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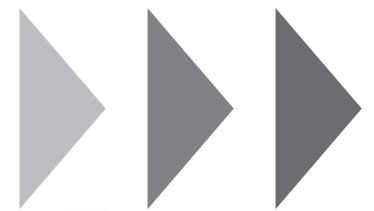
Secrétariat du Conseil du Trésor  
du Canada

ANNUAL REPORT TO PARLIAMENT



# Crown Corporations and Other Corporate Interests of Canada 2006

crown corporation



Canada

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Crown Corporations and  
Other Corporate Interests of Canada  
2006



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## The President's Message

I am pleased to table the 2006 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*.

Crown corporations, as public organizations that operate at arm's length from government, contribute to the Canadian economy and play a unique role in meeting public policy objectives, providing necessary services to Canadians that would not be available otherwise, often while operating in a commercial environment.

This report is a unique source of information, for parliamentarians and Canadians alike, on the Government of Canada's corporate holdings. It provides comprehensive information on the current activities of all Crown corporations and of those wholly owned subsidiaries that report as parent Crown corporations; it also provides basic information on other corporate interests of the Government of Canada.

Canadians have a right to understand how their money is being spent – not only by government departments and agencies, but also by Crown corporations. The proposed *Federal Accountability Act* contains measures that will strengthen the accountability of Crown Corporations. These improvements to enhance accountability, added to the implementation of over 30 measures identified in last year's *Review of the Governance Framework for Canada's Crown Corporations* to strengthen governance, appointments, board operations and composition will ensure that Crown Corporations can continue to serve the needs of Canadians, all the while maintaining their integrity, transparency and accountability.



The Honourable John Baird, P.C., M.P.  
President of the Treasury Board

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## I. Introduction

The 2006 *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared in accordance with sections 151 and 152 of the *Financial Administration Act* (FAA), which require that the President of the Treasury Board table annually the following information in Parliament:

- ▶ a consolidated report on the businesses and activities of all parent Crown corporations, including information on all corporations of which any shares are held by, on behalf of, or in trust for, the Crown or any Crown corporation; 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 document addresses the above requirements and comprises the following chapters:

- ▶ **Overview**, which highlights policy developments affecting Crown corporations during the year under review. It lists parent Crown corporations by ministerial portfolio and provides consolidated financial and employment information.
- ▶ **Crown Corporations' Corporate Holdings**, which presents an alphabetical listing of parent Crown corporations and their subsidiaries, legal partnerships, and associates as of July 31, 2006, as well as a summary of the changes that occurred during the year to that listing.
- ▶ **Other Corporate Interests of Canada**, which provides information about the various entities in which the Government of Canada has a stake, including joint and mixed enterprises, international organizations, and shared-governance corporations by ministerial portfolio.
- ▶ **Comprehensive Lists of Crown Corporations, their Subsidiaries, and Other Corporate Interests of Canada**, which is a compilation of all the organizations that have been referred to in this report, including parent Crown corporations and their subsidiaries, legal partnerships and associates, joint and mixed enterprises, international organizations, and shared-governance corporations in which the Government of Canada has an interest. The lists are presented both by ministerial portfolio and alphabetically.
- ▶ **Tabling of Crown Corporations' Reports in Parliament**, which presents a record of annual reports and summaries of the corporate plans and budgets tabled in Parliament by the responsible ministers. The information reported in this chapter was audited by the Office of the Auditor General of Canada and her report is included.
- ▶ **Corporate Profiles**, which provides contact information, the mandate, and major activities of each parent Crown corporation, as well as a description of whether the corporation is an agent of the Crown, and when and how the corporation was incorporated.



## II. Overview

As of July 31, 2006, there were 43 parent Crown corporations and three<sup>1</sup> wholly owned subsidiaries that have been directed to report as parent Crown corporations 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. Either the enabling legislation for each parent Crown corporation (special Act of Parliament) or the articles of incorporation under the *Canada Business Corporations Act* set 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 in size and in their demands on the government for financial assistance. Each has its unique purpose in public policy.

Exhibit 1 presents the parent Crown corporations grouped according to the portfolio of the minister through whom they are accountable to Parliament. Please note that, for the purpose of this report, the common names of the following Crown corporations are used (the legal names are shown in parentheses): Canadian Museum of Civilization (Canadian Museum of Civilization Corporation); and National Museum of Science and Technology (Canada Science and Technology Museum Corporation), as financial statements are audited under their operating names.

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1. The three wholly owned subsidiaries are Old Port of Montréal Corporation Inc., the Cape Breton Growth Fund Corporation, and Parc Downsview Park Inc.

**Exhibit 1: Parent Crown Corporations Grouped by Ministerial Portfolio  
(as of July 31, 2006)**

<p><b>Agriculture and Agri-Food</b></p> <p>Canadian Dairy Commission Farm Credit Canada</p>	<p><b>Fisheries and Oceans</b></p> <p>Freshwater Fish Marketing Corporation</p>	<p><b>Public Works and Government Services</b></p> <p>Defence Construction (1951) Limited</p>
<p><b>Atlantic Canada Opportunities Agency</b></p> <p>Cape Breton Growth Fund Corporation<sup>1</sup> Enterprise Cape Breton Corporation</p>	<p><b>Foreign Affairs</b></p> <p>International Development Research Centre</p>	<p><b>Transport, Infrastructure and Communities<sup>3</sup></b></p> <p>Atlantic Pilotage Authority Blue Water Bridge Authority Canada Lands Company Limited Canada Post Corporation Canadian Air Transport Security Authority Federal Bridge Corporation Limited, The Great Lakes Pilotage Authority Laurentian Pilotage Authority Marine Atlantic Inc. National Capital Commission Old Port of Montréal Corporation Inc.<sup>4</sup> Pacific Pilotage Authority Parc Downsview Park Inc.<sup>5</sup> Ridley Terminals Inc. Royal Canadian Mint VIA Rail Canada Inc.</p>
<p><b>Canadian Heritage</b></p> <p>Canada Council for the Arts Canadian Broadcasting Corporation Canadian Museum of Civilization Canadian Museum of Nature Canadian Race Relations Foundation National Arts Centre Corporation National Gallery of Canada National Museum of Science and Technology Telefilm Canada</p>	<p><b>Industry</b></p> <p>Business Development Bank of Canada Canadian Tourism Commission Standards Council of Canada</p>	
<p><b>Finance</b></p> <p>Bank of Canada Canada Deposit Insurance Corporation Canada Development Investment Corporation Canada Pension Plan Investment Board</p>	<p><b>Human Resources and Social Development</b></p> <p>Canada Mortgage and Housing Corporation</p>	
	<p><b>Indian Affairs and Northern Development</b></p> <p>First Nations Statistical Institute<sup>2</sup></p>	
	<p><b>International Trade</b></p> <p>Canadian Commercial Corporation Export Development Canada</p>	<p><b>Treasury Board</b></p> <p>Public Sector Pension Investment Board</p>
	<p><b>Natural Resources</b></p> <p>Atomic Energy of Canada Limited Cape Breton Development Corporation</p>	

1. The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.
2. The First Nations Statistical Institute is a new Crown corporation that was created by s. 91 of the *First Nations Fiscal and Statistical Management Act* that came into force by Order in Council (P.C. 2006-0181) on April 1, 2006.
3. Infrastructure Canada was transferred by Order in Council (P.C. 2006-0060) to the Minister of Transport as of February 6, 2006.
4. Old Port of Montréal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.
5. Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 2003-1304) to report as if it were a parent Crown corporation.

*Note:* Queens Quay West Land Corporation, previously known as Harbourfront Corporation, was directed by Order in Council (P.C. 2006-0171) (enacting s. 42 of the *Crown Corporations Dissolution or Transfer Authorization Act*) to dissolve as of March 31, 2006.

## Year in Review

This section highlights new legislation, policies, and structural changes affecting federal parent Crown corporations that came into effect or were under development during the reporting period. The section also summarizes other relevant activities, including, for example, special examinations of Crown corporations undertaken and progress towards implementing the measures required to strengthen Crown corporations' governance regimes.

### Structural Changes — Creation and Dissolution of Crown Corporations

Crown corporations are created through a special Act of Parliament (constituent legislation) or by articles of incorporation under the *Canada Business Corporations Act*. During the past year, legislative activities created two new Crown corporations.

On April 1, 2006, the *First Nations Fiscal and Statistical Management Act* came into force. This Act created the First Nations Statistical Institute, as a non-agent Crown corporation, governed by Part X of the *Financial Administration Act*. Its mandate is to provide statistical information and analysis of the fiscal, economic, and social conditions of First Nations; to promote the quality, coherence, and compatibility of First Nations statistics; to work with and provide advice to federal and provincial departments and agencies on First Nations statistics; to work in cooperation with Statistics Canada to ensure the national statistical system meets the needs of First Nations; and to build statistical capacity in First Nations governments.

Bill C-13, *An Act to implement certain provisions of the budget* tabled in Parliament on May 2, 2006, received Royal Assent on June 22, 2006. This Act will create the Corporation for the Mitigation of Mackenzie Gas Pipeline Project Impacts, through the *Mackenzie Gas Project Impacts Act*. Once the Act comes into force, the Corporation will be a non-agent Crown corporation, governed by Part X of the *Financial Administration Act*. It will have a mandate to provide contributions to regional organizations with respect to projects that mitigate the existing or anticipated socio-economic impacts on communities in the Northwest Territories arising from the Mackenzie gas pipeline project, consistent with criteria established and made publicly available by the Corporation. The *Mackenzie Gas Project Impacts Act* will come into force on a future date to be fixed by the Governor in Council.

In addition, during the past year, one Crown corporation was dissolved. The Queens Quay West Land Corporation was created in 1936 to manage the remaining federal properties at the Harbourfront site in Toronto, under an agreement with the federal government. In August 1996, the management of the Corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provided staff, facilities, and

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corporate administration necessary to finalize the sale of the remaining assets. The Queens Quay West Land Corporation was consequently dissolved on March 31, 2006.

### Changes in Applicability of Trade Agreements

As part of the original *Agreement on Internal Trade* (AIT) signed in 1994, all government departments and certain other agencies were covered by the Procurement Chapter, which obligated them to have a transparent tendering process open to businesses across Canada. Crown corporations (and some other entities) were excluded. However, governments agreed to work towards eventually including Crown corporations.

An annex to the agreement came into force in 2005 and extends basic obligations of transparency and non-discrimination to certain Crown corporations.<sup>2</sup> It commits those Crown corporations to treat suppliers across the country equally, advertise procurement opportunities nationally, and establish a complaint process for suppliers. In addition, those Crown corporations must tender goods and services contracts over \$500,000 and construction contracts over \$5 million, unless covered by available exemptions.

### Governance Changes Affecting Crown Corporations

Tabled in February 2005, the *Review of the Governance Framework for Canada's Crown Corporations* was one initiative intended to strengthen accountability and transparency of Crown corporations. Since that time, action has been taken to implement the 31 measures outlined, through a combination of legislative and policy changes. Comprehensive guidance materials to implement most of the remaining measures are under development and continue to be the subject of consultation.

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2. As of September 30, 2006, the Crown corporations subject to the annex were Atlantic Pilotage Authority, Atomic Energy of Canada Limited, Business Development Bank of Canada, Canada Mortgage and Housing Corporation, Canada Post Corporation, Canadian Dairy Commission, Canadian Broadcasting Corporation, Canadian Commercial Corporation, Canadian Tourism Commission, Export Development Canada, Farm Credit Corporation, The Federal Bridge Corporation Limited, Great Lakes Pilotage Authority, International Development Research Centre, Laurentian Pilotage Authority, Marine Atlantic Inc., National Arts Centre Corporation, Pacific Pilotage Authority, Royal Canadian Mint, Standards Council of Canada, and VIA Rail Canada Inc.

## Special Examinations

Presently, pursuant to section 138 of the *Financial Administration Act* (FAA), every five years,<sup>3</sup> each Crown corporation<sup>4</sup> that falls under the provisions of the FAA, as well as its wholly owned subsidiaries, if any, is required to be the subject of a special examination. The objective of this examination, conducted by the external auditor of the corporation (typically the Auditor General of Canada), is to determine if, in the period under examination, the corporate financial control and information systems were maintained, and management practices were conducted in a manner that provided reasonable assurance that the assets of the corporation and each subsidiary were safeguarded, controlled, managed economically and efficiently, and that the operations of the subsidiary were carried out effectively.

During the fiscal year 2005–06, the Auditor General of Canada (unless indicated otherwise) carried out the following special examinations of Crown corporations:

- ▶ Canada Lands Company Limited;
- ▶ Canadian Broadcasting Corporation;
- ▶ Canadian Dairy Commission;
- ▶ Canadian Museum of Civilization;
- ▶ Canadian Tourism Commission;
- ▶ Cape Breton Growth Fund Corporation;
- ▶ Laurentian Pilotage Authority;
- ▶ Old Port of Montréal Corporation Inc.;
- ▶ Public Sector Pension Investment Board (Deloitte & Touche LLP);
- ▶ Queens Quay West Land Corporation;
- ▶ Ridley Terminals Inc.; and
- ▶ Royal Canadian Mint.

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3. The constituent acts for some Crown corporations, such as the Canada Pension Plan Investment Board and the Public Sector Pension Investment Board, which are exempt from Part X of the *Financial Administration Act*, require special examinations only once every six years.

4. Atlantic Pilotage Authority, Atomic Energy of Canada Limited, Blue Water Bridge Authority, Business Development Bank of Canada, Canada Deposit Insurance Corporation, Canada Development Investment Corporation, Canada Lands Company Limited, Canada Mortgage and Housing Corporation, Canada Post Corporation, Canadian Air Transport Security Authority, Canadian Commercial Corporation, Canadian Dairy Commission, Canadian Museum of Civilization, Canadian Museum of Nature, Canadian Tourism Commission, Cape Breton Development Corporation, Defence Construction (1951) Limited, Enterprise Cape Breton Corporation, Export Development Canada, Farm Credit Canada, The Federal Bridge Corporation Limited, First Nations Statistical Institute, Freshwater Fish Marketing Corporation, Great Lakes Pilotage Authority, Laurentian Pilotage Authority, Marine Atlantic Inc., National Capital Commission, National Gallery of Canada, National Museum of Science and Technology, Pacific Pilotage Authority, Ridley Terminals Inc., Royal Canadian Mint, Standards Council of Canada, and VIA Rail Canada Inc.

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## Changes in Accounting Guidelines

A new accounting guideline released by the Canadian Institute of Chartered Accountants requires that the financial information of variable interest entities be consolidated with those of the parent corporation for the purposes of transparency.

Variable interest entities are:

- ▶ entities that require additional financial support to operate because the owners have not put enough of their own equity at risk; or
- ▶ entities that pass on the gains or losses they incur to another organization that has a controlling financial interest.

There are three Crown corporations with controlling financial interests in variable interest entities (e.g. they benefit from the gains or are expected to cover the losses): the Canada Mortgage and Housing Corporation holds a controlling financial interest in the Canada Housing Trust; the Business Development Bank of Canada holds a controlling financial interest in the Business Development Bank of Canada Capital Inc.; and the Canada Deposit Insurance Corporation holds a controlling financial interest in Adelaide Capital Investments Inc. As per the new accounting guideline, consolidated financial information for all three Crown corporations has been included in this report, and the variable interest entities have been considered wholly owned subsidiaries of their respective Crown corporations for all intents and purposes.

## Overall Crown Corporation Performance

The *Financial Administration Act* requires that employment and financial data, including aggregate borrowings of parent Crown corporations, be included in this report.

Accordingly, Exhibits 2 to 7 provide a perspective on the overall performance of Crown corporations in the following areas:

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

Financial information on individual Crown corporations is presented by ministerial portfolio as follows:

- ▶ Exhibit 8 shows each corporation's employment and financial position; and
- ▶ Exhibit 9 provides information about each corporation's operating results and financing.

Note that the information provided in this section excludes financial data for:

- ▶ the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board because of the unique nature of their operations and because the total asset holdings of these organizations would not be available to the Government of Canada should it choose to dissolve these Crown corporations; and
- ▶ the Canadian Broadcasting Corporation, the Enterprise Cape Breton Corporation, the Cape Breton Growth Fund Corporation, and the Standards Council of Canada, as audited financial statements were not yet available to the Treasury Board of Canada Secretariat as of September 30, 2006.

Specific information about individual Crown corporations may be found in the “Corporate Profiles” chapter of this report, as well as in the respective annual reports and corporate plan summaries of the Crown corporations.

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

To ensure the greatest possible accuracy, the exhibits presented in this report and all calculations are based on a computer database of actual figures. Results of the calculations are rounded for ease of presentation.

For cases in which Crown corporations have restated financial data for previous years, readers should be aware that the data in this report reflect only those changes that correct errors from previous years. As a result of changes in their accounting policies, some corporations may have made amendments in their own documents and applied them retroactively to financial statements from previous years. Neither this report nor the database of financial information on which it is based reflects these amendments.

For Crown corporations with fiscal years ending on or after July 31, 2006, this report shows financial data for the fiscal year ending in 2005. Accordingly, for the Canadian Dairy Commission and the National Arts Centre Corporation, this report covers the periods ending July 31, 2005, and August 31, 2005, respectively. All of the other corporations’ data are for their respective 2005 or 2005–06 fiscal years.

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## Employment

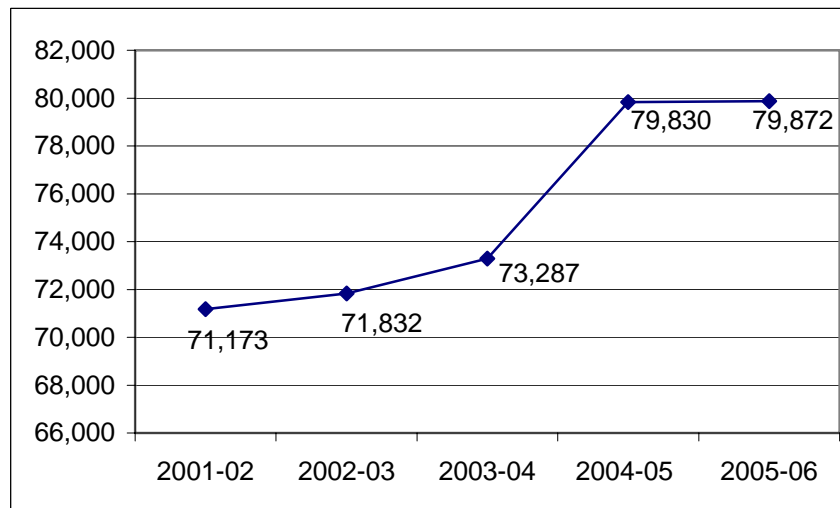
Over the past year, Crown corporation employment increased by 42 employees, from 79,830 to 79,872 (0.1 per cent increase). This is the smallest increase since 2001–02. In contrast, the largest single increase occurred in the 2004–05 reporting period, when total employment increased by 6,564 employees (9 per cent increase). This increase was largely attributable to the 6,000 formerly independent rural delivery contractors who became employees of Canada Post Corporation that year.

Over the past year, the largest fluctuations occurred for:

- ▶ Canada Post Corporation—decrease of 912 employees (1.7 per cent decrease);
- ▶ Royal Canadian Mint—increase of 383 employees (11.9 per cent increase);
- ▶ Business Development Bank of Canada—increase of 145 employees (10 per cent increase);
- ▶ Farm Credit Canada—increase of 93 employees (9 per cent increase); and
- ▶ Defence Construction Canada—increase of 78 employees (19.3 per cent increase).

Exhibit 2 shows the changing trend over the last five years.

**Exhibit 2: Employment in Crown Corporations, 2001–02 to 2005–06**



Note that employment data for all Crown corporations are included in this analysis. Data for 2004–05 have been restated to include those Crown corporations whose data were not included in last year's annual report to Parliament.



## Assets

As the Treasury Board of Canada Secretariat did not receive the annual reports of four Crown corporations in sufficient time to allow their inclusion in this report, the data are incomplete. Last year, the assets of these four Crown corporations totalled \$1.693 billion and accounted for 2 per cent of total assets. These amounts have not been included in this report.

As previously noted, a new accounting guideline released by the Canadian Institute of Chartered Accountants requires that the assets of all variable interest entities be consolidated with those of the parent corporation for the purposes of transparency. As a result, consolidated asset holdings for Crown corporations now also include (among others) the Canada Housing Trust, a variable interest entity of the Canada Mortgage and Housing Corporation with total assets of \$73.208 billion.

The total change in assets since last year for the 39<sup>5</sup> Crown corporations reported on, excluding the Canada Housing Trust, is an increase of \$4.830 billion (from \$78.485 billion to \$83.315 billion), or 6.2 per cent.

Assets for the Canada Housing Trust have increased by \$18.233 billion, from \$54.975 billion to \$73.208 billion, an increase of 33.2 per cent. This increase is due to the annual issuance of Canada Mortgage Bonds (CMBs) to satisfy investors' needs for increased mortgage funding in response to strong housing demand. CMBs are sold to investors and the proceeds are used to purchase pools of residential mortgages from lenders, thereby giving the lenders liquidity to originate new residential mortgages. In this manner, the CMB program increases the liquidity of the secondary mortgage market, which in turn increases competition, resulting in lower mortgage rates for consumers.

The largest fluctuations in assets were noted for:

- ▶ Canada Mortgage and Housing Corporation (not including the Canada Housing Trust)—\$1.671 billion increase (6.3 per cent increase);
- ▶ Farm Credit Canada—\$1.171 billion increase (10.3 per cent increase);
- ▶ Business Development Bank of Canada—\$0.866 billion increase (9.2 per cent increase); and
- ▶ Export Development Canada—\$1.021 billion decrease (5 per cent decrease).

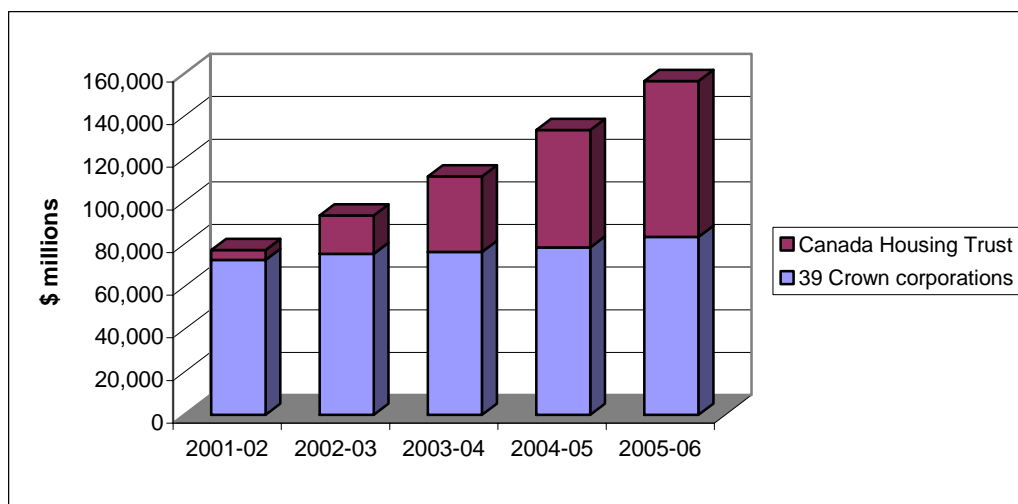
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5. Seven Crown corporations are excluded from this analysis: as of September 30, 2006, audited financial statements were not yet available for the Canadian Broadcasting Corporation, the Enterprise Cape Breton Corporation, the Cape Breton Growth Fund Corporation, and the Standards Council of Canada. As explained earlier, the Public Sector Pension Investment Board, the Canada Pension Plan Investment Board, and the Bank of Canada have been excluded due to the nature of their operations and the nature of the assets they manage.

Five Crown corporations accounted for 95 per cent of the total assets reported in 2005–06: Canada Mortgage and Housing Corporation, Export Development Canada, Farm Credit Canada, Business Development Bank of Canada, and Canada Post Corporation. The same five corporations accounted for 91 per cent of the total assets in the previous year.

Exhibit 3 demonstrates the fluctuations in the value of the Crown corporations’ assets over the last five years. To provide a meaningful basis for comparison, the asset values listed below for all five years do not include the Canadian Broadcasting Corporation, the Enterprise Cape Breton Corporation, the Cape Breton Growth Fund Corporation, or the Standards Council of Canada. Because of significant growth—the Canada Mortgage Bonds program was established in 2001 and has grown from \$4.689 billion (2001) to \$72.503 billion (2005)—Canada Housing Trust assets are shown separately for the purposes of clarity.

**Exhibit 3: Total Assets of Crown Corporations, 2001–02 to 2005–06**



Historical results have been restated to reflect the consolidation of the Canada Housing Trust with the Canada Mortgage and Housing Corporation, which took effect on January 1, 2005. Data for 2001–05 exclude the Canadian Broadcasting Corporation, the Enterprise Cape Breton Corporation, the Cape Breton Growth Fund Corporation, and the Standards Council of Canada.

### Budgetary Appropriations

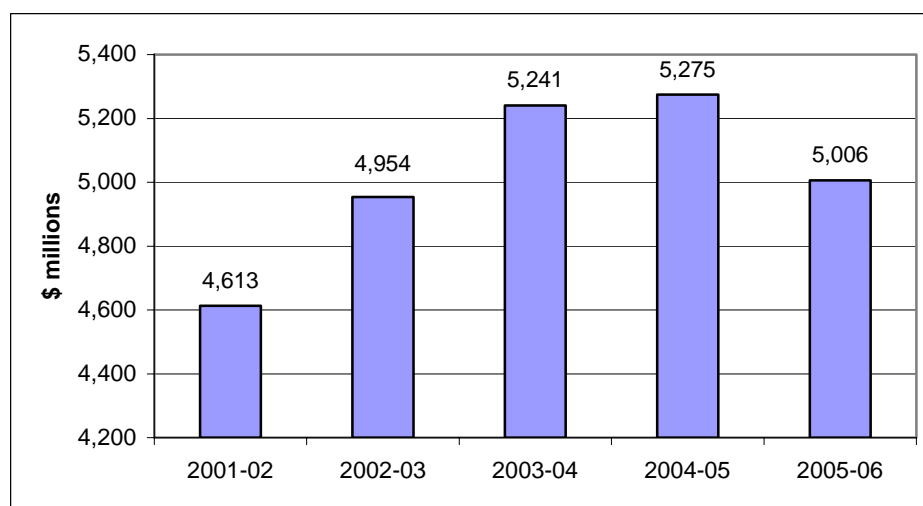
Total parliamentary funding for Crown corporations decreased by \$0.269 billion compared with the previous year, from \$5.275 billion in 2004–05 to \$5.006 billion in 2005–06. This 5.1 per cent decrease brings total parliamentary funding close to 2003–04 levels (\$4.954 billion), and is the first time funding has decreased since 2001–02.

The largest fluctuations in funding were for:

- ▶ Canadian Air Transport Security Authority—\$0.065 billion decrease (13 per cent decrease);
- ▶ Ridley Terminals Inc.—\$0.061 billion decrease (89.5 per cent decrease)<sup>6</sup>; and
- ▶ Canada Broadcasting Corporation—\$0.052 billion decrease (5.3 per cent decrease).

Total budgetary appropriations for the five-year period from 2001–02 to 2005–06 are shown in Exhibit 4. The reported figures include data from all Crown corporations, as budgetary appropriations are disclosed in the Main and Supplementary Estimates of the Government of Canada.

