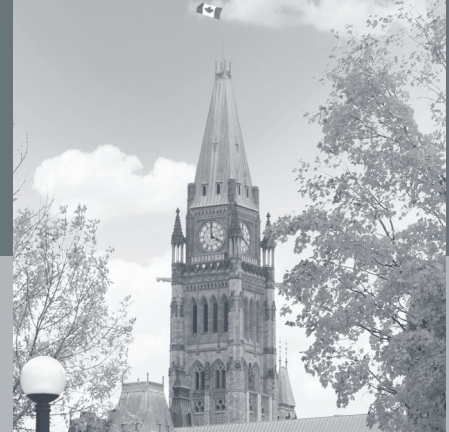




Treasury Board of Canada  
Secretariat

Secrétariat du Conseil du Trésor  
du Canada



ANNUAL REPORT TO PARLIAMENT

# CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA 2007



Canada 

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## The President's Message

I am pleased to table this annual report to Parliament, *Crown Corporations and Other Corporate Interests of Canada 2007*. This report is tabled each year in accordance with the provisions of the *Financial Administration Act*.

This report is a unique source of information for parliamentarians and for Canadians on the Government of Canada's corporate holdings. It provides comprehensive information on the activities of all Crown corporations and their wholly owned subsidiaries, as well as Canada's other corporate interests.

This year, the Treasury Board approved the new *Policy on Reporting of Federal Institutions and Corporate Interests to Treasury Board Secretariat*. The Policy authorizes the gathering of more comprehensive information on the institutions and corporations that comprise the federal government. Further, to better reflect how Crown corporations fit into the larger scheme of government, this year's annual report provides an expanded view of all federal institutions and corporate interests.

The *Federal Accountability Act* passed by Parliament last year also introduced important changes to the management of Crown corporations with:

- ▶ increased transparency through application of the *Access to Information Act* to Crown corporations and their wholly owned subsidiaries;
- ▶ strengthened Crown corporation governance through requirements such as increasing most board members' maximum terms to four years, splitting the Chairperson and Chief Executive Officer (CEO) positions in three corporations, and requiring the independence of audit committees from management; and
- ▶ enhanced public confidence through new requirements for CEOs of Crown corporations to make available information about disclosed wrongdoing in their organizations.

Crown corporations continue to play a vital role in serving Canada and Canadians, in sectors ranging from transportation to agriculture and from culture to communications. These corporations affect the daily lives of many Canadians. I encourage you to review this report to learn more about these important yet very diverse institutions.

Original signed by

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



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## Introduction

This annual report to Parliament, *Crown Corporations and Other Corporate Interests of Canada 2007*, is prepared in accordance with sections 151 and 152 of the *Financial Administration Act* (FAA). These sections require that the president of the Treasury Board table annually a consolidated report on the businesses and activities of all parent Crown corporations. The president is also required to indicate when reports and summaries were due to be tabled in each House and when they were actually tabled.

This year's report presents additional information, including a description of the federal institutional forms that make up the Government of Canada as well as an inventory of such institutions, collected pursuant to the new *Policy on Reporting of Federal Institutions and Corporate Interests to Treasury Board Secretariat*. This policy was introduced to assist in the collection of information concerning the current composition of the Government of Canada as well as federal participation in mixed and joint enterprises, international organizations, and shared-governance corporations.

This report comprises the following chapters:

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

**Chapter 2: Crown Corporations**, which highlights policy developments affecting Crown corporations during the 2007 reporting period,<sup>1</sup> outlines the various types of reviews and audits that Crown corporations have been subjected to, lists parent Crown corporations and their subordinate interests<sup>2</sup> by ministerial portfolio (noting changes since last year's report), and provides consolidated financial and employment information. In addition, corporate profiles on each Crown corporation have been included in this chapter as well as the required report on the timely tabling of Crown corporation documentation.

**Chapter 3: Other Corporate Interests of Canada**, which describes shared-governance, mixed, joint, and international corporations, any corporations or shares held by the government as a result of the provisions of the *Bankruptcy and Insolvency Act*, and compares changes in corporate interests since last year's report. This chapter also includes basic information on the composition of the boards of directors of companies in which the federal government holds an interest.

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1. The reporting period for the Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada 2007 runs from August 1, 2006, to July 31, 2007, unless otherwise stated.
  2. "Subordinate interests" refers to subsidiaries, associates, and legal partnerships of Crown corporations.

## Chapter 1: Overview of Federal Government Institutions

Crown corporations are but one form of government institution. This chapter provides an overview of the federal government of Canada, which is made up of a number of different institutional forms. These institutions and the portfolio in which they have been placed can periodically change. This chapter includes a listing of these institutions, grouped under their ministerial portfolios, accurate as at July 31, 2007.

### 1.1 Overview of Institutional Forms<sup>3</sup>

Federal organizations are grouped into various institutional forms. Under the *Financial Administration Act*, these various institutional forms are grouped into schedules as follows:

- ▶ departments (FAA, Schedule I);
- ▶ statutory and other agencies (FAA, Schedule I.1);
- ▶ agents of Parliament (FAA, Schedule I.1);
- ▶ departmental corporations and service agencies (FAA, Schedule II); and
- ▶ parent Crown corporations (FAA, Schedule III, although nine<sup>4</sup> additional parent Crown corporations are not grouped under schedule III, and each has its own constituent legislation).

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

- ▶ special operating agencies, found within a department or agency; and
- ▶ wholly owned subsidiaries of Crown corporations.

Other kinds of corporate entities in which the federal government has an interest but that are not part of government are as follows:

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

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

4. The Canada Pension Plan Investment Board, the Canadian Broadcasting Corporation, Telefilm Canada, the Bank of Canada, the Canadian Race Relations Foundation, the International Development Research Centre, the National Arts Centre Corporation, the Public Sector Pension Investment Board, and the Canada Council for the Arts. (See section 2.7 for a list of acronyms used in this report.)



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## **Departments**

Departments are created through legislation, typically with mandates covering a broad area of public policy (e.g. Industry, Justice, Health). Departments are organized in different ways to meet various policy and administrative needs. As entities listed in Schedule I, they are all subject to the FAA and are financed through parliamentary appropriations.

**Special operating agencies** are units within a department or agency providing a particular operational function or service that have a separate or distinct identity. They are not listed in the FAA as separate legal entities but are considered part of the host department.

## **Statutory and other agencies**

Statutory and other agencies listed in Schedule I.1 of the FAA are similar to departments in that they are usually financed through appropriations but often serve an operational purpose (e.g. an administrative, supervisory, advisory, regulatory, or adjudicative function).

## **Agents of Parliament**

Agents of Parliament are a unique group:<sup>5</sup> they are independent statutory officers who serve to scrutinize the activity of government and report directly to Parliament rather than to government or an individual minister. As such, they exist to serve Parliament in relation to Parliament's oversight role. Agents normally produce a report to Parliament in order to account for their own activities and, typically, their institutional heads are appointed through special resolutions of the House of Commons and the Senate. The degree of influence by the executive arm of government is minimal, thereby maintaining their independence.

## **Departmental corporations**

Departmental corporations, listed in Schedule II of the FAA, are specialized entities for delivering services or performing research or regulatory functions. Departmental corporations are created through legislation as corporations, are financed largely through appropriations (and some user fees), and typically each have a governing council or other form of management board.

**Service agencies** are a specialized form of departmental corporation, also created through tailored legislation and with a very operational function or service, usually for which there is no private sector competition. Service agencies are financed through appropriations and user fees.

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5. Although six Agents of Parliament have been listed in this report, there exist other parliamentary offices and officers that have not been listed, including (but not limited to) the Office of the Conflict of Interest and Ethics Commissioner, the Public Service Commission, and the Canadian Human Rights Commission.

The governing management boards and individual organizational arrangements and responsibilities are specified in legislation; the degree of autonomy therefore varies with each entity.

### **Crown corporations**

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

Subsidiaries are entities owned, in whole or in part, by one or more parent Crown corporations and can be incorporated through provincial, rather than federal, legislation. Except in cases where a wholly owned subsidiary has been directed by the government to report as a parent Crown corporation,<sup>6</sup> all subsidiaries are managed by and report to their parent Crown corporations and other shareholders but not to the government.

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6. Currently, the Old Port of Montréal Corporation Inc. and Parc Downsview Park Inc. are deemed parent Crown corporations. (See section 2.7 for a list of acronyms used in this report.)

## Exhibit 1: Inventory of Organizations of Federal Interest by Ministerial Portfolio and Organizational Form

Responsibility for federal institutions and for other federal government interests is assigned by the prime minister through the appointment of ministers and the assignment of organizations to these ministers in ministerial portfolios. The table provides an inventory of all federal institutions together with all other corporate interests, as at July 31, 2007.

