.P.  
Minister of Transport

## Chairperson

Marc LeFrançois

## President and Chief Executive Officer

Roderick J. Morrison

## Head Office

6th Floor  
2 Place Ville-Marie  
PO Box 8116, Station A  
Montreal QC  
H3C 3N3  
Telephone: (514) 871-6000  
Facsimile: (514) 871-6619  
Web site: [www.viarail.ca](http://www.viarail.ca)

## Auditor

Raymond Chabot Grant Thornton  
Auditor General of Canada

## Incorporation and Status

1977 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

## Mandate

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

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## Corporate Profile

VIA Rail Inc. is Canada's national passenger rail company. Since its creation in 1978, the corporation has operated passenger trains on a cross-Canada network stretching from the Atlantic Ocean to the Pacific Ocean and from the Great Lakes to Hudson Bay. The company's network comprises 14,000 kilometres of track carrying 430 trains per week.

In 1997, with approximately 3,000 employees, VIA Rail Inc. operated 429 trains weekly serving more than 400 communities across the country, carried 3.8 million passengers, and earned \$190.5 million in total operating revenues.

In January 1998, the Minister of Transport asked the Standing Committee on Transport (SCOT) to review the passenger rail system and examine creative ways to revitalize VIA Rail. Following extensive stakeholder and public consultation, SCOT tabled its report entitled *The Renaissance of Passenger Rail in Canada* in the House of Commons on June 11, 1998.





Following the release of the report, the Minister of Transport announced on October 21, 1998, that Transport Canada and VIA Rail will be working together over the coming months to prepare a strategic long-term business plan that will outline VIA's route network, levels of service, funding requirements and proposals for equipment renewal. To help control costs and improve VIA Rail's overall service, the federal government will also encourage public/private partnerships and consider franchising certain VIA routes to the private sector.

## Summary Information

	1997	1996	1995	1994	1993
<b>FINANCIAL SUMMARY</b> (\$ million); financial year ending December 31					
<b>Financial Position</b>					
Total assets	688.1	712.5	783.4	790.4	812.5
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	563.0	591.0	640.5	626.9	640.9
<b>Operations</b>					
Revenues	190.6	184.5	175.0	176.4	164.2
Net income	(44.5)	(70.1)	(26.1)	(39.3)	(47.5)
<b>Funding from Canada</b>					
Budgetary (operating and capital expenditures)	228.7	245.2	295.4	318.2	348.1
Change in budgetary funding	-7%	-17%	-7%	-9%	-10%
Non budgetary (loans and investments)	0.0	0.0	0.0	0.0	0.0
<b>Payments to Canada</b>					
Loan repayments	0.0	0.0	0.0	0.0	0.0
Dividends	0.0	0.0	0.0	0.0	0.0
<b>EMPLOYMENT</b>	2,969	3,000	3,178	3,718	4,131
<b>PERFORMANCE INDICATORS</b>					
Passengers (000)	3,765	3,666	3,597	3,586	3,570
Passenger miles (000,000)	884.0	892.0	859.0	834.0	820.0
Government operating funding per passenger mile (cents)	24.0	25.2	29.8	35.1	41.0
Average passenger load factor (%)	58.0	59.0	61.0	60.0	59.0
On-time performance (%)	84.0	84.0	86.0	87.0	90.0
Revenue/cash operating expenses ratio (%)	49.3	47.3	44.0	40.2	33.8





## CORPORATE HOLDINGS

This chapter presents information on Crown corporations and their corporate holdings as of August 31, 1998. The information is provided in three parts:

**Statistical Summary** shows the number of parent Crown corporations, subsidiaries and associates on a comparative basis with those of the previous year.

**Changes During the Year** shows the changes that have occurred in each parent Crown corporation's subsidiaries and associates between August 31, 1997 and August 31, 1998.

**Crown Corporations' Corporate Holdings** 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

(as of August 31)

	1998	1997
Parent Crown corporations	48	47
Wholly owned subsidiaries	23	25
Other subsidiaries and associates	21	23

## CHANGES DURING THE YEAR

### Canada Development Investment Corporation

Theratronics International Limited and its subsidiary	Deleted
- Meicor Inc. (65%)	Deleted

### Canada Lands Company Limited

Canada Lands Company Limited	
(Vieux-Port-de-Québec) Inc.	Deleted
CLC Downsview Inc.	Added
CN Tower Limited	Deleted

### Canada Pension Plan Investment Board

Added

### Canada Post Corporation

2717786 Canada Inc.	Deleted
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## CROWN CORPORATIONS' CORPORATE HOLDINGS

<b>1. Atlantic Pilotage Authority</b>	
<b>2. Atomic Energy of Canada Limited</b>	
Subsidiaries held at 100%	
<ul style="list-style-type: none"><li>• AECL Technologies B.V.</li><li>• AECL Technologies Inc.</li></ul>	
<b>3. Bank of Canada</b>	
<b>4. Business Development Bank of Canada</b>	
	Associate held at less than 50%
	<ul style="list-style-type: none"><li>• Cominco Ltd.<sup>1</sup></li></ul>
<b>5. Canada Council</b>	
<b>6. Canada Deposit Insurance Corporation</b>	
<b>7. Canada Development Investment Corporation</b>	
Subsidiaries held at 100%	Associate held at less than 50%
<ul style="list-style-type: none"><li>• Canada Eldor Inc.</li><li>• Canada Hibernia Holding Corporation and its associate<ul style="list-style-type: none"><li>- Hibernia Management and Development Company Ltd. (8.5%)</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Varsity Corporation<sup>1</sup></li></ul>
<b>8. Canada Lands Company Limited</b>	
Subsidiaries held at 100%	
<ul style="list-style-type: none"><li>• 3148131 Canada Limited<sup>2</sup></li><li>• Canada Lands Company CLC Limited</li><li>• CLC Downsview Inc.<sup>3</sup></li><li>• Old Port of Montreal Corporation Inc.<sup>4</sup></li></ul>	
<b>9. Canada Mortgage and Housing Corporation</b>	
<b>10. Canada Pension Plan Investment Board</b>	
<b>11. Canada Ports Corporation</b>	
Subsidiary held at 100%	
<ul style="list-style-type: none"><li>• Ridley Terminals Inc.</li></ul>	





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## 12. 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
    - 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%)

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## 13. Canadian Broadcasting Corporation

### Associates held at less than 50%

- Cable North Microwave Limited (1 share)
- Master FM Limited (20%)
- Visnews Limited (1 share)

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## 14. Canadian Commercial Corporation

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## 15. Canadian Dairy Commission

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## 16. Canadian Film Development Corporation

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## 17. Canadian Museum of Civilization

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## 18. Canadian Museum of Nature

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## 19. Canadian Race Relations Foundation

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## 20. Canadian Wheat Board, The

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## 21. Cape Breton Development Corporation

### Subsidiary held at 100%

- Cape Breton Carbofuels Limited<sup>2</sup>
- 





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**22. Defence Construction (1951) Limited**

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**23. Enterprise Cape Breton Corporation****Subsidiaries held at 100%**

- Cape Breton Marine Farming Limited<sup>2</sup>
- DARR (Cape Breton) Limited<sup>2</sup>
- Gulf Bras D'Or Estates Limited<sup>2</sup>

**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
- 

**24. Export Development Corporation****Subsidiary held at 100%**

- Exinvest Inc.
- 

**25. Farm Credit Corporation**

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**26. Freshwater Fish Marketing Corporation**

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**27. Great Lakes Pilotage Authority, Ltd.**

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**28. Halifax Port Corporation**

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**29. International Development Research Centre**

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**30. Laurentian Pilotage Authority**

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**31. Marine Atlantic Inc.**

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**32. Montreal Port Corporation****Subsidiary held at 100%**

- 176422 Canada Inc.
- 

**33. National Arts Centre Corporation**

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**34. National Capital Commission**

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**35. National Gallery of Canada**

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**36. National Museum of Science and Technology**

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**37. Pacific Pilotage Authority**

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**38. Petro-Canada Limited**

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**39. Port of Quebec Corporation**

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**40. Prince Rupert Port Corporation**

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**41. Queens Quay West Land Corporation**

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**42. Royal Canadian Mint**

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**43. Saint John Port Corporation**

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**44. St. John's Port Corporation**

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**45. St. Lawrence Seaway Authority, The**

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**Subsidiaries held at 100%**

- Great Lakes Pilotage Authority, Ltd.<sup>5</sup>
  - The Jacques Cartier and Champlain Bridges Incorporated
  - The Seaway International Bridge Corporation, Ltd.
- 

**46. Standards Council of Canada**

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**47. Vancouver Port Corporation**

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**Subsidiary held at 100%**

- Canada Place Corporation
- 

**48. VIA Rail Canada Inc.**

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<sup>1</sup> Only non-voting preferred shares are held.

<sup>2</sup> Inactive corporation.

<sup>3</sup> Incorporated in July 1998, but not operational as of August 31, 1998.

<sup>4</sup> 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.

<sup>5</sup> 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

This chapter provides information on:

- share-capital corporations partially owned by the federal government;
- corporations without share capital (for example, not-for-profit corporations) for which the government has a legal right to appoint, or approve the appointment of, at least one member to the board of directors or other governing body; and
- organizations formed pursuant to an international agreement where the federal government holds shares in the organization or has a right to appoint, or approve the appointment of, some number of members to the governing body.