**Exhibit 4: Total Budgetary Appropriations, 2001–02 to 2005–06**



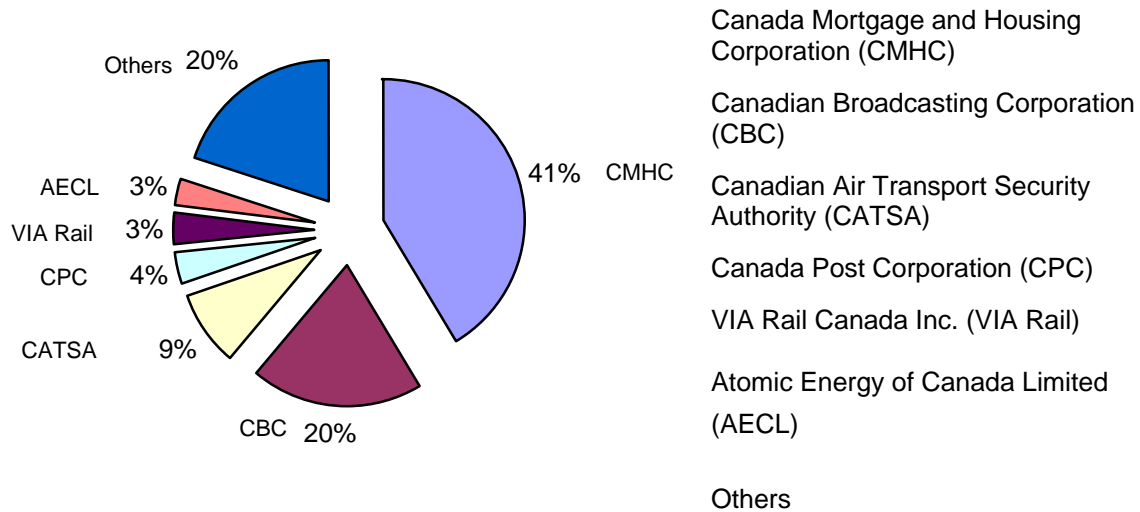
Six Crown corporations accounted for 80 per cent of the total appropriations received by Crown corporations. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, the Canadian Air Transport Security Authority, Canada Post Corporation, VIA Rail Canada Inc., and Atomic Energy of Canada Limited. For CMHC, which was the largest recipient, 95 per cent of the appropriations go to provinces for their programs, which assist Canadians directly with their housing needs.

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6. Last year, Ridley Terminals Inc. received a one-time payment of \$64 million to cover debts. This year, appropriations are \$7.11 million.

Exhibit 5 provides a summary view of the 2005–06 recipients of budgetary appropriations.

**Exhibit 5: Recipients of 2005–06 Budgetary Appropriations**



**Debt Obligations**

As previously noted, a new accounting guideline released by the Canadian Institute of Chartered Accountants requires that all variable interest entities be consolidated with those of the parent corporation for the purposes of transparency.

As a result, the debt obligations of the Canada Mortgage and Housing Corporation now also include the Canada Mortgage Bonds<sup>7</sup> (valued at \$72.53 billion) held by the Canada Housing Trust, a variable interest entity.

The total change in debt obligations—consisting of debts payable to Canada and to the private sector—for the 39 Crown corporations reported on, excluding the Canada Housing Trust, is a decrease of \$0.91 billion in the last reporting period, from \$47.75 billion to \$46.84 billion, or 1.9 per cent. This \$0.91 billion decrease compared with last year’s data consists of the following:

- ▶ a decrease of \$0.17 billion (3.3 per cent decrease) of debt to Canada (from \$5.21 billion to \$5.04 billion); and

7. Canada Mortgage Bonds are bonds issued to finance the purchase of pools of mortgages in the form of mortgage-backed securities. The bonds encourage investment in residential mortgages, which in turn contributes to ensuring Canadians have access to affordable mortgage financing.

- ▶ a decrease of \$0.74 billion (1.7 per cent decrease) of debt to the private sector (from \$42.54 billion to \$41.80 billion) .

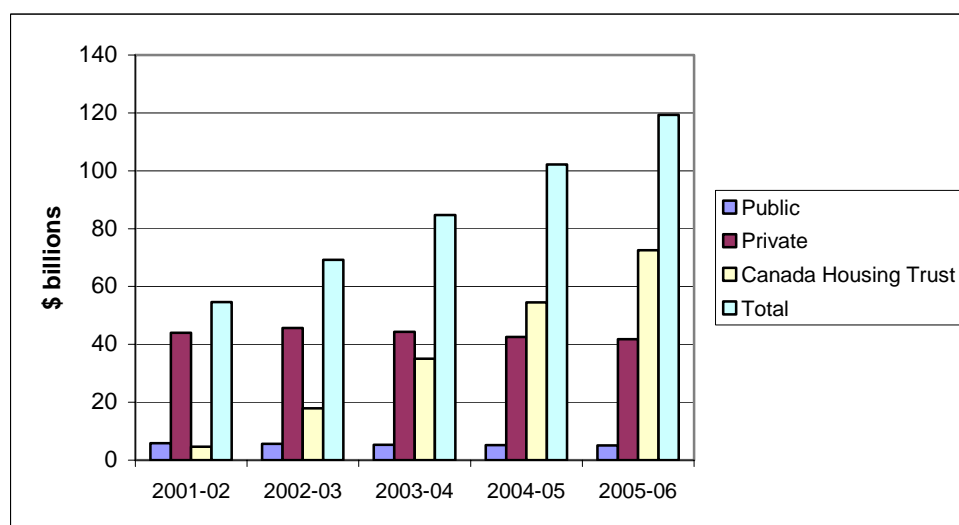
The Canada Housing Trust's debt obligations increased by \$18.06 billion , an increase of 33.2 per cent, bringing the total debt obligations of the 39 Crown corporations reported on to \$119.37 billion. Again, this increase in debt is due to the issuance of additional Canada Mortgage Bonds to satisfy demand from investors and is offset by a corresponding increase in assets.

Other significant changes in total debt obligations were noted for:

- ▶ Export Development Canada (EDC)—\$2.12 billion decrease (10 per cent decrease);
- ▶ Canada Mortgage and Housing Corporation (CMHC, excluding the Canada Housing Trust)—\$1.17 billion increase (8 per cent decrease); and
- ▶ Farm Credit Canada (FCC)—\$0.972 billion increase (11 per cent increase).

Exhibit 6 shows the debt payable to Canada and the debt incurred in private markets, as well as the total debt obligations over the last five years. Readers should again note that 2005–06 does not include the debt obligations of the four Crown corporations whose annual reports were not received in time for inclusion in this analysis. The debt obligations of the Canada Housing Trust—consisting of obligations to holders of Canada Mortgage Bonds—are shown separately for the purposes of clarity.

**Exhibit 6: Total Debt Obligations of Crown Corporations, 2001–02 to 2005–06**

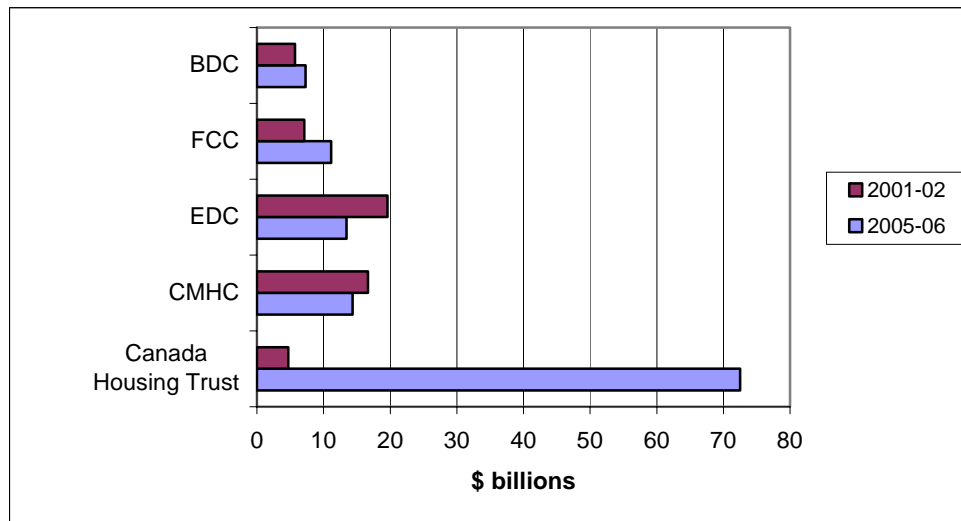


Data for 2005–06 exclude the Canadian Broadcasting Corporation, the Enterprise Cape Breton Corporation, the Cape Breton Growth Fund Corporation, and the Standards Council of Canada.

The four largest debtors in 2005–06 were the Canada Mortgage and Housing Corporation (CMHC), Export Development Canada (EDC), Farm Credit Canada (FCC), and the Business Development Bank of Canada (BDC). Again, for the purposes of clarity, the Canada Housing Trust is presented separately. The debt held by these large debtors represents 12 per cent, 11.2 per cent, 9.3 per cent, and 6.1 per cent, respectively (60.8 per cent for the Canada Housing Trust), of the total debt obligations of the 39 Crown corporations included in this year’s report. The same Crown corporations were also the largest debtors in 2004–05.

Exhibit 7 presents the respective debt loads of the four largest debtors in 2005–06 compared to 2001–02. Again, for the purposes of clarity, the Canada Housing Trust is shown separately on the graph.

**Exhibit 7: Comparison of Largest Debtors in 2005–06 with 2001–02**



## Glossary of Financial and Employment Terms Used in This Report

All financial data are extracted from the Crown corporations' audited financial statements for the recent fiscal year. Because the Financial Statements do not always consistently display the same information, certain values are adjusted as required to provide a meaningful basis for comparison. Items are listed in the order in which they appear in the summary exhibits.

### **Exhibit 8 Terminology (table follows on page 18):**

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

**Current liabilities** represents all current year liabilities reported by the corporation in its audited financial statements.

**Long-term liabilities** represents all long-term (over several years) liabilities reported by the corporation in its audited financial statements, including deferred capital funding.

**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 (e.g. marketing boards).

**Employment** represents 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 figure includes the full-time staff and others employed outside of Canada by 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.

### **Exhibit 9 Terminology (table follows on page 20):**

**Net income** represents after-tax income, where applicable, and any extraordinary items. It includes parliamentary appropriations where the corporation has included these in the computation of net income. In some cases, net income 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.

**Borrowings from the private sector** include short- and long-term borrowings, capital leases and any other debt-like instruments. For the Canadian Dairy Commission and Freshwater Fish Marketing Corporation, loans may include payments accruing to dairy producers and fishers.

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**Borrowings from Canada** include short- and long-term borrowings, advances from the Government of Canada for working capital or other purposes, and other debt-like instruments.

**Budgetary appropriations** refers to parliamentary funding for capital and operating purposes. The amounts exclude<sup>8</sup> grants and contributions paid to Crown corporations where they qualify as members of a general class of recipients. Budgetary appropriations increase the expenditures of Canada and thus have a direct impact on the amount of the government's surplus or deficit.

**Dividends** represents those declared by the corporation during its fiscal year. This figure includes cash recoveries by Canada (where applicable) and other types of payments or contributions made to Canada (excluding repayments of debt-like instruments). Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year-end.

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8. Ridley Terminals Inc. is the only exception.



**Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio  
(as of year-end before July 31, 2006; \$ millions)\***

Corporation by Ministerial Portfolio	Financial Position			Equity <sup>1</sup>	Employment
	Total Assets	Current Liabilities	Long-term Liabilities		
Canadian Dairy Commission	175.0	175.0	0.0	0.0	63
Farm Credit Canada	12,576.3	5,806.0	5,506.5	1,263.9	1,123
<b>Total Agriculture and Agri-Food</b>	<b>12,751.3</b>	<b>5,981.0</b>	<b>5,506.5</b>		<b>1,186</b>
Cape Breton Growth Fund Corporation <sup>2</sup>	--	--	--	--	--
Enterprise Cape Breton Corporation	--	--	--	--	43
<b>Total Atlantic Canada Opportunities Agency</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>43</b>
Canada Council for the Arts	329.9	26.2	7.7	224.4	191
Canadian Broadcasting Corporation	--	--	--	--	8,007
Canadian Museum of Civilization	362.9	14.5	280.8	67.5	376
Canadian Museum of Nature	132.5	28.0	110.0	(5.8)	172
Canadian Race Relations Foundation	25.6	0.0	0.0	25.6	9
National Arts Centre Corporation	43.7	19.3	24.0	355.0	264
National Capital Commission	653.6	23.2	30.4	600.2	437
National Gallery of Canada	113.3	7.3	101.8	4.1	263
National Museum of Science and Technology	59.7	4.3	48.1	7.3	193
Telefilm Canada	56.8	2.1	11.4	43.3	200
<b>Total Canadian Heritage</b>	<b>1,778.0</b>	<b>125.0</b>	<b>614.3</b>		<b>10,112</b>
Bank of Canada <sup>3</sup>	48,320.3	46,077.9	0.0**	30.0	1,120
Canada Deposit Insurance Corporation	1,458.6	13.8	600.3	844.5	79
Canada Development Investment Corporation	471.9	66.7	130.5	274.7	0
Canada Pension Plan Investment Board <sup>3</sup>	90,048.0	852.0	664.0	0.0	156
<b>Total Finance</b>	<b>1,930.5</b>	<b>80.5</b>	<b>730.8</b>		<b>1,355</b>
Freshwater Fish Marketing Corporation	25.6	22.3	0.0	3.2	150
<b>Total Fisheries and Oceans</b>	<b>25.6</b>	<b>22.3</b>	<b>0.0</b>		<b>150</b>
International Development Research Centre	55.0	25.0	16.6	13.5	371
<b>Total Foreign Affairs</b>	<b>55.0</b>	<b>25.0</b>	<b>16.6</b>		<b>371</b>
Business Development Bank of Canada	10,311.4	4,298.2	4,322.0	1,691.3	1,600
Canadian Tourism Commission	30.2	24.0	8.9	(2.7)	149
Standards Council of Canada	--	--	--	--	91
<b>Total Industry</b>	<b>10,341.6</b>	<b>4,322.2</b>	<b>4,330.9</b>		<b>1,840</b>
Canada Lands Company Limited	348.6	46.8	58.7	243.1	334
Old Port of Montréal Corporation Inc. <sup>4</sup>	21.4	5.0	15.8	0.6	152
Parc Downsview Park Inc. <sup>5</sup>	19.3	3.5	1.0	14.8	28
Queens Quay West Land Corporation	0.0	0.0	0.0	0.0	0
<b>Total Infrastructure and Communities</b>	<b>389.3</b>	<b>55.3</b>	<b>75.5</b>		<b>514</b>

\* Notes are at the end of Exhibit 9.

\*\* Values shaded in grey are not included in the Grand Total.

**Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio**  
(as of year-end before July 31, 2006; \$ millions) [continued]

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-term Liabilities	Equity <sup>1</sup>	
Canadian Commercial Corporation	332.0	290.5	1.0	40.5	89
Export Development Canada	19,729.0	4,755.0	10,210.0	4,764.0	1,017
<b>Total International Trade</b>	<b>20,061.0</b>	<b>5,045.5</b>	<b>10,211.0</b>		<b>1,106</b>
Canada Mortgage and Housing Corporation—Consolidated Data	101,093.0	12,743.0	83,922.0	4,428.0	1,804
<b>Total Labour and Housing</b>	<b>101,093.0</b>	<b>12,743.0</b>	<b>83,922.0</b>		<b>1,804</b>
Canada Post Corporation	4,604.0	1,102.0	2,092.0	1,394.0	51,485
Royal Canadian Mint	195.9	68.2	23.5	104.2	728
<b>Total National Revenue</b>	<b>4,799.9</b>	<b>1,170.2</b>	<b>2,115.5</b>		<b>52,213</b>
Atomic Energy of Canada Limited	1,054.5	315.9	2,989.7	(2,251.1)	3,604
Cape Breton Development Corporation	22.9	72.9	440.4	(490.4)	20
<b>Total Natural Resources</b>	<b>1,077.3</b>	<b>388.8</b>	<b>3,430.1</b>		<b>3,624</b>
Defence Construction (1951) Limited	16.4	4.5	6.6	5.3	483
<b>Total Public Works and Government Services</b>	<b>16.4</b>	<b>4.5</b>	<b>6.6</b>		<b>483</b>
Atlantic Pilotage Authority	8.2	1.6	0.9	5.7	83
Blue Water Bridge Authority	184.1	7.5	103.9	72.7	78
Canadian Air Transport Security Authority	632.0	98.5	516.7	16.9	218
Federal Bridge Corporation Limited, The	200.5	7.0	137.2	56.3	74
Great Lakes Pilotage Authority	4.4	5.2	3.2	(3.9)	77
Laurentian Pilotage Authority	13.5	18.3	3.0	(7.8)	215
Marine Atlantic Inc.	237.1	36.1	187.1	13.9	919
Pacific Pilotage Authority	10.9	4.8	1.1	5.0	159
Ridley Terminals Inc.	18.1	0.9	5.0	12.2	51
VIA Rail Canada Inc.	894.7	108.7	639.2	146.8	3,059
<b>Total Transport</b>	<b>2,203.5</b>	<b>288.4</b>	<b>1,597.2</b>		<b>4,933</b>
Public Sector Pension Investment Board <sup>3</sup>					138
Public Service Pension Plan Account	20,275.0	278.5	0.0	0.0	
Canadian Forces Pension Plan Account	5,699.9	81.2	0.0	0.0	
Royal Canadian Mounted Police Pension Plan Account	2,029.3	28.9	0.0	0.0	
<b>Total Treasury Board</b>	<b>28,004.1</b>	<b>388.5</b>	<b>0.0</b>		<b>138</b>
<b>Grand Total</b>	<b>156,522.5</b>	<b>30,251.6</b>	<b>112,556.8</b>		<b>79,872</b>

**Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio  
(as of year-end before July 31, 2006; \$ millions)\***

Corporation by Ministerial Portfolio	Net Income <sup>1</sup>	Financing			
		Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Canadian Dairy Commission	7.8	7.6	7.8	3.7	0.0
Farm Credit Canada	169.6	952.1	0.0	0.0	5.3
<b>Total Agriculture and Agri-Food</b>		<b>959.7</b>	<b>7.8</b>	<b>3.7</b>	<b>5.3</b>
Cape Breton Growth Fund Corporation <sup>2</sup>	--	--	--	--	--
Enterprise Cape Breton Corporation	--	--	--	--	--
<b>Total Atlantic Canada Opportunities Agency</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
Canada Council for the Arts	19.8	0.0	0.0	151.7	0.0
Canadian Broadcasting Corporation	--	--	--	--	--
Canadian Museum of Civilization	4.3	0.0	0.0	61.1	0.0
Canadian Museum of Nature	(0.5)	(0.3)	0.0	26.2	0.0
Canadian Race Relations Foundation	0.2	0.0	0.0	0.0	0.0
National Arts Centre Corporation	(0.9)	0.0	0.0	32.9	0.0
National Capital Commission	(3.7)	0.0	0.0	93.1	0.0
National Gallery of Canada	0.3	0.0	0.0	46.1	0.0
National Museum of Science and Technology	(2.3)	0.0	0.0	26.9	0.0
Telefilm Canada	6.8	0.0	0.0	124.9	0.0
<b>Total Canadian Heritage</b>		<b>(0.3)</b>	<b>0.0</b>	<b>562.9</b>	<b>0.0</b>
Bank of Canada <sup>3</sup>	1,732.4	(563.0)	0.0	0.0	1,732.4 **
Canada Deposit Insurance Corporation	51.9	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	218.6	0.0	0.0	0.0	231.0
Canada Pension Plan Investment Board <sup>3</sup>	12,139.0	0.0	0.0	0.0	0.0
<b>Total Finance</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>231.0</b>
Freshwater Fish Marketing Corporation	0.0	(0.7)	0.0	0.0	0.0
<b>Total Fisheries and Oceans</b>		<b>(0.7)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
International Development Research Centre	0.1	0.0	0.0	128.2	0.0
<b>Total Foreign Affairs</b>		<b>0.0</b>	<b>0.0</b>	<b>128.2</b>	<b>0.0</b>
Business Development Bank of Canada	138.2	587.9	0.0	0.0	16.5
Canadian Tourism Commission	(0.9)	0.0	0.0	91.8	0.0
Standards Council of Canada	--	--	--	--	--
<b>Total Industry</b>		<b>587.9</b>	<b>0.0</b>	<b>91.8</b>	<b>16.5</b>
Canada Lands Company Limited	13.5	(3.9)	6.7	0.0	11.0
Old Port of Montréal Corporation Inc. <sup>4</sup>	(0.3)	0.0	0.0	16.2	0.0
Parc Downsview Park Inc. <sup>5</sup>	(1.6)	0.0	0.0	0.0	0.0
Queens Quay West Land Corporation	1.1	0.0	(31.3)	4.0	0.0
<b>Total Infrastructure and Communities</b>		<b>(3.9)</b>	<b>(24.6)</b>	<b>20.2</b>	<b>11.0</b>

\* Notes are at the end of Exhibit 9.

\*\* Values shaded in grey are not included in the Grand Total.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio  
(as of year-end before July 31, 2006; \$ millions) [continued]

Corporation by Ministerial Portfolio	Net Income <sup>1</sup>	Financing			
		Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Canadian Commercial Corporation	1.4	35.8	0.0	16.2	0.0
Export Development Canada	1,287.0	(2,121.0)	0.0	0.0	0.0
<b>Total International Trade</b>		<b>(2,085.2)</b>	<b>0.0</b>	<b>16.2</b>	<b>0.0</b>
Canada Mortgage and Housing Corporation— Consolidated data	1,002.0	18,501.0	(146.0)	2,076.0	0.0
<b>Total Labour and Housing</b>		<b>18,501.0</b>	<b>(146.0)</b>	<b>2,076.0</b>	<b>0.0</b>
Canada Post Corporation	199.0	(21.0)	0.0	178.5	59.0
Royal Canadian Mint	8.7	(4.5)	0.0	0.0	1.0
<b>Total National Revenue</b>		<b>(25.5)</b>	<b>0.0</b>	<b>178.5</b>	<b>60.0</b>
Atomic Energy of Canada Limited	5.5	0.0	(1.0)	160.3	0.0
Cape Breton Development Corporation	(43.8)	0.0	0.0	56.9	0.0
<b>Total Natural Resources</b>		<b>0.0</b>	<b>(1.0)</b>	<b>217.3</b>	<b>0.0</b>
Defence Construction (1951) Limited	1.0	0.0	0.0	0.0	0.0
<b>Total Public Works and Government Services</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Atlantic Pilotage Authority	(0.3)	0.0	0.0	0.0	0.0
Blue Water Bridge Authority	5.5	(2.1)	0.0	0.0	0.0
Canadian Air Transport Security Authority	(1.3)	0.0	0.0	438.4	0.0
Federal Bridge Corporation Limited, The	1.0	0.2	0.0	31.5	0.0
Great Lakes Pilotage Authority	(0.8)	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	(3.3)	(0.2)	0.0	0.0	0.0
Marine Atlantic Inc.	2.6	0.0	0.0	66.8	0.0
Pacific Pilotage Authority	(0.1)	(0.2)	0.0	0.0	0.0
Ridley Terminals Inc.	(0.3)	0.0	0.0	7.1	0.0
VIA Rail Canada Inc.	22.3	0.0	0.0	169.7	0.0
<b>Total Transport</b>		<b>(2.2)</b>	<b>0.0</b>	<b>713.5</b>	<b>0.0</b>
Public Sector Pension Investment Board <sup>3</sup>					
Public Service Pension Plan Account	2,933.4	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	829.7	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account	294.5	0.0	0.0	0.0	0.0
<b>Total Treasury Board</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Grand Total</b>		<b>17,930.9</b>	<b>(163.8)</b>	<b>4,008.2</b>	<b>323.8</b>

#### Notes for Exhibits 8 and 9

1. This column is not totalled because the information is not reported in a consistent manner.
2. The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed to report as a parent Crown corporation.
3. Financial data for the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board are provided for information but are not included in the totals because of the unique nature of their operations.
4. The Old Port of Montréal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.
5. Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporations.

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### III. Crown Corporations' Corporate Holdings

This chapter presents statistical information on Crown corporations and their corporate holdings between August 31, 2005, and July 31, 2006. Readers should note that the cut-off date used in this year's report was adjusted to increase consistency of reporting periods used throughout the report. The information is provided in three parts:

**Part 1: Statistical Summary**, which shows the number of parent Crown corporations and their subsidiaries, legal partnerships, and associates on a comparative basis with those of the previous year;

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

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

## Part 1: Statistical Summary

Number of Parent Crown Corporations, their Wholly Owned Subsidiaries, and Other Subsidiaries, Associates, and Legal Partnerships (as of July 31, 2006)

	2006	2005
Parent Crown Corporations	43	43
Wholly Owned Subsidiaries (100 per cent)	53	36
Other Subsidiaries, Associates, and Legal Partnerships	48	54 <sup>1</sup>

## Part 2: Changes During the Year

### Business Development Bank of Canada

#### Subsidiary

- BDC Capital Inc. (100 per cent) Added

### Canada Deposit Insurance Corporation

#### Subsidiary

- Adelaide Capital Corporation (100 per cent) Added

### Canada Mortgage and Housing Corporation

#### Subsidiary

- Canada Housing Trust (100 per cent) Added

### Canada Pension Plan Investment Board

#### Subsidiaries

- CPP Investment Board (USRE) Inc. (100 per cent) Added
- CPP Investment Board European Holdings S.à.r.l. (100 per cent) Added

### Canada Post Corporation

#### Subsidiary

- 3906949 Canada Inc. (100 per cent) and its subsidiaries
  - Progistix-Solutions Inc. (97.37 per cent) and its subsidiaries
    - 6076386 Canada Inc. (100 per cent) Added

#### Associates held at less than 50 per cent

- Cooperative Vereniging International Post Corporation U.A. (5.92 per cent) and its subsidiaries
  - IPC CV (100 per cent) Added
  - IPC Technology S.C. (96 per cent) Deleted

1. There was a misprint in the 2005 annual report to Parliament—the total number of other subsidiaries, associates, and legal partnerships was 54 in 2005 not 53.

- IPC Unipost S.C. (96 per cent) Deleted

## Canadian Broadcasting Corporation

### Associates held at less than 50%

- Look Communications Inc. (0.24 per cent) Deleted
- Sirius Canada Inc. (25.05 per cent) Added

## Enterprise Cape Breton Corporation

### Associates held at less than 50 per cent

- Jackmen Development Limited Deleted
- Silver Screen Star Limited Deleted

**First Nations Statistical Institute** Added

## Public Sector Pension Investment Board

### Subsidiaries

- 4237986 Canada Inc. (100 per cent) Deleted
- Blue & Gold Private Investments Inc. (100 per cent) Added
- Emerald Private Investments Inc. (100 per cent) Deleted
- Infra-PSP GP Partners. Inc. (100 per cent) Added
- Ivory Private Investments Inc. (100 per cent) Added
- Merasheen Private Investments Inc. (100 per cent) Deleted
- Nova Scarlet Private Investments Inc. (100 per cent) Deleted
- Nova Synapse Private Investments Inc. (100 per cent) Deleted
- PSP Capital Inc. (100 per cent) Added
- PSP Finco Inc. (100 per cent) Added
- PSPIB Ambiance L.P. Inc. (100 per cent) Deleted
- PSPIB Cross Inc. (100 per cent) Deleted
- PSPIB Finance Inc. (100 per cent) Deleted
- PSPIB G.P. Finance Inc. (100 per cent) Added
- PSPIB G.P. Inc. (100 per cent) Added
- PSPIB G.P. Partners Inc. (100 per cent) Added
- PSPIB IRP60 Inc. (100 per cent) Added
- PSPIB Michigan G.P. Inc. and its subsidiary (100 per cent) Added
  - PSPIB Realty Holdings U.S. LP (0.01 per cent) Added
- PSPIB Realty Holdings U.S. LP (99.99 per cent) Added
- PSPIB Realty Holdings U.S. LP and its subsidiaries Deleted
  - PSPIB Realty Holdings Inc. (0.01 per cent) Deleted
  - PSPIB Realty International Inc. (99.99 per cent) and its subsidiaries Deleted
    - PSPIB Realty Canada Inc. (100 per cent) and its subsidiaries Deleted
      - PSPIB Ambiance G.P. Inc. (100 per cent) Deleted



▪ PSPIB St-Michel Locataire Inc. (100 per cent)	Deleted
▪ PSPIB St-Michel Propriétaire Inc. (100 per cent)	Deleted
▪ PSPIB-BV Inc. (100 per cent)	Deleted
○ PSPIB Restar Inc. (100 per cent)	Deleted
○ PSPIB-Albion Inc. (100 per cent)	Deleted
○ PSPIB-Europe Inc. (100 per cent)	Deleted
○ PSPIB-LEI Inc. (100 per cent)	Deleted
○ PSPIB-LSIF Inc. (100 per cent)	Deleted
○ PSPIB-Newbury L.P. Inc. (100 per cent)	Deleted
● PSPIB Realty International Inc. (100 per cent)	Added
● PSPIB-AFP Inc. (100 per cent)	Added
● PSPIB-FLSA Inc. (100 per cent) and its subsidiaries	Added
● 3478092 Canada Inc. (100 per cent)	Added
● 4296524 Canada Inc. (100 per cent)	Added
● 4345177 Canada Inc. (100 per cent)	Added
● 6165061 Canada Inc. (100 per cent)	Added
● West/PBI Incorporated (100 per cent) and its subsidiary	Added
○ 3102444 Nova Scotia Limited (100 per cent)	Added
● PSPIB-MSR Inc. (100 per cent)	Added
● PSPIB-RE Deposit Inc. (100 per cent)	Added
● PSPIB-RE Direct Inc. (100 per cent)	Added
● PSPIB-RE Finance Inc. (100 per cent)	Added
● PSPIB-RE Finance Partners Inc. (100 per cent)	Added
● PSPIB-RE Partners Inc. (100 per cent)	Added
● PSPIB-SDL Inc. (100 per cent)	Added
● PSPIB-SHRT Inc. (100 per cent)	Added
● PSPIB-SHRT U.S. Inc. (100 per cent)	Added
● PSPIB-SW G.P. Inc. (100 per cent)	Deleted
● PSPIB-SW L.P. Inc. (100 per cent)	Deleted
● PSPLUX (100 per cent) and its subsidiary	Added
● ESS-LUX (100 per cent) and its subsidiary	Added
○ PSPEUR (100 per cent)	Added
● Tidal Reach Investments Inc. (100 per cent)	Deleted
<b>Queens Quay West Land Corporation</b>	Deleted

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## Part 3: Crown Corporations' Corporate Holdings

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### 1. Atlantic Pilotage Authority

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### 2. Atomic Energy of Canada Limited

#### Subsidiaries held at 100 per cent

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

### 3. Bank of Canada

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### 4. Blue Water Bridge Authority

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### 5. Business Development Bank of Canada

#### Subsidiary held at 100 per cent

- BDC Capital Inc.
- 

### 6. Canada Council for the Arts

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### 7. Canada Deposit Insurance Corporation

#### Subsidiary held at 100 per cent

- Adelaide Capital Corporation
- 

### 8. Canada Development Investment Corporation

#### Subsidiaries held at 100 per cent

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

### 9. Canada Lands Company Limited

#### Subsidiaries held at 100 per cent

- Canada Lands Company CLC Limited
  - Old Port of Montréal Corporation Inc.<sup>2</sup>
  - Parc Downsview Park Inc.<sup>3</sup>
- 

### 10. Canada Mortgage and Housing Corporation

#### Subsidiary held at 100 per cent

- Canada Housing Trust
- 

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

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

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## 11. Canada Pension Plan Investment Board

### Subsidiaries held at 100 per cent

- CPP Investment Board Private Holdings Inc.
- CPP Investment Board Real Estate Holdings Inc.
- CPP Investment Board (USRE) Inc.
- CPP Investment Board European Holdings S.à.r.l.