Ministerial Portfolio	Organizational Form											TOTAL	
	Departments, Agencies and Departmental Corporations					Crown Corporations			Other Corporate Interests				
	(Chapter 1)					(Chapter 2)			(Chapter 3)				
	Departments	Statutory and Other Agencies	Services Agencies	Departmental Corporations	Agents of Parliament	Crown Corporation (Parent)	Wholly Owned Subsidiaries	Other Subsidiaries and Associates	Shared Governance	Joint Enterprises	Mixed Enterprises		International Organizations
Agriculture and Agri-Food	1	2	1			2			22				28
Atlantic Canada Opportunities Agency		1				1	5	1					8
Canadian Heritage	1	7		1		9		7	27			1	53
Citizenship and Immigration	1	1											2
Economic Development Agency of Canada for the Regions of Quebec		1							3				4
Environment	1	1	1	2					5			4	14
Finance	1	4			1	4	11	1				6	28
Fisheries and Oceans	1					1			1				3
Foreign Affairs and International Trade	1	2				3	1		3			7	17
Health	1	3		2					9				15
Human Resources and Social Development	1	2		1		1	1		1				7
Indian Affairs and Northern Development	1	2		1		2			17				23
Industry	1	4		3		3	1		3				15
Justice	1	6		1	2								10
National Defence	1	2											3
National Revenue			1										1
Natural Resources	1	2		1		2	2		9	1			18
Public Safety	1	7		1									9
Public Works and Government Services	1					1			1				3
Privy Council		5		1	2				2				10

	Organizational Form												TOTAL
	Departments, Agencies and Departmental Corporations					Crown Corporations			Other Corporate Interests				
	(Chapter 1)					(Chapter 2)			(Chapter 3)				
	Departments	Statutory and Other Agencies	Services Agencies	Departmental Corporations	Agents of Parliament	Crown Corporation (Parent)	Wholly Owned Subsidiaries	Other Subsidiaries and Associates	Shared Governance	Joint Enterprises	Mixed Enterprises	International Organizations	
Ministerial Portfolio													
Transport, Infrastructure and Communities	1	2				16	13	14	45				91
Treasury Board	1	2		1	1	1	31	1					38
Veterans Affairs	1								1				2
Western Economic Diversification	1									1			2
<b>TOTAL</b>	20	56	3	15	6	46	65	24	149	2	0	18	404

## 1.2 List of Federal Institutions by Form

### List of Federal Institutions by Form (as at July 31, 2007)

<b>Departments</b>	
<b>Name of Department</b>	
Agriculture and Agri-Food	
Canadian Heritage	
Citizenship and Immigration	
Finance	
Justice	
Environment	
Fisheries and Oceans	
Foreign Affairs and International Trade	
Health	
Human Resources and Skills Development <sup>7</sup>	
Indian Affairs and Northern Development	
Industry	
National Defence	
Natural Resources	
Public Safety and Emergency Preparedness	
Public Works and Government Services	
Transport, Infrastructure and Communities	
Treasury Board Secretariat	
Veterans Affairs	
Western Economic Diversification	
<b>Statutory and Other Agencies</b>	
<b>Name of Institution</b>	<b>Portfolio</b>
Atlantic Canada Opportunities Agency	Atlantic Canada Opportunities
Canada Industrial Relations Board	Human Resources and Social Development
Canada Public Service Agency	Treasury Board
Canadian Artists and Producers Professional Relations Tribunal	Human Resources and Social Development
Canadian Environmental Assessment Agency	Environment
Canadian Forces Grievance Board	National Defence

7. Human Resources and Skills Development and Social Development still exist but operate as a single organization under this title.

### Statutory and Other Agencies *(continued)*

Name of Institution	Portfolio
Canadian Grain Commission	Agriculture and Agri-Food
Canadian Human Rights Commission	Justice
Canadian Human Rights Tribunal	Justice
Canadian Intergovernmental Conference Secretariat	Privy Council
Canadian International Development Agency	Foreign Affairs and International Trade
Canadian International Trade Tribunal	Finance
Canadian Radio-television and Telecommunications Commission	Canadian Heritage
Canadian Security Intelligence Service	Public Safety
Canadian Space Agency	Industry
Canadian Transportation Agency	Transport, Infrastructure and Communities
Copyright Board	Industry
Correctional Service of Canada	Public Safety
Courts Administration Service	Justice
Economic Development Agency of Canada for the Regions of Quebec	Economic Development for the Regions of Quebec
Financial Consumer Agency of Canada	Finance
Financial Transactions and Reports Analysis Centre of Canada	Finance
Hazardous Materials Information Review Commission	Health
Immigration and Refugee Board	Citizenship and Immigration
Indian Specific Claims Commission	Indian Affairs and Northern Development
Library and Archives of Canada	Canadian Heritage
Military Police Complaints Commission	National Defence
NAFTA Secretariat—Canadian Section	Foreign Affairs and International Trade
National Energy Board	Natural Resources
National Farm Products Council	Agriculture and Agri-Food
National Film Board	Canadian Heritage
National Parole Board	Public Safety
Northern Pipeline Agency	Natural Resources
Office of Indian Residential Schools Resolution of Canada	Indian Affairs and Northern Development
Office of the Commissioner of Federal Judicial Affairs	Justice
Office of the Co-ordinator, Status of Women Canada	Canadian Heritage
Office of the Correctional Investigator of Canada	Public Safety
Office of the Director of Public Prosecutions	Justice
Office of the Governor General's Secretary	Privy Council
Office of the Registrar of Lobbyists	Treasury Board
Office of the Superintendent of Financial Institutions	Finance

## Statutory and Other Agencies *(continued)*

Name of Institution	Portfolio
Patented Medicine Prices Review Board	Health
Privy Council Office	Privy Council
Public Appointments Commission Secretariat <sup>8</sup>	Privy Council
Public Health Agency of Canada	Health
Public Service Commission	Canadian Heritage
Public Service Labour Relations Board	Canadian Heritage
Public Service Staffing Tribunal	Canadian Heritage
Registrar of the Supreme Court of Canada	Justice
Registry of the Competition Tribunal	Industry
Royal Canadian Mounted Police	Public Safety
Royal Canadian Mounted Police External Review Committee	Public Safety
Royal Canadian Mounted Police Public Complaints Commission	Public Safety
Security Intelligence Review Committee	Privy Council
Statistics Canada	Industry
Transportation Appeal Tribunal of Canada	Transport, Infrastructure and Communities

## Agents of Parliament

Name of Institution	Portfolio
Office of the Auditor General	Finance
Office of the Chief Electoral Officer	Privy Council
Office of the Commissioner of Official Languages	Privy Council
Offices of the Information Commissioner	Justice
Office of the Privacy Commissioner	Justice
Office of the Public Sector Integrity Commissioner	Treasury Board

## Departmental Corporations

Name of Institution	Portfolio
Assisted Human Reproduction Canada	Health
Canada Border Services Agency	Public Safety
Canada School of Public Service	Treasury Board
Canadian Centre for Occupational Health and Safety	Human Resources and Social Development
Canadian Emission Reduction Incentives Agency <sup>9</sup>	Environment

8. Non-operational on July 31, 2007.

9. Non-operational on July 31, 2007.

### Departmental Corporations *(continued)*

Name of Institution	Portfolio
Canadian Institutes of Health Research	Health
Canadian Nuclear Safety Commission	Natural Resources
Canadian Polar Commission	Indian Affairs and Northern Development
Canadian Transportation Accident Investigation and Safety Board	Privy Council
Law Commission of Canada <sup>10</sup>	Justice
National Battlefields Commission	Canadian Heritage
National Research Council of Canada	Industry
National Round Table on the Environment and the Economy	Environment
Natural Sciences and Engineering Research Council	Industry
Social Sciences and Humanities Research Council	Industry

### Service Agencies

Name of Institution	Portfolio
Canada Revenue Agency	National Revenue
Canadian Food Inspection Agency	Agriculture and Agri-Food
Parks Canada Agency	Environment

### Crown Corporations

Name of Institution	Portfolio
Atlantic Pilotage Authority	Transport, Infrastructure and Communities
Atomic Energy of Canada Limited	Natural Resources
Bank of Canada	Finance
Blue Water Bridge Authority	Transport, Infrastructure and Communities
Business Development Bank of Canada	Industry
Canada Council for the Arts	Canadian Heritage
Canada Deposit Insurance Corporation	Finance
Canada Development Investment Corporation	Finance
Canada Lands Company Limited	Transport, Infrastructure and Communities
Canada Mortgage and Housing Corporation	Human Resources and Social Development
Canada Pension Plan Investment Board	Finance