For share-capital corporations, the listing shows the degree of federal ownership. For non-share-capital corporations, this year's listing has been modified to include fractions showing the number of federally appointed board members over the total number of board members.

This new feature is intended to illustrate the degree of federal influence over an entity in cases where control cannot be expressed in terms of share ownership. Thus, in this context, a “federal appointee” may be an individual appointed by Order of the Governor in Council or by any one of a number of other mechanisms. Examples of such mechanisms may include appointment by a minister or by a Crown corporation. Federal public servants occupying board positions on an *ex officio* basis are also counted as federal appointees for these purposes.





Corporations named in this chapter are grouped as follows:<sup>1</sup>

## **Mixed Enterprises**

Corporate entities whose shares are partially owned by Canada, through a minister. Private-sector parties own the remaining shares.

## **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 under which Canada holds shares or has a right to appoint or elect some number of 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 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.

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<sup>1</sup> This chapter does not include departmental corporations such as the Canadian Food Inspection Agency. Although they are similar to Crown corporations in that they are wholly owned by the federal government, departmental corporations are specifically excluded from the *Financial Administration Act* (FAA) definition of a “Crown corporation”. Instead, departmental corporations are defined as departments under the FAA and, as such, are subject to a different accountability regime.





## NUMBER OF OTHER CORPORATE INTERESTS

### Year-Over-Year Comparison

Other Corporate Interests of Canada	March 31, 1998	March 31, 1997
Mixed enterprises	2	3
Joint enterprises	3	3
International organizations	17	20
Other entities	98	87
Corporations under the terms of the <i>Bankruptcy and Insolvency Act</i>	15	6

## OTHER CORPORATE INTERESTS - ADDITIONS AND DELETIONS

### During the year ending March 31, 1998

#### Mixed Enterprises

National Sea Products Limited

Deleted

#### Joint Enterprises

No Additions or  
Deletions

#### International Organizations

Great Lakes Fishery Commission

Deleted

International Pacific Halibut Commission

Deleted

Pacific Salmon Commission

Deleted

#### Other Entities

1997 Brandon Canada Games Society Inc.

Deleted

2001 London Alliance Canada Summer Games Host Society Inc.

Added

Calgary Airport Authority

Added

Canada-Alberta Beef Industry Development Fund

Added

Canada-Alberta Hog Industry Development Fund

Added

Canada-Alberta Sugar Beet Industry Development Fund

Added

Canada-Manitoba Agri-Food Research and Development  
Initiatives

Added

Canada-Newfoundland Agri-Food Innovation Fund

Added







Canadian Centre for Swine Improvement (CCSI)	Deleted
Canadian Dairy Network (CDN)	Deleted
Canadian Fitness and Lifestyle Research Institute	Deleted
Canadian Sport and Fitness Administration Centre	Deleted
Charlottetown Airport Authority Inc.	Added
Club Export Agro-alimentaire du Québec	Deleted
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Added
Fonds québécois d'adaptation des entreprises agroalimentaires	Added
Gander International Airport Authority	Added
Greater Fredericton Airports Authority Inc.	Added
Inno-Centre	Deleted
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Added
Nova Scotia Apple Industry Development Fund	Added
Nova Scotia Research and Development for Grain and Forage	Added
Nova Scotia Technology Development 2000	Added
Ontario Safety Net Research and Development Fund	Added
Regina Airport Authority	Added
Saint John Airport Inc.	Added
Saint John Airport Transition Team	Deleted
St. John's International Airport Authority	Added
St. John's Regional Airport Planning Group	Deleted

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

Canadian Manoir	Added
Caoutech	Added
Exploration Boréale Inc.	Added
Goldenhill Cattle Company Ltd.	Added
Madison Partners Limited	Added
N. Brunswick Rasakti Inc.	Added
Omnitech Migration International Inc.	Added
O-TooZ Energie Group Inc.	Added
The Vivant Group Inc.	Added





## MIXED ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
<b><i>Minister of Finance</i></b>				
<b>Petro-Canada</b>				
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. SW Calgary AB T2P 3E3 (403) 296-8000	<i>Canada Business Corporations Act</i> , 1975	December 31 A = \$8.34B L = \$2.93B Arthur Andersen & Company	18.23%
<b><i>Minister of Natural Resources</i></b>				
<b>NPM Nuclear Project Managers Canada Inc.</b>				
Nuclear project and construction management. To transfer this activity to the private sector.	22 <sup>e</sup> étage 2020, rue Université Montréal QC 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

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
<b><i>Minister of Industry and Minister responsible for Canada Economic Development</i></b>				
<b>Société du parc industriel et portuaire Québec-Sud</b>				
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.	Bureau 101 229-A, rue Saint-Omer Lévis QC G6N 6N4 (418) 833-5925	Special act of the Quebec Government (1974)	March 31 A = \$2.5M L = \$0 Auditor General of Quebec	40%
<b><i>Minister of Industry and of Western Economic Diversification</i></b>				
<b>North Portage Development Corporation &amp; The Forks Renewal Corporation</b>				
To foster the social and economic redevelopment of the North Portage area in Winnipeg.	201- One Forks Market Road Winnipeg MB R3C 4L9 (204) 943-7752	<i>Manitoba Corporations Act, 1983</i>	March 31 A = \$128.1M L = \$33.5M Deloitte & Touche	33.3%
<b><i>Minister of Natural Resources</i></b>				
<b>Lower Churchill Development Corporation Limited</b>				
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 NF A1B 3T5 (709) 737-1400	<i>Newfoundland Companies Act, 1978</i>	December 31 A = \$30M L = \$0 Ernst & Young	49%





## INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees <sup>1</sup>
<b><i>Minister of the Environment</i></b>				
<b>International Lake Memphremagog Levels Board</b>				
A forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.	a/s EC, Région du Québec Bureau 300 100, boul. Alexis-Nihon St-Laurent QC 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	1/2
<b>International Lake of the Woods Control Board</b>				
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.	a/s EC, Service de conservation de l'environnement 4 <sup>e</sup> étage 351, boul. Saint-Joseph Hull QC 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	1/2

n/app = not applicable

<sup>1</sup> For share-capital corporations, a percentage value represents the degree of federal ownership. For entities without share capital, a fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.





## INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b><i>Minister of the Environment (continued)</i></b>				
<b>International Niagara Committee</b>				
To determine the amount of water available for the purposes of the Treaty and to record the amounts of water used for power diversions.	c/o EC, Ontario Region P.O. Box 5050 867 Lakeshore Road Burlington ON 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	1/2
<b>International Porcupine Caribou Board</b>				
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 Canadian Wildlife Service 91782 Alaska Hwy. Whitehorse YT Y1A 5B7 (867) 393-6700	Agreement signed by the U.S.A. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	n/app	4/8
<b>North American Commission for Environmental Cooperation – Joint Public Advisory Committee</b>				
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.	Pièce 200 393, rue Saint-Jacques O Montréal QC H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Cooperation	n/app	5/15





## INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b>Minister of Finance</b>				
<b>European Bank for Reconstruction and Development</b>				
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 EC2A 2EH 44-171-338-6000	<i>European Bank for Reconstruction and Development Agreement Act, 1991</i>	Arthur Andersen	3.66%
<b>International Bank for Reconstruction and Development</b>				
To assist in the reconstruction and development of territories of member countries.	1818 H Street NW Washington, DC 20433 U.S.A. (202) 623-1000	<i>Bretton Woods and Related Agreements Act, 1945</i>	Price Waterhouse	2.96%
<b>International Development Association</b>				
To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818 H Street NW Washington, DC 20433 U.S.A. (202) 477-1234	<i>Articles of Agreement, 1960, International Development Association Act, 1960</i>	Price Waterhouse	3.01%
<b>International Finance Corporation</b>				
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.	2121 Pennsylvania Avenue Washington, DC 20433 U.S.A. (202) 473-1234	<i>Articles of Agreement; Vote 731, Appropriation Act No. 6, 1956</i>	Price Waterhouse	3.65%





## INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b>Minister of Finance (continued)</b>				
<b>International Monetary Fund</b>				
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. NW Washington, DC 20431 U.S.A. (202) 623-7430	Agreement signed by member countries, 1945	External Audit Committee	2.97%
<b>Multilateral Investment Guarantee Agency</b>				
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 NW Washington, DC 20433 U.S.A. (202) 477-6167	<i>Bretton Woods and Related Agreements Act, 1988</i>	Price Waterhouse	2.97%
<b>Minister of Foreign Affairs</b>				
<b>African Development Bank</b>				
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%





## INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b>Minister of Foreign Affairs (continued)</b>				
<b>Asian Development Bank</b>				
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%
<b>Caribbean Development Bank</b>				
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%
<b>Inter-American Development Bank</b>				
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 NW Washington, DC 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

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
<b><i>Minister of Foreign Affairs (continued)</i></b>				
<b>International Boundary Commission</b>				
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 ON K1A 0E9 (613) 995-4341	<i>Treaty of Washington, 1908; International Boundary Commission Act, 1960</i>	n/app	1/2
<b><i>Minister of Veterans Affairs</i></b>				
<b>Commonwealth War Graves Commission</b>				
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	1/10





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members <sup>2</sup>
<b><i>Minister of Agriculture and Agri-Food</i></b>				
<b>Agriculture Institute of Management in Saskatchewan, Inc.</b>				
To 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 SK S4S 0B1 (306) 787-5964	Section 4(a) of the <i>Department of Agriculture and Agri-Food Act</i>	Mintz & Wallace	4/12
<b>Agri-Food Innovation Fund</b>				
To support the development of emerging primary and value-added agriculture sectors by providing assistance for research, development and infrastructure needs, and to facilitate transition to a more market driven economy for the Saskatchewan agri-food industry.	Room 329 3085 Albert St. Regina SK S4S 0B1 (306) 780-8262	<i>The Crown Corporations Act, 1993 (Sask.) and The Agri-Food Innovation Act, 1995 (Sask.)</i>	Saskatchewan Provincial Auditor	6/12
<b>B.C. Investment Agriculture Foundation (BCIAF)</b>				
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 BC V8W 3R9 (250) 356-1830	<i>Society Act of the province of British Columbia</i>	To be appointed	1/13

<sup>2</sup> This fraction shows the number of federally appointed members of the entity's board of governing body over the total number of board members.