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## 12. Canada Post Corporation

### Subsidiaries held at 100 per cent

- 2875039 Canada Limited (100 per cent) and its subsidiary
  - Purolator Holdings Ltd. (80.82 per cent + 10.13 per cent owns directly through CPC, see below) and its subsidiaries
  - 964102 Ontario Inc. (100 per cent)
  - Purolator Courier Ltd. (100 per cent) and its subsidiaries
    - Canadian Teleservices Corporation (100 per cent)
    - Distribution Management Services Inc. (100 per cent)
    - Purolator Customs Services Ltd. (100 per cent)
    - Purolator Holdings U.S. Ltd. (100 per cent) and its subsidiary
    - Purolator U.S.A. Inc. (100 per cent)
    - Purolator Trade Solutions Ltd. (51 per cent)
    - Supercourier (1987) Ltd. (100 per cent)
- 2875047 Canada Limited (100 per cent)
- 3906949 Canada Inc. (100 per cent) and its subsidiaries
  - Intelcom Courier Canada Inc. (50 per cent) and its associate
    - Progistix-Solutions Inc. (2.63 per cent)
  - Progistix-Solutions Inc. (97.37 per cent) and its subsidiaries
    - Assured Logistics Inc. (100 per cent)
    - 6076386 Canada Inc. (100 per cent)
- Canada Post International Limited (100 per cent) and its subsidiary
  - Nieuwe Post Nederlandse Antillen N.V. (100 per cent)
- EPO Holdings Inc. (100 per cent) and its subsidiary
  - EPO Inc. (100 per cent)

### Subsidiaries held at 50 to 99 per cent

- Innovapost Inc. (51 per cent)

### Associates held at less than 50 per cent

- Co-operative Vereniging International
- Post Corporation U.A. (5.92 per cent) and its subsidiary
  - IPC CV (100%)
- Purolator Holdings Ltd. (10.13 per cent)

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## 13. Canadian Air Transport Security Authority

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#### 14. Canadian Broadcasting Corporation

##### Associates held at less than 50 per cent

- ARTV (37 per cent)
- Cable North Microwave Limited (1 share)
- Master FM Limited (20 per cent)
- Sirius Canada Inc. (25.05 per cent)
- The Canadian Documentary Channel (29 per cent)
- TV5 Monde (6.7 per cent)
- Visnews Limited (1 share)

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#### 15. Canadian Commercial Corporation

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#### 16. Canadian Dairy Commission

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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 Tourism Commission

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#### 21. Cape Breton Development Corporation

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

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#### 23. Enterprise Cape Breton Corporation

##### Subsidiaries held at 100 per cent

- Cape Breton Growth Fund Corporation<sup>4</sup>
- Cape Breton Marine Farming Limited<sup>5</sup>
- DARR (Cape Breton) Limited
- Gulf Bras D'Or Estates Limited<sup>5</sup>

##### Associates held at less than 50 per cent

- Bell Bay Golf Developments Incorporated
- Lynnwood Inn Limited

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#### 24. Export Development Canada

##### Subsidiary held at 100 per cent

- Exinvest Inc.

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#### 25. Farm Credit Canada

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#### 26. Federal Bridge Corporation Limited, The

##### Subsidiaries held at 100 per cent

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

##### Subsidiary held at 50 to 99 per cent

- St. Mary's River Bridge Company

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4. Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.

5. Inactive corporation.

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- 27. First Nations Statistical Institute**
- 
- 28. Freshwater Fish Marketing Corporation**
- 
- 29. Great Lakes Pilotage Authority**
- 
- 30. International Development Research Centre**
- 
- 31. Laurentian Pilotage Authority**
- 
- 32. Marine Atlantic Inc.**
- 
- 33. National Arts Centre Corporation**
- 
- 34. National Capital Commission**
- 
- 35. National Gallery of Canada**
- 
- 36. National Museum of Science and Technology**
- 
- 37. Pacific Pilotage Authority**
- 
- 38. Public Sector Pension Investment Board**

**Subsidiaries held at 100 per cent**

- Blue & Gold Private Investments Inc.
- Galvaude Private Investments Inc.
- Infra-PSP GP Partners Inc.
- Ivory Private Investments Inc.
- Port-aux-Choix Private Investments Inc.
- PSP Capital Inc.
- PSP Finco Inc.
- PSPIB G.P. Finance Inc.
- PSPIB G.P. Inc.
- PSPIB G.P. Partners Inc.
- PSPIB IRP60 Inc.
- PSPIB Michigan G.P. Inc. and its subsidiary
  - PSPIB Realty Holdings U.S. LP (0.01 per cent)
- PSPIB Realty Holdings U.S. LP (99.99 per cent)
- PSPIB Realty International Inc. and its subsidiaries
  - PSPIB Realty U.S. Inc.
  - PSPIB U.S. Nominee Inc.
  - PSPIB-LS Inc.
  - PSPIB-Newbury G.P. Inc.
  - PSPIB-Star Inc.

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### **38. Public Sector Pension Investment Board (*continued*)**

- PSPIB-AFP Inc.
- PSPIB-FLSA Inc. and its subsidiaries
  - 3478092 Canada Inc.
  - 4296524 Canada Inc.
  - 4345177 Canada Inc.
  - 6165061 Canada Inc.
  - PSPIB-BV G.P. Inc.
  - West/PBI Incorporated and its subsidiary
    - 3102444 Nova Scotia Limited
  
- PSPIB-MSR Inc.
- PSPIB-RE Deposit Inc.
- PSPIB-RE Direct Inc.
- PSPIB-RE Finance Inc.
- PSPIB-RE Finance Partners Inc.
- PSPIB-RE Partners Inc.
- PSPIB-SDL Inc.
- PSPIB-SHRT Inc.
- PSPIB-SHRT U.S. Inc.
- PSPLUX and its subsidiary
  - ESS-LUX and its subsidiary
  - PSPEUR

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### **39. Ridley Terminals Inc.**

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#### **40. Royal Canadian Mint**

**Subsidiary held at 100 per cent**

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

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#### **41. Standards Council of Canada**

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#### **42. Telefilm Canada**

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#### **43. VIA Rail Canada Inc.**

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## IV. Other Corporate Interests of Canada

This chapter provides information on:

- ▶ share capital corporations partially owned by the federal government;
- ▶ corporations without share capital (e.g. 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, the ratio of the allowable number of federally appointed board members over the total number of board members is shown.

The latter 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.

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.

Corporations named in this chapter are grouped as follows:

### Mixed Enterprises

These are corporate entities whose shares are partially owned by Canada, through a minister. Private-sector parties own the remaining shares. As of March 31, 2006, there are no entities to report.

### Joint Enterprises

These are corporate entities whose shares are partially owned by Canada, through a minister. However, the balance of shares is owned by another level of government.

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## International Organizations

International organizations are corporate entities created pursuant to international agreements under which Canada either holds shares or has a right to appoint or elect some number of members to a governing body.

## Shared-governance Corporations

This category includes corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right pursuant to statute, articles of incorporation, letters patent, by-law, or any contractual agreement (including funding or contribution agreements) to appoint or nominate one or more voting 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.



## Number of Other Corporate Interests

### Year-over-year Comparison

Other Corporate Interests of Canada	March 31, 2006	March 31, 2005
Mixed enterprises	0	0
Joint enterprises	2	3
International organizations	18	18
Shared-governance corporations	141	144
Corporations under the terms of the <i>Bankruptcy and Insolvency Act</i>	44	40

## Other Corporate Interests—Changes during the year ending March 31, 2006

### Joint Enterprises

Société du parc industriel et portuaire Québec-Sud Deleted

### Shared-governance Corporations

2005 Regina Canada Summer Games Host Society Inc. Deleted

Corporation Camp Spatial Canada Deleted

The 3rd IAAF World Youth Athletics Championship—Sherbrooke 2003 Deleted

Quartier international de Montréal Deleted

Yukon Agricultural Association (YAA) Added

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

Bugaboos Eyewear Corporation Deleted

Centillion Industries Inc. Added

G.E.M. Fisheries Ltd. Added

Jurassic Oil & Gas Ltd. Added

Perfectly Natural Solutions Inc. Added

Verb Exchange Inc. Added

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### **Shared-governance Corporations—Change of Ministerial Portfolio**

Canada–Israel Industrial Research and Development Foundation

- formerly the responsibility of the minister of Industry, now the responsibility of the minister for International Trade

Canadian Wheat Board

- formerly the responsibility of the president of the Treasury Board, now the responsibility of the Minister of Agriculture and Agri-Food

Toronto Waterfront Revitalization Corporation

- Formerly the responsibility of the minister of Citizenship and Immigration, now the responsibility of the president of the Treasury Board

### **Shared-governance Corporations—Name changed**

Canada–Manitoba Crop Diversification Centre

- name changed from Manitoba Crop Diversification Centre

Internal Trade Secretariat Corporation

- name changed from Internal Trade

## 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
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### Minister of Natural Resources

#### Lower Churchill Development Corporation Limited

To establish a basis for the development of all or part of the hydroelectric potential of the Lower Churchill basin and the line transmission of this energy to markets.	PO Box 12700 St. John's NL A1B 3T5 (709) 737-1400	<i>Newfoundland Companies Act, 1978</i>	December 31 A = \$5.2M L = \$0M Deloitte LLP	49.00%
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### Minister of Western Economic Diversification

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

To foster the social and economic redevelopment of the North Portage Avenue neighbourhood and The Forks areas in downtown Winnipeg.	Suite 200 350 Portage Avenue Winnipeg MB R3C 0C3 (204) 943-7752	<i>Manitoba Corporations Act, 1983</i>	March 31 A = \$92.2M L = \$32.4M Ernst & Young LLP	33.00%
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## 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>Minister of Canadian Heritage</b>				
<b>World Anti-Doping Agency</b>				
To promote and coordinate at the international level the fight against doping in sport in all forms.	Suite 700 Stock Exchange Tower 800 Place Victoria Montréal QC H4Z 1B7 (514) 904-9232	Incorporated under Swiss Law as a not-for-profit organization, 1999	PriceWaterhouse-Coopers LLP	1/36
<b>Minister of the Environment<sup>2</sup></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.	c/o EC Québec Region Suite 300 100 Alexis-Nihon Blvd. St-Laurent QC H4M 2N8 (514) 283-1628	The Board was created pursuant to a Canada-U.S. agreement.	Not known	1/2
<b>International Lake of the Woods Control Board</b>				
Lake of the Woods is an international boundary water. The International Lake of the Woods Control Board is responsible for approving the outflow from Lake of the Woods when the lake level is above or below certain specified elevations.	c/o EC Sustainable Water Use Branch, WPCD 4th Floor 351 St-Joseph Blvd. Gatineau QC K1A 0H3 (819) 997-2529	The Board was created pursuant to a Canada-U.S. Treaty (Lake of the Woods Convention and Protocol, 1925)	Not known	1/2
<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 Meteorological Service of Canada Ontario Region 867 Lakeshore Rd. PO Box 5050 Burlington ON L7R 4A6 (905) 336-4580	The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department	Not known	1/2

1. For share-capital corporations, a percentage value represents the degree of federal ownership. For entities without share capital, a ratio shows the allowable number of federally appointed members of the entity's board or governing body over the total number of board members.
2. Data for this department are accurate as of March 31, 2005.

## International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
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### Minister of the Environment (*continued*)

#### International Porcupine Caribou Board

The Board makes recommendations and provides advice on those aspects of the conservation of the Porcupine Caribou Herd and its habitat that require international coordination.	c/o EC Pacific and Yukon Region Canadian Wildlife Service 91782 Alaska Highway Whitehorse YT Y1A 5B7 (867) 393-6700	Agreement signed by the U.S. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	Not known	4/8
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#### North American Commission for Environmental Cooperation – Joint Public Advisory Committee

The Committee provides advice to the Council of the North American Commission for Environmental Cooperation on matters within the scope of the North American Agreement on Environmental Cooperation, a "side agreement" to the North American Free Trade Agreement.	Suite 200 393 Saint-Jacques St. Montréal QC H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Cooperation	Not known	5/15
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### Minister of Finance

#### European Bank for Reconstruction and Development

To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.	One Exchange Square London EC2A 2JN England 44-20-7338-6000	<i>European Bank for Reconstruction and Development Agreement Act, 1991</i>	PriceWaterhouse-Coopers (London) LLP	3.43%
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#### International Bank for Reconstruction and Development

To assist in the reconstruction and development of territories of member countries.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-1000	<i>Bretton Woods and Related Agreements Act, 1945</i>	Deloitte & Touche LLP	2.85%
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#### International Development Association

To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-1000	Articles of Agreement, 1960, <i>International Development Association Act, 1960</i>	Deloitte & Touche LLP	2.95%
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## International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
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### Minister of Finance (*continued*)

#### International Finance Corporation

To further economic development by encouraging the growth of productive enterprises in member countries, supplementing the activities of the International Bank for Reconstruction and Development.	2121 Pennsylvania Ave. NW Washington DC 20433 U.S.A. (202) 473-1000	Articles of Agreement; Vote 731, <i>Appropriation Act No. 6, 1956</i>	Deloitte & Touche LLP	3.44%
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#### International Monetary Fund

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) 623-7000	Agreement signed by member countries, 1945	Deloitte & Touche LLP	2.99%
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#### Multilateral Investment Guarantee Agency

To encourage the flow of investments for productive purposes among member countries, thus supplementing the activities of the International Bank for Reconstruction and Development, the International Finance Corporation and other international development finance institutions.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-1000	<i>Bretton Woods and Related Agreements Act, 1988</i>	Deloitte & Touche LLP	3.11%
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### Minister of Foreign Affairs

#### African Development Bank

To contribute to the economic development and social advancement of the member countries, individually and collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Africa.	Temporary Relocation Agency 15, Avenue du Ghana PO Box 323 1002 Tunis Belvédère Tunisia 011-216-71-333-511	Agreement signed by member countries, 1963 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	Deloitte & Touche LLP	3.72%
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## 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.	PO Box 789 1099 Manila Philippines 011-632-6005	Agreement signed by member countries, 1965 and the <i>International Development (Financial Institutions) Continuing Assistance Act</i>	PriceWaterhouse-Coopers LLP	4.53%
<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.	PO 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>	PriceWaterhouse Coopers LLP	9.50%
<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 Ave. 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>	Ernst & Young LLP	4.00%
<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 575 615 Booth St. Ottawa ON K1A 0E9 (613) 992-1294	Treaty of Washington, 1908 and 1925; <i>International Boundary Commission Act, 1960</i>	Not known	1/2

## International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
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### Minister of Veterans Affairs

#### Commonwealth War Graves Commission

To mark and maintain graves and memorials and keep records of the members of the Forces of the Commonwealth who died in the two World Wars.	2 Marlow Rd. Maidenhead Berkshire SL6 7DX U.K. (0628) 34221	Royal Charter, 1917	Grant Thornton LLP	1/14
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## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members <sup>3</sup>
<b>Minister of Agriculture and Agri-Food and Minister responsible for the Canadian Wheat Board</b>				
<b>Agricultural Adaptation Council</b>				
To foster increased long-term growth, employment and competitiveness in the industry and in rural Ontario. To encourage the development of innovative technologies that will assist the Ontario industry to adapt and become more competitive in a global economy.	192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	<i>Agricultural and Horticultural Organizations Act</i> of the Province of Ontario, 1995	Hillson Co. LLP (Guelph)	1/18
<b>Agriculture and Food Council of Alberta</b>				
An industry-led council administers the funds allocated to Alberta by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 402 1101-5 Street Nisku AB T9E 7N3 (780) 955-3714	<i>Societies Act</i> of the Province of Alberta, 1994	Meyers Norris Penny LLP	2/27
<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 Beef Producers 320-6715 8 <sup>th</sup> Street NE Calgary AB T2E 7H7 (403) 275-4401	Canada-Alberta Beef Industry Development Companion Agreement, <i>Farm Income Protection Act</i>	KPMG LLP	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.	4828-89 <sup>th</sup> Street Edmonton AB T6E 5K1 (780) 491-3527	Canada-Alberta Hog Industry Development Companion Agreement (April 16, 1997) and Amending Agreement (May 19, 1998), <i>Farm Income Protection Act</i>	KPMG LLP	1/7

3. This ratio shows the number of members of the entity's board or governing body that can be appointed by the federal government over the total number of board members.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
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### Minister of Agriculture and Agri-Food and Minister responsible for the Canadian Wheat Board (*continued*)

#### Canada–Alberta Sugar Beet Industry Development Fund

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 4900-50 <sup>th</sup> Street Taber AB T1G 1T3 (403) 223-1110	Canada-Alberta Sugar Beet Industry Development Companion Agreement, <i>Farm Income Protection Act</i>	BDO Dunwoody LLP	1/7
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#### Canada–Manitoba Agri-Food Research and Development Initiative

To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.	Administrator Agri-food R&D Council Manitoba Association of Agricultural Societies PO Box 72 Morris MB R0G 1K0 (204) 746-8186	Implementation of the Federal-Provincial-Territorial Framework Agreement on Agriculture and Agri-Food Policy for the 21 <sup>st</sup> Century, <i>Farm Income Protection Act</i>	Hamilton and Asselstine, CA LLP	2/13
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#### Canada–Manitoba Crop Diversification Centre (CMCDC)

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. CMCDC has three owned sites representing a range of soil and climates. Much of the Centre's work is carried out in cooperation 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.	PO Box 309 Carberry MB R0K 0H0 (204) 834-6000	<i>Department of Agriculture Act</i> , 1993	Meyers Norris Penny LLP	4/12
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#### Canada–Newfoundland Agri-Food Innovation Fund

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 PO Box 2006 Corner Brook NL A2H 6J8 (709) 637-2077	Canada-Newfoundland and Labrador Agri-Food Innovation Agreement, <i>Farm Income Protection Act</i>	Newfoundland Provincial Auditor	1/6
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## Shared-Governance Corporations

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 and Minister responsible for the Canadian Wheat Board (continued)</b>				
<b>Canadian International Grains Institute</b>				
To provide educational programs and technical activities in support of the promotion and development of world markets for Canada's field crops and their products.	Suite 1000 303 Main St. Winnipeg MB R3C 3G7 (204) 984-5344	<i>Canada Corporations Act, 1972</i>	Deloitte & Touche LLP	3/5
<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>	Newton & Co. LLP	1/51
<b>Canadian Wheat Board, The</b>				
The Canadian Wheat Board is incorporated with the object of marketing, in interprovincial and export trade, wheat and barley grown in Canada.	423 Main Street PO Box 816 Station Main Winnipeg MB R3C 2P5 (204) 983-0239	<i>Canadian Wheat Board Act, 1935 and amendments to the Canadian Wheat Board Act, 1998</i>	Deloitte & Touche LLP	5/15
<b>Centre de développement du porc du Québec Inc.</b>				
To exercise leadership in the development and transfer of new technologies in order to actively contribute to improving the quality and efficiency of a sustainable Quebec hog industry.	Suite 340 2795 Laurier Blvd. Sainte-Foy QC G1V 4M7 (418) 650-2440	<i>Loi sur les compagnies du Québec, Part III, 1992</i>	Raymond Chabot Grant Thornton LLP	1/18
<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 l'innovation scientifique et technologique MAPAQ 9 <sup>e</sup> floor 200 Ste-Foy Rd. Québec QC G1R 4X6 (418) 380-2103	Government of Quebec; <i>Auditor General Act</i>	Auditor General of Quebec	1/23

## Shared-Governance Corporations

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 and Minister responsible for the Canadian Wheat Board (continued)</b>				
<b>Conseil pour le développement de l'agriculture du Québec (CDAQ)</b>				
To administer the funds allocated to different federal or provincial organizations for the agricultural sector.	Suite 110 555 Roland-Therrien Blvd. Longueuil QC J4H 4E7 (450) 679-0540, Ext. 8353	<i>Loi sur les compagnies du Québec, Part III,</i> 1996	Raymond Chabot Grant Thornton LLP	1/9
<b>Fonds québécois d'adaptation des entreprises agroalimentaires, inc.</b>				
An industry-led council administers the funds allocated to Quebec by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 200 9001 de l'Acadie Blvd. Montréal QC H4N 3H7 (514) 858-2000	<i>Loi sur les compagnies du Québec, Part III</i>	Samson Béclair Deloitte & Touche LLP	1/12
<b>Growing Alberta</b>				
A company established by the agri-food industry to promote knowledge of the agriculture and food sector to urban audiences.	Suite 201 8704 - 51 <sup>st</sup> Avenue Edmonton AB T6E 5E8 (780) 466-7905	<i>Alberta Corporations Act, Non-profit, Part IX, 2003</i>	KPMG LLP	2/13
<b>Investment Agriculture Foundation of British Columbia</b>				
An industry-led council administers the funds allocated to B.C. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 8248 Victoria BC V8W 3R9 (250) 356-1662	<i>Society Act of the Province of British Columbia,</i> 1996	BDO Dunwoody LLP	1/15
<b>Manitoba Rural Adaptation Council Inc.</b>				
An industry-led council administers the funds allocated to Manitoba by AAFC's Advancing Canadian Agriculture and Agri-Food (ACAAF) program to encourage the agricultural industry and agro-rural Manitoba to adapt to changing market opportunities through diversification and value-added activities.	802-294 Portage Avenue Winnipeg MB R3C 0B9 (204) 982-4791	<i>The Corporation Act of the Province of Manitoba, 1996</i>	Meyers Norris Penny LLP	2/22

## Shared-Governance Corporations

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 and Minister responsible for the Canadian Wheat Board (continued)</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.	PO Box 636 Station A 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, 1996	Teed Saunders Doyle Co. LLP (Fredericton)	2/11
<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 & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research Technology 2000 Development Agreement, <i>Farm Income Protection Act</i>	PriceWaterhouse Coopers LLP	2/10
<b>Nunavut Harvesters Association (NHA)</b>				
An industry council administering the funds allocated to the territory by the federal government to promote industry-led solutions to emerging issues, capturing market opportunities by advancing research results and sharing information to advance the sector.	PO Box 249 Rankin Inlet NU X0C 0G0	<i>Canada Corporations Act, 2002</i>	Robert Stewart Chartered Accountant / Management Consultants LLP	1/5
<b>POS Pilot Plant Corporation</b>				
Excellence in service through dedicated staff providing bioprocessing solutions that enhance our clients' competitiveness.	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 978-2800	<i>Canada Corporations Act, 1973</i> Letters Patent	KPMG LLP	1/14

## Shared-Governance Corporations

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 and Minister responsible for the Canadian Wheat Board (continued)</b>				
<b>Saskatchewan Council for Community Development</b>				
To support and promote community-based development. To act as a catalyst for community cooperation, empowerment and development and to offer quality programs to rural Saskatchewan communities.	Box 21038 Saskatoon SK S7H 5N9 (306) 975-6847	Section 4(a) of the <i>Department of Agriculture and Agri-Food Act</i> Registered as a non-profit corporation, 1996	Davies Breen & Hrynewich LLP	2/14
<b>Territorial Farmers Association NWT</b>				
An industry-led council administers the funds allocated to the Northwest Territories by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 4386 Hay River NT X0E 1G3 (867) 874-4706	<i>Societies Act</i> of the Territory of the Northwest Territories, 1973	Ashton Chartered Accountants LLP	1/5
<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.	210-111 Research Drive Saskatoon SK S7N 3R2 (306) 975-0060	<i>Canada Corporations Act</i> , 1981	PriceWaterhouse Coopers LLP	1/18
<b>Yukon Agricultural Association (YAA)</b>				
An industry council administering the funds allocated to the territory by the federal government to promote industry-led solutions to emerging issues, capturing market opportunities by advancing research results and sharing information to advance the sector.	#203 – 302 Steele Street Whitehorse, YT Y1A 2C5 (867) 668-6864	<i>Societies Act</i> of the Territory of Yukon, 1985	BDO Dunwoody Chartered Accountants LLP	1/11

## Shared-Governance Corporations

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</b>				
<b>2007 Whitehorse Canada Winter Games Host Society Inc.</b>				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2007 Whitehorse Canada Winter Games on behalf of Canada, the Yukon Territory and other complementary purposes.	1105 1 <sup>st</sup> Avenue Whitehorse YK Y1A 1A3	<i>Canada Corporations Act (2002)</i>	BDO Dunwoody LLP	2/18
<b>Association for the Export of Canadian Books</b>				
The AECB is an industry association that assists Canadian book publishers develop and increase their sales in international markets by providing market intelligence as well as financial, promotional and logistical support.	Suite 504 1 Nicholas St. Ottawa ON K1N 7B7 (613) 562-2324	<i>Canada Corporations Act, 1972</i>	Logan Katz LLP	2/12
<b>Calgary Olympic Development Association</b>				
To foster the development of Canadian winter sport athletes, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.	88 Canada Olympic Rd. SW Calgary AB T2M 4N3 (403) 286-2632	<i>Societies Act of the Province of Alberta, 1979</i>	PriceWaterhouse Coopers LLP	1/20
<b>Canada Commonwealth Legacy Fund</b>				
To finance programming and dedicated to develop standards of high performance and competitive excellence in domestic and international amateur sport.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	<i>Canada Corporations Act, Society Act of the Province of British Columbia, 1994</i>	Dale Matheson Carr Hilton LLP	1/5
<b>Canada Games Council</b>				
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	701-2197 Riverside Drive Ottawa ON K1H 7X3 (613) 526-2320	<i>Canada Corporations Act, 1991</i>	Ouseley Hanvey Clipsham Deep LLP	3/14

## Shared-Governance Corporations

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 (<i>continued</i>)</b>				
<b>Canadian Sport Centre—Atlantic</b>				
The CSCA is committed to supporting high performance athletes and coaches training in Atlantic Canada through the provision of essential services towards their pursuit of athletic and personal excellence.	Suite 308 5516 Spring Garden Rd. Halifax NS B3J 1G6 (902) 425-0942	<i>Nova Scotia Act</i> , 1999	Deloitte & Touche LLP	1/15
<b>Canadian 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 Room 125 Olympic Oval 2500 University Drive NW Calgary AB T2N 1N4 (403) 220-8196	<i>Societies Act</i> of the Province of Alberta, 1994	PriceWaterhouse Coopers LLP	1/12
<b>Canadian Sport Centre—Greater Victoria</b>				
To create a dynamic environment for sport performance at all levels by integrating world-class athlete services, coaching excellence and long-term sport development initiatives.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	<i>Society Act</i> of the Province of British Columbia, 1994	Norgaard Neale Campden Ltd. LLP	1/11
<b>Canadian Sport Centre—Manitoba</b>				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o University of Manitoba Frank Kennedy Centre Room 138 17 Dafoe Rd. Winnipeg MB R3T 2N2 (204) 474-6604	<i>Corporate Act</i> of Manitoba	Hemingway Silver LLP	1/14
<b>Canadian Sport Centre—Saskatchewan</b>				
To support high performance athletes to achieve podium performances at international competitions through a holistic development process.	1870 Lorne Street Regina SK S4P 2L7 (306) 975-0809	Under Sask 1972 Sport Inc.	Virtus Group LLP	1/16



## Shared-Governance Corporations

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 (<i>continued</i>)</b>				
<b>Canadian Sport Centre—Toronto</b>				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 606A 1185 Eglinton Ave. E North York ON M3C 3C6 (416) 426-7184	<i>Canada Corporations Act, Ontario, 1998</i>	James G.A. Gibbs LLP	1/12
<b>Canadian Television Fund, The</b>				
To assist the creation and broadcast, in peak viewing hours, of high-quality, culturally-significant Canadian television programs in English, French and Aboriginal languages in the genres of drama, variety, children's, documentaries and performing arts, and by both the majority and minority official-language production sectors.	5 <sup>th</sup> Floor 111 Queen Street E Toronto ON M5C 1S2 (416) 214-4400 1-877-975-0766	<i>Canada Corporations Act, Part II, 1996</i>	KPMG LLP	5/20
<b>Coaching Association of Canada</b>				
To lead coaching and sport leader development, delivery and promotion in association with other stakeholders primarily through a leading-edge education program which provides for coaching within a broad context of sport leadership based on the needs of sport participants, from the playground to the podium.	Suite 300 141 Laurier Ave. W Ottawa ON K1P 5J3 (613) 235-5000	<i>Canada Corporations Act, 1971</i>	Ouseley Hanvey Clipsham Deep LLP	1/16 <sup>4</sup>

4. The ratio has changed from 4/12 to 1/16. Federal/ provincial/territorial ministers of Sport have modified the governance structure and mandate of organization.