10. Non-operational on July 31, 2007.



## Crown Corporations *(continued)*

Name of Institution	Portfolio
Canada Post Corporation	Transport, Infrastructure and Communities
Canadian Air Transport Security Authority	Transport, Infrastructure and Communities
Canadian Broadcasting Corporation	Canadian Heritage
Canadian Commercial Corporation	Foreign Affairs and International Trade
Canadian Dairy Commission	Agriculture and Agri-Food
Canadian Museum of Civilization	Canadian Heritage
Canadian Museum of Nature	Canadian Heritage
Canadian Race Relations Foundation	Canadian Heritage
Canadian Tourism Commission	Industry
Cape Breton Development Corporation	Natural Resources
Corporation for the Mitigation of Mackenzie Gas Project Impacts <sup>11</sup>	Indian Affairs and Northern Development
Defence Construction (1951) Limited	Public Works and Government Services
Enterprise Cape Breton Corporation	Atlantic Canada Opportunities
Export Development Canada	Foreign Affairs and International Trade
Farm Credit Canada	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Transport, Infrastructure and Communities
First Nations Statistical Institute	Indian Affairs and Northern Development
Freshwater Fish Marketing Corporation	Fisheries and Oceans
Great Lakes Pilotage Authority	Transport, Infrastructure and Communities
International Development Research Centre	Foreign Affairs and International Trade
Laurentian Pilotage Authority	Transport, Infrastructure and Communities
Marine Atlantic Inc.	Transport, Infrastructure and Communities
National Arts Centre Corporation	Canadian Heritage
National Capital Commission	Transport, Infrastructure and Communities
National Gallery of Canada	Canadian Heritage
National Museum of Science and Technology	Canadian Heritage
Old Port of Montréal Corporation Inc. <sup>12</sup>	Transport, Infrastructure and Communities

11. Non-operational on July 31, 2007.

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

**Crown Corporations (continued)**

Name of Institution	Portfolio
Pacific Pilotage Authority	Transport, Infrastructure and Communities
Parc Downsview Park Inc. <sup>13</sup>	Transport, Infrastructure and Communities
Public Sector Pension Investment Board	Treasury Board
Ridley Terminals Inc.	Transport, Infrastructure and Communities
Royal Canadian Mint	Transport, Infrastructure and Communities
Standards Council of Canada	Industry
Telefilm Canada	Canadian Heritage
VIA Rail Canada Inc.	Transport, Infrastructure and Communities

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

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## Chapter 2: Crown Corporations

### 2.1 Introduction

Current federal Crown corporations operate in many sectors of the Canadian economy. The corporations vary in size and in their reliance upon government appropriations. Each has its unique public policy interest.

Every parent Crown corporation is a legally distinct entity wholly owned by the Crown and managed by a board of directors. Either the constituent legislation for the parent Crown corporation or the articles of incorporation under the *Canada Business Corporations Act* set out the corporation's name, mandate, powers, and objectives.

As at July 31, 2007, there were 44 parent Crown corporations and two<sup>14</sup> wholly owned subsidiaries that have been directed to report as parent Crown corporations for the purposes of the *Financial Administration Act*.

This chapter presents the following sections:

- ▶ **Crown Corporations Overview (section 2.2)**, which highlights relevant policy developments, summarizes the reviews and audits that occurred in Crown corporations, and presents the total costs of audits and examinations during the 2007 reporting period.
- ▶ **Overall Crown Corporation Performance (section 2.3)**, which provides consolidated financial and employment information.
- ▶ **Crown Corporations' Corporate Profiles (section 2.4)**, 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 or a non-agent (and outlines the implications of this status) and when and how the corporation was incorporated.
- ▶ **Crown Corporations' Corporate Holdings (section 2.5)**, which presents an alphabetical listing of parent Crown corporations and their subsidiaries, legal partnerships, and associates, as well as a summary of the changes that occurred to that listing during the 2007 reporting period.
- ▶ **Tabling of Crown Corporations' Documents in Parliament (section 2.6)**, 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 section was audited by the Office of the Auditor General of Canada. For ease of reference, the audit statement has

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14. Old Port of Montréal Corporation Inc. and Parc Downsview Park Inc.:

been included following the introductory text for this section, which precedes the tabling statistics.

- ▶ **Summary of Crown corporation names and abbreviations (section 2.7)**, which presents a list of the acronyms used in the footnotes.

## 2.2 Crown Corporations Overview

### **2007 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, from August 1, 2006, to July 31, 2007. The section also summarizes other relevant activities, including audits and special examinations of Crown corporations undertaken (and for the first time includes their total costs) as well as progress toward implementing measures to strengthen Crown corporations' governance regimes.

### **Structural changes—creation and dissolution of Crown corporations**

Crown corporations are created through either an act of Parliament (typically, constituent legislation) or by articles of incorporation under the *Canada Business Corporations Act*. Since last year's report, one new parent Crown corporation, the Corporation for the Mitigation of Mackenzie Gas Project Impacts, was created and one deemed parent Crown corporation, the Cape Breton Growth Fund, reverted to subsidiary status.

The *Mackenzie Gas Project Impacts Act* came into force on November 10, 2006. This Act created the Corporation for the Mitigation of Mackenzie Gas Project Impacts. The Corporation is a non-agent Crown corporation, governed by Part X of the *Financial Administration Act*. Its mandate is 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 public by the Corporation.

In addition, the Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, saw its deemed parent Crown corporation status revoked by the Governor in Council on June 7, 2007. The subsidiary is preparing for dissolution because it has carried out its mandate to promote and assist economic development in the area, beyond coal mining.

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## Legislative changes affecting Crown corporations

A number of legislative provisions affecting Crown corporations came into effect during the year.

Tabled in February 2005, the *Review of the Governance Framework for Canada's Crown Corporations* outlined 31 measures to strengthen the accountability and transparency of Crown corporations. Since that time, action has been taken to implement most of the measures, through a combination of legislative and policy changes, with responsibility shared among the Treasury Board of Canada Secretariat, the Privy Council Office, the Canada School of Public Service, and Crown corporations.

The *Federal Accountability Act*, which received Royal Assent on December 12, 2006, addressed several of these 31 measures. The Act:

- ▶ permitted appointment terms for directors to be increased from three to four years;
- ▶ ensured that all audit committee members are independent from management;
- ▶ provided for the separation of the positions of chairperson and CEO in three Crown corporations<sup>15</sup> where statutory amendments were necessary to effect the change; and
- ▶ extended the *Access to Information Act* and the *Privacy Act* to cover all Crown corporations<sup>16</sup> that were not already subject to these Acts, as well as to all wholly owned subsidiaries.

The passage of the *Federal Accountability Act* also introduced or reinforced a number of other requirements affecting Crown corporations.

- ▶ The *Financial Administration Act* now includes offences for fraud and penalties for the misuse of public money or money of a Crown corporation;
- ▶ Amendments to the *Auditor General Act* permit the Auditor General of Canada to inquire into the use of funding under funding agreements, including those made by Crown corporations;
- ▶ The *Public Servants Disclosure Protection Act* now requires that the CEOs of Crown corporations publicly report on disclosed wrongdoing; and
- ▶ The newly created *Conflict of Interest Act* establishes in statute the existing obligations set out in the *Conflict of Interest and Post-Employment Code for Public Office Holders*.

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15. The Canadian Dairy Commission, the Enterprise Cape Breton Corporation, and the National Capital Commission.

16. Atomic Energy of Canada Limited, the Canadian Broadcasting Corporation, Canada Pension Plan Investment Board, the Canada Post Corporation, Export Development Canada, the National Arts Centre Corporation, Via Rail Inc., and the Public Sector Pension Investment Board.

## Reviews

While 2 of the 44 parent Crown corporations (Business Development Bank of Canada and Export Development Canada) are required by their enabling legislation to undergo specific regular reviews,<sup>17</sup> **mandate** reviews are conducted under the auspices of the responsible minister, subject to the approval of the prime minister, given his prerogative with respect to the machinery of government. These reviews typically assess the current mandate, the continuing need for the corporation, its record of cost-effective performance in meeting its objectives, and the consistency of those objectives with its mandate. One mandate review was completed in 2006–07.

The minister responsible for the National Capital Commission (NCC) announced a mandate review of the Corporation in April 2006. The review covered, among other things, the NCC's functions and purposes, funding and cost of operations, and governance regime. The final report was published in December 2006.

## Special examinations

Pursuant to section 138 of the *Financial Administration Act*, every five years<sup>18</sup> each Crown corporation<sup>19</sup> that is subject to Part X of the FAA is required to be the subject of a special examination. This examination is conducted by the external auditor(s) of the corporation (typically the Auditor General of Canada), and its purpose is to determine whether, in the period under examination, the corporation's financial and management practices and controls provide

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17. The constituent acts of some corporations require only an initial legislative review within the first five years of operation, e.g. the Canadian Race Relations Foundation, and the Canadian Air Transport Security Administration. The constituent acts for the Business Development Bank of Canada and Export Development Canada require 10-year reviews thereafter.

18. The constituent act for the Canada Pension Plan Investment Board requires special examination only once every six years.