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Canada-Alberta Beef Industry Development Fund</b>				
To enhance research and industry development activities with the objective of promoting the competitiveness of the beef industry in Alberta.	Alberta Cattle Commission 215-6715 - 8th Street NE Calgary AB T2E 7H7 (403) 275-8558	Canada-Alberta Beef Industry Development Companion Agreement, <i>Farm Income Protection Act</i>	BDO Dunwoody (Calgary)	1/7
<b>Canada-Alberta Hog Industry Development Fund</b>				
To enhance research and industry development activities with the objective of promoting the competitiveness of the hog industry in Alberta.	Alberta Pork Producers Development Corporation 10319 Princess Elizabeth Ave. Edmonton AB T5G 0Y5 (403) 474-8288	Canada-Alberta Hog Industry Development Companion Agreement and Amending Agreement, <i>Farm Income Protection Act</i>	KPMG	1/7
<b>Canada-Alberta Sugar Beet Industry Development Fund</b>				
To enhance research and industry development activities with the objective of promoting the competitiveness of the sugar beet industry in Alberta.	Alberta Sugar Beet Growers' Marketing Board 4900 - 50th Street Taber AB T1G 1T3 (403) 223-1110	Canada-Alberta Sugar Beet Industry Development Companion Agreement, <i>Farm Income Protection Act</i>	Dawson, Berezan & Partners (Lethbridge)	1/7
<b>Canada-Manitoba Agri-Food Research and Development Initiatives</b>				
To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.	Administrator Manitoba Association of Agricultural Societies Box 72 Morris MB R0G 1K0 (204) 758-3056	Canada-Manitoba Agri-Food Research and Development Initiatives Companion Agreement, <i>Farm Income Protection Act</i>	To be appointed	6/13





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Agriculture and Agri-Food (continued)</i></b>				
<b>Canada-Newfoundland Agri-Food Innovation Fund</b>				
To provide financial assistance to Newfoundland farmers for the development of primary and value-added agricultural sectors in Newfoundland and Labrador.	Department of Forest Resources and Agrifoods P.O. Box 8700 St. John's NF A1B 4J6 (709) 729-5090	Canada-Newfoundland and Labrador Agri-Food Innovation Agreement, <i>Farm Income Protection Act</i>	Newfoundland Provincial Auditor	1/4
<b>Canadian Farm Business Management Council (CFBMC)</b>				
To 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 ON K1P 5E7 (613) 237-9060	Section 4(a) of the <i>Department of Agriculture and Agri-Food Act</i>	Deloitte & Touche	2/22
<b>Canadian International Grains Institute</b>				
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 Street Winnipeg MB R3C 3G7 (204) 983-3289	<i>Canada Corporations Act</i> , 1972	Deloitte & Touche	5/5





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Canadian Livestock Records Corporation</b>				
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 ON K1V 0M7 (613) 731-7110	<i>Animal Pedigree Act, 1988</i>	Ernst & Young	1/6
<b>Centre de développement du porc du Québec Inc.</b>				
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 QC G1V 4M7 (418) 650-2440	3 <sup>e</sup> partie de la <i>Loi sur les compagnies du Québec</i>	Samson Bélair	1/19
<b>Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)</b>				
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, chemin St. Foy Quebec QC G1R 4X6 (418) 646-5774	Gouvernement du Québec; <i>Loi sur le vérificateur général</i>	Auditor General of Quebec	1/15
<b>Conseil pour le développement de l'agriculture du Québec (CDAQ)</b>				
To administer the funds allocated to Québec by the federal government to the agriculture sector under the Canadian Adaptation and Rural Development (CARD) Fund.	555, boul. Roland-Therrien Longueuil QC J4H 3Y9 (514) 679-0530	3 <sup>e</sup> partie de la <i>Loi sur les compagnies du Québec</i>	Groupe Mallette Maheu	1/11





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Fonds québécois d'adaptation des entreprises agroalimentaires</b>				
To administer the funds allocated to Québec by the federal government to promote the agri-food industry's adaptation to the new situation resulting from market deregulation and the abolition of several traditional measures for obtaining financial assistance.	Suite 200 9001, boul. de l'Acadie Montréal QC H4N 3H7 (514) 858-2000	3 <sup>e</sup> partie de la <i>Loi sur les compagnies du Québec</i>	Samson, Bélair, Deloitte & Touche	2/13
<b>GEAGRI</b>				
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.	9 <sup>e</sup> étage 200 chemin St. Foy Quebec QC G1R 4X6 (418) 646-5772	Gouvernement du Québec : <i>Loi sur l'inspecteur général des institutions financières</i>	Groupe Mallette Maheu	1/16
<b>Manitoba Crop Diversification Centre (MCDC)</b>				
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 MB R0K 0H0 (204) 834-6000	<i>Prairie Farm Rehabilitation Act</i>	Myers, Norris & Penny Auditor General of Canada	3/9





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Agriculture and Agri-Food (continued)</i></b>				
<b>New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)</b>				
To strengthen New Brunswick's rural and resource-based economy through the development, application and commercialization of biotechnology and technological innovations.	NB Dept. of Agriculture and Rural Development P.O. Box 636 Fredericton NB E3B 5A6 (506) 444-2444	New Brunswick Biotechnology Centre of Excellence Endowment Fund Agreement, <i>Department of Agriculture and Agri-Food Act.</i>  Provincially incorporated under the laws of the Province of New Brunswick.	Teed, Saunders, Doyle Co. (Fredericton)	1/19
<b>Nova Scotia Apple Industry Development Fund</b>				
To undertake activities to enhance the ability of the Nova Scotia apple industry to compete in the domestic and international marketplace.	Nova Scotia Department of Agriculture & Marketing MacRae Library 137 College Rd P.O. Box 550 Truro NS B2N 5E3 (902) 893-6506	Canada-Nova Scotia Agreement, National Transition Scheme for Apples in Nova Scotia, Schedule B: Apple Industry Fund; <i>Farm Income Protection Act</i>	To be appointed	2/11
<b>Nova Scotia Research and Development for Grain and Forage</b>				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported grain and forage initiatives in Nova Scotia.	Nova Scotia Department of Agriculture & Marketing MacRae Library 137 College Rd P.O. Box 550 Truro NS B2N 5E3 (902) 893-6506	Canada-Nova Scotia Research and Development Program for Grain and Forage Agreement, <i>Farm Income Protection Act</i>	To be appointed	1/5





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Agriculture and Agri-Food (continued)</b>				
<b>Nova Scotia Technology Development 2000</b>				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported agricultural research in Nova Scotia.	Nova Scotia Department of Agriculture & Marketing MacRae Library 137 College Rd P.O. Box 550 Truro NS B2N 5E3 (902) 893-6506	Canada-Nova Scotia Research Technology 2000 Development Agreement, <i>Farm Income Protection Act</i>	To be appointed	1/3
<b>Ontario Agriculture Training Institute (OATI)</b>				
To 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 W. Toronto ON M5N 1A8 (416) 485-3677	Section 4(a) of the <i>Department of Agriculture and Agri-Food Act</i>	Deloitte & Touche	1/17
<b>Ontario Safety Net Research and Development Fund</b>				
To improve the long-term competitive position and increase the diversity of the Ontario agriculture and food sector. The fund is administered by the Ontario Agricultural Adaptation Council (OAAC).	c/o Ontario Fruit and Vegetable Growers' Association Unit 103 355 Elmira Rd, Guelph ON N1K 1S5 (519) 763-6160	<i>Agricultural and Horticultural Organizations Act, Province of Ontario R.S.O., 1990, c.A. 9.</i> Provincially incorporated in 1995.	Hillson and Co. (Guelph)	1/12
<b>POS Pilot Plant Corporation</b>				
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 SK S7N 2R4 (306) 975-7066	<i>Canada Corporations Act,</i> 1973	KPMG Peat Marwick Thorne	2/18







## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Agriculture and Agri-Food (continued)</i></b>				
<b>Western Grains Research Foundation</b>				
To initiate, encourage, support and conduct research into grain production and into economic and market development of grain products.	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 975-0060	<i>Canada Corporations Act,</i> 1981	Coopers & Lybrand	1/18
<b><i>Minister of Canadian Heritage</i></b>				
<b>1999 Corner Brook Canada Winter Games Host Society</b>				
To plan, organize and stage the 1999 Canada Winter Games.	P.O. Box 1999 Corner Brook NF A2H 6T2 (709) 637-1999	<i>The Corporations Act (Newfoundland)</i> 1995	Doane Raymond	1/14
<b>2001 London Alliance Canada Summer Games Host Society Inc.</b>				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2001 Canada Games on behalf of Canada, the Province of Ontario, The London Alliance and the Canada Games Council and other complementary purposes.	Suite 1600 275 Dundas Street London ON N6B 3L1 (519) 640-8030	<i>The Corporations Act (Ontario) 1997</i>	To be appointed	1/10
<b>Association for the Export of Canadian Books</b>				
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 ON K1N 7B7 (613) 562-2324	<i>Canada Corporations Act,</i> 1972	Robert B. Shortley	2/12





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Canadian Heritage (continued)</i></b>				
<b>Calgary Olympic Development Association</b>				
To foster the development of Canadian athletics, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.	88 Canada Olympic Road SW Calgary AB T2M 4N3 (403) 247-5416	<i>Society Act of Alberta,</i> 1979	Price Waterhouse	1/20
<b>Canada Games Council</b>				
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	1600 James Naismith Drive Gloucester ON K1B 5N4 (613) 748-5799	<i>Canada Corporations Act,</i> 1991	Deloitte & Touche	3/14
<b>Canada Television and Cable Production Fund</b>				
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 ON M4Y 1S2 (416) 975-4941	<i>Canada Corporations Act,</i> Part II, 1996	KPMG	3/16
<b>Coaching Association of Canada</b>				
To improve the formal training of coaches through the National Coaching Certification Program and related programs, and to consolidate a profession of coaching that will ensure that job opportunities are matched by qualified candidates.	1600 James Naismith Drive Gloucester ON K1B 5N4 (613) 748-5624	<i>Canada Corporations Act,</i> 1971	Ouseley Hanvey Clipsham Deep	4/12





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Canadian Heritage (continued)</b>				
<b>Commonwealth Centre for Sport Development</b>				
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 BC V8Z 5M1 (250) 744-3538	<i>Society Act of B.C.</i> , 1988	Norgaard, Neale, Campden	1/13
<b>Le Consortium de télévision Québec Canada Inc. (TV5)</b>				
Promote the French language throughout the world through a specialty television service.	Bureau 101 1755, Boul. René- Lévesque E Montreal QC H2K 4P6 (514) 522-5322	<i>Canada Corporations Act</i> , Part II, 1991	Samson Bélair Deloitte & Touche	3/20
<b>National Sport Centre — Calgary</b>				
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 AB T2N 1N4 (403) 220-8196	<i>Society Act of Alberta</i> , 1994	Price Waterhouse	1/11
<b>Pan American Games Society (WPG 1999) Inc.</b>				
To plan, organize and stage the 1999 Pan American Games in Winnipeg.	500 Shaftsbury Blvd. Winnipeg MB R3P 0M1 (204) 985-1999	<i>The Corporations Act (Manitoba)</i> 1994	Price Waterhouse	3/15
<b>Sport Information Resource Centre</b>				
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 ON K1B 5N4 (613) 748-5658	<i>Canada Corporations Act</i> , 1987	Guindon Charron	1/11





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of the Environment</i></b>				
<b>Wildlife Habitat Canada</b>				
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 ON K1Y 4P1 (613) 722-2090	<i>Canada Corporations Act, 1984</i>	KPMG Peat Marwick Thorne	6/10
<b><i>Minister of Fisheries and Oceans</i></b>				
<b>International Fisheries Commissions Pension Society</b>				
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 Fisheries and Oceans 200 Kent Street Ottawa ON K1A 0E6 (613) 993-1860	<i>Canada Corporations Act, 1957</i>	Director General Corporate Review, Evaluation and Audit Directorate, Fisheries and Oceans	4/8
<b><i>Minister of Foreign Affairs</i></b>				
<b>Asia-Pacific Foundation of Canada</b>				
To develop closer ties between the peoples and institutions of Canada and the Asia-Pacific region.	Suite 666 999 Canada Place Vancouver BC V6C 3E1 (604) 684-5986	<i>Asia-Pacific Foundation of Canada Act, 1984</i>	Arthur Andersen & Company	10/17
<b>International Centre for Human Rights and Democratic Development</b>				
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 QC H2Y 1V7 (514) 283-6073	<i>International Centre for Human Rights and Democratic Development Act, 1988</i>	Auditor General of Canada	13/13





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Foreign Affairs (continued)</b>				
<b>Roosevelt Campobello International Park Commission</b>				
To administer as a memorial the Roosevelt Campobello International Park.	P.O. Box 9, Welshpool Campobello Is. NB E0G 3H0 (506) 752-2992	<i>The Roosevelt Campobello International Park Commission Act,</i> 1964	Foster, Carpenter, Black & Co.	3/6
<b>Minister of Health</b>				
<b>Canadian Centre on Substance Abuse</b>				
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 ON K1P 5E7 (613) 235-4048	<i>Canadian Centre on Substance Abuse Act,</i> 1988	McIntyre & McLarty	6/9
<b>PARTICIPaction</b>				
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 ON M5G 2C2 (416) 977-7467	<i>Canada Corporations Act,</i> 1971	KPMG Peat Marwick Thorne	1/20
<b>Terry Fox Humanitarian Award Inc.</b>				
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 BC V5A 1S6 (604) 291-3057	<i>Canada Corporations Act,</i> 1980	Ouseley Hanvey Clipsham Deep	3/12





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Indian Affairs and Northern Development</b>				
<b>Northern Native Fishing Corporation</b>				
To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishers, and to foster their development as independent business operators.	P.O. Box 876 4-214 Third Ave. W. Prince Rupert BC V8J 3Y1 (250) 627-8436	<i>British Columbia Companies Act, 1982</i>	Carlyle Shepherd & Co.	1/7
<b>Minister of Industry</b>				
<b>Canada Foundation for Innovation</b>				
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 ON K1R 1A4 (613) 947-6496	<i>Budget Implementation Act, 1997</i>	To be appointed	7/15
<b>Minister of Industry and Minister Responsible for Canada Economic Development</b>				
<b>Association québécoise des bio-industries</b>				
To provide services to businesses in the biotechnology industry (marketing, technology transfer and lobbying).	Bureau 100 155, boul. Chomedey Chomedey QC H7B 3Z1	<i>Loi sur les compagnies du Québec, 1995</i>	Campeau Vachon	1/13
<b>Association québécoise des fabricants de l'industrie médicale</b>				
To provide services to businesses in the health care products sector (marketing, technology transfer and lobbying).	8475, av. Christophe- Colomb C.P. 175 Succursale Youville Montréal QC H2P 2V4	<i>Loi sur les compagnies du Québec, 1987</i>	Samson Bélair Deloitte & Touche	2/15
<b>Centre d'entreprises et d'innovation de Montréal</b>				
To provide services to businesses starting up, particularly in the areas of technology and fashion.	33, rue Prince Montréal QC H3C 2M7	<i>Loi sur les compagnies du Québec, 1995</i>	Raymond, Chabot, Martin, Paré	1/18





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Industry and Minister Responsible for Canada Economic Development (continued)</b>				
<b>Centre de promotion du logiciel québécois</b>				
To provide support to businesses for training on electronic data interchange.	Bureau 600 407, boul. St-Laurent Montréal QC H2Y 2Y5	<i>Loi sur les compagnies du Québec, 1990</i>	Raymond, Chabot, Martin, Paré	1/17
<b>Fondation du maire de Montréal pour la Jeunesse</b>				
To assist young disadvantaged Montrealers who are contributing to Montreal's economic development by starting their own businesses.	Bureau 4.106 275, rue Notre-Dame E Montréal QC H2Y 1C6 (514) 872-8401	<i>Loi sur les compagnies du Québec, 1995</i>	Auditor of the City of Montreal	1/17
<b>Fonds de développement-emploi Montréal</b>				
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.	Bureau 100 5703, rue Sherbrooke E Montréal QC H1N 3M1	<i>Loi sur les compagnies du Québec, 1988</i>	Mallette Maheu	1/11
<b>Institut de design Montréal</b>				
To promote design as an economic value and to increase the exposure of designers on the local and international scenes.	Niveau 3 390, rue St-Paul E Montréal QC H2Y 1H2	<i>Loi sur les compagnies du Québec, 1989</i>	Raymond, Chabot, Martin, Paré	1/18
<b>Institut EDI du Québec</b>				
To assist software designers in marketing their products and suppliers in identifying software products in Quebec.	Centre de commerce mondial Bureau CT-228 Niveau Mezzanine 393, St-Jacques O Montréal QC H2Y 1N9	<i>Loi sur les compagnies du Québec, 1990</i>	Samson Bélair Deloitte & Touche	1/15





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Industry and Minister Responsible for Canada Economic Development (continued)</b>				
<b>Montréal International</b>				
To promote the Greater Montreal area at an international level.	Bureau 3200 380, rue St-Antoine O Montréal QC H2Y 3X7	<i>Loi sur les compagnies du Québec</i> , 1988	Raymond, Chabot, Martin, Paré	1/22
<b>Plastiservices Inc.</b>				
To provide services to businesses in the plastics industry in order to develop this industry in Montreal East.	Suite 201 7777 Louis-H. Lafontaine Anjou QC H1K 4E4 (514) 355-2266	<i>Loi sur les compagnies du Québec</i> , 1994	Geoffroy Montcalm Lacasse	1/12