## Shared-Governance Corporations

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 (<i>continued</i>)</b>				
<b>Hamilton 2003 World Road Cycling Championships</b>				
To organize and manage the 2003 World Road Cycling Championships in Hamilton	c/o David Braley Orlick Industries Inc. 411 Parkdale Avenue N P.O. Box 591 LCD#1 Hamilton ON L8L 9G1 (905) 544-1997 ext. 303	<i>Canada Corporations Act, 2000</i>	KPMG LLP	0/12 <sup>5</sup>
<b>National Multi-Sport Centre—Montréal</b>				
To help high performance athletes training for the Olympic Games, world championships and other international competitions to reach their highest level of performance.	1000 Émile-Journeault Ave. Montréal QC H2M 2E7 (514) 872-1999	<i>Loi sur les compagnies du Québec, Part III, 1997</i>	Gosselin et associés LLP	1/10
<b>PacificSport Canadian Sport Centre—Vancouver</b>				
Dedicated to providing a world-class environment that enables Canadian athletes and coaches to win at the international level.	500, 1333 West Broadway Vancouver BC V6H 4C1 (604) 737-3003	<i>Society Act of the Province of British Columbia, 1998</i>	Staley, Okada & Partners LLP	1/16
<b>Quebec High-Level Sports Council</b>				
To initiate and support projects aimed at improving the offer of services and training conditions for high-level athletes in the national capital region and in the Chaudière-Appalaches region while respecting the specific fields of competence of the partners involved.	1155 Rive-Sud Blvd Saint-Romuald QC G6W 5M6 (418) 572-0330	<i>Loi sur les compagnies du Québec, Part III, 2000</i>	Lemieux Nolet Comptables agréés et consultants LLP	1/15
<b>Sport Dispute Resolution Centre of Canada</b>				
To provide to the Canadian sport community a national-level alternative dispute resolution service for sport as well as expertise and assistance regarding alternative dispute resolution.	Suite 560 3100 Le Carrefour Laval QC H7T 2K7 (450) 686-1246 1-866-733-7767	<i>Physical Activity and Sport Act, 2003</i>	BDO Dunwoody LLP	12/12

5. As of March 31, 2006, this entity was close to winding up. All financial obligations have been met. No longer have a federal representative on the board.

## Shared-Governance Corporations

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>TV5 Québec Canada</b>				
Promote cultural diversity through a specialty television service and give viewers access to a cross-section of the international Francophonie.	Suite 101 1755 René-Lévesque Blvd. E Montréal QC H2K 4P6 (514) 522-5322	<i>Canada Corporations Act, Part II, 1991</i>	Samson Bélair Deloitte & Touche LLP	2/9
<b>Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games</b>				
To organize and manage the hosting of 2010 Olympic and Paralympic Games in Vancouver and Whistler.	400-1095 West Pender Street Vancouver BC V6E 2M6 (778) 382-2010	<i>Canada Corporations Act, Part II, 2003</i>	Ernst & Young LLP	3/20
<b>Minister of Economic Development Agency of Canada for the Regions of Quebec</b>				
<b>Centre d'affaires Info entreprises</b>				
Offer business information on federal and provincial government programs and services.	Suite 6000 380 Saint-Antoine St. W Montréal QC H2Y 3Y7 (514) 496-4636	<i>Loi sur les compagnies du Québec, Part III, 2003</i>	To be appointed	2/11 <sup>6</sup>
<b>Centre d'entrepreneuriat et d'essaimage de l'Université du Québec à Chicoutimi (CEE-UQAC)</b>				
To foster the entrepreneurial spirit and the creation of businesses among students, graduates and the entire personnel of the UQAC, and to support the development activities of other institutions of higher learning in the region.	555 de l'Université Blvd. Chicoutimi QC G7H 2B1	<i>Loi sur les compagnies du Québec, 1998</i>	Raymond Chabot Grant Thornton LLP	1/10
<b>Fondation du maire de Montréal pour la Jeunesse</b>				
To assist young disadvantaged Montrealers who are contributing to Montréal's economic development by starting their own businesses.	Suite 10 425 Place Jacques Cartier, Montréal QC H2Y 3B1 (514) 872-3401	<i>Loi sur les compagnies du Québec, 1995</i>	Samson Bélair Deloitte & Touche LLP	1/20

6. Members from private sector have been appointed by the Minister responsible for Economic Development Agency of Canada for the Regions of Quebec. They are not federal employees and do not represent Economic Development Agency of Canada for the Regions of Quebec.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Economic Development Agency of Canada for the Regions of Quebec (continued)</b>				
<b>Fonds commun des SADC du Québec</b>				
Liquidity management through the SADC Network and emergency loans for members.	Suite 530 979 De Bourgogne St. Montréal QC G1W 2L4	<i>Loi sur les compagnies du Québec, 1999</i>	Lemieux Nolet LLP	1/5
<b>Fonds de développement Emploi-Montréal (FDEM)</b>				
To promote the economic development of Montreal by providing capital funding to small local businesses through a capital investment fund.	Suite 100 5703 Sherbrooke St. E Montreal QC H1N 3M1	<i>Loi sur les compagnies du Québec, 1988</i>	Harel Drouin PKF LLP	1/12
<b>Montréal International</b>				
Foster the economic development of metropolitan Montréal and promote its international presence.	Suite 8000 380 Saint-Antoine St. W Montréal QC H2Y 3X7	<i>Loi sur les compagnies du Québec, 1996</i>	Raymond Chabot Grant Thornton LLP	1/26
<b>Société de développement à l'exportation de Longueuil</b>				
Offer export counselling and advice to businesses located on the territory of the new city of Longueuil.	Suite 120 204 Montarville Blvd. Longueuil QC J4B 6S2 (450) 645-2335	<i>Loi sur les compagnies du Québec, Part III, 1988</i>	Faucher Daviault LLP	2/9
<b>Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.</b>				
To support the launching and development of aquacultural enterprises in the Gaspé Peninsula, Bas-Saint-Laurent, the Îles-de-la-Madeleine and on the North Shore.	PO Box 310 153 de la Reine St. Gaspé QC G4X 1T5	<i>Loi sur les compagnies du Québec, 1998</i>	Eric Duguay C.A.	1/14 <sup>7</sup>
<b>Société du Havre de Montréal</b>				
Develop a master intervention plan for the Société du Havre de Montréal.	303 Notre-Dame St. E 3 <sup>rd</sup> Floor Montréal QC H2Y 3Y8 (514) 872-9345	<i>Loi sur les compagnies du Québec, Part III, 2002</i>	Raymond Chabot Grant Thornton LLP	7/30

7. The ratio has changed from 2/12 to 1/14 as of January 5, 2006, pursuant to newly signed agreements.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of the Environment<sup>8</sup></b>				
<b>Canadian Foundation for Climate and Atmospheric Sciences (CFCAS)</b>				
To fund research that improves the scientific understanding of processes and predictions, provides relevant science to policy makers and improves understanding of the ways in which these challenges affect human health and the natural environment in addition to strengthening Canada's scientific capacity.	Suite 901 350 Sparks Street Ottawa ON K1R 7S8 (613) 238-2223	<i>Canada Corporations Act, 2000</i>	Ouseley Hanvey Clipsham Deep LLP	3/13
<b>Lake of the Woods Control Board (LWCB)</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.	c/o Executive Engineer Lake of the Woods Secretariat 351 St. Joseph Blvd. Gatineau QC K1A 0H3	The Board was created pursuant to Section 2 of the <i>Lake of the Woods Control Board Act</i> (1921, amended 1958) and is further mandated by a Canada-U.S. treaty (Lake of the Woods Convention and Protocol, 1925)	Not known	1/4
<b>Ouranos</b>				
Promote research on global and regional climates, advance general comprehension of decision makers, Ouranos members, determine and evaluate impacts of climate changes, etc.	19 <sup>th</sup> Floor, West tower 550 Sherbrooke St. W Montréal QC H3A 1B9	<i>Loi sur les compagnies du Québec, Part III, 2002</i>	To be determined	1/11
<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 310 1750 Courtwood Cr. Ottawa ON K2C 2B5 (613) 722-2090	<i>Canada Corporations Act, 1984</i>	KPMG LLP	6/12

8. Data for this department are accurate as of March 31, 2005.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Fisheries and Oceans</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 St. Ottawa ON K1A 0E6 (613) 993-1860	<i>Canada Corporations Act, 1957</i>	Not known	4/8
<b>Minister of Foreign Affairs</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 220 890 West Pender Street Vancouver BC V6C 1J9 (604) 684-5986	<i>Asia Pacific Foundation of Canada Act, 1984 Bill C-43, Amendments to the Act</i>	Deloitte & Touche LLP	5/13
<b>International Centre for Human Rights and Democratic Development</b>				
To promote and support cooperation between Canada and other countries for the purpose of developing and strengthening human rights institutions.	Suite 1100 1001 Maisonneuve Blvd. E Montréal QC H2L 4P9 (514) 283-6073	<i>International Centre for Human Rights and Democratic Development Act, 1988</i>	Auditor General of Canada	10/13
<b>Roosevelt Campobello International Park Commission</b>				
To administer as a memorial to U.S. President Franklin Delano Roosevelt.	459 Route 774 Welshpool NB E5E 1A4 (506) 752-2922	<i>The Roosevelt Campobello International Park Commission Act, 1964</i>	Foster, Carpenter, Black & Co. LLP	3/6
<b>Minister of Health</b>				
<b>Canadian Centre on Substance Abuse</b>				
To promote informed debate and increased public awareness and participation on the part of Canadians regarding alcohol and drug related issues; to disseminate information on the nature, extent and consequences of substance abuse, and to support and assist organizations involved in substance abuse treatment prevention and educational programming.	Suite 300 75 Albert St. Ottawa ON K1P 5E7 (613) 235-4048	<i>Canadian Centre on Substance Abuse Act, 1988</i>	Van Berkomp & Ritz Chartered Accountants LLP	6/15

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
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### Minister of Health (*continued*)

#### Canadian Coordinating Office for Health Technology Assessment (CCOHTA)

To encourage the appropriate use of health technology by influencing decision makers through the collection, analysis, creation and dissemination of information concerning the effectiveness and cost of technology and its impact on health. Aims to facilitate information exchange, resource pooling and the coordination of priorities for health technology assessments.	Suite 600 865 Carling Avenue Ottawa ON K1S 5S8 (613) 226-2553	<i>Canada Corporations Act</i> , 1980 CCOHTA incorporated, 1989	McCay Duff & Company LLP	1/13
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#### Canadian Health Infoway Inc.

a) to accelerate the development and adoption of modern systems of health information and communication technologies;	Suite 2500 1155 René-Levesque Blvd. W Montréal QC H3B 2K4 1-888-868-0550	<i>Canada Corporations Act</i> , Part II, in January 2001	Ernst & Young LLP	2/13
b) to define and promote standards governing shared data to ensure the compatibility of health information networks;				
c) without limiting the foregoing, in the pursuance of those objects set out in (a) and (b): to support the adoption of such standards for health information and compatible communications technologies for the health sector in Canada; to enter into collaborative arrangements as required with the governments of Canada, the provinces and territories, corporations, not-for-profit organizations and other persons for the development and adoption of the standards and technologies; to incorporate standards that protect personal privacy and confidentiality of individual records, and security of health information; and to undertake its work in both official languages of Canada.				

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
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### Minister of Health (*continued*)

#### Canadian Health Services Research Foundation

To sponsor and promote applied health systems research, to enhance its quality and relevance, and to facilitate its use in evidence-based decision making by policy makers and health systems managers.	Suite 301 11 Holland Ave. Ottawa ON K1Y 4S1 (613) 728-2238	<i>Canada Corporations Act, 1997</i>	Ernst & Young LLP	3/12
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#### Canadian Institute for Health Information

To serve as the national mechanism to coordinate the development and maintenance of a comprehensive and integrated health information system in Canada; to coordinate the provision of accurate and timely information required for: (i) the establishment of sound health policy, (ii) the effective management of the Canadian health system, and (iii) generating public awareness about factors affecting good health.	Suite 200 377 Dalhousie St. Ottawa ON K1N 9N8 (613) 241-7860	<i>Canada Corporations Act, 1995</i>	Ernst & Young LLP	2/16
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#### Canadian Patient Safety Institute (CPSI)

To provide a leadership role in building a culture of patient safety and quality improvement in the Canadian health care system through coordination across sectors and systems, promotion of best practices, advice on effective strategies to improve patient safety, and raising awareness with stakeholders, patients and the general public about patient safety.	Suite 1414 10235 - 101 Street Edmonton AB T5J 3G1 (780) 409-8090 1-866-421-6933	<i>Canada Corporations Act, Part II</i> CPSI incorporated, 2003	Deloitte & Touche LLP	1/9
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## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
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### Minister of Health (*continued*)

#### Health Council of Canada

To monitor and make annual public reports on the implementation of the 2003 Accord on Health Care Renewal. Further responsibilities were given to the Council in the 2004 First Ministers Ten Year Plan to Strengthen Health Care encompassing the elements in the plan and directing the Council to report annually on health status and health outcomes.	#900-90 Eglinton Avenue East Toronto ON M4P 2Y3 (416) 481-7397	<i>Canada Corporations Act, 2004</i>	Deloitte & Touche LLP	1/26
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### Minister of Health and Minister Responsible for Public Health Agency

#### Terry Fox Humanitarian Award Inc.

To encourage Canadian youth to seek high ideals as represented by Terry Fox by granting commemorative scholarships for the pursuit of higher education; to establish, maintain and manage an endowment fund.	c/o Simon Fraser University Burnaby BC V5A 1S6 (604) 291-3057	<i>Canada Corporations Act, 1980</i>	Deloitte & Touche LLP	2/12 <sup>9</sup>
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### Minister of Human Resources and Social Development

#### Canada Millennium Scholarship Foundation

To grant scholarships to students who are in financial need and who demonstrate merit, in order to improve access to post-secondary education so that Canadians can acquire the knowledge and skills needed to participate in a changing economy and society.	Suite 800 1000 Sherbrooke Street West Montréal QC H3A 3R2	<i>Budget Implementation Act, 1998</i>	Ernst & Young LLP	6/15
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9. The ratio has changed from 2/11 to 2/12, corrected from last year, as the legislation requires 12 members on the board.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
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### Minister of Indian Affairs and Northern Development

#### Northern Native Fishing Corporation

To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishers, and to foster their development as independent business operators.	Site 19, Comp. 45 R.R. 3 Station Main Kitsum Kalum Reserve Terrace BC V8G 4R6 (250) 638-0986	<i>British Columbia Companies Act, 1982</i>	Carlyle Shepherd & Co. LLP	2/6
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### Minister of Industry

#### Canada Foundation for Innovation

To strengthen Canada's capacity for innovation by investing in research infrastructure at Canadian universities, hospitals, colleges, and not-for-profit institutions.	Suite 450 230 Queen Street Ottawa ON K1P 5E4 (613) 947-6496	<i>Budget Implementation Act, 1997</i>	Ernst & Young LLP	7/15
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#### Genome Canada

To support a national genomics research initiative for the benefit of Canadians.	21 <sup>st</sup> Floor 150 Metcalfe Street Ottawa ON K2P 1P1 (613) 751-4460	<i>Canada Corporations Act, Part II, 2000 Amended and Restated Funding Agreement, 2005</i>	KPMG LLP	4/16
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#### Internal Trade Secretariat Corporation

The reduction or elimination of barriers to the free movement of persons, goods, services and investments is essential for the promotion of an open, efficient and stable domestic market to enhance the competitiveness of Canadian business and sustainable development.	Suite 850 125 Gary Street Winnipeg MB R3C 3P2	<i>Agreement on Internal Trade Implementation Act, 1996 Incorporated, 2005</i>	Ernst & Young LLP	1/13
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## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
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### Minister of Industry (*continued*)

#### The Pierre Elliott Trudeau Foundation

Establish a dialogue between outstanding scholars in the social sciences and the humanities and other interested parties who have an interest in issues of public policy, the professions, business, the arts, and the voluntary sector. The Foundation achieves this dialogue by awarding scholarships, fellowships, and mentorships to doctoral students, established researchers, and professionals who are in the field of public policy.	1514 Dr. Penfield Avenue Montreal QC H3G 1B9	<i>Canada Corporations Act</i> , 1985 Incorporated 2001	PriceWaterhouse Coopers LLP	2/18
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### Minister of International Trade

#### Canada-Israel Industrial Research and Development Foundation Inc.

To strengthen bilateral economic and commercial cooperation and, thereby, increase the level of bilateral trade between Israel and Canada. The rationale for the Canada-Israel Industrial Research and Development (CIIRD) program is that closer research and development relations, particularly in the knowledge-intensive sectors of the economy, are an effective means of enhancing commercial relations over the long term. The program is being implemented through the private sector-based Canada-Israel Industrial Research and Development Foundation (CIIRDF)	Suite 3 371A Richmond Road Ottawa ON K2A 0E7	Private not-for-profit corporation, incorporated 1994	Ouseley Hanvey Clipsham Deep LLP	3/6
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## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Natural Resources</b>				
<b>2003 World Forestry Congress</b>				
Preparation of the XII World Forestry Congress, Quebec City, Canada, September 21-28, 2003.	1055 du P.E.P.S. P.O. Box 3800 Ste-Foy QC G1R 4C7	<i>Canada Corporations Act, 2001</i>	Malette LLP	1/4
<b>ASEP—NB Inc.</b>				
To promote employment of Aboriginal people in the New Brunswick forest sector.	47 Church Street Eel Ground First Nation NB E1V 4G2 (506) 622-4735	<i>New Brunswick Companies Act</i>	Teed Saunders Doyle & Co. LLP	2/9
<b>Association of Canada Lands Surveyors</b>				
To establish, maintain standards of qualification and regulate Canada Lands Surveyors; to establish and maintain standards of conduct, knowledge and skill among members of the Association and permit holders; to govern the activities of the members and permit holders; to cooperate with other organizations for the advancement of surveying; and to perform the duties and exercise the powers that are imposed or conferred on the Association by the Act.	Suite 100E 900 Dynes Road Ottawa ON K2C 3L6 (613) 723-9200	<i>Canada Lands Surveyors Act, 1999</i>	Phomin Leslie Chartered Accountants LLP	3/9
<b>Canada Foundation for Sustainable Development Technology</b>				
The Foundation will administer the Sustainable Development Technology Fund (SDTF) for the development and demonstration of sustainable technologies, in particular those aimed at solutions to Canada's challenges in climate change, clean air, clean water and clean soil.	Suite 250 230 Queen Street Ottawa ON K1P 5E4	<i>Canada Foundation for Sustainable Development Technology Act</i> (assented to 2001)	KPMG LLP	7/15

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Natural Resources (<i>continued</i>)</b>				
<b>Canada–Newfoundland Offshore Petroleum Board</b>				
To administer the relevant provisions of the <i>Canada-Newfoundland Atlantic Accord Implementation Act</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 5 <sup>th</sup> Floor 140 Water Street St. John's NL A1C 6H6 (709) 778-1400	The <i>Canada-Newfoundland Atlantic Accord Implementation Act</i> , 1987	Deloitte & Touche LLP	3/7 <sup>10</sup>
<b>Canada–Nova Scotia Offshore Petroleum Board</b>				
To administer the relevant provisions of the <i>Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act</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 6 <sup>th</sup> 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 LLP	2/5 <sup>11</sup>
<b>Canadian Energy Research Institute</b>				
To undertake independent, high quality economic research on energy and related environmental issues and policies in order to assist Canadian business and government organizations.	Suite 150 3512-33 Street NW Calgary AB T2L 2A6 (403) 282-1231	<i>Societies Act</i> of the Province of Alberta, 1996 <i>Canada Corporations Act</i> , 1998	J. Benaschak Professional Corporation LLP	3/25

10. In addition to the three federal appointments, the Chairperson is also appointed jointly by the federal government and the Government of Newfoundland.

11. In addition to the two federal appointments, the Chairperson is appointed jointly by the federal government and the Government of Nova Scotia.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Natural Resources (<i>continued</i>)</b>				
<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 of Canada.	580 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 694-1140	<i>Canada Corporations Act, 1976</i>	Samson Bélair Deloitte & Touche LLP	3/20
<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.	University of British Columbia 2665 East Mall Vancouver BC V6T 1W5 (604) 224-3221	<i>Canada Corporations Act, 1979</i>	PriceWaterhouse Coopers LLP	2/22
<b>Maritime Forestry Complex Corporation</b>				
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre 1350 Regent Street Fredericton NB E3C 2G6 (506) 452-6950	<i>Maritime Forestry Complex Corporations Act, 1980</i>	Deloitte & Touche LLP	3/10
<b>Petroleum Technology Research Centre Inc.</b>				
To initiate and support research and development projects aimed at enhancing the production and recovery of Canadian petroleum resources.	6 Research Drive Regina SK S4S 7J7	<i>Canada Companies Act, 1998</i>	Vertis Group LLP	1/12
<b>Tree Canada 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 cooperation and funding, in support of urban and rural tree planting.	Suite 402 222 Somerset Street W. Ottawa ON K2P 2G3 (613) 567-5545	<i>Canada Corporations Act, 1991</i>	KPMG Peat Marwick Thorne LLP	0/11 <sup>12</sup>

12. Corporation intends to seek changes to shared governance status; no federal appointments occurring.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Natural Resources (<i>continued</i>)</b>				
<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 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 630-4100	<i>Canada Companies Act, 1950</i>	Samson Bélair Deloitte & Touche LLP	2/21
<b>Minister of Public Works and Government Services</b>				
<b>Milit-Air Inc.</b>				
The object of Milit-Air Inc. is to engage in activities in support of the training of Canadian and foreign military pilots in Canada in a safe, secure, efficient and cost effective manner as such activities are contemplated by the program called "NATO Flying Training in Canada."	Calgary AB	<i>Canada Corporations Act, Part II, 1998</i>	KPMG LLP	1/5
<b>Minister of Transport, Infrastructure and Communities<sup>13</sup></b>				
<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.	121 Garrison Road Fort Erie ON L2A 6G6 (905) 871-1608	<i>An Act respecting the Buffalo and Fort Erie Public Bridge Company, 1934</i>	Ernst & Young LLP	5/10
<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 St. Ottawa ON K1P 5L6	<i>Canada Corporations Act, Part II, 1996</i> <i>Civil Air Navigation Services Commercialization Act, 1996</i>	KPMG LLP	3/15

13. Data for this department are accurate as of March 31, 2005.

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
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### Minister of Transport, Infrastructure and Communities (*continued*)

#### Oshawa Harbour Commission

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.	1050 Farewell St. Oshawa ON L1H 6N6 (905) 576-0400	<i>Harbour Commissions Act</i> , 1985	Deloitte & Touche LLP	2/3
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#### Saint John Harbour Bridge Authority

To construct a bridge across the Harbour of Saint John, to enter into agreements respecting the financing, construction and financial operation of the bridge, and to collect tolls and other charges for the operation and maintenance of the bridge.	29 King Street West Saint John NB E2M 7Y8 (506) 635-1320	An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962	Deloitte & Touche LLP	1/7
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#### St. Lawrence Seaway Management Corporation

To manage and operate the St. Lawrence Seaway pursuant to a management agreement entered into between the St. Lawrence Seaway Management Corporation and Her Majesty the Queen.	202 Pitt Street Cornwall ON K6J 3P7	<i>Canada Corporations Act</i> , Part II, 1998	Deloitte & Touche LLP	1/9
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### CANADA PORT AUTHORITIES

To manage the marine infrastructure and services in a commercial manner that encourages, and takes into account, input from users and the community in which the port is located.