19. The Atlantic Pilotage Authority, Atomic Energy of Canada Limited, the Blue Water Bridge Authority, the Business Development Bank of Canada, the Canada Council for the Arts, Canada Deposit Insurance Corporation, Canada Development Investment Corporation, Canada Lands Company Limited, the Canada Mortgage and Housing Corporation, the Canada Post Corporation, the Canadian Broadcasting Corporation, Canadian Air Transport Security Authority, the Canadian Commercial Corporation, the Canadian Dairy Commission, the Canadian Museum of Civilization, the Canadian Museum of Nature, the Canadian Tourism Commission, the Cape Breton Development Corporation, the Cape Breton Growth Fund, the Corporation for the Mitigation of Mackenzie Gas Pipeline Project Impacts, Defence Construction (1951) Limited, the Enterprise Cape Breton Corporation, Export Development Canada, Farm Credit Canada, The Federal Bridge Corporation Limited, the First Nations Statistical Institute, the Freshwater Fish Marketing Corporation, the Great Lakes Pilotage Authority, the International Development Research Centre, the Laurentian Pilotage Authority, Marine Atlantic Inc., the National Arts Centre, National Capital Commission, the National Gallery of Canada, the National Museum of Science and Technology, the Old Port of Montréal Corporation Inc., the Pacific Pilotage Authority, the Public Sector Pension Investment Board, Parc Downsview Park Inc., Ridley Terminals Inc., the Royal Canadian Mint, the Standards Council of Canada, Telefilm Canada, and VIA Rail Canada Inc.

reasonable assurance that assets of the corporation are safeguarded and controlled, resources are managed economically and efficiently, and operations are carried out effectively.

Since last year's report, the Auditor General of Canada carried out special examinations of the following Crown corporations:

- ▶ the Canada Lands Company Limited;
- ▶ the Canadian Air Transport Security Authority; and
- ▶ the Canadian Museum of Nature.

### Costs of audits and special examinations

In addition to special examinations, Crown corporations are required to maintain proper financial statements and to undergo annual audits. This year's report includes data on the costs of these activities for the first time. Because cost data are not available for the 2007 reporting period, however, 2006 cost data are used. Total costs of annual audits and special examinations for the 44 reporting parent Crown corporations and two wholly owned subsidiaries—the Jacques Cartier and Champlain Bridges Incorporated and the Seaway International Bridge Corporation Limited—for their fiscal years ending on or before March 31, 2006,<sup>20</sup> amounted to about \$19.44 million. Of this amount, the Auditor General of Canada costs totalled \$16.10 million, and \$3.34 million was paid to private sector auditors.

#### Exhibit 2: Total of All Reported Audits and Special Examinations 2006

Type of Auditor	Costs for Audits (\$)	Costs for Special Examinations	Total Costs
Office of the Auditor General of Canada <sup>21</sup>	9,150,186	6,952,231	16,102,417
Private Sector	2,995,182	348,340	3,343,522
TOTAL	12,145,368	7,300,571	19,445,939

As at March 31, 2006, the Auditor General of Canada had completed special examinations for 11 Crown corporations at a total cost of \$6.9 million, and the private sector completed one special examination for the Public Sector Pension Investment Board, at a cost of \$348,340.

For this period, private sector firms carried out audits jointly with the Auditor General in the case of six Crown corporations, and were the sole auditor for three Crown corporations, as summarized below.

20. The fiscal years of some Crown corporations end on a date other than March 31.

21. Source: *2006 Report of the Auditor General of Canada* (Annex D), published November 2006.

**Exhibit 3: Use and Choice of Private Sector Auditors (to March 2006)**

Crown Corporation	Audit Type	Private Sector Firm
Atomic Energy of Canada Limited	Joint	Ernst & Young LLP
Business Development Bank of Canada	Joint	Raymond Chabot Grant Thornton LLP
Canada Development Investment Corporation	Joint	KPMG LLP
Canada Lands Company Limited	Joint	Ernst & Young LLP
Canada Mortgage and Housing Corporation	Joint	Raymond Chabot Grant Thornton LLP
Via Rail Canada Inc.	Joint	Ernst & Young LLP
Canada Post Corporation	Sole	Raymond Chabot Grant Thornton LLP, <sup>22</sup> Deloitte & Touche LLP
Canadian Race Relations Foundation	Sole	Hillborn Ellis Grant LLP
Public Sector Pension Investment Board	Sole	Deloitte & Touche LLP

**Achievements and awards**

On January 19, 2007, the Treasury Board of Canada Secretariat held an awards and recognition event to celebrate achievements and highlight the dedication of public service employees who worked to achieve the targets set out for the Government On-Line and Service Improvement initiatives. The Service Improvement Initiative was launched in 2000 with the goal to improve client satisfaction in the delivery of the Government of Canada's key services to the public. Three Crown corporations won an award for excellence in service improvement. They are Canada Deposit Insurance Corporation, Canada Mortgage and Housing Corporation, and Canada Post Corporation.

Outstanding teamwork was also recognized in the case of two Crown corporations, Export Development Canada and the Canadian Commercial Corporation, each of which won an award of excellence in electronic client relationship management.

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22. This firm was hired to do a special audit report on the Annual Cost Study Contribution Analysis.



**Exhibit 4: Parent Crown Corporations Grouped by Ministerial Portfolio  
(as at July 31, 2007)**

<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>Enterprise Cape Breton Corporation<sup>1</sup></p>	<p><b>Foreign Affairs</b></p> <p>International Development Research Centre</p>	<p><b>Transport, Infrastructure and Communities</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>3</sup> Pacific Pilotage Authority Parc Downsview Park Inc.<sup>4</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>Corporation for the Mitigation of Mackenzie Gas Project Impacts<sup>2</sup> First Nations Statistical Institute</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 reverted to a wholly owned subsidiary of the Enterprise Cape Breton Corporation by Order in Council (P.C. 2007-0951) on June 7, 2007.
2. The Corporation for the Mitigation of Mackenzie Gas Project Impacts was created by the *Mackenzie Gas Project Impacts Act* that came into force on November 10, 2006, by Order in Council (P.C. 2006-1273).
3. 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.
4. 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.

## 2.3 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, this section provides a graphic depiction of the overall performance by Crown corporations in each of the following areas:

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

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

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

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

Wherever possible, the data presented here cover all Crown corporations. Where data could not be included, an explanation has been provided.

It is also noteworthy that the figures in the accompanying graphs and tables have been rounded for ease of presentation.

When comparing individual Crown corporations' reports with the data presented here, note that the corporation may have restated certain financial data to reflect changes in their accounting policies. Readers should be aware that no attempt has been made to apply such changes to the data in this report beyond correcting any errors that may have occurred in previous annual reports to Parliament on Crown corporations.

The corporate data in this section largely reflect either the 2006 calendar year or the 2006–07 fiscal year. For Crown corporations with fiscal years ending on or after July 31, 2007, however, this report displays the financial data for the previous fiscal year. Accordingly, for the Canadian Dairy Commission and the Blue Water Bridge Authority, this report includes data for the periods ending July 31, 2006, and August 31, 2006, respectively.

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

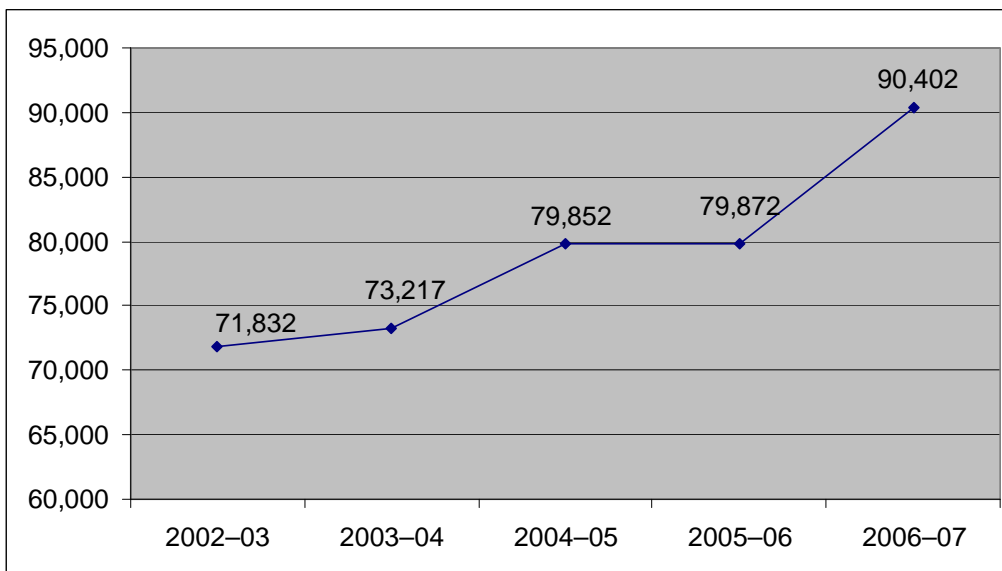
## Employment

During the past year, Crown corporation employment increased by 10,530 employees, rising from 79,872 last year to 90,402 this year (a 13% increase). The largest fluctuations can be attributed to:

- ▶ Canada Post Corporation—increase of 9,579 employees (19% increase, mostly resulting from the change in status of contract employees to full-time employees);
- ▶ Atomic Energy of Canada Limited—increase of 531 employees (15% increase); and
- ▶ Business Development Bank of Canada—increase of 133 employees (8% increase).