### **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 Legislature of Newfoundland and Labrador. The Board is funded by equal contributions from both the federal and provincial governments.	TD Place 5th floor 140 Water Street St. John's NF A1C 6H6 (709) 778-1400	The <i>Canada-Newfoundland Atlantic Accord Implementation Acts</i> , 1987	Deloitte & Touche	3/8
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## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Natural Resources (continued)</i></b>				
<b>Canada-Nova Scotia Offshore Petroleum Board</b>				
To administer the relevant provisions of the <i>Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Acts</i> as enacted by the Parliament of Canada and the Legislature of Nova Scotia. The Board is funded by both the federal and provincial governments with equal contributions.	TD Centre 6th Floor 1791 Barrington Street Halifax NS B3N 3K9 (902) 422-5588	The <i>Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act</i> , 1988	Deloitte & Touche	2/5
<b>Forest Engineering Research Institute of Canada</b>				
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, boul. Saint-Jean Pointe-Claire QC H3R 3J9 (514) 694-1140	<i>Canada Corporations Act</i> , 1976	Samson Bélair Deloitte & Touche	3/28
<b>Forintek Canada Corporation</b>				
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 BC V6T 1W5 (604) 224-3221	<i>Canada Corporations Act</i> , 1979	Coopers & Lybrand	2/26
<b>Maritime Forestry Complex Corporation</b>				
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre RR #10 Fredericton NB E3B 6H6 (506) 453-3801	<i>Maritime Forestry Complex Corporations Act</i> , New Brunswick, 1980	Deloitte & Touche	3/10





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Natural Resources (continued)</i></b>				
<b>National Community Tree Foundation</b>				
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 W. Ottawa ON K1P 5Z9 (613) 567-5545	<i>Canada Corporations Act, 1991</i>	KPMG Peat Marwick Thorne	1/16
<b>Pulp and Paper Research Institute of Canada</b>				
To enhance the technical competitiveness of its member companies through activities that support and supplement their own research and technical efforts.	570, boul. Saint-Jean Pointe-Claire QC H9R 3J9 (514) 630-4100	<i>Canada Companies Act, 1950</i>	Samson Bélair Deloitte & Touche	2/22
<b><i>Minister of Transport</i></b>				
<b>Blue Water Bridge Authority</b>				
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 ON N7V 4J5 (519) 336-2720	<i>Blue Water Bridge Authority Act, 1964</i>	Deloitte & Touche	4/4
<b>Buffalo and Fort Erie Public Bridge Authority</b>				
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	5/10





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Transport (continued)</i></b>				
<b>Saint John Harbour Bridge Authority</b>				
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 NB E2M 5C1 (506) 635-1320	<i>An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962</i>	Deloitte & Touche	1/7
<b>CANADIAN AIRPORT AUTHORITIES:</b>				
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; to undertake and promote the development of the airport lands for which it is responsible for uses compatible with air transportation activities; and to expand transportation facilities and generate economic activity in ways that are compatible with air transportation activities.				
<b>Calgary Airport Authority</b>	Calgary International Airport 2000 Airport Road NE Calgary AB T2E 6W5	<i>Regional Airports Authority Act</i>	Price Waterhouse	2/18
<b>Charlottetown Airport Authority Inc.</b>	2 <sup>nd</sup> Floor 75 Fitzroy Street P.O. Box 1881 Charlottetown PEI C1A 7N5	<i>Canada Corporations Act, Part II</i>	To be appointed	2/10
<b>Gander International Airport Authority</b>	P.O. Box 392 Gander NF A1V 1W8	<i>Canada Corporations Act, Part II</i>	To be appointed	3/9
<b>Greater Fredericton Airports Authority Inc.</b>	c/o Fredericton Chamber of Commerce Box 275 Fredericton NB E3B 4Y9	<i>Canada Corporations Act, Part II</i>	To be appointed	3/11





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Transport (continued)</i></b>				
<b>Greater London International Airport Authority</b>	Xenon Capital Corporation Suite 400, 248 Pall Mall St. London ON N6A 5P6	<i>Canada Corporations Act, Part II</i>	To be appointed	2/11
<b>Greater Moncton Airport Authority, The</b>	1575 Champlain Street Airport Box 12, R.R. 5 Moncton NB E1C 1W1	<i>Canada Corporations Act, Part II</i>	To be appointed	3/14
<b>Greater Toronto Airports Authority</b>	P.O. Box 60311 Toronto AMF ON L5P 1B2	<i>Canada Corporations Act, Part II</i>	Deloitte & Touche	2/15
<b>Halifax International Airport</b>	Unit 103, Suite 264 287 Lacewood Drive Halifax NS B3M 3Y7	<i>Canada Corporations Act, Part II</i>	To be appointed	2/13
<b>Ottawa Macdonald-Cartier International Airport Authority</b>	50 Airport Road Gloucester ON K1P 9B4	<i>Canada Corporations Act, Part II</i>	Deloitte & Touche	2/15
<b>Regina Airport Authority</b>	c/o Regina Economic Development Authority Suite 140 1870 Albert Street Regina SK S4P 4B7	<i>Canada Corporations Act, Part II</i>	To be appointed	3/15
<b>Saint John Airport Inc.</b>	c/o New Brunswick Telephone Company Limited One Brunswick Square P.O. Box 1430 Saint John NB E2L 4K2	Incorporated provincially	To be appointed	3/12





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Transport (continued)</i></b>				
<b>Saskatoon Airport Authority</b>	Suite 3 2625 Airport Drive Saskatoon SK S7K 0B3	<i>Canada Corporations Act, Part II</i>	To be appointed	3/15
<b>Société aéroportuaire de Québec</b>	Aéroport internationale Jean Lesage Pièce 600, 6 <sup>e</sup> av. Ste-Foy QC G2E 5W1	<i>Canada Corporations Act, Part II</i>	To be appointed	2/15
<b>St. John's International Airport Authority</b>	Unit 301 38 Pearson Street St. John's NF A1V 1W8	<i>Canada Corporations Act, Part II</i>	To be appointed	3/12
<b>Thunder Bay International Airports Authority Inc.</b>	340 - 100 Princess St. Thunder Bay ON P7B 4W6	<i>Canada Corporations Act, Part II</i>	Ernst & Young	2/9
<b>Victoria Airport Authority</b>	Box 201 1640 Electra Blvd. Sydney BC V8L 5V4	<i>Canada Corporations Act, Part II</i>	KPMG	2/14
<b>Winnipeg Airports Authority Inc.</b>	Room 249 Admin. Bldg. 2000 Wellington Ave. Winnipeg MB R3H 1C1	<i>Canada Corporations Act, Part II</i>	KPMG	2/16

### 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 in furthering trade nationally and internationally.

#### Fraser River Harbour Commission

Suite 500 713 Columbia Street New Westminster BC V3M 1B2 (604) 524-6655	<i>Harbour Commissions Act, 1964</i>	Doane Raymond	3/5
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## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Minister of Transport (continued)</i></b>				
<b>Hamilton Harbour Commission</b>				
	605 James Street N. Hamilton ON L8L 1K1 (905) 525-4330	<i>Hamilton Harbour Commissioners Act,</i> 1957	Coopers & Lybrand	2/3
<b>Nanaimo Harbour Commission</b>				
	104 Front Street P.O. Box 131 Nanaimo BC V9R 5K4 (604) 753-4146	<i>Harbour Commissions Act,</i> 1964	Bestwick and Partners	3/5
<b>North Fraser Harbour Commission</b>				
	2020 Airport Road Richmond BC V7B 1C6 (604) 273-1866	<i>Harbour Commissions Act,</i> 1964	BDO Dunwoody	3/5
<b>Oshawa Harbour Commission</b>				
	1050 Farwell Street P.O. Box 492 Oshawa ON L1H 6N6 (905) 576-0400	<i>Harbour Commissions Act,</i> 1964	Deloitte & Touche	2/3
<b>Port Alberni Harbour Commission</b>				
	2750 Harbour Road P.O. Box 99 Port Alberni BC V9Y 7W6 (604) 723-5312	<i>Harbour Commissions Act,</i> 1964	Newman Hill Duncan & Lacoursière	2/3
<b>Thunder Bay Harbour Commission</b>				
	100 Main St. Thunder Bay ON P7B 6R9 (807) 345-6400	<i>Harbour Commissions Act,</i> 1964	KPMG Peat Marwick Thorne	2/3





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport (continued)</b>				
<b>Toronto Harbour Commission</b>				
	60 Harbour Street Toronto ON M5J 1B7 (416) 863-2065	<i>Toronto Harbour Commissioners Act,</i> 1911	KPMG Peat Marwick Thorne	2/5
<b>Windsor Harbour Commission</b>				
	500 Riverside Drive W. Windsor ON N9A 5K6 (519) 258-5741	<i>Harbour Commissions Act,</i> 1964	Coopers & Lybrand	2/3
<b>NAV CANADA</b>				
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 ON K1P 5L6	<i>Canada Corporations Act,</i> Part II, 1996	KPMG Peat Marwick Thorne	3/15
<b>Minister of Veterans Affairs</b>				
<b>Army Benevolent Fund</b>				
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 ON K2P 0G2 (613) 996-6150	<i>Army Benevolent Fund Act, 1947</i>	Auditor General of Canada	5/5
<b>Last Post Fund</b>				
To ensure the provision of a dignified funeral and burial to eligible war veterans.	Pièce 916 685, rue Cathcart Montréal QC H3B 1M7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada	1/15