Belledune Port Authority	112 Shannon Drive Belledune NB E8G 2W1	<i>Canada Marine Act</i> , 2000	Allen Paquet & Arseneau LLP	5/7
Fraser River Port Authority	500-713 Columbia St. New Westminster, BC V3M 1B2	<i>Canada Marine Act</i> , 1999	Grant Thornton LLP	5/7
Halifax Port Authority	Pier 19 1215 Marginal Road PO Box 336 Halifax NS B3J 2P6	<i>Canada Marine Act</i> , 1999	Grant Thornton LLP	5/7
Hamilton Port Authority	605 James Street N Hamilton ON L8L 1K1 (905) 525-4330	<i>Canada Marine Act</i> , 2001	PriceWaterhouse Coopers LLP	5/7



## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport, Infrastructure and Communities (continued)</b>				
<b>CANADA PORT AUTHORITIES (continued)</b>				
Montréal Port Authority	Port of Montréal Building, Wing #1 Cité du Havre Montréal QC H3C 3R5	<i>Canada Marine Act</i> , 1999	Raymond Chabot Grant Thornton LLP	5/7
Nanaimo Port Authority	104 Front Street PO Box 131 Nanaimo BC V9R 5K4	<i>Canada Marine Act</i> , 1999	Meyers Norris Penny LLP	5/7
North Fraser Port Authority	7911 Grauer Road Richmond BC V7B 1N4	<i>Canada Marine Act</i> , 1999	BDO Dunwoody LLP	5/7
Port Alberni Port Authority	2750 Harbour Road Port Alberni BC V9Y 7X2	<i>Canada Marine Act</i> , 1999	Hill Lacoursière & Mollon LLP	5/7
Prince Rupert Port Authority	200-215 CowBay Road Prince Rupert BC V8J 1A2	<i>Canada Marine Act</i> , 1999	KPMG LLP	5/7
Québec Port Authority	150 Dalhousie St. CP 2268 Québec QC G1K 7P7	<i>Canada Marine Act</i> , 1999	Mallette LLP	5/7
Saguenay Port Authority	6600 chemin du Terminal Ville de La Baie QC G7B 3N9	<i>Canada Marine Act</i> , 1999	Malette LLP	5/7
Saint John Port Authority	5 <sup>th</sup> Floor 133 Prince William St. Saint John NB E2L 2B5	<i>Canada Marine Act</i> , 1999	Ernst & Young LLP	5/7
Sept-Îles Port Authority	1, quai Mgr-Blanche Sept-Îles QC G4R 5P3	<i>Canada Marine Act</i> , 1999	Mallette Maheu LLP	5/7
St. John's Port Authority	1 Water Street PO Box 6178 St. John's NL A1C 5X8	<i>Canada Marine Act</i> , 1999	Deloitte & Touche LLP	5/7
Thunder Bay Port Authority	100 Main Street Thunder Bay ON P7B 6R9	<i>Canada Marine Act</i> , 1999	BDO Dunwoody LLP	5/7
Toronto Port Authority	60 Harbour Street Toronto ON M5J 1B7	<i>Canada Marine Act</i> , 1999	Deloitte & Touche LLP	5/7
Trois-Rivières Port Authority	Suite 300 1545 du Fleuve Trois-Rivières QC G9A 5K2	<i>Canada Marine Act</i> , 1999	Morin Cadieux Matteau Normand LLP	5/7
Vancouver Port Authority	100 The Point 999 Canada Place Vancouver BC V6C 3T4	<i>Canada Marine Act</i> , 1999	KPMG LLP	6/9

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport, Infrastructure and Communities (continued)</b>				
Windsor Port Authority	502-251 Goyeau Street Windsor ON N9A 6V2	<i>Canada Marine Act</i> , 1999	Collins Barrow LLP	5/7
<b>CANADIAN AIRPORT AUTHORITIES</b>				
<b>To manage, operate and develop the airport(s).</b>				
Aéroport de Québec Inc.	Aéroport international Jean-Lesage Local 203 6 <sup>st</sup> Avenue 500 Principale Street Sainte-Foy QC G2G 2T9	<i>Canada Corporations Act, Part II, 1996</i>	Raymond Chabot LLP	2/15
Aéroports de Montréal	1100, René-Lévesque Blvd. W Montréal QC H3B 4X8	<i>Canada Corporations Act, Part II, 1989</i>	Raymond Chabot LLP	2/13
Calgary Airport Authority	Calgary International Airport 2000 Airport Road NE Calgary AB T2E 6W5	<i>Regional Airports Authority Act (Alberta), 1990</i> Incorporated, 1992	PriceWaterhouse Coopers LLP	2/17
Charlottetown Airport Authority Inc.	Suite 132 250 Maple Hills Avenue Charlottetown PE C1C 1N2	<i>Canada Corporations Act, Part II, 1996</i>	Grant Thornton LLP	2/11
Edmonton Regional Airports Authority	P.O. Box 9860 Edmonton AB T5J 2T2	<i>Regional Airports Authority Act (Alberta), 1990</i>	KPMG LLP	2/13
Gander International Airport Authority Inc.	P.O. Box 392 Gander NL A1V 1W8	<i>Canada Corporations Act, Part II, 1996</i>	Blair Jewer LLP	2/13
Greater Fredericton Airports Authority Inc.	Unit 22 2570 Highway 102 Lincoln NB E3B 9G1	<i>Canada Corporations Act, Part II, 1996</i> Incorporated, 2001	Thornton McCain LLP	2/11
Greater London International Airport Authority	1750 Grumlin Road London ON N5V 3B6	<i>Canada Corporations Act, Part II, 1995</i> Incorporated, 1998	Ernst & Young LLP	2/11
Greater Moncton Airport Authority Inc.	Unit 12 1575 Champlain Street Dieppe NB E1A 7P5	<i>Canada Corporations Act, Part II, 1995</i>	Grant Thornton LLP	2/13
Greater Toronto Airports Authority	3111 Convoir Drive P.O. Box 6031 Toronto AMF ON L5P 1B2	<i>Canada Corporations Act, Part II, 1993</i>	Deloitte & Touche LLP	2/15
Halifax International Airport Authority	P.O. Box 40 Elmsdale NS B0N 1M0	<i>Canada Corporations Act, Part II, 1995</i>	Ernst & Young LLP	2/13

## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>Minister of Transport, Infrastructure and Communities (continued)</b>				
<b>CANADIAN AIRPORT AUTHORITIES (continued)</b>				
Ottawa Macdonald-Cartier International Airport Authority	1000 Airport Parkway Private Ottawa ON K1V 9B4	<i>Canada Corporations Act, Part II, 1995</i>	Deloitte & Touche LLP	2/14
Prince George Airport Authority Inc.	Suite 201 1399-6 <sup>th</sup> Avenue Prince George BC V2L 5L6	<i>Canada Corporations Act, Part II, 2000</i>	Deloitte & Touche LLP	2/11
Regina Airport Authority	1-5201 Regina Avenue Regina SK S4W 1B3	<i>Canada Corporations Act, Part II, 1997</i> Incorporated, 1999	KPMG LLP	2/15
Saint John Airport Inc.	4180 Loch Lomond Road Saint John NB E2N 1L7	Incorporated provincially, 1997	Teed Saunders Doyle & Co. LLP	2/10
Saskatoon Airport Authority	Suite 1 2625 Airport Drive Saskatoon SK S7L 7L1	<i>Canada Corporations Act, Part II, 1995</i>	Deloitte & Touche LLP	2/12
St. John's International Airport Authority	Unit 301 38 Pearson Street St. John's NL A1A 3R1	<i>Canada Corporations Act, Part II, 1996</i> Incorporated, 1998	Ernst & Young LLP	2/12
Thunder Bay International Airports Authority Inc.	340-100 Princess Street Thunder Bay ON P7E 6S2	<i>Canada Corporations Act, Part II, 1995</i> Incorporated, 1997	Ernst & Young LLP	2/9
Vancouver International Airport Authority	P.O. Box 23750 Airport Postal Outlet Richmond BC V7B 1Y7	<i>Canada Corporations Act, Part II, 1990</i>	KPMG LLP	2/12
Victoria Airport Authority	1640 Electra Blvd. P.O. Box 201 Sidney BC V8L 5V4	<i>Canada Corporations Act, Part II, 1995</i>	KPMG LLP	2/12
Winnipeg Airports Authority Inc.	Admin. Bldg. Suite 249 2000 Wellington Avenue Winnipeg MB R3H 1C2	<i>Canada Corporations Act, Part II, 1993</i>	KPMG LLP	2/15

### Minister of Veterans Affairs

#### Last Post Fund

To ensure the provision of a dignified funeral and burial to eligible war veterans.	Suite 401 505 René Lévesque Blvd. Montréal QC H2Z 1Y7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada	1/12
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## Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
<b>President of the Treasury Board</b>				
<b>Toronto Waterfront Revitalization Corporation</b>				
To transform the Toronto waterfront for the use and enjoyment of the people of Toronto, Ontario, and Canada, to foster economic growth and to re-define how the city, province and country are perceived by the world.	Suite 822 207 Queens Quay West Toronto ON M5J 1A7 (416) 214-1344	<i>Toronto Waterfront Revitalization Corporation Act</i> , 2002	Deloitte & Touche LLP	4/13
<b>Prime Minister</b>				
<b>Nature Trust of British Columbia, The</b>				
To purchase and preserve ecologically important parcels of land in B.C.	260-1000 Roosevelt Crescent North Vancouver BC V7P 1M3 (604) 924-9771	<i>Canada Corporations Act</i> , 1971	KPMG LLP	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 Centrepointe Drive Nepean ON K2G 6B1 (613) 228-8500	<i>Canada Business Corporations Act</i> , 1965	McCay Duff & Company LLP	2/18

### *Bankruptcy and Insolvency Act*

As per section 147 of the *Bankruptcy and Insolvency Act* (BIA), each time a trustee in bankruptcy makes a payment to a creditor in response to a claim against a bankrupt private-sector corporation, the Superintendent of Bankruptcy is paid a levy.

A trustee in bankruptcy is a person appointed by the bankruptcy court to oversee the distribution of the assets of a bankrupt corporation to its creditors.

Although the levy is typically a dollar percentage of each claim (fixed by the BIA), in rare cases, shares are provided in lieu of a cash payment. The Superintendent of Bankruptcy holds these shares on behalf of the Crown until all restrictions on their sale have expired and the shares are either sold for cash, transferred, or are deemed worthless.

It is worth noting that most of the shares the Superintendent receives as a levy do not produce revenue for the Crown. Nevertheless, the Office of the Superintendent of Bankruptcy maintains records relating to all shares received as a levy. The current share holdings are listed below in order of the date on which the government took on shares and will remain listed until disposed of.

	Receipt Date	Company Name
1.	September 3, 1991	Amertek Inc.
2.	October 2, 1991	Kenloch Distillers Ltd.
3.	September 28, 1993	Les laboratoires Quelab inc.
4.	October 8, 1993	Carvern International
5.	December 14, 1995	Autoskill International Inc.
6.	October 18, 1996	Canadian Manoir
7.	November 4, 1996	Madison Partners Limited
8.	November 19, 1996	The Vivant Group Inc.
9.	December 3, 1996	Madison Partners Limited
10.	December 23, 1996	The Vivant Group Inc.
11.	February 27, 1997	Les Dévelopm. Phénix (1995) inc.
12.	May 28, 1997	Goldenhill Cattle Company Ltd.
13.	February 23, 1998	Omnitech Migration Internat. Inc.
14.	June 16, 1998	Sitraco Inc.
15.	October 22, 1998	Grilli Property Group Inc.
16.	December 31, 1998	Unibex, Inc.

17.	September 28, 1999	Data Trax Systems Ltd.
18.	February 11, 2000	Cosem Neurostim Itée
19.	May 30, 2001	Hyal Pharmaceutical Corporation
20.	June 11, 2001	Consolidated Stone Industries Inc.
21.	June 19, 2001	InterUnion Financial corporation
22.	September 28, 2001	Ebdental Inc.
23.	October 15, 2001	Canplats Resources Corporation
24.	January 23, 2002	Planète Medica inc.
25.	February 28, 2002	PlainTree Systems Inc.
26.	May 10, 2002	International Pursuit Corporation
27.	September 5, 2002	Sahelian Goldfields Inc.
28.	February 5, 2003	Process Capital Corp.
29.	March 6, 2003	Dynasty Motocar Corporation
30.	April 4, 2003	Auratek Security Inc.
31.	September 2, 2003	Custom Assemblies Limited
32.	October 23, 2003	B.C. Pacific Capital Corporation
33.	October 30, 2003	1395884 Ontario Limited
34.	November 5, 2003	Techcana Inc.
35.	February 5, 2004	IANett International Systems Ltd.
36.	March 4, 2004	1239370 Ontario Inc.
37.	May 10, 2004	ASF Capital Corporation
38.	November 19, 2004	Corporation Rutel Networks
39.	February 1, 2005	Kewl Corporation
40.	February 14, 2005	Xogen Technologies Inc.
41.	March 24, 2005	Gibraltar Springs Capital Corporation
42.	September 7, 2005	Verb Exchange Inc.
43.	October 5, 2005	Centillion Industries Inc.
44.	November 15, 2005	Verb Exchange Inc.
45.	March 17, 2006	Jurassic Oil & Gas Ltd.
46.	March 29, 2006	Perfectly Natural Solutions Inc.
47.	March 30, 2006	G.E.M. Fisheries Ltd.

## V. Comprehensive Lists of Crown Corporations, Their Subsidiaries, and Other Corporate Interests of Canada

# Comprehensive List of Crown Corporations, Their Subsidiaries,<sup>1</sup> and Other Corporate Interests of Canada<sup>2</sup> by Ministerial Portfolio

<b>Agriculture and Agri-Food</b>
<b>Parent Crown Corporations</b>
Canadian Dairy Commission Farm Credit Canada
<b>Shared-governance Corporations</b>
Agricultural Adaptation Council Agriculture and Food Council of Alberta Canada–Alberta Beef Industry Development Fund Canada–Alberta Hog Industry Development Fund Canada–Alberta Sugar Beet Industry Development Fund Canada–Manitoba Agri-Food Research and Development Initiative Canada–Manitoba Crop Diversification Centre (CMCDC) Canada–Newfoundland Agri-Food Innovation Fund Canadian International Grains Institute Canadian Livestock Records Corporation Canadian Wheat Board, The Centre de développement du porc du Québec Inc. Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ) Conseil pour le développement de l'agriculture du Québec (CDAQ) Fonds québécois d'adaptation des entreprises agroalimentaires, Inc. Growing Alberta Investment Agriculture Foundation of British Columbia Manitoba Rural Adaptation Council Inc. New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech) Nova Scotia Technology Development 2000 Nunavut Harvesters Association (NHA) POS Pilot Plant Corporation Saskatchewan Council for Community Development Territorial Farmers Association NWT Western Grains Research Foundation Yukon Agricultural Association (YAA)

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1. For relationship between all subsidiaries, see Chapter III ("Crown Corporations' Corporate Holdings").
  2. Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.



## Atlantic Canada Opportunities Agency

### Parent Crown Corporations

Enterprise Cape Breton Corporation

### Wholly Owned Subsidiaries

Cape Breton Growth Fund Corporation (reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*)

Cape Breton Marine Farming Limited

DARR (Cape Breton) Limited

Gulf Bras D'Or Estates Limited

### Other Subsidiaries and Associates

Bell Bay Golf Developments Incorporated

Lynnwood Inn Limited

## Canadian Heritage

### Parent Crown Corporations

Canada Council for the Arts

Canadian Broadcasting Corporation

Canadian Museum of Civilization

Canadian Museum of Nature

Canadian Race Relations Foundation

National Arts Centre Corporation

National Gallery of Canada

National Museum of Science and Technology

Telefilm Canada

### Other Subsidiaries and Associates

ARTV (of the Canadian Broadcasting Corporation)

Cable North Microwave Limited (of the Canadian Broadcasting Corporation)

Canadian Documentary Channel, The (of the Canadian Broadcasting Corporation)

Master FM Limited (of the Canadian Broadcasting Corporation)

Sirius Canada Inc. (of the Canadian Broadcasting Corporation)

TV5 Monde (of the Canadian Broadcasting Corporation)

Visnews Limited (of the Canadian Broadcasting Corporation)

### International Organizations

World Anti-Doping Agency

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## Shared-governance Corporations

2007 Whitehorse Canada Winter Games Host Society Inc.  
Association for the Export of Canadian Books  
Calgary Olympic Development Association  
Canada Commonwealth Legacy Fund  
Canada Games Council  
Canadian Sport Centre—Atlantic  
Canadian Sport Centre—Calgary  
Canadian Sport Centre—Greater Victoria  
Canadian Sport Centre—Manitoba  
Canadian Sport Centre—Saskatchewan  
Canadian Sport Centre—Toronto  
Canadian Television Fund, The  
Coaching Association of Canada  
Hamilton 2003 World Road Cycling Championships  
National Multi-Sport Centre—Montréal  
PacificSport Canadian Sport Centre—Vancouver  
Quebec High-Level Sports Council  
Sport Dispute Resolution Centre of Canada  
TV5 Québec Canada  
Vancouver Organizing Committee for 2010 Olympics and Paralympic Games

## Economic Development Agency of Canada for the Regions of Quebec

### Shared-governance Corporations

Centre d'affaires Info entreprises  
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)  
Fondation du maire de Montréal pour la Jeunesse  
Fonds commun des SADC du Québec  
Fonds de développement Emploi-Montréal (FDEM)  
Montréal International  
Société de développement à l'exportation de Longueuil  
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine Inc. (SODIM)  
Société du Havre de Montréal

## Environment

### International Organizations

International Lake Memphremagog Levels Board  
 International Lake of the Woods Control Board  
 International Niagara Committee  
 International Porcupine Caribou Board  
 North American Commission for Environmental Cooperation—Joint Public Advisory Committee

### Shared-governance Corporations

Canadian Foundation for Climate and Atmospheric Sciences (CFCAS)  
 Lake of the Woods Control Board (LWCB)  
 Ouranos  
 Wildlife Habitat Canada

## Finance

### Parent Crown Corporations

Bank of Canada  
 Canada Deposit Insurance Corporation  
 Canada Development Investment Corporation  
 Canada Pension Plan Investment Board

### Wholly Owned Subsidiaries

Adelaide Capital Corporation (of the Canada Deposit Insurance Corporation)  
 Canada Eldor Inc. (of the Canada Development Investment Corporation)  
 Canada Hibernia Holding Corporation (of the Canada Development Investment Corporation)  
 CPP Investment Board (USRE) (of the Canada Pension Plan Investment Board)  
 CPP Investment Board European Holdings S.à.r.l. (of the Canada Pension Plan Investment Board)  
 CPP Investment Board Private Holdings Inc. (of the Canada Pension Plan Investment Board)  
 CPP Investment Board Real Estate Holdings Inc. (of the Canada Pension Plan Investment Board)

### Other Subsidiaries and Associates

Hibernia Management and Development Company Ltd. (of the Canada Development Investment Corporation)

### International Organizations

European Bank for Reconstruction and Development  
 International Bank for Reconstruction and Development  
 International Development Association  
 International Finance Corporation  
 International Monetary Fund  
 Multilateral Investment Guarantee Agency

<b>Fisheries and Oceans</b>
<b>Parent Crown Corporations</b>
Freshwater Fish Marketing Corporation
<b>Shared-governance Corporations</b>
International Fisheries Commissions Pension Society
<b>Foreign Affairs</b>
<b>Parent Crown Corporations</b>
International Development Research Centre
<b>International Organizations</b>
African Development Bank
Asian Development Bank
Caribbean Development Bank
Inter-American Development Bank
International Boundary Commission
<b>Shared-governance Corporations</b>
Asia-Pacific Foundation of Canada
International Centre for Human Rights and Democratic Development
Roosevelt Campobello International Park Commission
<b>Health</b>
<b>Shared-governance Corporations</b>
Canadian Centre on Substance Abuse
Canadian Coordinating Office for Health Technology Assessment (CCOHTA)
Canadian Health Infoway Inc.
Canadian Health Services Research Foundation
Canadian Institute for Health Information
Canadian Patient Safety Institute (CPSI)
Health Council of Canada
<b>Health (Public Health Agency of Canada)</b>
<b>Shared-governance Corporations</b>
Terry Fox Humanitarian Award Inc.

<b>Human Resources and Social Development</b>
<b>Parent Crown Corporations</b>
Canada Mortgage and Housing Corporation
<b>Wholly Owned Subsidiaries</b>
Canadian Housing Trust
<b>Shared-governance Corporations</b>
Canada Millennium Scholarship Foundation
<b>Indian Affairs and Northern Development</b>
<b>Parent Crown Corporations</b>
First Nations Statistical Institute
<b>Shared-governance Corporations</b>
Northern Native Fishing Corporation
<b>Industry</b>
<b>Parent Crown Corporations</b>
Business Development Bank of Canada
Canadian Tourism Commission
Standards Council of Canada
<b>Wholly Owned Subsidiaries</b>
BDC Capital Inc. (of the Business Development Bank of Canada)
<b>Shared-governance Corporations</b>
Canada Foundation for Innovation
Genome Canada
Internal Trade Secretariat Corporation
Pierre Elliott Trudeau Foundation, The
<b>International Trade</b>
<b>Parent Crown Corporations</b>
Canadian Commercial Corporation
Export Development Canada
<b>Wholly Owned Subsidiaries</b>
Exinvest Inc. (of Export Development Canada)
<b>Shared-governance Corporations</b>
Canada–Israel Industrial Research and Development Foundation Inc.

<b>Natural Resources</b>
<b>Parent Crown Corporations</b>
Atomic Energy of Canada Limited Cape Breton Development Corporation
<b>Wholly Owned Subsidiaries</b>
AECL Technologies B.V. (of Atomic Energy of Canada Limited) AECL Technologies Inc. (of Atomic Energy of Canada Limited)
<b>Joint Enterprises</b>
Lower Churchill Development Corporation Limited
<b>Shared-governance Corporations</b>
2003 World Forestry Congress ASEP—NB Inc. Association of Canada Lands Surveyors Canada Foundation for Sustainable Development Technology Canada—Newfoundland Offshore Petroleum Board Canada—Nova Scotia Offshore Petroleum Board Canadian Energy Research Institute Forest Engineering Research Institute of Canada Forintek Canada Corporation Maritime Forestry Complex Corporation Petroleum Technology Research Centre Inc. Pulp and Paper Research Institute of Canada Tree Canada Foundation
<b>Prime Minister</b>
<b>Shared-governance Corporations</b>
Nature Trust of British Columbia, The Vanier Institute of the Family, The
<b>Public Works and Government Services</b>
<b>Parent Crown Corporations</b>
Defence Construction (1951) Limited
<b>Shared-governance Corporations</b>
Milit-Air Inc.

## Transport, Infrastructure and Communities

### Parent Crown Corporations

Atlantic Pilotage Authority  
Blue Water Bridge Authority  
Canada Post Corporation  
Canada Lands Company Limited  
Canadian Air Transport Security Authority  
Federal Bridge Corporation Limited, The  
Great Lakes Pilotage Authority  
Laurentian Pilotage Authority  
Marine Atlantic Inc.  
National Capital Commission  
Pacific Pilotage Authority  
Ridley Terminals Inc.  
Royal Canadian Mint  
VIA Rail Canada Inc.

### Wholly Owned Subsidiaries

2875039 Canada Limited (of the Canada Post Corporation)  
2875047 Canada Limited (of the Canada Post Corporation)  
3906949 Canada Inc. (of the Canada Post Corporation)  
Canada Lands Company CLC Limited (of the Canada Lands Company Limited)  
Canada Post International Limited (of the Canada Post Corporation)  
EPO Holdings Inc. (of the Canada Post Corporation)  
Jacques Cartier and Champlain Bridges Incorporate, The (of The Federal Bridge Corporation Limited)  
Old Port of Montréal Corporation Inc. (reports as a parent Crown corporation) (of the Canada Lands Company Limited)  
Parc Downsview Park Inc. (reports as a parent Crown corporation) (of the Canada Lands Company Limited)  
RCMH-MRCF Inc. (of Royal Canadian Mint)  
Seaway International Bridge Corporation Ltd., The ((for Federal Bridge Corporation Limited)

### Other Subsidiaries and Associates

964102 Ontario Inc. (of the Canada Post Corporation)  
6076386 Canada Inc. (of the Canada Post Corporation)  
Assured Logistics Inc. (of the Canada Post Corporation)  
Canadian Teleservices Corporation (of the Canada Post Corporation)  
Co-operative Vereniging International Post (of the Canada Post Corporation)  
Corporation U.A. (of the Canada Post Corporation)  
Distribution Management Services Inc. (of the Canada Post Corporation)  
EPO Inc. (of the Canada Post Corporation)  
Innovapost Inc. (of the Canada Post Corporation)

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### Other Subsidiaries and Associates (*continued*)

Intelcom Courier Canada Inc. (of the Canada Post Corporation)  
IPC CV (of the Canada Post Corporation)  
Nieuwe Post Nederlandse Antillen N.V. (of the Canada Post Corporation)  
Progistix-Solutions Inc. (of the Canada Post Corporation)  
Purolator Courier Ltd. (of the Canada Post Corporation)  
Purolator Customs Services Ltd. (of the Canada Post Corporation)  
Purolator Holdings Ltd. (of the Canada Post Corporation)  
Purolator Holdings U.S. Ltd. (of the Canada Post Corporation)  
Purolator USA Inc. (of the Canada Post Corporation)  
Purolator Trade Solutions Ltd. (of the Canada Post Corporation)  
Supercourier (1987) Ltd. (of the Canada Post Corporation)  
St. Mary's River Bridge Company (of The Federal Bridge Corporation Limited)  
TGM Specialty Services Inc. (of the Royal Canadian Mint)

### Shared-governance Corporations

Aéroports de Montréal  
Aéroport de Québec Inc.  
Belledune Port Authority  
Buffalo and Fort Erie Public Bridge Authority  
Calgary Airport Authority  
Charlottetown Airport Authority Inc.  
Edmonton Regional Airports Authority  
Fraser River Port Authority  
Gander International Airport Authority Inc.  
Greater Fredericton Airports Authority Inc.  
Greater London International Airport Authority  
Greater Moncton Airport Authority Inc.  
Greater Toronto Airports Authority  
Halifax International Airport Authority  
Halifax Port Authority  
Hamilton Port Authority  
Montreal Port Authority  
Nanaimo Port Authority  
NAV CANADA  
North Fraser Port Authority  
Oshawa Harbour Commission  
Ottawa Macdonald-Cartier International Airport Authority  
Port Alberni Port Authority  
Prince George Airport Authority Inc.  
Prince Rupert Port Authority



### Shared-governance Corporations (*continued*)

Québec Port Authority  
 Regina Airport Authority  
 Saguenay Port Authority  
 Saint John Airport Inc.  
 Saint John Harbour Bridge Authority  
 Saint John Port Authority  
 Saskatoon Airport Authority  
 Sept-Îles Port Authority  
 St. John's International Airport Authority  
 St. John's Port Authority  
 St. Lawrence Seaway Management Corporation  
 Thunder Bay International Airports Authority Inc.  
 Thunder Bay Port Authority  
 Toronto Port Authority  
 Trois-Rivières Port Authority  
 Vancouver International Airport Authority  
 Vancouver Port Authority  
 Victoria Airport Authority  
 Windsor Port Authority  
 Winnipeg Airports Authority Inc.

### Treasury Board (President of the)

#### Parent Crown Corporations

Public Sector Pension Investment Board

#### Wholly Owned Subsidiaries

Blue & Gold Private Investments Inc.  
 Galvaude Private Investments Inc.  
 Infra-PSP GP Partners Inc.  
 Ivory Private Investments Inc.  
 Port-aux-Choix Private Investments Inc.  
 PSP Capital Inc.  
 PSP Finco Inc.  
 PSPIB G.P. Finance Inc.  
 PSPIB G.P. Inc.  
 PSPIB G.P. Partners Inc.  
 PSPIB IRP60 Inc.  
 PSPIB Michigan G.P. Inc.  
 PSPIB Realty Holdings U.S. LP (99.99%)  
 PSPIB Realty International Inc.