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

**Exhibit 5: Employment in Crown Corporations, 2002–03 to 2006–07**



Note that employment data for *all* Crown corporations are included in this analysis.

## Assets

Data in this section *exclude* financial data for 17 corporations for the following reasons:

- ▶ The Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board, both 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.

- ▶ The Corporation for the Mitigation of Mackenzie Gas Project Impacts and the First Nations Statistical Institute are newly established Crown corporation and are not yet fully operational. As such, no financial information is available for inclusion in this year's report.
- ▶ The Canada Council for the Arts, Canadian Commercial Corporation, the Canadian Museum of Civilization, the Canadian Museum of Nature, the Canadian Race Relations Foundation, Defence Construction (1951) Limited, the International Development Research Centre, the National Gallery of Canada, the National Arts Centre Corporation, the National Museum of Science and Technology, the Standards Council of Canada, and Telefilm Canada, because their respective audited financial statements were not available to the Treasury Board Secretariat in time for inclusion in this report.
- ▶ Since the data from the above-named 12 Crown corporations were not available, previous amounts for these corporations have been removed from this report to allow for accurate year-over-year comparisons. Last year, the assets of these 12 Crown corporations totalled \$1.527 billion and accounted for 1 per cent of total assets.

The total assets for the 29 Crown corporations<sup>23</sup> being reported on this year increased by \$28.546 billion, rising from \$156.619 billion last year to \$185.165 billion this year (an 18.2% increase). The largest fluctuations are noted for the following:

- ▶ Canada Mortgage and Housing Corporation (including the assets of the Canada Housing Trust<sup>24</sup>)—increase of \$23.125 billion (22.9% increase);
- ▶ Export Development Canada—increase of \$3.096 billion (15.7% increase);
- ▶ Farm Credit Canada—increase of \$1.258 billion (10.0% increase); and
- ▶ Business Development Bank of Canada—increase of \$0.493 billion (4.8% increase).

Five Crown corporations accounted for 95 per cent of the total assets reported in 2006–07: Canada Mortgage and Housing Corporation, Export Development Canada, Farm Credit Canada, Business Development Bank of Canada, and the Canada Post Corporation. The same five corporations also accounted for 95 per cent of the total assets last year.

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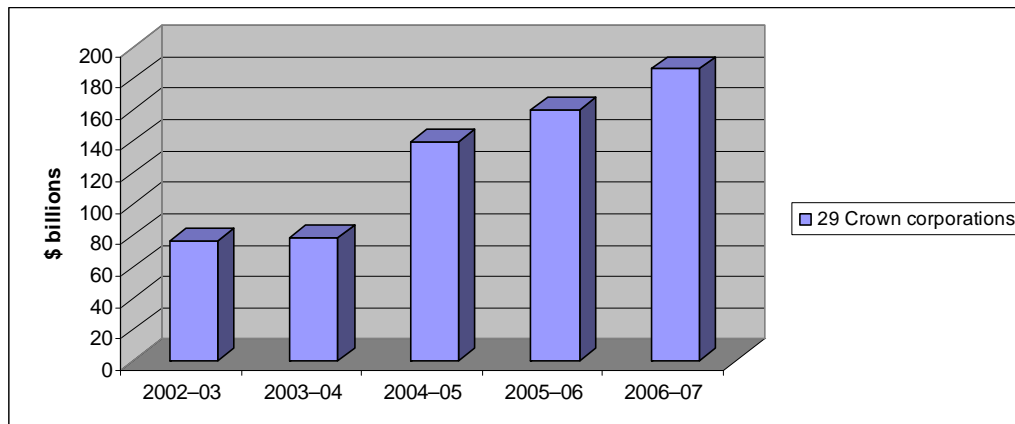
23. Seventeen of the total 46 parent and deemed parent Crown corporations are excluded from this year's report, leaving 29 in the sample for analysis. Two of these 29 corporations are deemed parent corporations, the Old Port of Montréal Corporation Inc. and Parc Downsview Park Inc., both of which are wholly owned subsidiaries of the Canada Lands Company Limited but have separate financial statements not consolidated with those of its parent.

24. In 2006, following the Canadian Institute of Chartered Accountants' new guideline on variable interest entities, the Canada Housing Trust's assets were shown separately to provide a meaningful basis for comparison. This year, the assets are consolidated with the figures for its parent corporation, the Canada Mortgage and Housing Corporation.

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Exhibit 6 depicts the steady rise in the value of Crown corporations' assets over the last five years.

**Exhibit 6: Total Assets of Crown Corporations, 2002–03 to 2006–07**



### **Budgetary appropriations**

Total parliamentary funding for Crown corporations increased by \$0.036 billion over the previous year, rising from \$5.026 billion<sup>25</sup> in 2005–06 to \$5.062 billion in 2006–07 (a 0.7% increase). The largest fluctuations in funding were noted for:

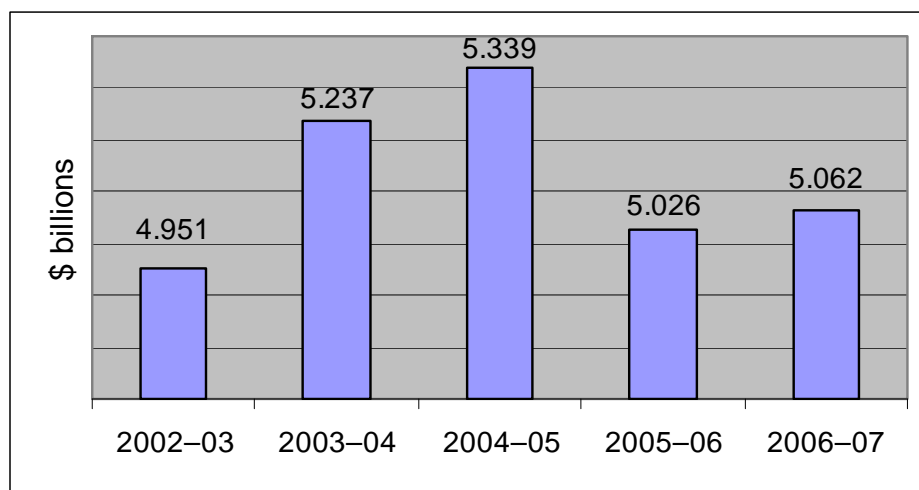
- ▶ Ridley Terminals Inc.—decrease of \$0.005 billion (74.7% decrease);
- ▶ Atomic Energy of Canada Limited—decrease of \$0.055 billion (34.2% decrease); and
- ▶ Canadian Museum of Nature—increase of \$0.009 billion (34.2% increase).

Total budgetary appropriations for the five-year period from 2002–03 to 2006–07 are shown in Exhibit 7. The reported figures include data from *all* Crown corporations because this information is disclosed in the Main and Supplementary Estimates of the Government of Canada. Of the total 46 parent and deemed parent Crown corporations, 24 received appropriations during 2006–07.

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25. The 2006 version of this report listed an incorrect total of \$5.006 billion in budgetary appropriations.

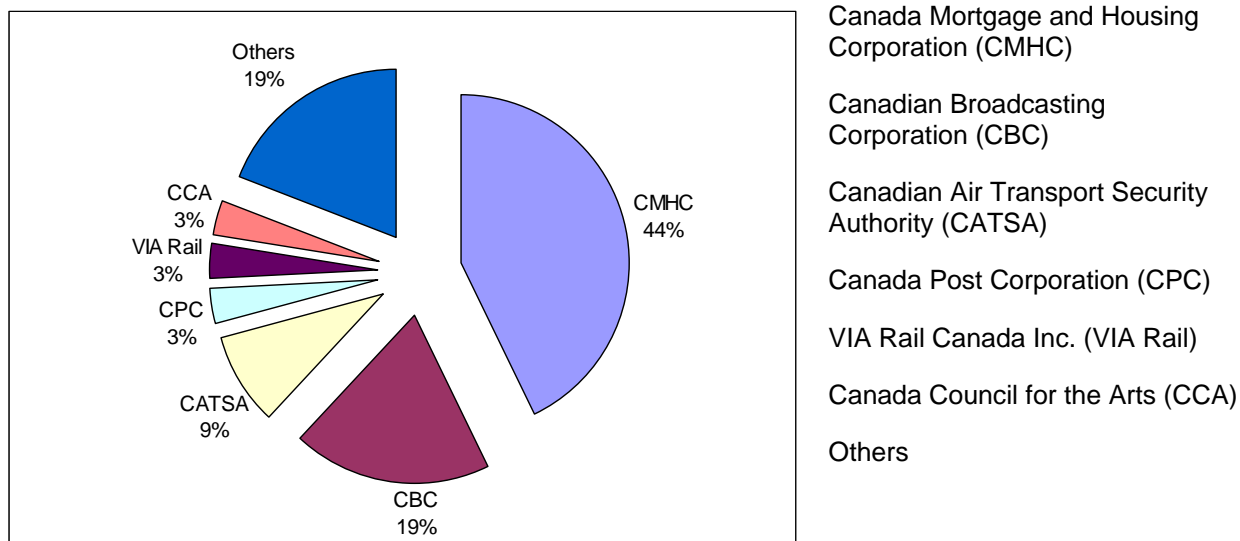
**Exhibit 7: Total Budgetary Appropriations, 2002–03 to 2006–07**



Six Crown corporations accounted for 81 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, VIA Rail Canada Inc., the Canada Council for the Arts, and the Canada Post Corporation. The largest recipient (CMHC) had an increase of 0.082 billion to its appropriation. A total of 74 per cent of this additional funding went to a non-profit housing program that provides assistance to public or private non-profit organizations who agree to build or buy housing for low- and moderate-income households.