## OTHER ENTITIES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b><i>Prime Minister</i></b>				
<b>Nature Trust of British Columbia, The</b>				
To purchase and preserve ecologically important parcels of land in B.C.	808-100 Park Royal S. West Vancouver BC V7T 1A2 (604) 925-1128	<i>Canada Corporations Act,</i> 1971	KPMG Peat Marwick Thorne	1/11
<b>Vanier Institute of the Family, The</b>				
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 ON K2G 6B1 (613) 228-8500	<i>Canada Business Corporations Act,</i> 1965	McCay, Duff	2/18







## ***BANKRUPTCY AND INSOLVENCY ACT***

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. Canadian Manoir
4. Caoutech
5. Carvern International Industries Ltd.
6. Colby Resources Corp.
7. Exploration Boréale Inc.
8. Goldenhill Cattle Company Ltd.
9. Kenloch Distillers Ltd.
10. Les laboratoires Quelab Inc.
11. Madison Partners Limited
12. N. Brunswick Rasakti Inc.
13. Omnitech Migration International Inc.
14. O-TooZ Energie Group Inc.
15. The Vivant Group Inc.





# **CONSOLIDATED LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA**





## CONSOLIDATED LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA<sup>1</sup>

Name of Corporation	Category	Ministerial Portfolio
176422 Canada Inc.	Subsidiary of Montreal Port Corporation	Transport
1999 Corner Brook Canada Winter Games Host Society	Other Entity	Canadian Heritage
2001 London Alliance Canada Summer Games Host Society Inc.	Other Entity	Canadian Heritage
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 (Canada Economic Development)
Association québécoise des fabricants de l'industrie médicale	Other Entity	Industry (Canada Economic Development)
Atlantic Pilotage Authority	Parent Crown Corporation	Transport
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources
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

<sup>1</sup> Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.





Name of Corporation	Category	Ministerial Portfolio
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 Airport Authority	Other Entity	Transport
Calgary Olympic Development Association	Other Entity	Canadian Heritage
Canada-Alberta Beef Industry Development Fund	Other Entity	Agriculture and Agri-Food
Canada-Alberta Hog Industry Development Fund	Other Entity	Agriculture and Agri-Food
Canada-Alberta Sugar Beet Industry Development Fund	Other Entity	Agriculture and Agri-Food
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 CLC Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
Canada Lands Company Limited	Parent Crown Corporation	Public Works and Government Services
Canada-Manitoba Agri-Food Research and Development Initiatives	Other Entity	Agriculture and Agri-Food
Canada Millennium Scholarship Foundation <sup>2</sup>	Other Entity	Human Resources Development/Finance
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Public Works and Government Services
Canada-Newfoundland Agri-Food Innovation Fund	Other Entity	Agriculture and Agri-Food
Canada-Newfoundland Offshore Petroleum Board	Other Entity	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Other Entity	Natural Resources
Canada Pension Plan Investment Board	Parent Crown Corporation	Finance

<sup>2</sup> The Canada Millennium Scholarship Foundation became a legal entity with the June 18, 1998 passage of the *Budget Implementation Act, 1998*.





Name of Corporation	Category	Ministerial Portfolio
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
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 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 Farm Business Management Council	Other Entity	Agriculture and Agri-Food
Canadian Film Development Corporation	Parent Crown Corporation	Canadian Heritage
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 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 (Canada Economic Development)
Centre de promotion du logiciel québécois	Other Entity	Industry (Canada Economic Development)
Charlottetown Airport Authority Inc.	Other Entity	Transport
CLC Downsview Inc.	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
Coaching Association of Canada	Other Entity	Canadian Heritage
Cominco Ltd.	Associate of Business Development Bank of Canada	Industry





Name of Corporation	Category	Ministerial Portfolio
Commonwealth Centre for Sport Development	Other Entity	Canadian Heritage
Commonwealth War Graves Commission	International Organization	Veterans Affairs
Conseil de recherches en pêche et agroalimentaire du Québec	Other Entity	Agriculture and Agri-Food
Conseil pour le développement de l'agriculture du Québec (CDAQ)	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 (Canada Economic Development)
Fonds de développement-emploi Montréal	Other Entity	Industry (Canada Economic Development)
Fonds québécois d'adaptation des entreprises agroalimentaires	Other Entity	Agriculture and Agri-Food
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
Gander International Airport Authority	Other Entity	Transport
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation	Industry
Great Lakes Pilotage Authority, Ltd.	Subsidiary of The St. Lawrence Seaway Authority; Parent Crown Corporation pursuant to the <i>Pilotage Act</i>	Transport
Greater Fredericton Airports Authority Inc.	Other Entity	Transport
Greater London International Airport Authority	Other Entity	Transport
Greater Moncton Airport Authority, The	Other Entity	Transport





Name of Corporation	Category	Ministerial Portfolio
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
Institut de design Montréal	Other Entity	Industry (Canada Economic Development)
Institut EDI du Québec	Other Entity	Industry (Canada Economic Development)
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 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
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The St. Lawrence Seaway Authority	Transport
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
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources





Name of Corporation	Category	Ministerial Portfolio
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
Montréal International	Other Entity	Industry (Canada Economic Development)
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 Corporation	Parent Crown Corporation	Canadian Heritage
National Sport Centre — Calgary	Other Entity	Canadian Heritage
Nature Trust of British Columbia, The	Other Entity	Prime Minister
NAV CANADA	Other Entity	Transport
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Other Entity	Agriculture and Agri-Food
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
Nova Scotia Apple Industry Development Fund	Other Entity	Agriculture and Agri-Food
Nova Scotia Research and Development for Grain and Forage	Other Entity	Agriculture and Agri-Food
Nova Scotia Technology Development 2000	Other Entity	Agriculture and Agri-Food
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







Name of Corporation	Category	Ministerial Portfolio
Ontario Safety Net Research and Development Fund	Other Entity	Agriculture and Agri-Food
Oshawa Harbour Commission	Other Entity	Transport
Ottawa Macdonald-Cartier International Airport Authority	Other Entity	Transport
Pacific Pilotage Authority	Parent Crown Corporation	Transport
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 (Canada Economic Development)
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
Regina Airport Authority	Other Entity	Transport
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 Inc.	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 International Airport Authority	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
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The St. Lawrence Seaway Authority	Transport





<b>Name of Corporation</b>	<b>Category</b>	<b>Ministerial Portfolio</b>
Société aéroportuaire de Québec	Other Entity	Transport
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise	Industry (Canada Economic Development)
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
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
Varity 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 strategic priorities and financial position 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.





## The Deadlines for Tabling in Parliament

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.

These deadlines are based on actual sitting days, not projected sitting days. Since future sitting days cannot be predicted, deadlines falling after July 31, 1998 cannot be calculated.

## Documents Tabled in Parliament

As required by subsection 152(1) of the FAA, the table below records the status of Crown corporations' annual reports and summaries of corporate plans and budgets during the period August 1, 1997 to July 31, 1998. The table identifies any document that meets at least one of the two following conditions:

- The document was tabled during the period in review; or
- The document has not been tabled but was due to be tabled before or during the period in review.

Where the deadline falls after July 31, 1998 but the document was tabled during the period in review, the document is considered to have been tabled on time and will not be reported in future years.

Subsection 152(2) of the FAA requires the Auditor General of Canada to include, in his annual report to Parliament, a statement attesting to the accuracy of the information contained in this table.

## Further Information

Information on annual reports and corporate plan and budget summaries may be obtained by contacting the individual corporations. The Corporate Abstracts chapter 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, 1998

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Atlantic Pilotage Authority</b>					
1997	Annual Report	1998-05-05	1998-04-20	1998-06-02	1998-04-28
1998	Capital Budget Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
1998	Operating Budget Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
<b>Atomic Energy of Canada Limited</b>					
1996/97	Annual Report	1997-10-10	1997-10-09	1997-11-04	1997-10-21
1996/97	Capital Budget Summary	1997-03-21	1997-10-09	1997-04-17	1997-10-21
1996/97	Operating Budget Summary	1997-03-21	1997-10-09	1997-04-17	1997-10-21
1997/98	Capital Budget Summary	1998-03-24	no	1998-05-12	no
1997/98	Operating Budget Summary	1998-03-24	no	1998-05-12	no
<b>Business Development Bank of Canada</b>					
1996/97	Annual Report	1997-10-10	1997-09-23	1997-11-04	1997-09-30
1997/98	Annual Report	n/av <sup>1</sup>	1998-07-22	n/av	no
1997/98	Capital Budget Summary	1997-10-21	1997-09-23	1997-11-20	1997-09-30
1997/98	Operating Budget Summary	1997-10-21	1997-09-23	1997-11-20	1997-09-30
1997/98 to 2001/02	Corporate Plan Summary	1997-10-21	1997-09-23	1997-11-20	1997-09-30
<b>Canada Deposit Insurance Corporation</b>					
1996/97	Annual Report	1997-10-10	1997-09-23	1997-11-04	1997-09-30
1997/98	Annual Report	n/av	1998-07-22	n/av	no
1997/98	Capital Budget Summary	1997-10-08	1997-04-25	1997-11-18	1997-09-30
1997/98	Operating Budget Summary	1997-10-08	1997-04-25	1997-11-18	1997-09-30
1997/98 to 2001/02	Corporate Plan Summary	1997-10-08	1997-04-25	1997-11-18	1997-09-30
1998/99	Capital Budget Summary	1998-05-13	1998-05-13	n/av	1998-05-26
1998/99	Operating Budget Summary	1998-05-13	1998-05-13	n/av	1998-05-26
1998/99 to 2002/03	Corporate Plan Summary	1998-05-13	1998-05-13	n/av	1998-05-26

<sup>1</sup> n/av means not available.