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### Wholly Owned Subsidiaries (*continued*)

PSPIB-AFP Inc.  
PSPIB-FLSA Inc.  
PSPIB-MSR Inc.  
PSPIB-RE Deposit Inc.  
PSPIB-RE Direct Inc.  
PSPIB-RE Finance Inc.  
PSPIB-RE Finance Partners Inc.  
PSPIB-RE Partners Inc.  
PSPIB-SDL Inc.  
PSPIB-SHRT Inc.  
PSPIB-SHRT U.S. Inc.  
PSPLUX

### Other Subsidiaries and Associates

3102444 Nova Scotia Limited  
3478092 Canada Inc.  
4296524 Canada Inc.  
4345177 Canada Inc.  
6165061 Canada Inc.  
ESS-LUX  
PSPIB Realty Holdings U.S. LP (0.01%)  
PSPIB Realty U.S.  
PSPIB U.S. Nominee Inc.  
PSPIB-BV G.P. Inc.  
PSPIB-LS Inc.  
PSPIB-Newbury G.P. Inc.  
PSPIB-Star Inc.  
PSPEUR  
West/PBI Incorporated

### Shared-governance Corporations

Toronto Waterfront Revitalization Corporation

### Veterans Affairs

### International Organizations

Commonwealth War Graves Commission

### Shared-governance Corporations

Last Post Fund

### Western Economic Diversification

### Joint Enterprises

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

## Alphabetical List of Crown Corporations, Their Subsidiaries,<sup>3</sup> and Other Corporate Interests of Canada<sup>4</sup>

Name of Corporation	Category	Ministerial Portfolio
2003 World Forestry Congress	Shared-governance Corporation	Natural Resources
2007 Whitehorse Canada Winter Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2875039 Canada Limited	Wholly owned subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
2875047 Canada Limited	Wholly owned subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
3102444 Nova Scotia Limited	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
3478092 Canada Inc.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
3906949 Canada Inc.	Wholly owned subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
4296524 Canada Inc.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
4345177 Canada Inc.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
6076386 Canada Inc.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
6165061 Canada Inc.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
964102 Ontario Inc.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Adelaide Capital Corporation	Wholly owned subsidiary of the Canada Deposit Insurance Corporation	Finance
AECL Technologies B.V.	Wholly owned subsidiary of Atomic Energy of Canada Limited	Natural Resources
AECL Technologies Inc.	Wholly owned subsidiary of Atomic Energy of Canada Limited	Natural Resources
Aéroport de Québec Inc.	Shared-governance Corporation	Transport, Infrastructure and Communities
Aéroports de Montréal	Shared-governance Corporation	Transport, Infrastructure and Communities
African Development Bank	International Organization	Foreign Affairs

3. For the relationship between all subsidiaries, see Chapter III ("Crown corporations' Corporate Holdings").

4. Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category	Ministerial Portfolio
Agricultural Adaptation Council	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture and Food Council of Alberta	Shared-governance Corporation	Agriculture and Agri-Food
ARTV	Other subsidiary of the Canadian Broadcasting Corporation	Canadian Heritage
ASEP—NB Inc.	Shared-governance Corporation	Natural Resources
Asian Development Bank	International Organization	Foreign Affairs
Asia-Pacific Foundation of Canada	Shared-governance Corporation	Foreign Affairs
Association for the Export of Canadian Books	Shared-governance Corporation	Canadian Heritage
Association of Canada Lands Surveyors	Shared-governance Corporation	Natural Resources
Assured Logistics Inc.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Atlantic Pilotage Authority	Parent Crown Corporation	Transport, Infrastructure and Communities
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources
Bank of Canada	Parent Crown Corporation	Finance
BDC Capital Inc.	Wholly owned subsidiary of Business Development Bank of Canada	Industry
Bell Bay Golf Developments Incorporated	Other subsidiary of the Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Belledune Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Blue & Gold Private Investments Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Blue Water Bridge Authority	Parent Crown Corporation	Transport, Infrastructure and Communities
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Business Development Bank of Canada	Parent Crown Corporation	Industry
Cable North Microwave Limited	Other subsidiary of the Canadian Broadcasting Corporation	Canadian Heritage
Calgary Airport Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Calgary Olympic Development Association	Shared-governance Corporation	Canadian Heritage
Canada Commonwealth Legacy Fund	Shared-governance Corporation	Canadian Heritage

Name of Corporation	Category	Ministerial Portfolio
Canada Council for the Arts	Parent Crown Corporation	Canadian Heritage
Canada Deposit Insurance Corporation	Parent Crown Corporation	Finance
Canada Development Investment Corporation	Parent Crown Corporation	Finance
Canada Eldor Inc.	Wholly owned subsidiary of the Canada Development Investment Corporation	Finance
Canada Foundation for Innovation	Shared-governance Corporation	Industry
Canada Foundation for Sustainable Development Technology	Shared-governance Corporation	Natural Resources
Canada Games Council	Shared-governance Corporation	Canadian Heritage
Canada Hibernia Holding Corporation	Wholly owned subsidiary of the Canada Development Investment Corporation	Finance
Canada Lands Company CLC Limited	Wholly owned subsidiary of the Canada Lands Company Limited	Transport, Infrastructure and Communities
Canada Lands Company Limited	Parent Crown Corporation	Transport, Infrastructure and Communities
Canada Millennium Scholarship Foundation	Shared-governance Corporation	Human Resources and Social Development
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Human Resources and Social Development
Canada Pension Plan Investment Board	Parent Crown Corporation	Finance
Canada Post Corporation	Parent Crown Corporation	Transport, Infrastructure and Communities
Canada Post International Limited	Wholly owned subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Israel Industrial Research and Development Foundation Inc.	Shared-governance Corporation	International Trade
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Manitoba Crop Diversification Centre (CMCDC)	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canadian Air Transport Security Authority	Parent Crown Corporation	Transport, Infrastructure and Communities
Canadian Broadcasting Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Centre on Substance Abuse	Shared-governance Corporation	Health
Canadian Commercial Corporation	Parent Crown Corporation	International Trade
Canadian Coordinating Office for Health Technology Assessment (CCOHTA)	Shared-governance Corporation	Health
Canadian Dairy Commission	Parent Crown Corporation	Agriculture and Agri-Food
Canadian Documentary Channel, The	Other subsidiary of the Canadian Broadcasting Corporation	Canadian Heritage
Canadian Energy Research Institute	Shared-governance Corporation	Natural Resources
Canadian Foundation for Climate and Atmospheric Sciences (CFCAS)	Shared-governance Corporation	Environment
Canadian Health Infoway Inc.	Shared-governance Corporation	Health
Canadian Health Services Research Foundation	Shared-governance Corporation	Health
Canadian Housing Trust	Wholly owned subsidiary of the Canada Mortgage and Housing Corporation	Human Resources and Social Development
Canadian Institute for Health Information	Shared-governance Corporation	Health
Canadian International Grains Institute	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Livestock Records Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Museum of Civilization	Parent Crown Corporation	Canadian Heritage
Canadian Museum of Nature	Parent Crown Corporation	Canadian Heritage
Canadian Patient Safety Institute (CPSI)	Shared-governance Corporation	Health
Canadian Race Relations Foundation	Parent Crown Corporation	Canadian Heritage

Name of Corporation	Category	Ministerial Portfolio
Canadian Sport Centre – Atlantic	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Calgary	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Greater Victoria	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Manitoba	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Saskatchewan	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Toronto	Shared-governance Corporation	Canadian Heritage
Canadian Teleservices Corporation (for Canada Post Corporation)	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Canadian Television Fund, The	Shared-governance Corporation	Canadian Heritage
Canadian Tourism Commission	Parent Crown Corporation	Industry
Canadian Wheat Board, The	Shared-governance Corporation	Agriculture and Agri-Food
Cape Breton Development Corporation	Parent Crown Corporation	Natural Resources
Cape Breton Growth Fund Corporation	Wholly owned subsidiary of the Enterprise Cape Breton Corporation, (reports as a parent Crown corporation)	Atlantic Canada Opportunities Agency
Cape Breton Marine Farming Limited	Wholly owned subsidiary of the Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Caribbean Development Bank	International Organization	Foreign Affairs
Centre d'affaires Info entreprises	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Centre de développement du porc du Québec Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Charlottetown Airport Authority Inc.	Shared-governance Corporation	Transport, Infrastructure and Communities
Coaching Association of Canada	Shared-governance Corporation	Canadian Heritage
Commonwealth War Graves Commission	International Organization	Veterans Affairs
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Co-operative Vereniging International Post	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities

Name of Corporation	Category	Ministerial Portfolio
Corporation U.A.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
CPP Investment Board (USRE)	Wholly owned subsidiary of the Canada Pension Plan Investment Board	Finance
CPP Investment Board European Holdings S.à.r.l.	Wholly owned subsidiary of the Canada Pension Plan Investment Board	Finance
CPP Investment Board Private Holdings Inc.	Wholly owned subsidiary of the Canada Pension Plan Investment Board	Finance
CPP Investment Board Real Estate Holdings Inc.	Wholly owned subsidiary of the Canada Pension Plan Investment Board	Finance
DARR (Cape Breton) Limited	Wholly owned subsidiary of the Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Defence Construction (1951) Limited	Parent Crown Corporation	Public Works and Government Services
Distribution Management Services Inc.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Edmonton Regional Airports Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Enterprise Cape Breton Corporation	Parent Crown Corporation	Atlantic Canada Opportunities Agency
EPO Holdings Inc.	Wholly owned subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
EPO Inc.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
ESS-LUX	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
European Bank for Reconstruction and Development	International Organization	Finance
Exinvest Inc.	Wholly owned subsidiary of Export Development Canada	International Trade
Export Development Canada	Parent Crown Corporation	International Trade
Farm Credit Canada	Parent Crown Corporation	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Parent Crown Corporation	Transport, Infrastructure and Communities
First Nations Statistical Institute	Parent Crown Corporation	Indian Affairs and Northern Development
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Fonds commun des SADC du Québec	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec



Name of Corporation	Category	Ministerial Portfolio
Fonds de développement Emploi-Montréal (FDEM)	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Fonds québécois d'adaptation des entreprises agroalimentaires, Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Forest Engineering Research Institute of Canada	Shared-governance Corporation	Natural Resources
Forintek Canada Corporation	Shared-governance Corporation	Natural Resources
Fraser River Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Freshwater Fish Marketing Corporation	Parent Crown Corporation	Fisheries and Oceans
Galvaude Private Investments Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Gander International Airport Authority Inc.	Shared-governance Corporation	Transport, Infrastructure and Communities
Genome Canada	Shared-governance Corporation	Industry
Great Lakes Pilotage Authority	Parent Crown Corporation	Transport, Infrastructure and Communities
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation	Transport, Infrastructure and Communities
Greater London International Airport Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Greater Moncton Airport Authority Inc.	Shared-governance Corporation	Transport, Infrastructure and Communities
Greater Toronto Airports Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Growing Alberta	Shared-governance Corporation	Agriculture and Agri-Food
Gulf Bras D'Or Estates Limited	Wholly owned subsidiary of the Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Halifax International Airport Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Halifax Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Hamilton 2003 World Road Cycling Championships	Shared-governance Corporation	Canadian Heritage
Hamilton Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Health Council of Canada	Shared-governance Corporation	Health
Hibernia Management and Development Company Ltd.	Other subsidiary of the Canada Development Investment Corporation	Finance
Infra-PSP GP Partners Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)

Name of Corporation	Category	Ministerial Portfolio
Innovapost Inc.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Intelcom Courier Canada Inc.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Inter-American Development Bank	International Organization	Foreign Affairs
Internal Trade Secretariat Corporation	Shared-governance Corporation	Industry
International Bank for Reconstruction and Development	International Organization	Finance
International Boundary Commission	International Organization	Foreign Affairs
International Centre for Human Rights and Democratic Development	Shared-governance Corporation	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	Shared-governance Corporation	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
Investment Agriculture Foundation of British Columbia	Shared-governance Corporation	Agriculture and Agri-Food
IPC CV	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Ivory Private Investments Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Jacques Cartier and Champlain Bridges Incorporate, The	Wholly owned subsidiary of The Federal Bridge Corporation Limited	Transport, Infrastructure and Communities
Lake of the Woods Control Board (LWCB)	Shared-governance Corporation	Environment
Last Post Fund	Shared-governance Corporation	Veterans Affairs
Laurentian Pilotage Authority	Parent Crown Corporation	Transport, Infrastructure and Communities

Name of Corporation	Category	Ministerial Portfolio
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources
Lynnwood Inn Limited	Other subsidiary of the Enterprise Cape Breton Corporation	Atlantic Canada Opportunities Agency
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Marine Atlantic Inc.	Parent Crown Corporation	Transport, Infrastructure and Communities
Maritime Forestry Complex Corporation	Shared-governance Corporation	Natural Resources
Master FM Limited	Other subsidiary of the Canadian Broadcasting Corporation	Canadian Heritage
Milit-Air Inc.	Shared-governance Corporation	Public Works and Government Services
Montréal International	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Montreal Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Multilateral Investment Guarantee Agency	International Organization	Finance
Nanaimo Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
National Arts Centre Corporation	Parent Crown Corporation	Canadian Heritage
National Capital Commission	Parent Crown Corporation	Transport, Infrastructure and Communities
National Gallery of Canada	Parent Crown Corporation	Canadian Heritage
National Multi-Sport Centre – Montreal	Shared-governance Corporation	Canadian Heritage
National Museum of Science and Technology	Parent Crown Corporation	Canadian Heritage
Nature Trust of British Columbia, The	Shared-governance Corporation	Prime Minister
NAV CANADA	Shared-governance Corporation	Transport, Infrastructure and Communities
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation	Agriculture and Agri-Food
Nieuwe Post Nederlandse Antillen N.V.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
North American Commission for Environmental Cooperation – Joint Public Advisory Committee	International Organization	Environment
North Fraser Port Authority	Shared-governance Corporation	Transport, Infrastructure

Name of Corporation	Category	Ministerial Portfolio
		and Communities
North Portage Development Corporation (operating as The Forks North Portage Partnership)	Joint Enterprise	Western Economic Diversification
Northern Native Fishing Corporation	Shared-governance Corporation	Indian Affairs and Northern Development
Nova Scotia Technology Development 2000	Shared-governance Corporation	Agriculture and Agri-Food
Nunavut Harvesters Association (NHA)	Shared-governance Corporation	Agriculture and Agri-Food
Old Port of Montreal Corporation Inc.	Wholly owned subsidiary of the Canada Lands Company Limited, (reports as a parent Crown corporation)	Transport, Infrastructure and Communities
Oshawa Harbour Commission	Shared-governance Corporation	Transport, Infrastructure and Communities
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Ouranos	Shared-governance Corporation	Environment
Pacific Pilotage Authority	Parent Crown Corporation	Transport, Infrastructure and Communities
PacificSport Canadian Sport Centre – Vancouver	Shared-governance Corporation	Canadian Heritage
Parc Downsview Park Inc.	Wholly owned subsidiary of the Canada Lands Company Limited, (reports as a parent Crown corporation)	Transport, Infrastructure and Communities
Petroleum Technology Research Centre Inc.	Shared-governance Corporation	Natural Resources
Pierre Elliott Trudeau Foundation, The	Shared-governance Corporation	Industry
Port Alberni Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Port-aux-Choix Private Investments Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
POS Pilot Plant Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Prince George Airport Authority Inc.	Shared-governance Corporation	Transport, Infrastructure and Communities
Prince Rupert Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Progistix-Solutions Inc.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
PSP Capital Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)

Name of Corporation	Category	Ministerial Portfolio
PSP Finco Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPEUR	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB G.P. Finance Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB G.P. Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB G.P. Partners Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB IRP60 Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB Michigan G.P. Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB Realty Holdings U.S. LP	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB Realty Holdings U.S. LP	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB Realty International Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB Realty U.S.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB U.S. Nominee Inc.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-AFP Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-BV G.P. Inc.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-FLSA Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-LS Inc.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-MSR Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-Newbury G.P. Inc.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-RE Deposit Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-RE Direct Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-RE Finance Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-RE Finance Partners Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)

Name of Corporation	Category	Ministerial Portfolio
PSPIB-RE Partners Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-SDL Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-SHRT Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-SHRT U.S. Inc.	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPIB-Star Inc.	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
PSPLUX	Wholly owned subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Public Sector Pension Investment Board	Parent Crown Corporation	Treasury Board (President of the)
Pulp and Paper Research Institute of Canada	Shared-governance Corporation	Natural Resources
Purolator Courier Ltd.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Purolator Customs Services Ltd.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Purolator Holdings Ltd.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Purolator Holdings U.S. Ltd.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Purolator Trade Solutions Ltd.	Other subsidiary of Canada Post Corporation	Transport, Infrastructure and Communities
Purolator USA Inc.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Quebec High-Level Sports Council	Shared-governance Corporation	Canadian Heritage
Quebec Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
RCMH-MRCF Inc.	Wholly owned subsidiary of the Royal Canadian Mint	Transport, Infrastructure and Communities
Regina Airport Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Ridley Terminals Inc.	Parent Crown Corporation	Transport, Infrastructure and Communities
Roosevelt Campobello International Park Commission	Shared-governance Corporation	Foreign Affairs
Royal Canadian Mint	Parent Crown Corporation	Transport, Infrastructure and Communities
Saguenay Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities

Name of Corporation	Category	Ministerial Portfolio
Saint John Airport Inc.	Shared-governance Corporation	Transport, Infrastructure and Communities
Saint John Harbour Bridge Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Saint John Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Saskatchewan Council for Community Development	Shared-governance Corporation	Agriculture and Agri-Food
Saskatoon Airport Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Seaway International Bridge Corporation Ltd., The	Wholly owned subsidiary of The Federal Bridge Corporation Limited	Transport, Infrastructure and Communities
Sept-Îles Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Sirius Canada Inc.	Other subsidiary of the Canadian Broadcasting Corporation	Canadian Heritage
Société de développement à l'exportation de Longueuil	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine Inc. (SODIM)	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Société du Havre de Montréal	Shared-governance Corporation	Economic Development Agency of Canada for the Regions of Quebec
Sport Dispute Resolution Centre of Canada	Shared-governance Corporation	Canadian Heritage
St. John's International Airport Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
St. John's Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
St. Lawrence Seaway Management Corporation	Shared-governance Corporation	Transport, Infrastructure and Communities
St. Mary's River Bridge Company	Other subsidiary of The Federal Bridge Corporation Limited	Transport, Infrastructure and Communities
Standards Council of Canada	Parent Crown Corporation	Industry
Supercourier (1987) Ltd.	Other subsidiary of the Canada Post Corporation	Transport, Infrastructure and Communities
Telefilm Canada	Parent Crown Corporation	Canadian Heritage
Territorial Farmers Association NWT	Shared-governance Corporation	Agriculture and Agri-Food
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation	Health (Public Health Agency)

Name of Corporation	Category	Ministerial Portfolio
TGM Specialty Services Inc.	Other Subsidiary of the Royal Canadian Mint	Transport, Infrastructure and Communities
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation	Transport, Infrastructure and Communities
Thunder Bay Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Toronto Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Toronto Waterfront Revitalization Corporation	Shared-governance Corporation	Treasury Board (President of the)
Tree Canada Foundation	Shared-governance Corporation	Natural Resources
Trois-Rivières Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
TV5 Monde	Other subsidiary of the Canadian Broadcasting Corporation	Canadian Heritage
TV5 Québec Canada	Shared-governance Corporation	Canadian Heritage
Vancouver International Airport Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Vancouver Organizing Committee for 2010 Olympics and Paralympic Games	Shared-governance Corporation	Canadian Heritage
Vancouver Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Vanier Institute of the Family, The	Shared-governance Corporation	Prime Minister
VIA Rail Canada Inc.	Parent Crown Corporation	Transport, Infrastructure and Communities
Victoria Airport Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Visnews Limited	Other subsidiary of the Canadian Broadcasting Corporation	Canadian Heritage
West/PBI Incorporated	Other subsidiary of the Public Sector Pension Investment Board	Treasury Board (President of the)
Western Grains Research Foundation	Shared-governance Corporation	Agriculture and Agri-Food
Wildlife Habitat Canada	Shared-governance Corporation	Environment
Windsor Port Authority	Shared-governance Corporation	Transport, Infrastructure and Communities
Winnipeg Airports Authority Inc.	Shared-governance Corporation	Transport, Infrastructure and Communities
World Anti-Doping Agency	International Organization	Canadian Heritage
Yukon Agricultural Association (YAA)	Shared-governance Corporation	Agriculture and Agri-Food



## VI. Tabling of Crown Corporations' Reports in Parliament

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

Notably, Crown corporations report to Parliament through the corporate plan summary and the annual report. For each Crown corporation listed in Parts I and II of Schedule III of the FAA, the responsible 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 those Crown corporations listed in Part I of Schedule III.<sup>1</sup> Thus a total of 37 Crown corporations (out of a possible 46) are required under the FAA to submit reports, and therefore only their data have been included in this chapter.

These corporate plan and budget summaries inform Parliament as to the strategic priorities and financial position of each Crown corporation. The summaries are based on the approved corporate plan and budgets, and cover the planned or future businesses, activities, and investments of a corporation and, where applicable, of its wholly owned subsidiaries. The follow-up annual report in turn informs Parliament of the corporation's actual performance relative to the objectives, strategies, and activities approved by the government and tabled in the previous corporate plan and budget summaries.

### Deadlines for Tabling in Parliament and Results Achieved

The deadlines for tabling, before each House of Parliament, the corporate plan summary, budget summaries, and annual report are provided in law as follows:

**Corporate Plan or Amended Corporate Plan Summary:** Thirty sitting days after approval by the Governor in Council of the corporate plan.

**Capital and Operating Budget Summaries:** Thirty sitting days after Treasury Board approval of the budget. Where the operating and/or capital budgets are incorporated into the corporate plan, the deadline for the budget summaries is reported as the same as that for the corporate plan summary.

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1. The Bank of Canada, Canada Council for the Arts, Canada Pension Plan Investment Board, Canadian Broadcasting Corporation, Canadian Race Relations Foundation, International Development Research Centre, National Arts Centre Corporation, Public Sector Pension Investment Board, and Telefilm Canada are not required to submit corporate plans for the approval of the Governor in Council or submit summaries of corporate plan, capital, and/or operating budgets for tabling in Parliament.

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Twenty-nine of the 37 corporations that must submit corporate plans had corporate plans that were approved such that their summaries became due between August 1, 2005, and July 31, 2006. Of those 29 corporations, 26 tabled their required summaries by their deadlines. There were eight additional corporations whose corporate plan approval (or lack thereof) did not trigger the tabling deadlines (30 sitting days after approvals) for the required summaries to fall within the period under review.

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

All tabling deadlines are based on actual sitting days, not projected sitting days. Since future sitting days cannot be predicted, deadlines falling after July 31, 2006, have not been included.

Thirty-six of the 37 corporations that had annual reports with tabling deadlines that fell within the period August 1, 2005, to July 31, 2006 were tabled on time.

**Overall Results:** As noted above, a high proportion of corporations tabled their various documents (annual reports, corporate plan summaries, and capital and operating budget summaries) in accordance with statutory deadlines this year, signalling a notable improvement over last year.

Despite the positive results for corporations with new reports that came due during this year's reporting period, there were still numerous outstanding reports that were already late from the previous reporting cycle. When the number of reports that were already late is combined with those whose corporate plan approvals did not trigger tabling dates within the review period, the statistics present less favourable results overall.

Exhibit 10 provides summary statistics on all late tablings for the period ending July 31, 2006. Although there were fewer individual reports tabled late overall (59 in 2006 versus 97 in 2005), the proportion of those reports that were tabled significantly late (over 30 sitting days after the deadline) is almost double that of last year (53 per cent in 2006 versus 29 per cent in 2005).

Some late tablings may be attributable to the electoral period, the results of which introduced new ministers and staff to each portfolio. Corporate plans were then presented for approval upon resumption of Parliament as soon as practicable. However, in certain cases, more than the allowable 30 sitting days elapsed before tabling of the summaries.

The Treasury Board of Canada Secretariat continues to assess the late tablings occurring over the past 15 years and has undertaken an analysis of the multiple distinct root causes for lateness. Given the many and varied factors affecting the timeliness of tabling these documents, some of which are beyond the control of the individual Crown corporations or responsible ministers, a wide range of solutions will need to be entertained in order to substantially reduce late tablings in the coming years. Proposals to improve the consultative process and its associated timelines and to better track the flow of the documentation through this process are currently under development.

Subsection 152(2) of the FAA requires the Auditor General of Canada to include, in her annual report to Parliament, a statement attesting to the accuracy of the information contained in this chapter. The information reported in this chapter was audited by the Auditor General of Canada, and her report is included as an appendix to this chapter.

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## Auditor's Report

To the House of Commons:

As required by subsection 152(2) of the *Financial Administration Act*, I have audited, for the year ended 31 July 2006, the information presented in the report *Tabling of Crown Corporations' Reports in Parliament* included in the *2006 Annual Report to Parliament—Crown Corporations and Other Corporate Interests of Canada*. The reports are the responsibility of the President of the Treasury Board. My responsibility is to express an opinion on the information included in the report, as required by section 152, based on my audit.

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

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



Richard Flageole, FCA  
Assistant Auditor General  
for the Auditor General of Canada

Ottawa, Canada  
10 November 2006

**Exhibit 10: Summary of Late Tabling Statistics—2006**

House of Commons	Number of sitting days past the tabling deadline					Total
	1–15	16–30	31–60	61–90	91+ <sup>2</sup>	
Annual Report			2		1	3
Corporate Plan Summary	3		1	1		5
Amended Corporate Plan Summary			2		2	4
Capital Budget Summary	3		1	1		5
Amended Capital Budget Summary		1	2		1	4
Operating Budget Summary	3		1	1		5
Amended Operating Budget Summary		1	2		1	4
<b>Total</b>	<b>9</b>	<b>2</b>	<b>11</b>	<b>3</b>	<b>5</b>	<b>30</b>

\* The House of Commons sat 81 days between August 1, 2005, and July 31, 2006.

Senate	Number of sitting days past the tabling deadline					Total
	1–15	16–30	31–60	61–90	91+	
Annual Report	1	1		1	1	4
Corporate Plan Summary	2	1	1		1	5
Amended Corporate Plan Summary	1	1	1	1		4
Capital Budget Summary	2	1	1		1	5
Amended Capital Budget Summary	1	1		1		3
Operating Budget Summary	2	1	1		1	5
Amended Operating Budget Summary	1	1	1			3
<b>Total</b>	<b>10</b>	<b>7</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>29</b>

\* The Senate sat 44 days between August 1, 2005, and July 31, 2006.

2. Includes not only those tabled late but those documents not yet tabled.

Tabling of Parent Crown Corporations' Reports in Parliament  
During the Year Ended July 31, 2006

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Atlantic Pilotage Authority (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	2006-04-26	2006-05-17	2006-04-27
2006	Capital Budget Summary	2006-05-31	2006-05-03	n/a <sup>3</sup>	2006-05-04
2006	Operating Budget Summary	2006-05-31	2006-05-03	n/a	2006-05-04
2006 to 2010	Corporate Plan Summary	2006-05-31	2006-05-03	n/a	2006-05-04
<b>Atomic Energy of Canada Limited (YE Mar 31)</b>					
2004-05	Annual Report	2005-10-21	2005-08-17	2005-11-01	2005-09-28
2005-06	Capital Budget Summary	2005-10-17	2005-08-17	2005-11-01	2005-09-28
2005-06	Operating Budget Summary	2005-10-17	2005-08-17	2005-11-01	2005-09-28
2005-06 to 2009-10	Corporate Plan Summary	2005-10-17	2005-08-17	2005-11-01	2005-09-28
<b>Blue Water Bridge Authority (YE Aug 31)</b>					
2004-05	Annual Report	2006-05-03	2006-04-26	2006-05-17	2006-04-27
2005-06	Capital Budget Summary	2005-11-21	2005-11-21	2006-05-17	2005-11-22
2005-06	Operating Budget Summary	2005-11-21	2005-11-21	2006-05-17	2005-11-22
2005-06 to 2009-10	Corporate Plan Summary	2005-11-21	2005-11-21	2006-05-17	2005-11-22
<b>Business Development Bank of Canada (YE Mar 31)</b>					
2004-05	Annual Report	2005-10-04	2005-07-20	2005-09-28	2005-09-28
2005-06	Annual Report	n/a	2006-06-21	n/a	2006-06-22
2006-07	Capital Budget Summary	2006-06-16	2006-06-20	n/a	2006-06-21
2006-07	Operating Budget Summary	2006-06-16	2006-06-20	n/a	2006-06-21
2006-07 to 2010-11	Corporate Plan Summary	2006-06-16	2006-06-20	n/a	2006-06-21

3. Deadline not yet determined.

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Canada Deposit Insurance Corporation (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-09-21	2005-11-01	2005-09-28
2006–07	Capital Budget Summary	2006-06-06	2006-06-05	n/a	2006-06-06
2006–07	Operating Budget Summary	2006-06-06	2006-06-05	n/a	2006-06-06
2006–07 to 2010–11	Corporate Plan Summary	2006-06-06	2006-06-05	n/a	2006-06-06
<b>Canada Development Investment Corporation (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	2006-05-03	2006-05-17	2006-05-03
2006	Capital Budget Summary	2006-05-31	2006-05-16	n/a	2006-05-17
2006 to 2010	Corporate Plan Summary	2006-05-31	2006-05-16	n/a	2006-05-17
<b>Canada Lands Company Limited (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-07-20	2005-11-01	2005-09-28
2006–07	Capital Budget Summary	2006-05-31	2006-06-09	n/a	2006-06-13
2006–07	Operating Budget Summary	2006-05-31	2006-06-09	n/a	2006-06-13
2006–07 to 2010–11	Corporate Plan Summary	2006-05-31	2006-06-09	n/a	2006-06-13
<b>Canada Mortgage and Housing Corporation (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	2006-05-03	2006-05-17	2006-05-04
2005	Capital Budget Summary—Amendment	2006-04-03	2005-11-23	2006-05-30	2005-11-24
2005	Operating Budget Summary—Amendment	2006-04-03	2005-11-23	2006-05-30	2005-11-24
2006	Capital Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006	Operating Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006 to 2010	Corporate Plan Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006	Capital Budget Summary—Amendment	n/a	2006-07-19	n/a	no <sup>4</sup>
2006	Operating Budget Summary—Amendment	n/a	2006-07-19	n/a	no