Exhibit 8 provides a summary view of the 2006–07 recipients of budgetary appropriations. Percentages shown in the following table are based on the total number of corporations receiving appropriations.

**Exhibit 8: Recipients of 2006–07 Budgetary Appropriations**



**Debt obligations**

Debt obligations, consisting of debts payable to either Canada or to the private sector, for the 29 Crown corporations being reported on this year, increased by \$24.4 billion over the previous year, rising from \$119.7 billion last year to \$144.1 billion this year (a 20.4% increase). This overall increase consists of the following:

- ▶ a decrease of \$0.2 billion (or 4.0 per cent) of debt to Canada (dropping from \$5.0 billion to \$4.8 billion); and
- ▶ an increase of \$24.6 billion (or 21.5 per cent) of debt to the private sector (rising from \$114.6 billion to \$139.2 billion).

The debt obligations of the Canada Housing Trust, as part of the Canada Mortgage and Housing Corporation, increased by \$23.0 billion (or 31.5 per cent), as it issued additional Canada Mortgage Bonds in response to demand from investors. While there is notable increase in debt for this corporation, there is also a corresponding increase in assets, as was shown in the Total Assets table previously.

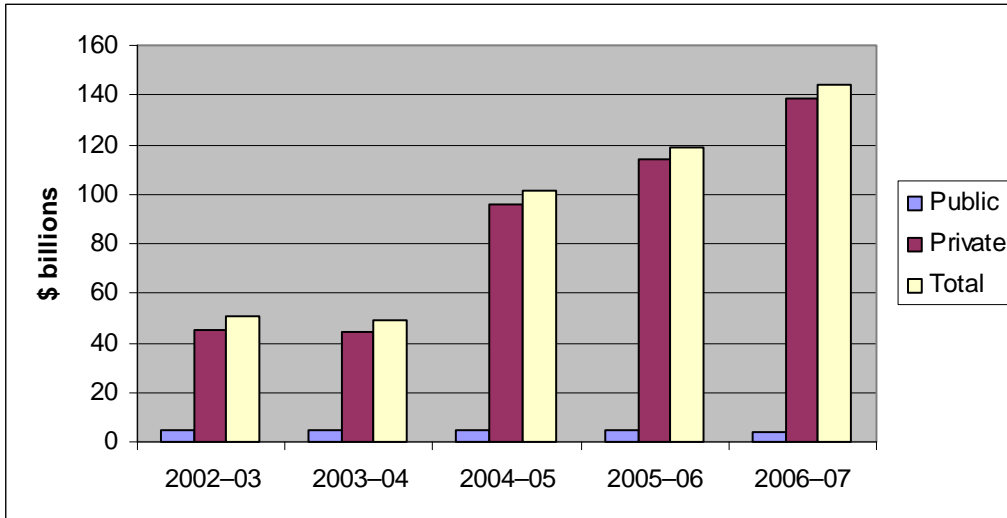
Other significant changes in total debt obligations were noted for the following:

- ▶ Export Development Canada (EDC)—increase of \$1.5 billion (10.3% increase); and
- ▶ Farm Credit Canada (FCC)—increase of \$1.0 billion (9.4% increase).

Exhibit 9 shows the debt payable to Canada, the debt incurred in private markets, as well as the total debt obligations over the last five years. Readers should again note that historical figures do

not include the debt obligations of the 17 Crown corporations whose data were not included in this year's analysis.

**Exhibit 9: Total Debt Obligations of Crown Corporations, 2002–03 to 2006–07**



The four largest debtors for 2006–07, and their respective proportions of the overall debt obligations of \$144.1 billion were the Canada Mortgage and Housing Corporation, including the Canada Housing Trust (74.9 per cent), Export Development Canada (10.4 per cent), Farm Credit Canada (8.5 per cent), and the Business Development Bank of Canada (5.7 per cent). The same four Crown corporations were also the largest debtors last year.



Exhibit 10 presents the respective debt loads of the four largest debtors in 2006–07 as compared to those of 2002–03. For the purposes of illustration, the Canada Housing Trust is presented separately.

**Exhibit 10: Comparison of Largest Debtors in 2006–07 and in 2002–03**

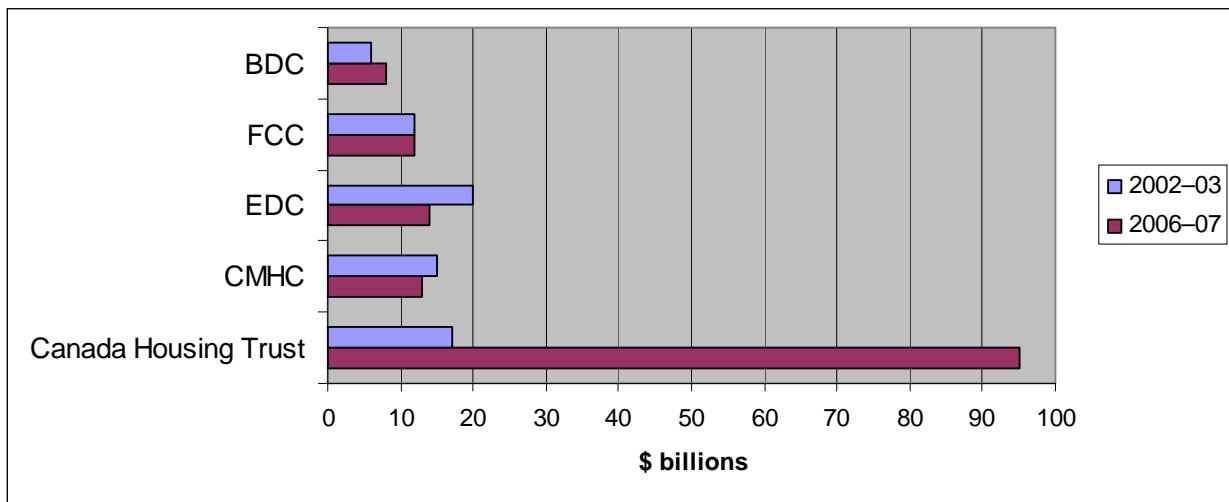


Exhibit 11 below presents the total employment and financial data for the 29 Crown corporations being reported on this year, grouped by ministerial portfolio, while Exhibit 12 presents the total operating results and financing data for the same sample of corporations, also grouped by ministerial portfolio. Note that data for the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board do appear in the exhibits (shaded in grey) for information purposes, but are not included in the aggregate totals because of the unique nature of their operations.

**Exhibit 11: Employment and Financial Position Grouped by Ministerial Portfolio  
(as of year-end before July 31, 2007; \$ millions)**

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-term Liabilities	Equity <sup>26</sup>	
Canadian Dairy Commission	181.5	37.3	0.0	26.0	65
Farm Credit Canada	13,834.2	5,268.3	6,978.5	1,462.2	1,194
<b>Total Agriculture and Agri-Food</b>	<b>14,015.8</b>	<b>5,305.6</b>	<b>6,978.5</b>		<b>1,259</b>
Enterprise Cape Breton Corporation	23.6	9.6	0.5	13.5	46
<b>Total Atlantic Canada Opportunities Agency</b>	<b>23.6</b>	<b>9.6</b>	<b>0.5</b>		<b>46</b>
Canada Council for the Arts	—	—	—	—	204
Canadian Broadcasting Corporation	1,591.9	326.1	1,296.0	(30.2)	7826
Canadian Museum of Civilization	—	—	—	—	384
Canadian Museum of Nature	—	—	—	—	186
Canadian Race Relations Foundation	—	—	—	—	9
National Arts Centre Corporation	—	—	—	—	293
National Gallery of Canada	—	—	—	—	268
National Museum of Science and Technology	—	—	—	—	189
Telefilm Canada	—	—	—	—	203
<b>Total Canadian Heritage</b>	<b>1,591.9</b>	<b>326.1</b>	<b>1,296.0</b>		<b>9,562</b>
Bank of Canada	51,625.5	48,762.2	0.0	30.0	1164
Canada Deposit Insurance Corporation	1,560.3	10.5	600.0	949.8	76
Canada Development Investment Corporation	431.9	24.3	125.4	282.2	3
Canada Pension Plan Investment Board	119,959.0	2,941.0	1,083.0	0.0	258
<b>Total Finance</b>	<b>1,992.2</b>	<b>34.8</b>	<b>725.4</b>		<b>1,501</b>
Freshwater Fish Marketing Corporation	29.2	5.1	0.0	3.3	200
<b>Total Fisheries and Oceans</b>	<b>29.2</b>	<b>5.1</b>	<b>0.0</b>		<b>200</b>
International Development Research Centre	—	—	—	—	426
<b>Total Foreign Affairs</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>		<b>426</b>
Canada Mortgage and Housing Corporation	124,218.0	21,881.0	96,883.0	5,454.0	1,877
<b>Total Human Resources and Social Development</b>	<b>124,218.0</b>	<b>21,881.0</b>	<b>96,883.0</b>		<b>1,877</b>
Corporation for the Mitigation of Mackenzie Gas Project Impacts	—	—	—	—	—
First Nations Statistical Institute	—	—	—	—	—
<b>Total Indian Affairs and Northern Development</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>		<b>0</b>