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Canada Development Investment Corporation</b>					
1997	Annual Report	1998-05-13	1998-04-29	1998-06-04	1998-04-30
1998	Capital Budget Summary	1998-03-24	1998-04-29	1998-05-28	1998-04-30
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-04-29	1998-05-28	1998-04-30
<b>Canada Lands Company Limited</b>					
1996/97	Annual Report	1997-10-10	1997-10-01	1997-11-04	1997-10-02
1997/98	Annual Report	n/av	1998-07-22	n/av	no
1997/98	Capital Budget Summary	1997-10-21	1997-10-01	1997-11-20	1997-10-02
1997/98	Operating Budget Summary	1997-10-21	1997-10-01	1997-11-20	1997-10-02
1997/98 to 2001/02	Corporate Plan Summary	1997-10-21	1997-10-01	1997-11-20	1997-10-02
1997/98	Capital Budget Summary Amendment	1998-02-20	1998-02-19	1998-03-26	1998-02-24
1997/98	Operating Budget Summary Amendment	1998-02-20	1998-02-19	1998-03-26	1998-02-24
1997/98 to 2001/02	Corporate Plan Summary Amendment	1998-02-20	1998-02-19	1998-03-26	1998-02-24
<b>Canada Mortgage and Housing Corporation</b>					
1996	Annual Report	1997-04-25	1997-04-24	1997-10-01	1997-04-25
1997	Annual Report	1998-05-04	1998-04-23	1998-05-28	1998-04-28
1998	Capital Budget Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
1998	Operating Budget Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
<b>Canada Ports Corporation <sup>1</sup></b>					
1996	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997	Annual Report	1998-05-28	1998-05-15	1998-06-10	1998-05-26
1997	Capital Budget Summary Amendment	1997-11-07	no	1997-12-11	no
1997 to 2001	Corporate Plan Summary Amendment	1997-11-07	no	1997-12-11	no
1998	Capital Budget Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Canada Post Corporation</b>					
1996/97	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997/98	Annual Report	n/av	1998-06-17	n/av	no
<b>Canadian Commercial Corporation</b>					
1996/97	Annual Report	1997-10-10	1997-09-26	1997-11-04	1997-10-01
1997/98	Capital Budget Summary	1997-10-08	1997-10-10	1997-11-18	1997-10-21
1997/98	Operating Budget Summary	1997-10-08	1997-10-10	1997-11-18	1997-10-21
1997/98 to 2001/02	Corporate Plan Summary	1997-10-08	1997-10-10	1997-11-18	1997-10-21
<b>Canadian Dairy Commission</b>					
1996/97	Annual Report	1997-11-19	1997-12-01	1997-12-03	1997-12-02
1997/98	Capital Budget Summary	1997-11-07	1997-09-24	1997-12-11	1997-10-01
1997/98	Operating Budget Summary	1997-11-07	1997-09-24	1997-12-11	1997-10-01
1997/98 to 2001/02	Corporate Plan Summary	1997-11-07	1997-09-24	1997-12-11	1997-10-01
<b>Canadian Museum of Civilization</b>					
1996/97	Annual Report	1997-10-10	1997-10-22	1997-11-04	1997-10-21
1997/98	Capital Budget Summary	1997-10-21	1997-10-09	1997-11-20	1997-10-21
1997/98	Operating Budget Summary	1997-10-21	1997-10-09	1997-11-20	1997-10-21
1997/98 to 2001/02	Corporate Plan Summary	1997-10-21	1997-10-09	1997-11-20	1997-10-21
1998/99	Capital Budget Summary	1998-06-05	1998-06-04	n/av	no
1998/99	Operating Budget Summary	1998-06-05	1998-06-04	n/av	no
1998/99 to 2002/03	Corporate Plan Summary	1998-06-05	1998-06-04	n/av	no
<b>Canadian Museum of Nature</b>					
1996/97	Annual Report	1997-10-10	1997-10-09	1997-11-04	1997-10-21
1997/98	Capital Budget Summary	1997-10-21	1997-10-20	1997-11-20	1997-10-21
1997/98	Operating Budget Summary	1997-10-21	1997-10-20	1997-11-20	1997-10-21
1997/98 to 2001/02	Corporate Plan Summary	1997-10-21	1997-10-20	1997-11-20	1997-10-21
1998/99	Capital Budget Summary	1998-06-05	1998-06-04	n/av	no
1998/99	Operating Budget Summary	1998-06-05	1998-06-04	n/av	no
1998/99 to 2002/03	Corporate Plan Summary	1998-06-05	1998-06-04	n/av	no





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Cape Breton Development Corporation</b>					
1996/97	Annual Report	1997-10-10	1997-10-03	1997-11-04	1997-10-21
1997/98	Annual Report	n/av	1998-07-22	n/av	no
1997/98	Capital Budget Summary	1997-10-21	1997-10-09	1997-11-20	1997-10-21
1997/98	Operating Budget Summary	1997-10-21	1997-10-09	1997-11-20	1997-10-21
1997/98 to 2001/02	Corporate Plan Summary	1997-10-21	1997-10-09	1997-11-20	1997-10-21
1998/99	Capital Budget Summary	1998-06-05	1998-06-08	n/av	1998-06-09
1998/99	Operating Budget Summary	1998-06-05	1998-06-08	n/av	1998-06-09
<b>Defence Construction (1951) Limited</b>					
1996/97	Annual Report	1997-10-10	1997-11-17	1997-11-04	1997-11-18
1997/98	Capital Budget Summary	1997-10-21	1997-11-17	1997-11-20	1997-11-18
1997/98	Operating Budget Summary	1997-10-21	1997-11-17	1997-11-20	1997-11-18
1997/98 to 2001/02	Corporate Plan Summary	1997-10-21	1997-11-17	1997-11-20	1997-11-18
1998/99	Capital Budget Summary	1998-06-12	no	n/av	no
1998/99	Operating Budget Summary	1998-06-12	no	n/av	no
1998/99 to 2002/03	Corporate Plan Summary	1998-06-12	no	n/av	no
<b>Enterprise Cape Breton Corporation</b>					
1996/97	Annual Report	1997-10-10	1997-10-01	1997-11-04	1997-10-22
1996/97	Capital Budget Summary Amendment	1996-12-06	1998-02-02	1997-02-12	1998-02-10
1996/97	Operating Budget Summary Amendment	1996-12-06	1998-02-02	1997-02-12	1998-02-10
1997/98	Capital Budget Summary	1998-02-20	1998-03-12	1998-03-26	1998-03-19
1997/98	Operating Budget Summary	1997-11-07	no	1997-12-11	no
1997/98	Operating Budget Summary Amendment	1998-02-20	1998-03-12	1998-03-26	1998-03-19
1997/98 to 2001/02	Corporate Plan Summary	1998-02-20	1998-03-12	1998-03-26	1998-03-19
<b>Export Development Corporation</b>					
1997	Annual Report	1998-04-21	1998-03-23	1998-05-07	1998-03-24
1998	Capital Budget Summary	1998-03-24	1998-03-24	1998-05-28	1998-03-25
1998	Operating Budget Summary	1998-03-24	1998-03-24	1998-05-28	1998-03-25
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-24	1998-05-28	1998-03-25







Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Farm Credit Corporation</b>					
1996/97	Annual Report	1997-10-10	1997-09-24	1997-11-04	1997-09-30
1997/98	Annual Report	n/av	1998-06-17	n/av	no
1997/98	Capital Budget Summary	1997-11-07	1997-09-24	1997-12-11	1997-09-30
1997/98	Operating Budget Summary	1997-11-07	1997-09-24	1997-12-11	1997-09-30
1997/98 to 2001/02	Corporate Plan Summary	1997-11-07	1997-09-24	1997-12-11	1997-09-30
1998/99	Capital Budget Summary	1998-06-12	1998-06-17	n/av	no
1998/99	Operating Budget Summary	1998-06-12	1998-06-17	n/av	no
1998/99 to 2002/03	Corporate Plan Summary	1998-06-12	1998-06-17	n/av	no
<b>Freshwater Fish Marketing Corporation</b>					
1996/97	Annual Report	1997-12-05	1997-11-17	1997-12-15	1997-11-18
1997/98	Capital Budget Summary	1997-11-07	1997-10-09	1997-12-11	1997-10-21
1997/98	Operating Budget Summary	1997-11-07	1997-10-09	1997-12-11	1997-10-21
1997/98 to 2001/02	Corporate Plan Summary	1997-11-07	1997-10-09	1997-12-11	1997-10-21
<b>Great Lakes Pilotage Authority, Ltd.</b>					
1997	Annual Report	1998-05-05	1998-04-20	1998-06-02	1998-04-28
1998	Capital Budget Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
1998	Operating Budget Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
<b>Halifax Port Corporation<sup>1</sup></b>					
1996	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997	Annual Report	1998-05-28	1998-05-15	1998-06-10	1998-05-26
1998	Capital Budget Summary	1998-03-25	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-25	1998-03-19	1998-05-28	1998-03-24
<b>Laurentian Pilotage Authority</b>					
1995	Capital Budget Summary Amendment	1996-04-22	no	1996-06-12	no
1997	Annual Report	1998-05-05	1998-04-20	1998-06-02	1998-04-28
1998	Capital Budget Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
1998	Operating Budget Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Marine Atlantic Inc.</b>					
1996	Annual Report	1997-04-25	1997-09-26	1997-10-08	1997-10-01
1997	Annual Report	1998-05-11	1998-04-27	1998-06-04	1998-04-28
1998	Capital Budget Summary	1998-03-25	1998-03-19	1998-05-28	1998-03-24
1998	Operating Budget Summary	1998-03-25	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-25	1998-03-19	1998-05-28	1998-03-24
<b>Montreal Port Corporation<sup>1</sup></b>					
1996	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997	Annual Report	1998-05-28	1998-05-15	1998-06-10	1998-05-26
1998	Capital Budget Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
<b>National Capital Commission</b>					
1996/97	Annual Report	1997-10-10	1997-10-09	1997-11-04	1997-10-21
1997/98	Capital Budget Summary	1998-02-13	1998-02-13	1998-03-19	1998-02-17
1997/98	Operating Budget Summary	1998-02-13	1998-02-13	1998-03-19	1998-02-17
1997/98 to 2001/02	Corporate Plan Summary	1998-02-13	1998-02-13	1998-03-19	1998-02-17
1998/99	Capital Budget Summary	1998-06-12	1998-06-04	n/av	no
1998/99	Operating Budget Summary	1998-06-12	1998-06-04	n/av	no
1998/99 to 2002/03	Corporate Plan Summary	1998-06-12	1998-06-04	n/av	no
<b>National Gallery of Canada</b>					
1995/96	Annual Report	1996-10-04	1996-10-07	1996-11-05	1996-10-21
1996/97	Annual Report	1997-10-10	1997-10-09	1997-11-04	1997-10-21
1997/98	Capital Budget Summary	1997-10-21	1997-10-20	1997-11-20	1997-10-21
1997/98	Operating Budget Summary	1997-10-21	1997-10-20	1997-11-20	1997-10-21
1997/98 to 2001/02	Corporate Plan Summary	1997-10-21	1997-10-20	1997-11-20	1997-10-21
1998/99	Capital Budget Summary	1998-06-05	1998-06-04	n/av	no
1998/99	Operating Budget Summary	1998-06-05	1998-06-04	n/av	no
1998/99 to 2002/03	Corporate Plan Summary	1998-06-05	1998-06-04	n/av	no





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>National Museum of Science and Technology</b>					
1996/97	Annual Report	1997-10-10	1997-10-09	1997-11-04	1997-10-21
1997/98	Capital Budget Summary	1997-10-21	1997-10-20	1997-11-20	1997-10-21
1997/98	Operating Budget Summary	1997-10-21	1997-10-20	1997-11-20	1997-10-21
1997/98 to 2001/02	Corporate Plan Summary	1997-10-21	1997-10-20	1997-11-20	1997-10-21
1998/99	Capital Budget Summary	1998-06-05	1998-06-04	n/av	no
1998/99	Operating Budget Summary	1998-06-05	1998-06-04	n/av	no
1998/99 to 2002/03	Corporate Plan Summary	1998-06-05	1998-06-04	n/av	no
<b>Old Port of Montreal Corporation Inc.</b>					
1996/97	Annual Report	1997-10-10	1997-10-01	1997-11-04	1997-10-02
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
1996/97	Capital Budget Summary Amendment	1997-04-17	no	1997-10-02	no
1996/97	Operating Budget Summary Amendment	1997-04-17	no	1997-10-02	no
1997/98	Capital Budget Summary	1997-11-07	1997-12-10	1997-12-11	1997-12-12
1997/98	Operating Budget Summary	1997-11-07	1997-12-10	1997-12-11	1997-12-12
1997/98 to 2001/02	Corporate Plan Summary	1997-11-07	1997-12-10	1997-12-11	1997-12-12
<b>Pacific Pilotage Authority</b>					
1997	Annual Report	1998-05-05	1998-04-20	1998-06-02	1998-04-28
1998	Capital Budget Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
1998	Operating Budget Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-09	1998-05-28	1998-03-19
<b>Petro-Canada Limited</b>					
1997	Annual Report	1998-05-08	1998-04-28	1998-06-04	1998-04-29
1998	Capital Budget Summary	1998-03-24	1998-03-16	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-16	1998-05-28	1998-03-24





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Port of Quebec Corporation<sup>1</sup></b>					
1996	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997	Annual Report	1998-05-28	1998-05-15	1998-06-10	1998-05-26
1998	Capital Budget Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
<b>Prince Rupert Port Corporation<sup>1</sup></b>					
1996	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997	Annual Report	1998-05-28	1998-05-15	1998-06-10	1998-05-26
1998	Capital Budget Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
<b>Queens Quay West Land Corporation</b>					
1996/97	Annual Report	1997-12-10	1997-11-19	1997-12-16	1997-11-19
1997/98	Capital Budget Summary	1997-10-21	no	1997-11-20	no
1997/98	Operating Budget Summary	1997-10-21	no	1997-11-20	no
1997/98 to 2001/02	Corporate Plan Summary	1997-10-21	no	1997-11-20	no
<b>Royal Canadian Mint</b>					
1997	Annual Report	1998-05-05	1998-04-03	1998-06-02	1998-04-28
1998	Capital Budget Summary	1998-03-16	1998-02-04	1998-04-30	1998-02-10
1998 to 2002	Corporate Plan Summary	1998-03-16	1998-02-04	1998-04-30	1998-02-10
<b>Saint John Port Corporation<sup>1</sup></b>					
1996	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997	Annual Report	1998-05-28	1998-05-15	1998-06-10	1998-05-26
1998	Capital Budget Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
<b>St. John's Port Corporation<sup>1</sup></b>					
1996	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997	Annual Report	1998-05-28	1998-05-15	1998-06-10	1998-05-26
1998	Capital Budget Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24





Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>St. Lawrence Seaway Authority, The</b>					
1996/97	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997/98	Annual Report	n/av	1998-07-22	n/av	no
1997/98	Capital Budget Summary	1997-11-07	1997-10-10	1997-12-11	1997-10-21
1997/98	Operating Budget Summary	1997-11-07	1997-10-10	1997-12-11	1997-10-21
1997/98 to 2001/02	Corporate Plan Summary	1997-11-07	1997-10-10	1997-12-11	1997-10-21
<b>Standards Council of Canada</b>					
1996/97	Annual Report	1997-10-10	1997-09-23	1997-11-04	1997-09-30
1997/98	Annual Report	n/av	1998-07-22	n/av	no
1997/98	Capital Budget Summary	1997-10-08	1997-09-23	1997-11-18	1997-09-30
1997/98	Operating Budget Summary	1997-10-08	1997-09-23	1997-11-18	1997-09-30
1997/98 to 2001/02	Corporate Plan Summary	1997-10-08	1997-09-23	1997-11-18	1997-09-30
1998/99	Capital Budget Summary	1998-06-12	1998-06-02	n/av	1998-06-03
1998/99	Operating budget Summary	1998-06-12	1998-06-02	n/av	1998-06-03
1998/99 to 2002/03	Corporate Plan Summary	1998-06-12	1998-06-02	n/av	1998-06-03
<b>Vancouver Port Corporation<sup>1</sup></b>					
1996	Annual Report	1997-10-10	1997-10-10	1997-11-04	1997-10-21
1997	Annual Report	1998-05-28	1998-05-15	1998-06-10	1998-05-26
1998	Capital Budget Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
1998 to 2002	Corporate Plan Summary	1998-03-24	1998-03-19	1998-05-28	1998-03-24
<b>VIA Rail Canada Inc.</b>					
1996	Annual Report	1997-04-25	1997-04-24	1997-11-19	1997-09-30
1997	Annual Report	1998-05-05	1998-04-20	1998-06-02	1998-04-28
1997	Capital Budget Summary	1997-11-07	1997-12-11	1997-12-11	1997-12-12
1997	Operating Budget Summary	1997-11-07	1997-12-11	1997-12-11	1997-12-12
1997 to 2001	Corporate Plan Summary	1997-11-07	1997-12-11	1997-12-11	1997-12-12

<sup>1</sup> 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.





# ANNEX

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Audited Financial

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Statements for Each

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Parent Crown

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Corporation





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## INTRODUCTION

The Annex contains the audited financial statements for each parent Crown corporation. Also included, where appropriate, are the financial statements of wholly owned subsidiaries not consolidated with the statements of the parent corporation.

Some of the information in the Overview of the Portfolio and the Corporate Abstracts chapters of this report is extracted from these audited statements. For more information, the reader should contact the corporations directly.