4. The report has not been tabled yet.

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Canada Post Corporation (YE Dec 31)</b>					
2002	Annual Report	2003-05-06	2003-05-02	2003-05-29	2005-09-28
2005	Annual Report	2006-05-03	2006-05-03	2006-05-17	2006-05-04
2005	Capital Budget Summary	2005-10-05	2005-07-20	2005-10-27	2005-09-28
2005 to 2009 <sup>5</sup>	Corporate Plan Summary	2005-10-05	2005-07-20	2005-10-27	2005-09-28
<b>Canadian Air Transport Security Authority (YE Mar31)</b>					
2004-05	Annual Report	2005-10-21	2005-09-21	2005-11-01	2005-09-28
2005-06	Capital Budget Summary	2006-04-11	2006-04-04	2006-05-31	2006-04-05
2005-06	Operating Budget Summary	2006-04-11	2006-04-04	2006-05-31	2006-04-05
2005-06 to 2009-10 <sup>6</sup>	Corporate Plan Summary	2006-04-11	2006-04-04	2006-05-31	2006-04-05
<b>Canadian Commercial Corporation (YE Mar 31)</b>					
2004-05	Annual Report	2005-10-21	2005-08-17	2005-11-01	2005-09-28
2005-06	Capital Budget Summary	2005-10-17	2005-10-17	2005-11-01	2005-10-18
2005-06	Operating Budget Summary	2005-10-17	2005-10-17	2005-11-01	2005-10-18
2005-06 to 2009-10	Corporate Plan Summary	2005-10-17	2005-10-17	2005-11-01	2005-10-18
<b>Canadian Dairy Commission (YE Jul 31)</b>					
2004-05	Annual Report	2005-11-28	2005-10-31	2006-05-02	2005-11-01
2005-06	Capital Budget Summary	2005-11-21	2005-11-04	2006-05-17	2005-11-22
2005-06	Operating Budget Summary	2005-11-21	2005-11-04	2006-05-17	2005-11-22
2005-06 to 2009-10	Corporate Plan Summary	2005-11-21	2005-11-04	2006-05-17	2005-11-22
<b>Canadian Museum of Civilization (YE Mar 31)</b>					
2004-05	Annual Report	2005-10-21	2005-08-17	2005-10-27	2005-09-28
2006-07	Capital Budget Summary	2006-06-16	2006-06-16	n/a	2006-06-20
2006-07	Operating Budget Summary	2006-06-16	2006-06-16	n/a	2006-06-20
2006-07 to 2010-11	Corporate Plan Summary	2006-06-16	2006-06-16	n/a	2006-06-20

5. The Corporate Plan for the Canada Post Corporation was approved only for the year 2005.

6. The Corporate Plan for the Canadian Air Transport Security Authority was approved only for the year 2005-06.



Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Canadian Museum of Nature (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-08-17	2005-10-27	2005-09-28
2006–07	Capital Budget Summary	2006-06-16	2006-06-16	n/a	2006-06-20
2006–07	Operating Budget Summary	2006-06-16	2006-06-16	n/a	2006-06-20
2006–07 to 2010–11	Corporate Plan Summary	2006-06-16	2006-06-16	n/a	2006-06-20
<b>Canadian Tourism Commission (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	2006-05-03	2006-05-17	2006-05-04
2005	Capital Budget Summary—Amendment	2005-11-22	no	2006-05-17	no
2005	Operating Budget Summary—Amendment	2005-11-22	no	2006-05-17	no
2005 to 2009	Corporate Plan Summary—Amendment	2005-11-22	no	2006-05-17	no
<b>Cape Breton Development Corporation (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-07-20	2005-11-01	2005-09-28
2005–06	Annual Report	n/a	2006-07-19	n/a	no
2006–07	Capital Budget Summary	2006-06-16	2006-06-09	n/a	2006-06-13
2006–07	Operating Budget Summary	2006-06-16	2006-06-09	n/a	2006-06-13
2006–07 to 2010–11	Corporate Plan Summary	2006-06-16	2006-06-09	n/a	2006-06-13
<b>Cape Breton Growth Fund Corporation (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-07-20	2005-10-26	2005-09-28
2005–06	Capital Budget Summary	2005-06-02	2005-11-28	2005-06-28	2005-11-25
2005–06	Operating Budget Summary	2005-06-02	2005-11-28	2005-06-28	2005-11-25
2005–06 to 2009–10 <sup>7</sup>	Corporate Plan Summary	2005-06-02	2005-11-28	2005-06-28	2005-11-25
<b>Defence Construction (1951) Limited (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-07-20	2005-11-01	2005-09-28
2004–05	Capital Budget Summary	2004-12-08	2005-09-21	2005-02-15	2005-09-28
2004–05	Operating Budget Summary	2004-12-08	2005-09-21	2005-02-15	2005-09-28
2004–05 to 2008–09	Corporate Plan Summary	2004-12-08	2005-09-21	2005-02-15	2005-09-28

7. The Corporate Plan for the Cape Breton Growth Fund Corporation was approved only for the year 2005–06.

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Enterprise Cape Breton Corporation (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-07-20	2005-10-27	2005-09-28
2005–06	Capital Budget Summary	2005-06-02	2005-07-20	2005-06-28	2005-09-28
2005–06	Operating Budget Summary	2005-06-02	2005-07-20	2005-06-28	2005-09-28
2005–06 to 2009–10	Corporate Plan Summary	2005-06-02	2005-07-20	2005-06-28	2005-09-28
2005–06	Capital Budget Summary—Amendment	2006-05-31	no	n/a	no
2005–06	Operating Budget Summary—Amendment	2006-05-31	no	n/a	no
<b>Export Development Canada (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	2006-05-01	2006-05-17	2006-05-02
2005	Capital Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2005	Operating Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2005 to 2009	Corporate Plan Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006	Capital Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006	Operating Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006 to 2010	Corporate Plan Summary	2006-05-31	2006-05-30	n/a	2006-05-31
<b>Farm Credit Canada (YE Mar 31)</b>					
2005–06	Annual Report	n/a	2006-07-19	n/a	no
2006–07	Capital Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006–07	Operating Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006–07 to 2010–11	Corporate Plan Summary	2006-05-31	2006-05-30	n/a	2006-05-31
<b>Federal Bridge Corporation Limited, The (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-09-21	2005-11-01	2005-09-28
2006–07	Capital Budget Summary	2006-06-06	2006-05-12	n/a	2006-05-16
2006–07	Operating Budget Summary	2006-06-06	2006-05-12	n/a	2006-05-16
2006–07 to 2010–11	Corporate Plan Summary	2006-06-06	2006-05-12	n/a	2006-05-16

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Freshwater Fish Marketing Corporation (YE Apr 30)</b>					
2004–05	Annual Report	2005-10-21	2005-10-04	2005-11-25	2005-10-18
2005–06	Capital Budget Summary	2006-05-31	2006-04-04	n/a	2006-04-05
2005–06	Operating Budget Summary	2006-05-31	2006-04-04	n/a	2006-04-05
2005–06 to 2009–10	Corporate Plan Summary	2006-05-31	2006-04-04	n/a	2006-04-05
<b>Great Lakes Pilotage Authority (YE Dec 31)</b>					
2004	Annual Report	2005-05-02	2005-08-17	2005-05-18	2005-09-28
2005	Annual Report	2006-05-03	2006-04-26	2006-05-17	2006-04-27
2005	Operating Budget Summary—Amendment	2005-06-02	no	2005-06-28	no
2005 to 2009	Corporate Plan Summary—Amendment	2005-06-02	no	2005-06-28	no
<b>Laurentian Pilotage Authority (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	2006-04-26	2006-05-17	2006-04-27
<b>Marine Atlantic Inc. (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	2006-04-28	2006-05-17	2006-05-02
2005	Capital Budget Summary	2005-06-21	2005-08-17	2005-07-19	2005-09-28
2005	Operating Budget Summary	2005-06-21	2005-08-17	2005-07-19	2005-09-28
2005 to 2009 <sup>8</sup>	Corporate Plan Summary	2005-06-21	2005-08-17	2005-07-19	2005-09-28
<b>National Capital Commission (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-08-17	2005-11-01	2005-09-28
<b>National Gallery of Canada (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-20	2005-09-21	2005-10-25	2005-09-28
2006–07	Capital Budget Summary	2006-06-16	2006-06-16	n/a	2006-06-20
2006–07	Operating Budget Summary	2006-06-16	2006-06-16	n/a	2006-06-20
2006–07 to 2010–11	Corporate Plan Summary	2006-06-16	2006-06-16	n/a	2006-06-20
<b>National Museum of Science and Technology (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-08-17	2005-10-26	2005-09-28

8. The Corporate Plan for Marine Atlantic Inc. was approved only for the year 2005.

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Old Port of Montréal Corporation Inc. (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-09-21	2005-11-01	2005-09-28
2005–06	Capital Budget Summary	2005-10-05	2005-10-03	2005-10-27	2005-10-18
2005–06	Operating Budget Summary	2005-10-05	2005-10-03	2005-10-27	2005-10-18
2005–06 to 2009–10 <sup>9</sup>	Corporate Plan Summary	2005-10-05	2005-10-03	2005-10-27	2005-10-18
<b>Pacific Pilotage Authority (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	2006-04-26	2006-05-17	2006-04-27
2006	Capital Budget Summary	2006-05-31	2006-05-11	n/a	2006-05-16
2006	Operating Budget Summary	2006-05-31	2006-05-11	n/a	2006-05-16
2006 to 2010	Corporate Plan Summary	2006-05-31	2006-05-11	n/a	2006-05-16
<b>Parc Downsview Park Inc. (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-09-21	2005-11-01	2005-09-28
2005–06	Capital Budget Summary	2005-11-22	2005-11-21	2006-05-17	2005-11-22
2005–06	Operating Budget Summary	2005-11-22	2005-11-21	2006-05-17	2005-11-22
2005–06 to 2009–10	Corporate Plan Summary	2005-11-22	2005-11-21	2006-05-17	2005-11-22
<b>Queens Quay West Land Corporation (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-09-21	2005-11-01	2005-09-28
2003–04	Capital Budget Summary	2005-11-21	2005-10-20	2006-05-17	2005-10-25
2003–04	Operating Budget Summary	2005-11-21	2005-10-20	2006-05-17	2005-10-25
2003–04	Corporate Plan Summary	2005-11-21	2005-10-20	2006-05-17	2005-10-25
2004–05	Capital Budget Summary	2005-11-21	2005-10-20	2006-05-17	2005-10-25
2004–05	Operating Budget Summary	2005-11-21	2005-10-20	2006-05-17	2005-10-25
2004–05	Corporate Plan Summary	2005-11-21	2005-10-20	2006-05-17	2005-10-25
2005–06	Capital Budget Summary	2005-11-21	2005-10-20	2006-05-17	2005-10-25
2005–06	Operating Budget Summary	2005-11-21	2005-10-20	2006-05-17	2005-10-25
2005–06	Corporate Plan Summary	2005-11-21	2005-10-20	2006-05-17	2005-10-25

9. The Corporate Plan for the Old Port of Montréal Corporation Inc. was approved only for the year 2005–06.

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Ridley Terminals Inc. (YE Dec 31)</b>					
2004	Annual Report	2005-05-02	2006-06-09	2005-05-18	2006-06-13
2004	Capital Budget Summary—Amendment	2005-06-14	2006-04-04	2005-07-05	2006-04-05
2004	Operating Budget Summary—Amendment	2005-06-14	2006-04-04	2005-07-05	2006-04-05
2004 to 2008	Corporate Plan Summary—Amendment	2005-06-14	2006-04-04	2005-07-05	2006-04-05
2005	Annual Report	2006-05-03	no	2006-05-17	no
2005	Capital Budget Summary	2006-05-31	2006-05-10	n/a	2006-05-11
2005	Operating Budget Summary	2006-05-31	2006-05-10	n/a	2006-05-11
2005 to 2009	Corporate Plan Summary	2006-05-31	2006-05-10	n/a	2006-05-11
<b>Royal Canadian Mint (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	2006-05-03	2006-05-17	2006-05-04
2004	Capital Budget Summary—Amendment	2005-02-16	2006-05-11	2005-03-22	2006-05-16
2004 to 2008	Corporate Plan Summary—Amendment	2005-02-16	2006-05-11	2005-03-22	2006-05-16
2006	Capital Budget Summary	2006-05-31	2006-05-29	n/a	2006-05-30
2006 to 2010	Corporate Plan Summary	2006-05-31	2006-05-29	n/a	2006-05-30
<b>Standards Council of Canada (YE Mar 31)</b>					
2004–05	Annual Report	2005-10-21	2005-09-21	2005-11-01	2005-09-28
2006–07	Capital Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006–07	Operating Budget Summary	2006-05-31	2006-05-30	n/a	2006-05-31
2006–07 to 2010–11	Corporate Plan Summary	2006-05-31	2006-05-30	n/a	2006-05-31
<b>VIA Rail Canada Inc. (YE Dec 31)</b>					
2004	Capital Budget Summary	2004-03-26	2005-07-20	2004-04-20	2005-09-28
2004	Operating Budget Summary	2004-03-26	2005-07-20	2004-04-20	2005-09-28
2004 to 2008	Corporate Plan Summary	2004-03-26	2005-07-20	2004-04-20	2005-09-28
2005	Annual Report	2006-05-03	2006-04-26	2006-05-17	2006-04-27
2005	Capital Budget Summary	2005-10-03	2005-07-20	2005-10-25	2005-09-28
2005	Operating Budget Summary	2005-10-03	2005-07-20	2005-10-25	2005-09-28

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>VIA Rail Canada Inc. (YE Dec 31) (continued)</b>					
2005 to 2009 <sup>10</sup>	Corporate Plan Summary	2005-10-03	2005-07-20	2005-10-25	2005-09-28
2005	Capital Budget Summary—Amendment	2006-04-04	2006-04-04	2006-05-30	2006-04-05
2005	Operating Budget Summary—Amendment	2006-04-04	2006-04-04	2006-05-30	2006-04-05
2005 to 2009 <sup>11</sup>	Corporate Plan Summary—Amendment	2006-04-04	2006-04-04	2006-05-30	2006-04-05

10. The Corporate Plan for VIA Rail Canada Inc. was approved only for the year 2005.

11. The Amended Corporate Plan for VIA Rail Canada Inc. was approved only for the year 2005.

## VII. Corporate Profiles

### Introduction

The corporate profile for each parent Crown corporation identifies the key individuals responsible for the corporation and the corporation's location, mandate, and activities as of July 31, 2006.

The profile also names the legislative authority under which the corporation was incorporated, notes the corporation's inclusion under the *Financial Administration Act*, and confirms whether or not the corporation is an agent of Her Majesty. A corporation that has agency status enjoys the immunities, privileges, and prerogatives that are enjoyed by the Crown and thus can bind the Crown through its actions.

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

Readers wishing additional information on these Crown corporations, including more details on their performance over the past year, are encouraged to refer to the individual corporations' annual reports and summaries of their corporate plans<sup>1</sup> tabled in Parliament pursuant to subsection 125(4) of the *Financial Administration Act*. These reports can be accessed from <http://www.canada.gc.ca>, the individual corporations' websites, or by contacting the corporations directly.

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1. Applies only to Crown corporations subject to Part X of the *Financial Administration Act*.

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# Atlantic Pilotage Authority

Transport, Infrastructure and Communities

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**Appropriate Minister**

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

**Chairperson**

Vacant

**Chief Executive Officer**

R. Anthony McGuinness

**Head Office**

Suite 910  
Cogswell Tower  
2000 Barrington Street  
Halifax NS B3J 3K1  
Telephone: 902-426-2550  
Facsimile: 902-426-4004  
Website: [www.atlanticpilotage.com](http://www.atlanticpilotage.com)

**Year-End**

December 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

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

## Corporate Profile

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

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



## Atomic Energy of Canada Limited

Natural Resources

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### **Appropriate Minister**

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

### **Acting Chairperson**

Jean-Pierre Soublière

### **President and Chief Executive Officer**

Robert G. Van Adel

### **Head Office**

2251 Speakman Drive  
Mississauga ON L5K 1B2

Telephone: 905-823-9040

Toll free: 1-866-886-2325

Facsimile: 905-823-7565

Website: [www.aecl.ca](http://www.aecl.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditors**

Auditor General of Canada  
Ernst & Young LLP

### **Incorporation**

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*

### **Status**

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

### **Mandate**

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

## Corporate Profile

Atomic Energy of Canada Limited (AECL) was established in 1952 by the *Canada Corporations Act* and is a full-service nuclear technology company, providing services to nuclear utilities worldwide. AECL is the designer and builder of CANDU technology.

AECL supports all aspects of the CANDU reactor product life cycle, including the design and construction of nuclear reactors and related products, services, life extension and decommissioning, and waste management. AECL also manages production and supply of a significant portion of the global medical isotope requirements.

On behalf of the Government of Canada, AECL also fulfils a unique public policy role in maintaining and enhancing Canadian nuclear technology to secure Canada's electricity supply requirements and manage legacy waste obligations.

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# Bank of Canada

Finance

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## **Appropriate Minister**

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

## **Governor**

David A. Dodge

## **Head Office**

234 Wellington Street  
Ottawa ON K1A 0G9

Toll free: 1-800-303-1282

Facsimile: 613-782-7713

Website: [www.bank-banque-canada.ca](http://www.bank-banque-canada.ca)

## **Year-End**

December 31<sup>st</sup>

## **Auditors**

Ernst & Young LLP  
PricewaterhouseCoopers LLP

## **Incorporation**

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

## **Status**

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

## **Mandate**

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

## Corporate Profile

The Bank of Canada opened for business in 1935 with a mandate critical to the economic well-being of all Canadians that has remained essentially unchanged over the years. The Bank aims to keep inflation low, stable, and predictable; to supply safe and secure bank notes; to promote a stable and efficient financial system; and to oversee key clearing and settlement systems. Since its creation, the Bank has also been the Government of Canada's fiscal agent, managing its foreign exchange reserves and the public debt.

## Blue Water Bridge Authority

Transport, Infrastructure and Communities

---

### **Appropriate Minister**

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

### **Chairperson**

Douglas G. Keddy

### **President and Chief Executive Officer**

Vacant

### **Head Office**

1 Bridge Street  
Point Edward ON N7V 4J5  
Telephone: 519-336-2720  
Facsimile: 519-336-7622  
Website: [www.bwba.org](http://www.bwba.org)

### **Year-End**

August 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

The Blue Water Bridge Authority (BWBA) was created in 1964 by the *Blue Water Bridge Authority Act*, and was originally formed as a binational authority (shared-governance corporation). However, the United States has never exercised its option to appoint members to the board of directors. As a result, because all members are appointed by the Governor in Council, BWBA was deemed a federal Crown corporation on April 26, 2002.

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

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## Business Development Bank of Canada

### Industry

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**Appropriate Minister**

The Honourable Maxime Bernier, P.C., M.P.  
Minister of Industry

**Chairperson**

Cedric E. Ritchie

**President and Chief Executive Officer**

Jean-René Halde

**Head Office**

BDC Building  
Suite 400  
5 Place Ville Marie  
Montréal QC H3B 5E7

Telephone: 514-283-5904  
Facsimile: 514-283-7838  
Website: [www.bdc.ca](http://www.bdc.ca)

**Year-End**

March 31<sup>st</sup>

**Auditors**

Auditor General of Canada  
Raymond Chabot Grant Thornton LLP

**Incorporation**

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

**Status**

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

**Mandate**

To support Canadian entrepreneurship by providing financial and management services and by issuing securities or otherwise raising funds or capital in support of those services; and to give particular consideration to the needs of small and medium-sized enterprises.

### Corporate Profile

The Business Development Bank of Canada (BDC) was created to help establish and develop Canadian small and medium-sized businesses (SMEs) through the provision of timely and relevant financial (loans, venture capital, and subordinate financing) and consulting services.

To achieve its mandate, the BDC provides complementary financial services; is a pan-Canadian source of equity financing; and gives special consideration to supporting the innovative capacity of SMEs through its wide array of financial and consulting solutions.

## Canada Council for the Arts

Canadian Heritage

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### **Appropriate Minister**

The Honourable Beverley J. Oda, P.C., M.P.  
Minister of Canadian Heritage

### **Chairperson**

Karen Kain

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

Robert Sirman

### **Head Office**

350 Albert Street, 12<sup>th</sup> Floor  
PO Box 1047  
Ottawa ON K1P 5V8

Telephone: 613-566-4414

Toll free: 1-800-263-5588

Facsimile: 613-566-4390

Website: [www.canadacouncil.ca](http://www.canadacouncil.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

To fulfil its mandate, the Council offers a broad range of grants and services to professional Canadian artists and arts organizations in music, theatre, writing and publishing, visual arts, dance, media arts and interdisciplinary work, and performance art. It also seeks to raise public awareness of the arts through its communications, research, and arts promotion activities. The Council awards prizes to over 100 artists every year. It administers the Killam Program of scholarly awards, the Governor General's Literary Awards, and the Governor General's Awards in Visual and Media Arts. The Canadian Commission for UNESCO and the Public Lending Right Commission operate under its aegis.

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# Canada Deposit Insurance Corporation

Finance

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## **Appropriate Minister**

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

## **Chairperson**

Bryan P. Davies

## **President and Chief Executive Officer**

Guy L. Saint-Pierre

## **Head Office**

50 O'Connor Street, 17<sup>th</sup> Floor  
PO Box 2340, Station D  
Ottawa ON K1P 5W5

Telephone: 613-996-2081

Toll free: 1-800-461-2342

Facsimile: 613-996-6095

Website: [www.cdic.ca](http://www.cdic.ca)

## **Year-End**

March 31<sup>st</sup>

## **Auditor**

Auditor General of Canada

## **Incorporation**

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

## **Status**

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

## **Mandate**

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

## Corporate Profile

The Canada Deposit Insurance Corporation (CDIC) was created in 1967 to insure deposits in banks, trust companies, loan companies, and federal retail cooperative associations against loss in case of member failure.

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

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

## Canada Development Investment Corporation

Finance

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### **Appropriate Minister**

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

### **Chairperson**

Donald McQ. Shaver

### **Head Office**

1 First Canadian Place  
100 King Street West, 37<sup>th</sup> Floor  
Toronto ON M5X 1C9

Telephone: 416-304-3932

Facsimile: 416-304-3933

### **Year-End**

December 31<sup>st</sup>

### **Auditors**

Auditor General of Canada  
KPMG LLP

### **Incorporation**

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

### **Status**

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

### **Mandate**

To manage Crown corporations and investments assigned to it and 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 remaining assets in an orderly fashion and to ready the Corporation for eventual dissolution.

## Corporate Profile

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

In 1995, CDIC was directed to divest its assets and to prepare for eventual windup. CDIC presently has two remaining assets: its two subsidiaries. CDIC manages these two wholly owned subsidiaries (Canada Eldor Inc. (CEI) and Canada Hibernia Holding Corporation—which in turn manages the federal government's 8.5 per-cent interest in the Hibernia Oil and Gas Offshore Development Project) in order to fulfil its mandate. The Corporation administers the outstanding issues, such as waste contingencies and outstanding litigation.

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# Canada Lands Company Limited

Transport, Infrastructure and Communities

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## **Appropriate Minister**

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

## **Chairperson**

Marc Rochon

## **Acting President and Chief Executive Officer**

Jim Lynes

## **Head Office**

Suite 1200  
1 University Avenue  
Toronto ON M5J 2P1

Telephone: 416-952-6100  
Toll free: 1-888-252-5263  
Facsimile: 416-952-6200  
Website: [www.clc.ca](http://www.clc.ca)

## **Year-End**

March 31<sup>st</sup>

## **Auditors**

Auditor General of Canada  
Ernst & Young LLP

## **Incorporation**

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

## **Status**

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

## **Mandate**

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

## Corporate Profile

Canada Lands Company Limited (CLCL) was established in 1956 and is the parent company of three wholly owned subsidiaries: Canada Lands Company CLC Limited (CLC), which handles real estate operations; Parc Downsview Park Inc. (PDP); and the Old Port of Montréal Corporation Inc. (OPMC), both of which report as parent Crown corporations.

To fulfil its mandate, CLCL's subsidiary, CLC, purchases surplus strategic properties from the government at fair market value, then improves, manages, or sells them in order to produce the optimal benefits for the company's shareholder, the Government of Canada, and local communities.

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



## Canada Mortgage and Housing Corporation

Human Resources and Social Development

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### **Appropriate Minister**

The Honourable Diane Finley, P.C., M.P.  
Minister of Human Resources and Social  
Development

### **Chairperson**

Dino Chiesa

### **President and Chief Executive Officer**

Karen Kinsley

### **Head Office**

700 Montreal Road  
Ottawa ON K1A 0P7

Telephone: 613-748-2000

Facsimile: 613-748-2098

Website: [www.cmhc-schl.gc.ca](http://www.cmhc-schl.gc.ca)

### **Year-End**

December 31<sup>st</sup>

### **Auditors**

Auditor General of Canada  
Raymond Chabot Grant Thornton LLP

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

Canada Mortgage and Housing Corporation (CMHC) is Canada's national housing agency. CMHC was created in 1946 by the *Central Mortgage and Housing Corporation Act* to provide affordable homes to returning war veterans, to provide policy advice, and to deliver housing programs on behalf of the federal government. The Corporation has since evolved into a major national institution and is Canada's premier provider of mortgage loan insurance, mortgage-backed securities, housing policy and programs, and housing research.

Currently, CMHC delivers its products and services to Canadians and supports federal policy objectives through the following key business activities: insurance and securitization, assisted housing, research and information transfer, and international work.

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## Canada Pension Plan Investment Board

Finance

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### **Appropriate Minister**

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

### **Chairperson**

Gail Cook-Bennett

### **President and Chief Executive Officer**

David F. Denison

### **Head Office**

Suite 2600  
1 Queen Street East  
Toronto ON M5C 2W5  
Telephone: 416-868-4075  
Facsimile: 416-868-4083  
Website: www.cppib.ca

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Deloitte & Touche LLP

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

The Canada Pension Plan Investment Board (CPPIB) was conceived as a result of a public review of the Canada Pension Plan (CPP) that was carried out in 1996, to ensure that the excess contributions and the proceeds from maturing bonds held by the Canada Pension Plan (all of which will be transferred to CPPIB as of April 1, 2007) would earn maximum returns. The CPPIB was created in 1998 by the *Canada Pension Plan Investment Board Act*.

To achieve its mandate, CPPIB invests the funds not needed by the Canada Pension Plan to pay current pensions and invests cash flows in equity and real return assets, including real estate and infrastructure.

## Canada Post Corporation

Transport, Infrastructure and Communities

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### **Appropriate Minister**

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

### **Chairperson**

Gordon Feeney

### **President and Chief Executive Officer**

Moya Greene

### **Head Office**

Canada Post Place  
2701 Riverside Drive  
Ottawa ON K1A 0B1

Telephone: 613-734-8440

Facsimile: 613-734-6022

Website: [www.canadapost.ca](http://www.canadapost.ca)

### **Year-End**

December 31<sup>st</sup>

### **Auditors**

Auditor General of Canada  
KPMG LLP

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

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

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

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# Canadian Air Transport Security Authority

Transport, Infrastructure and Communities

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**Appropriate Minister**

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

**Chairperson**

Maurice Baril

**President and Chief Executive Officer**

Jacques Duchesneau

**Head Office**

99 Bank Street, 13<sup>th</sup> Floor  
Ottawa ON K1P 6B9

Telephone: 1-888-294-2202

Facsimile: 613-991-6726

Website: [www.catsa-acsta.gc.ca](http://www.catsa-acsta.gc.ca)

**Year-End**

March 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

To take actions, either directly or through a screening contractor, for the effective and efficient screening of persons who access aircraft or restricted areas through screening points, of the property in their possession or control, and of the belongings or baggage that they give to an air carrier for transport; and to ensure consistency in the delivery of screening across Canada and for any other air transport security function assigned by the Minister of Transport.

## Corporate Profile

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

To fulfil its mandate, CATSA performs the pre-boarding screening of passengers and their belongings. It also undertakes the acquisition, deployment, and maintenance of explosives detection equipment at airports; performs non-passenger screening; implements a restricted area identification card; administers the Canadian Air Carrier Protective Program for the provision of on-board security services; and makes contributions toward aviation security-related policing costs.

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

## Canadian Broadcasting Corporation

Canadian Heritage

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### **Appropriate Minister**

The Honourable Beverley J. Oda, P.C., M.P.  
Minister of Canadian Heritage

### **Chairperson**

Guy Fournier

### **President and Chief Executive Officer**

Robert Rabinovitch

### **Head Office**

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

Telephone: 613-288-6000

Toll free: 1-866-306-4636

Website: [www.cbc.radio-canada.ca](http://www.cbc.radio-canada.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

The CBC distributes its programs via satellite, in combination with existing microwave and landline methods, feeding 105 CBC-owned stations, 1, 218 CBC rebroadcasters, 20 private affiliated stations, and 271 affiliated or community-owned rebroadcasters and stations.

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# Canadian Commercial Corporation

## International Trade

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**Appropriate Minister**

The Honourable David Emerson, P.C., M.P.  
Minister of International Trade

**Chairperson**

Alan R. Curleigh

**President and Chief Executive Officer**

John McBride

**Head Office**

Suite 1100  
50 O'Connor Street  
Ottawa ON K1A 0S6  
Telephone: 613-996-0034  
Toll free: 1-800-748-8191  
Facsimile: 613-995-2121  
Website: www.ccc.ca

**Year-End**

March 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

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

## Corporate Profile

Established in 1946, the Canadian Commercial Corporation (CCC) is Canada's international contracting and procurement agency. CCC's first priority is international trade by bringing foreign government buyers and Canadian exporters together in defence and developing country markets. Active in 27 countries last year, CCC enabled exports of Canadian goods and services worth \$1.5 billion.