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

**Exhibit 11: Employment and Financial Position Grouped by Ministerial Portfolio  
(as of year-end before July 31, 2007; \$ millions) [continued]**

Corporation by Ministerial Portfolio	Financial Position			Equity <sup>26</sup>	Employment
	Total Assets	Current Liabilities	Long-term Liabilities		
Business Development Bank of Canada	10,804.1	95.4	4,926.4	1,807.7	1,733
Canadian Tourism Commission	32.4	25.4	8.4	(1.4)	159
Standards Council of Canada	—	—	—	—	93
<b>Total Industry</b>	<b>10,836.5</b>	<b>120.9</b>	<b>4,934.8</b>		<b>1,985</b>
Canadian Commercial Corporation	—	—	—	—	101
Export Development Canada	22,825.0	6,496.0	10,343.0	5,986.0	1,056
<b>Total International Trade</b>	<b>22,825.0</b>	<b>6,496.0</b>	<b>10,343.0</b>		<b>1,157</b>
Atomic Energy of Canada Limited	1,131.6	558.9	2,992.2	(2,419.4)	4,135
Cape Breton Development Corporation	24.4	70.5	369.3	(415.4)	16
<b>Total Natural Resources</b>	<b>1,156.0</b>	<b>629.4</b>	<b>3,361.5</b>		<b>4,151</b>
Defence Construction (1951) Limited	—	—	—	—	543
<b>Total Public Works and Government Services</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>		<b>543</b>
Atlantic Pilotage Authority	8.6	2.7	1.0	5.0	74
Blue Water Bridge Authority	186.6	7.4	101.9	77.2	58
Canada Lands Company Limited	376.9	36.0	37.0	256.9	338
Canada Post Corporation	4,984.0	1,170.0	3,532.0	1,433.0	61,064
Canadian Air Transport Security Authority	655.4	127.2	511.0	17.2	261
Federal Bridge Corporation Limited, The	201.3	10.1	134.8	56.5	152
Great Lakes Pilotage Authority	5.8	6.0	3.4	(3.6)	79
Laurentian Pilotage Authority	12.2	15.9	1.6	(5.3)	50
Marine Atlantic Inc.	217.2	26.6	172.0	18.6	929
National Capital Commission	660.9	20.3	33.7	606.825	434
Old Port of Montréal Corporation Inc.	23.2	6.5	16.3	0.4	162
Pacific Pilotage Authority	12.3	5.2	1.1	5.2	159
Parc Downsview Park Inc.	20.7	7.5	0.9	12.3	35
Ridley Terminals Inc.	21.4	2.3	5.3	13.9	58
Royal Canadian Mint	209.7	65.1	30.2	114.4	657
VIA Rail Canada Inc.	880.4	106.2	63.4	180.6	3,003
<b>Total Transport, Infrastructure and Communities</b>	<b>8,476.7</b>	<b>1,615.0</b>	<b>4,645.6</b>		<b>67,513</b>
Public Sector Pension Investment Board					
Public Service Pension Plan Account	27,351.0	1,941.0	0.0	0.0	0
Canadian Forces Pension Plan Account	7,574.0	541.0	0.0	0.0	0
Royal Canadian Mounted Police Pension Plan Account	2,719.0	194.0	0.0	0.0	0
<b>Total Treasury Board</b>	<b>37,644.0</b>	<b>2,676.0</b>	<b>0.0</b>		<b>182</b>
<b>Grand Total</b>	<b>185,164.8</b>	<b>36,423.4</b>	<b>129,168.4</b>		<b>90,402</b>

Note: Values shaded in grey are not included in the Grand Total. The current liabilities for the Bank of Canada consist of bank notes in circulation.

**Exhibit 12: Operating Results and Financing Grouped by Ministerial Portfolio  
(as of year-end before July 31, 2007; \$ millions)**

Corporation by Ministerial Portfolio	Net Income <sup>27</sup>	Financing			
		Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Canadian Dairy Commission	0.3	(28.9)	10.6	3.5	0.0
Farm Credit Canada	203.8	1,049.0	0.0	0.0	5.5
<b>Total Agriculture and Agri-Food</b>		<b>1,020.1</b>	<b>10.6</b>	<b>3.5</b>	<b>5.5</b>
Enterprise Cape Breton Corporation	1.1	0.0	0.0	8.7	0.0
<b>Total Atlantic Canada Opportunities Agency</b>		<b>0.0</b>	<b>0.0</b>	<b>8.7</b>	<b>0.0</b>
Canada Council for the Arts	—	—	—	172.5	—
Canadian Broadcasting Corporation	(69.2)	(7.0)	0.0	974.3	0.0
Canadian Museum of Civilization	—	—	—	69.0	—
Canadian Museum of Nature	—	—	—	35.1	—
Canadian Race Relations Foundation	—	—	—	0.0	—
National Arts Centre Corporation	—	—	—	34.1	—
National Gallery of Canada	—	—	—	47.1	—
National Museum of Science and Technology	—	—	—	31.3	—
Telefilm Canada	—	—	—	105.2	—
<b>Total Canadian Heritage</b>		<b>(7.0)</b>	<b>0.0</b>	<b>1,468.7</b>	<b>0.0</b>
Bank of Canada	1,896.1	(1,383.4)	0.0	0.0	1,896.1
Canada Deposit Insurance Corporation	105.3	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	181.5	0.0	0.0	0.0	174.0
Canada Pension Plan Investment Board	12,674.0	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>174.0</b>
Freshwater Fish Marketing Corporation	0.0	3.0	0.0	0.0	0.0
<b>Total Fisheries and Oceans</b>		<b>3.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
International Development Research Centre	—	—	—	143.6	—
<b>Total Foreign Affairs</b>		<b>0.0</b>	<b>0.0</b>	<b>143.6</b>	<b>0.0</b>
Canada Mortgage and Housing Corporation	1,026.0	21,750.0	(198.0)	2,158.0	0.0
<b>Total Human Resources and Social Development</b>		<b>21,750.0</b>	<b>(198.0)</b>	<b>2,158.0</b>	<b>0.0</b>
Corporation for the Mitigation of Mackenzie Gas Project Impacts	—	—	—	—	—
First Nations Statistical Institute	—	—	—	—	—
<b>Total Indian Affairs and Northern Development</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

**Exhibit 12: 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>27</sup>	Financing			
		Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Business Development Bank of Canada	138.0	351.7	0.0	0.0	21.6
Canadian Tourism Commission	(1.3)	0.0	0.0	84.4	0.0
Standards Council of Canada	—	—	—	7.6	—
<b>Total Industry</b>		<b>351.7</b>	<b>0.0</b>	<b>92.0</b>	<b>21.6</b>
Canadian Commercial Corporation	—	—	—	16.9	—
Export Development Canada	1,222.0	1,537.0	0.0	0.0	0.0
<b>Total International Trade</b>		<b>1,537.0</b>	<b>0.0</b>	<b>16.9</b>	<b>0.0</b>
Atomic Energy of Canada Limited	(143.2)	0.0	(1.0)	105.5	0.0
Cape Breton Development Corporation	9.0	0.0	0.0	66.2	0.0
<b>Total Natural Resources</b>		<b>0.0</b>	<b>(1.0)</b>	<b>171.7</b>	<b>0.0</b>
Defence Construction (1951) Limited	—	—	—	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	(0.7)	0.0	0.0	0.0	0.0
Blue Water Bridge Authority	4.5	(2.3)	0.0	0.0	0.0
Canada Lands Company Limited	21.1	(39.5)	11.1	0.0	7.3
Canada Post Corporation	119.0	(18.0)	0.0	161.0	80.0
Canadian Air Transport Security Authority	0.3	0.0	0.0	447.0	0.0
Federal Bridge Corporation Limited, The	0.2	(1.1)	0.0	28.5	0.0
Great Lakes Pilotage Authority	0.3	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	2.4	0.6	0.0	0.0	0.0
Marine Atlantic Inc.	4.7	0.0	0.0	74.4	0.0
National Capital Commission	(12.8)	0.0	0.0	95.1	0.0
Old Port of Montréal Corporation Inc.	(0.3)	0.0	0.0	15.2	0.0
Pacific Pilotage Authority	1.0	0.1	0.0	0.0	0.0
Parc Downsview Park Inc.	(5.0)	0.0	0.0	0.0	0.0
Ridley Terminals Inc.	1.7	0.0	0.0	1.8	0.0
Royal Canadian Mint	11.2	21.0	1.0	0.0	1.0
VIA Rail Canada Inc.	33.7	0.0	0.0	176.4	0.0
<b>Total Transport, Infrastructure and Communities</b>		<b>(39.1)</b>	<b>12.1</b>	<b>999.4</b>	<b>88.3</b>
Public Sector Pension Investment Board					
Public Service Pension Plan Account	2,442.0	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	676.0	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account	244.0	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>24,615.7</b>	<b>(176.3)</b>	<b>5,062.5</b>	<b>289.3</b>