Working with other government partners, CCC manages government-to-government contracts and foreign government procurement in complex international markets. In developing country markets, CCC brings trusted Canadian trade practices to markets where a public-sector operator is necessary. In defence markets, where national security concerns dominate, CCC facilitates trade through government-to-government agreements. CCC also manages the Defense Production Sharing Arrangement between Canada and the United States, helping Canadian companies compete equitably on contracts with the United States Department of Defense.

## Canadian Dairy Commission

Agriculture and Agri-Food

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### Appropriate Minister

The Honourable Chuck Strahl, P.C., M.P.  
Minister of Agriculture and Agri-Food

### Chairperson and Chief Executive Officer

John Core

### Head Office

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

Telephone: 613-792-2000  
Facsimile: 613-792-2009  
Website: [www.cdc-ccl.gc.ca](http://www.cdc-ccl.gc.ca)

### Year-End

July 31<sup>st</sup>

### Auditor

Auditor General of Canada

### Incorporation 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)

### Status

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

### Mandate

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

## Corporate Profile

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

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

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# Canadian Museum of Civilization

Canadian Heritage

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**Appropriate Minister**

The Honourable Beverley J. Oda, P.C., M.P.  
Minister of Canadian Heritage

**Chairperson**

Claudette Roy

**President and Chief Executive Officer**

Victor Rabinovitch

**Head Office**

100 Laurier Street  
PO Box 3100, Station B  
Gatineau QC J8X 4H2

Telephone: 819-776-7116  
Facsimile: 819-776-7122  
Website: [www.civilization.ca](http://www.civilization.ca)

**Year-End**

March 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

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

## Corporate Profile

The Canadian Museum of Civilization Corporation (CMCC) comprises the Canadian Museum of Civilization (CMC), Canada's national museum of human history, and its affiliates: the Canadian War Museum (CWM), Canada's national museum of military history, and the Museum of New France, a virtual museum on the Internet.

To fulfil its mandate, the CMCC oversees the selection of exhibits at the CMC, which showcases five major permanent exhibition spaces: the Canada Hall, the Grand Hall, the First Peoples Hall, the Canadian Children's Museum, and the Canadian Postal Museum, in addition to housing an IMAX® theatre and multiple special exhibition areas at its facilities in Gatineau, Quebec.



## Canadian Museum of Nature

Canadian Heritage

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### **Appropriate Minister**

The Honourable Beverley J. Oda, P.C., M.P.  
Minister of Canadian Heritage

### **Chairperson**

Robert Kenneth Armstrong, O.M.C.

### **President and Chief Executive Officer**

Joanne DiCosimo

### **Head Office**

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

Telephone: 613-566-4700  
Toll free: 1-800-263-4433  
Facsimile: 613-364-4020  
Website: [www.nature.ca](http://www.nature.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

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

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## Canadian Race Relations Foundation

Canadian Heritage

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### **Appropriate Minister**

The Honourable Beverley J. Oda, P.C., M.P.  
Minister of Canadian Heritage

### **Acting Chairperson**

Andrée Ménard

### **Executive Director**

Vacant

### **Head Office**

Suite 701  
4576 Yonge Street  
Toronto ON M2N 6N4

Telephone: 416-952-3500

Toll free: 1-888-240-4936

Facsimile: 416-952-3326

Website: [www.crr.ca](http://www.crr.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Hilborn Ellis Grant LLP

### **Incorporation**

1996 under the *Canadian Race Relations Foundation Act*

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

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

To realize its mandate, the CRRF raises public awareness of the causes and manifestations of racism in Canada. It also studies and provides perspective on research data, making contributions to the elimination of racism, and the Corporation disseminates information through its website, annotated bibliographies, and published materials.

## Canadian Tourism Commission

### Industry

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**Appropriate Minister**

The Honourable Maxime Bernier, P.C., M.P.  
Minister of Industry

**Chairperson**

The Honourable Charles Lapointe, P.C.

**President and Chief Executive Officer**

Michele McKenzie

**Head Office**

Suite 1400, Four Bentall Centre

1055 Dunsmuir Street

Box 49230

Vancouver BC V7X 1L2

Telephone: 604-638-8300

Facsimile: 604-638-8425

Website: [www.canadatourism.com](http://www.canadatourism.com)

**Year-End**

December 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

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

## Corporate Profile

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

To achieve its mandate, the Canadian Tourism Commission (CTC) promotes Canada's refreshed Tourism Brand to inspire and motivate visitors to travel to Canada and provides Canada's tourism industry with the tools and strategic information it needs to succeed. With its public- and private-sector partners, the Corporation undertakes joint advertising and promotional activities in markets across Canada, the United States, Asia-Pacific, and Europe/Latin America. CTC conducts macroeconomic, market, and industry research, performs product innovation and enhancement activities, and publishes *TOURISM Daily*, *TOURISM Online*, and *TOURISM* (the magazine for Canada's tourism industry).

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## Cape Breton Development Corporation

Natural Resources

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**Appropriate Minister**

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

**Chairperson**

Gordon M. MacInnis

**President and Chief Executive Officer**

Vacant

**Head Office**

70 Crescent Street  
Sydney NS B1S 2Z7

Telephone: 902-563-0050

Facsimile: 902-563-0054

**Year-End**

March 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

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

## Corporate Profile

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

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

## Cape Breton Growth Fund Corporation

Atlantic Canada Opportunities Agency

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### **Appropriate Minister**

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

### **Acting Chairperson**

Tom Rankin

### **Chief Executive Officer**

Rick Beaton

### **Head Office**

70 Crescent Street  
PO Box 1264  
Sydney NS B1S 2Z7

Telephone: 902-564-7330

Facsimile: 902-564-3825

Website: [www.cbgef.ca](http://www.cbgef.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

August 25, 2000, pursuant to the *Canada Business Corporations Act*

### **Status**

Wholly owned subsidiary of the Enterprise Cape Breton Corporation and directed to report as if it were a parent Crown corporation (P.C. 2000-1341); an agent of Her Majesty

### **Mandate**

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

## Corporate Profile

The Cape Breton Growth Fund Corporation (CBGF) was incorporated on August 25, 2000, as a wholly owned subsidiary of the Enterprise Cape Breton Corporation (ECBC), a federal Crown corporation with a mandate for economic development on Cape Breton Island and in the Mulgrave area, to offset the closure of the local mining industry.

Moneys from both the federal and provincial governments contributed to the Fund and are being used to finance economic development projects and to encourage the Cape Breton economy to transition from mining to other types of industries. The Governor in Council directed that, once the Corporation's funding is fully committed to such projects, the remaining assets and liabilities be transferred to the parent corporation Enterprise Cape Breton Corporation, and CBGF be dissolved. This dissolution is set to be complete by the end of fiscal year 2006–07.

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## Defence Construction (1951) Limited

Public Works and Government Services

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### **Appropriate Minister**

The Honourable Michael Fortier, P.C.  
Minister of Public Works and Government  
Services

### **Chairperson**

John D. McLure

### **President and Chief Executive Officer**

Ross Nicholls

### **Head Office**

Constitution Square  
350 Albert Street, 19<sup>th</sup> Floor  
Ottawa ON K1A 0K3  
Telephone: 613-998-9548  
Toll free: 1-800-514-3555  
Facsimile: 613-998-1061  
Website: [www.dcc-cdc.gc.ca](http://www.dcc-cdc.gc.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

To achieve its mandate, DCC provides service in the areas of engineering contracting, contract management, and other property-related services in support of defence projects. DCC's involvement includes supporting the environmental programs of the Department of National Defence (DND), as well as its construction programs both at home and abroad. All infrastructure work is implemented by private industry, and DCC serves as an interface between DND and the contractors and suppliers hired to complete the work. DCC's function is to ensure the financial and competitive integrity of the contracting process; devise sound contracts that protect the interests of both the government and those entrusted with their implementation; and monitor and influence the time, cost, and quality aspects of projects.

## Enterprise Cape Breton Corporation

Atlantic Canada Opportunities Agency

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### **Appropriate Minister**

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

### **Chairperson and Chief Executive Officer**

Monique Collette

### **Head Office**

70 Crescent Street  
PO Box 1750  
Sydney NS B1S 2Z7

Telephone: 902-564-3600

Facsimile: 902-564-3825

Website: [www.ecbc.ca](http://www.ecbc.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

In August 2000, a subsidiary was incorporated to support the financing end of ECBC's mandate. The subsidiary, the Cape Breton Growth Fund (CBGF), is presently winding down its operations and all residual activities will be assumed by ECBC in fiscal year 2007–08.

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

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## Export Development Canada

### International Trade

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**Appropriate Minister**

The Honourable David Emerson, P.C., M.P.  
Minister of International Trade

**Chairperson**

Paul Gobeil

**Acting President and Chief Executive Officer**

Eric Siegel

**Head Office**

151 O'Connor Street  
PO Box 655  
Ottawa ON K1A 1K3

Telephone: 613-598-2500

TTY: 1-866-574-0451

Toll free: 1-866-283-2957

Facsimile: 613-237-2690

Website: [www.edc.ca](http://www.edc.ca)

**Year-End**

December 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

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

## Corporate Profile

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

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



## Farm Credit Canada

Agriculture and Agri-Food

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### **Appropriate Minister**

The Honourable Chuck Strahl, P.C., M.P.  
Minister of Agriculture and Agri-Food

### **Chairperson**

Rosemary Davis

### **President and Chief Executive Officer**

John J. Ryan

### **Head Office**

1800 Hamilton Street  
PO Box 4320  
Regina SK S4P 4L3

Telephone: 306-780-8100  
Toll free: 1-888-332-3301  
Facsimile: 306-780-5875  
Website: www.fcc-fac.ca

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

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

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

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## Federal Bridge Corporation Limited, The

Transport, Infrastructure and Communities

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### **Appropriate Minister**

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

### **President and Chief Executive Officer**

Michel Fournier

### **Head Office**

Suite 1210  
55 Metcalfe Street  
Ottawa ON K1P 6L5  
Telephone: 613-993-6880  
Facsimile: 613-993-6945  
Website: [www.federalbridge.ca](http://www.federalbridge.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

1998 under the *Canada Business Corporations Act*

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

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

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

## First Nations Statistical Institute

Indian Affairs and Northern Development

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**Appropriate Minister**

The Honourable Jim Prentice, P.C., Q.C., M.P.  
Minister of Indian Affairs and Northern Development

**Chairperson**

Vacant

**First Nations Chief Statistician**

Vacant

**Head Office**

Nipissing First Nation  
First Nations Statistics  
2515 Bank Street  
PO Box 40077  
Ottawa ON K1V 0W8  
Website: [www.firststats.ca](http://www.firststats.ca)

**Year-End**

December 31<sup>st</sup>

**Auditor**

To be determined

**Incorporation**

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

**Status**

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

**Mandate**

To provide statistical information and analysis of the fiscal, economic, and social conditions of First Nations; to promote the quality, coherence, and compatibility of First Nations statistics; to work with and provide advice to federal and provincial departments and agencies on First Nations statistics; to work in cooperation with Statistics Canada to ensure the national statistical system meets the needs of First Nations; and to build statistical capacity in First Nations governments.

## Corporate Profile

The First Nations Statistical Institute (FNSI), which uses First Nations Statistics as its operating name, was created to respond to a need within First Nations for complete, reliable, and accurate statistical information relating to First Nations, their members, and others who live on or use First Nations lands.

To fulfil its mandate, the FNSI works with First Nations, as well as First Nations organizations and institutions, including the other three institutions established under the *First Nations Fiscal and Statistical Management Act*, Statistics Canada, federal and provincial departments and agencies, and private statistical organizations. The Institute focusses on the analysis, interpretation, and dissemination of statistical information; builds capacity in First Nations communities to better understand and use the information in negotiations and decision making; and works with Statistics Canada and First Nations to improve the quality of information collected from First Nations by assisting in the development of collection methodologies that respond to the unique needs and culture of First Nations.

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# Freshwater Fish Marketing Corporation

Fisheries and Oceans

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**Appropriate Minister**

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

**Chairperson**

Jim Bear

**President and Chief Executive Officer**

Robert F. Hand

**Head Office**

1199 Plessis Road  
Winnipeg MB R2C 3L4

Telephone: 204-983-6601

Facsimile: 204-983-6497

**Year-End**

April 30<sup>th</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

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

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

## Corporate Profile

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

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

## Great Lakes Pilotage Authority

Transport, Infrastructure and Communities

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### Appropriate Minister

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

### Chairperson

Brian C. Ducharme

### Chief Executive Officer

Robert F. Lemire

### Head Office

202 Pitt Street, 2nd Floor

PO Box 95

Cornwall ON K6H 5R9

Telephone: 613-933-2991

Facsimile: 613-932-3793

Website: [www.glpa-apgl.com](http://www.glpa-apgl.com)

### Year-End

December 31<sup>st</sup>

### Auditor

Auditor General of Canada

### Incorporation

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

### Status

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

### Mandate

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

## Corporate Profile

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

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

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## International Development Research Centre

Foreign Affairs

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### **Appropriate Minister**

The Honorable Peter Gordon MacKay, P.C., M.P.  
Minister of Foreign Affairs

### **Chairperson**

Gordon S. Smith

### **President**

Maureen O'Neil

### **Head Office**

250 Albert Street  
PO Box 8500  
Ottawa ON K1G 3H9  
Telephone: 613-236-6163  
Facsimile: 613-565-8212  
Website: [www.idrc.ca](http://www.idrc.ca)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

IDRC is one of the world's leading institutions in the generation and application of new knowledge to meet the challenges facing developing countries. IDRC funds applied research by researchers in developing countries on problems they identify as crucial to their communities. It also provides technical support to those researchers. IDRC builds local capacity in developing countries to undertake research and create innovations, believing that people in developing countries must take the lead in producing and applying knowledge for the benefit of their own communities. IDRC also fosters alliances and knowledge sharing between scientific, academic, and development communities in Canada and developing countries. IDRC's core mission supports Canada's foreign policy and innovation policy goals.

## Laurentian Pilotage Authority

Transport, Infrastructure and Communities

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### **Appropriate Minister**

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

### **Chairperson**

Michel Beauregard

### **Chief Executive Officer**

Réjean Lanteigne

### **Head Office**

Suite 1501  
555 René Lévesque Blvd. West  
Montréal QC H2Z 1B1  
Telephone: 514-283-6320  
Facsimile: 514-496-2409  
Website: [www.pilotagestlaurent.gc.ca](http://www.pilotagestlaurent.gc.ca)

### **Year-End**

December 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

In order to achieve its mandate, the Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montréal, another for the navigable waters between Montréal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins, including the Saguenay River. The Corporation owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round; and, with the approval of the Governor in Council, it makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

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## Marine Atlantic Inc.

Transport, Infrastructure and Communities

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### **Appropriate Minister**

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

### **Acting Chairperson**

Vincent MacLean

### **President and Chief Executive Officer**

Roger Flood

### **Head Office**

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

Telephone: 709-772-8957

Facsimile: 709-772-8956

Website: [www.marine-atlantic.ca](http://www.marine-atlantic.ca)

### **Year-End**

December 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

To provide our customers with a safe,  
environmentally responsible, and quality  
Newfoundland-mainland ferry service in a reliable,  
courteous, and cost-effective manner.

## Corporate Profile

In order to provide transportation between Newfoundland and Labrador, and Nova Scotia, Marine Atlantic Inc. was created and has provided continuous ferry services for over 100 years. Marine Atlantic Inc. was made a Crown corporation in 1986. Marine Atlantic Inc. continues to have a strong economic presence in the region; it plays an important role in Newfoundland and Labrador's commerce and tourism industries.

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



## National Arts Centre Corporation

Canadian Heritage

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### **Appropriate Minister**

The Honourable Beverley J. Oda, P.C., M.P.  
Minister of Canadian Heritage

### **Chairperson**

Julia E. Foster

### **President and Chief Executive Officer**

Peter A. Herrndorf

### **Head Office**

53 Elgin Street  
PO Box 1534, Station B  
Ottawa ON K1P 5W1

Telephone: 613-947-7000  
Toll free: 1-866-850-ARTS  
Facsimile: 613-996-9578  
Website: [www.nac-cna.ca](http://www.nac-cna.ca)

### **Year-End**

August 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

To fulfil its mandate, the NAC co-produces arts performances with other organizations throughout the country; hosts festivals and, through the media and its tours, reaches out to audiences across Canada and around the world; the NAC presents classical music, dance, English-language theatre, French-language theatre, variety, and community programming; and is also home to the National Arts Centre Orchestra.

In addition to ticket sales and donations, the NAC generates half of its total revenue from facilities rentals, catering, and restaurant and parking services at its site on the Rideau Canal in Ottawa.

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## National Capital Commission

Transport, Infrastructure and Communities

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### Appropriate Minister

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

### Chairperson and Chief Executive Officer

Marcel Beaudry

### Head Office

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

### Year-End

March 31<sup>st</sup>

### Auditor

Auditor General of Canada

### Incorporation

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

### Status

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

### Mandate

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

## Corporate Profile

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

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

## National Gallery of Canada

Canadian Heritage

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### Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.  
Minister of Canadian Heritage

### Chairperson

Donald R. Sobey

### Director and Chief Executive Officer

Pierre Théberge

### Head Office

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

Telephone: 613-990-1985

Toll free: 1-800-319-2787

Facsimile: 613-993-4385

Website: [www.gallery.ca](http://www.gallery.ca)

### Year-End

March 31<sup>st</sup>

### Auditor

Auditor General of Canada

### Incorporation

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

### Status

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

### Mandate

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

## Corporate Profile

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

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

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# National Museum of Science and Technology

Canadian Heritage

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**Appropriate Minister**

The Honourable Beverley J. Oda, P.C., M.P.  
Minister of Canadian Heritage

**Acting Chairperson**

Walter Parsons

**President and Chief Executive Officer**

Christopher J. Terry

**Head Office**

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

Telephone: 613-991-3044

Toll free: 1-866-442-4416

Facsimile: 613-990-3636

Website: [www.technomuses.ca](http://www.technomuses.ca)

**Year-End**

March 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

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

## Corporate Profile

The National Museum of Science and Technology (NMST) (which now uses “the Canada Science and Technology Museum Corporation” as its operating name), dates back to the Massey Commission Report of 1951, which recommended the creation of a national museum of science and technology to collect, preserve, research, and interpret Canada’s technological heritage. The NMST was subsequently proclaimed a Crown corporation in 1990.

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

## Old Port of Montréal Corporation Inc.

Transport, Infrastructure and Communities

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### **Appropriate Minister**

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

### **Chairperson**

Bernard Lamarre

### **President and Chief Executive Officer**

Claude Benoit

### **Head Office**

333 de la Commune Street West  
Montréal QC H2Y 2E2

Telephone: 514-283-5256

Facsimile: 514-283-8423

Website: [www.oldportofmontreal.com](http://www.oldportofmontreal.com)

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

1981 under the *Canada Business Corporations Act*

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

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

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

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

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## Pacific Pilotage Authority

Transport, Infrastructure and Communities

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### **Appropriate Minister**

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

### **Chairperson**

David Gardiner

### **President and Chief Executive Officer**

Kevin Obermeyer

### **Head Office**

Suite 1000  
1130 West Pender Street  
Vancouver BC V6E 4A4  
Telephone: 604-666-6771  
Facsimile: 604-666-1647  
Website: [www.ppa.gc.ca](http://www.ppa.gc.ca)

### **Year-End**

December 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

To achieve its mandate, the Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed towards maintaining financial self-sufficiency through tariffs. It provides pilots with water transportation to and from ships (the Authority operates pilot launches at three permanent boarding stations); trains and licenses coastal pilots; continues implementing various programs, such as the Skills Enhancement Program for senior pilots and the Familiarization Program to supplement candidates' coast-wide knowledge; and funds the new pilot launch construction program. The Corporation, with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage area; the classes of ships that are subject to compulsory pilotage; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

## Parc Downsview Park Inc.

Transport, Infrastructure and Communities

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### **Appropriate Minister**

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

### **Chairperson**

David V. J. Bell

### **President and Chief Executive Officer**

Tony Genco

### **Head Office**

1-35 Carl Hall Road  
Toronto ON M3K 2B6

Telephone: 416-952-2222

Facsimile: 416-952-2225

Website: www.pdp.ca

### **Year-End**

March 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

1998, pursuant to the *Canada Business  
Corporations Act*

### **Status**

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

### **Mandate**

To develop and manage Downsview Park on  
most of the former Canadian Forces Base  
Toronto lands as a unique urban recreational  
green space, to be held in perpetuity and in trust  
for the enjoyment of future generations.

## Corporate Profile

Parc Downsview Park (PDP) was incorporated (as CLC Downsview Inc.) on July 17, 1998, under the *Canada Business Corporations Act* as a wholly owned subsidiary of the Canada Lands Company Limited (CLCL). Amendments were filed on January 12, 1999, and February 2, 1999; on March 23, 2000, the registered name of the Corporation changed from CLC Downsview Inc. to Parc Downsview Park Inc.

To fulfil its mandate, PDP has commissioned studies and detailed designs for a comprehensive park plan. PDP continues to plant trees in the newly forested area of the park and hosts a variety of seasonal events and community programs; expands revenue generating initiatives particularly in the area of Film Studio rentals, green tenancies, and driver training events; and continues to work closely with national, regional, and local partners to develop a unique urban park within a sustainable community.

The Corporation will be entirely self-financing, with its principal source of revenues derived from the sale or lease of land and facilities surrounding the park, as well as from donations through its Foundation.

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## Public Sector Pension Investment Board

Treasury Board (President of)

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### Appropriate Minister

The Honourable John Baird, P.C., M.P.  
President of the Treasury Board

### Chairperson

Paul Cantor

### President and Chief Executive Officer

Gordon J. Fyfe

### Head Office

Suite 200  
440 Laurier Avenue West  
Ottawa ON K1R 7X6

Telephone 613-782-3095  
Facsimile 613-782-6864

### Montréal Office

Suite 2030  
1250 René Lévesque Blvd. West  
Montréal QC H3B 4W8

Telephone: 514-937-2772  
Facsimile 514-937-3155  
Website: [www.investpsp.ca](http://www.investpsp.ca)

### Year-End

March 31<sup>st</sup>

### Auditor

Deloitte & Touche LLP

### Incorporation

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

### Status

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

### Mandate

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

## Corporate Profile

The Public Sector Pension Investment Board (PSPIB), established pursuant to the *Public Sector Pension Investment Board Act* in 1999, invests in financial markets the funds transferred to it, after April 1, 2000, by the Government of Canada for the Canadian Forces, the federal public service, and Royal Canadian Mounted Police pension plans.

To achieve its mandate, the PSPIB makes investments in real estate, private equity, and other asset classes; increases the level of active risk, within the authorized ceiling, in order to increase the level of return for the participating pension plans; enhances capabilities in managing private transactions; and strengthens infrastructure and support staff.



## Queens Quay West Land Corporation\*

Transport, Infrastructure and Communities

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**Appropriate Minister**

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

**Chairperson**

Vacant

**Head Office**

Not applicable

**Year-End**

March 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

To provide solutions to all outstanding business  
issues, which would allow Queens Quay West  
Land Corporation to dispose of its real estate  
assets and to be dissolved.

### Corporate Profile

Queens Quay West Land Corporation (QQWLC) was created in 1936 and managed the remaining federal properties at 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.

In August 1996, the management of the Corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provided staff, facilities, and corporate administration until the Corporation was dissolved on March 31, 2006.

\*The Corporation was dissolved on March 31, 2006.

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## Ridley Terminals Inc.

Transport, Infrastructure and Communities

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### **Appropriate Minister**

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

### **Chairperson and Chief Executive Officer**

Michael Tarr

### **President and Chief Operating Officer**

Gregory A. Slocombe

### **Head Office**

PO Bag 8000  
Prince Rupert BC V8J 4H3  
Telephone: 250-624-9511  
Facsimile: 250-624-4990  
Website: [www.rti.ca](http://www.rti.ca)

### **Year-End**

December 31<sup>st</sup>

### **Auditor**

Auditor General of Canada

### **Incorporation**

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

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

To achieve its mandate, RTI continues in its efforts to attract additional volumes of coal from Northern Alberta and Northeastern British Columbia through continued active and visible marketing of the capacities and advantages of the terminal. The Corporation puts considerable effort into achieving agreements for other commodities and products, such as sulphur and wood pellets to diversify the products being handled through the terminal. Ridley operates seven days per week, 12 hours per day, and is re-certified under the ISO 14001 and OHSAS 18000 standards.

## Royal Canadian Mint

Transport, Infrastructure and Communities

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### Appropriate Minister

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

### Chairperson

Max C. Lewis

### President and Chief Executive Officer

Ian E. Bennett

### Head Office

320 Sussex Drive  
Ottawa ON K1A 0G8  
Telephone: 613-993-3500  
Facsimile: 613-990-4665  
Website: [www.mint.ca](http://www.mint.ca)

### Year-End

December 31<sup>st</sup>

### Auditor

Auditor General of Canada

### Incorporation

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

### Status

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

### Mandate

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

## Corporate Profile

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

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

The RCM owns two facilities—one in Ottawa and the other in Winnipeg. The Ottawa facility houses the corporate head offices, the gold refinery, and the production facilities for numismatic and bullion coins, medals, and medallions. The Winnipeg Plant, which includes a plating facility, produces all of Canada's circulation coins (1,519 billion coins in 2005), as well as circulation coins for certain foreign countries (1,120 billion coins in 2005) on an export basis.

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## Standards Council of Canada

### Industry

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**Appropriate Minister**

The Honourable Maxime Bernier, P.C., M.P.  
Minister of Industry

**Chairperson**

Hugh A. Krentz

**Executive Director**

Peter D. Clark

**Head Office**

270 Albert Street, Suite 200  
Ottawa ON K1P 6N7

Telephone: 613-238-3222

Facsimile: 613-569-7808

Website: [www.scc.ca](http://www.scc.ca)

**Year-End**

March 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

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

**Status**

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

**Mandate**

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

## Corporate Profile

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

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

SCC activities are guided by the updated *Canadian Standards Strategy (CSS) 2005–2008*, a blueprint for standardization activity in Canada.

## Telefilm Canada

Canadian Heritage

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**Appropriate Minister**

The Honourable Beverley J. Oda, P.C., M.P.  
Minister of Canadian Heritage

**Chairperson**

Charles Bélanger

**Executive Director**

Wayne Clarkson

**Head Office**

Suite 700  
360 St. Jacques Street  
Montréal QC H2Y 4A9  
Telephone: 514-283-6363  
Toll free: 1-800-567-0890  
Facsimile: 514-283-8212  
Website: [www.telefilm.gc.ca](http://www.telefilm.gc.ca)

**Year-End**

March 31<sup>st</sup>

**Auditor**

Auditor General of Canada

**Incorporation**

1967 by the *Telefilm Canada Act* (R.S.C. 1985,  
c. C-16)

**Status**

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

**Mandate**

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

## Corporate Profile

In 1967, the Canadian Film Development Corporation (CFDC) was created to support the Canadian feature film industry. The CFDC changed its name to Telefilm Canada in 2002. In 2005, the *Act to Amend the Telefilm Canada Act and Another Act* came into force and, as a result, Telefilm Canada was given the mandate to develop additional audiovisual industries, including film, television, and new media, as well as to work in the sound recording industry under agreements made with Canadian Heritage.

To achieve its mandate, Telefilm Canada fosters and supports the development of Canada's audiovisual industry, by providing assistance to Canadian companies and professionals throughout the value chain: from project financing, promotion, and sales to support for highly specialized professional development activities. As a cultural investor, Telefilm assists Canadian production companies to produce stories that reflect Canadian society, including its linguistic duality and cultural diversity, and that will reach Canadian audiences. The Corporation maintains four offices in Canada (Montréal, Toronto, Vancouver, and Halifax).

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## VIA Rail Canada Inc.

Transport, Infrastructure and Communities

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### **Appropriate Minister**

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

### **Acting Chairperson**

Donald Pettit

### **President and Chief Executive Officer**

Paul Côté

### **Head Office**

Suite 500  
3 Place Ville-Marie  
Montréal QC H3B 2C9  
Telephone: 514-871-6000  
Facsimile: 514-871-6619  
Website: [www.viarail.ca](http://www.viarail.ca)

### **Year-End**

December 31<sup>st</sup>

### **Auditors**

Auditor General of Canada  
Ernst & Young LLP

### **Incorporation**

1977 under the *Canada Business Corporations Act*

### **Status**

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

### **Mandate**

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

## Corporate Profile

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

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