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

## **Glossary of financial and employment terms used in this report**

All financial data are extracted from the Crown corporations' audited financial statements for the most recently completed fiscal year. Because the financial statements do not always 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 11 terminology**

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

**Current liabilities** represents all current year liabilities due within one year, as 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 as at July 31 of the reporting year, as submitted by 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 two exceptions are the data for the Canada Development Investment Corporation, which relate to the parent corporation only, and the data for the four pilotage authorities, which include contracted pilots.

### **Exhibit 12 terminology**

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

**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.

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

**Dividends** 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.

## 2.4 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 major activities as at July 31, 2007.

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. Agency status enables the corporation to access the same immunities, privileges, and prerogatives enjoyed by the Crown and results in the corporation's activities being binding on the Crown.

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

Readers wishing for 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>28</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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28. Applies only to Crown corporations subject to Part X of the *Financial Administration Act*.

## 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

Tom Calkin

### CEO

R. Anthony McGuinness

### Head Office

Suite 910  
Cogswell Tower  
2000 Barrington Street  
Halifax NS B3J 3K1  
Telephone: 902-426-2550  
Fax: 902-426-4004  
Website: <http://www.atlanticpilotage.com>

### Year-end

December 31

### 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

As a result of recommendations made by the Royal Commission of Pilotage in Canada, the *Pilotage Act* was assented to and proclaimed into force on February 1, 1972. The *Pilotage Act* created four pilotage authority regions with specific authorities, thereby replacing a large number of local pilotage districts. The Atlantic Pilotage Authority was established in 1972, as a Crown corporation.

To 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.



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# 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

## Chairperson

Michael C. Burns

## President and CEO

Robert G. Van Adel

## Head Office

2251 Speakman Drive  
Mississauga ON L5K 1B2

Telephone: 905-823-9040

Toll-free: 1-800-377-5995

Fax: 905-823-7565

Website: <http://www.aecl.ca>

## Year-end

March 31

## Auditors

Auditor General of Canada  
PricewaterhouseCoopers LLP

## Incorporation

1934, *Companies Act*; 1952 under Part I of the *Canada Corporations Act*; continued July 8, 1977, under the *Canada Business Corporations Act*; amended July 15, 1982

## 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) is an integrated nuclear technology company, providing services to nuclear utilities worldwide.

To achieve its mandate, AECL's commercial operations include reactor development, design, engineering, special equipment manufacturing, project management and construction of Canada Deuterium Uranium (CANDU<sup>®</sup>) power plants, and provision of reactor services and technical support to operating CANDU reactors.

AECL also operates nuclear laboratories and performs research, produces isotopes used in nuclear medicine and other applications, stores and manages nuclear wastes, and decommissions nuclear facilities.

## 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

Fax: 613-782-7713

Website: <http://www.bank-banque-canada.ca>

### Year-end

December 31

### 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

A Royal commission carried out a study in 1933 to review the organization and inner workings of Canada's entire banking and monetary system. As a result, the Bank of Canada was created as a privately owned corporation. In 1938, the Bank became a Crown corporation. It operates under the authority of the *Bank of Canada Act*, which received Royal Assent in 1934.

To achieve its mandate, the Bank of Canada promotes solid economic performance and higher living standards for Canadians by keeping inflation low, stable, and predictable through the use of a clearly defined inflation target. It is responsible for the design, production, and distribution of paper currency (bank notes), ensuring that there is a sufficient supply of bank notes and that those notes are secure against counterfeiting. The Bank of Canada also promotes the safe and efficient operation of the country's financial system, helping Canada's payments system function smoothly, and keeping accounts for the country's largest deposit-taking institutions. The Bank of Canada identifies the clearing and settlement systems that could pose systemic risks and oversees the efficient management and control of these risks. The Bank of Canada is the federal government's fiscal agent: it acts as banker and manager for Canada's debt and reserves; it manages the government's exposure to financial risks; and it handles the deposit accounts of the Receiver General for Canada. It also provides operations and systems support for the government's retail debt.

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# Blue Water Bridge 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**

Ken James

## **President and CEO**

Chuck Chrapko

## **Head Office**

1 Bridge Street  
Point Edward ON N7V 4J5  
Telephone: 519-336-2720  
Fax: 519-336-7622  
Website: <http://www.bwba.org>

## **Year-end**

August 31

## **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 expected to become a bi-national authority. The United States, however, has never exercised its option to appoint members. As a result, because all members of the board of directors are appointed by the Governor in Council, 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.

## Business Development Bank of Canada

### Industry

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**Appropriate Minister**

The Honourable Maxime Bernier, P.C., M.P.<sup>29</sup>  
Minister of Industry

**Acting Chairperson**

Terry B. Grieve<sup>30</sup>

**President and CEO**

Jean-René Halde

**Head Office**

BDC Building  
Suite 300  
5 Place Ville Marie  
Montréal QC H3B 5E7

Telephone: 1-877-BDC-BANX (232-2269)

Fax: 1-877-329-9232

Website: <http://www.bdc.ca>

**Year-end**

March 31

**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**

The mandate of the Business Development Bank of Canada (BDC) is to support Canadian entrepreneurship through the provision of financial and consulting services. In fulfilling this mandate, BDC must give particular consideration to the needs of small and medium-sized enterprises (SME).

### Corporate profile

The BDC plays a leadership role in delivering financial, investment, and consulting services that address the needs of Canadian entrepreneurs. Building on more than 60 years of success as Canada's development bank, the BDC provides solutions to help Canadian SMEs prosper. The BDC serves approximately 27,000 entrepreneurs across Canada. It provides services through four operational units: BDC Financing; BDC Subordinate Financing; BDC Venture Capital; and BDC Consulting. The BDC's services complement those of private sector financial institutions.

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29. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Jim Prentice was named the responsible minister.

30. John A. MacNaughton was appointed Chair of the Board of Directors of the BDC on August 1, 2007.

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## Canada Council for the Arts

Canadian Heritage

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### Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.<sup>31</sup>  
Minister of Canadian Heritage

### Chairperson

Karen Kain

### Director and CEO

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

Fax: 613-566-4390

Website: <http://www.canadacouncil.ca>

### Year-end

March 31

### 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 of Division III and section 154.01 of section IV); not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*

### Mandate

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

## Corporate profile

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

To fulfill its mandate, the Council provides grants and services to professional Canadian artists and arts organizations in the genres of dance, interdisciplinary performing arts, media arts, music, theatre, visual arts, and writing and publishing. The Council promotes public awareness of the arts through its communications, research, and arts advocacy activities; it administers the Art Bank, Endowments and Prizes, offers the Killam Program of Scholarly Awards and the Governor General's Awards in Visual and Media Arts; and is responsible for the Canadian Commission to the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Rights Commission.

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31. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Josée Verner was named the responsible minister.

## 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 CEO**

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

Fax: 613-996-6095

Website: <http://www.cdic.ca>

### **Year-end**

March 31

### **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; S.C. 2007, c. 6; 2007, c. 29)

### **Status**

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

### **Mandate**

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

## **Corporate profile**

The Canada Deposit Insurance Corporation (CDIC) was created in 1967 to insure deposits in banks, loan and trust companies that take deposits, as well as associations governed by the *Cooperative Credit Associations Act* that take deposits, against loss in case of member failure.

To achieve its mandate, the 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.

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

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# 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**

Suite 400  
1235 Bay Street  
Toronto ON M5R 3K4  
Telephone: 416-304-3932  
Fax: 416-934-5009

## **Year-end**

December 31

## **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, the CDIC was directed to divest its assets and to prepare for eventual windup. The CDIC presently has two remaining assets: its two subsidiaries. The 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% interest in the Hibernia Oil and Gas Offshore Development Project) in order to fulfill its mandate. The Corporation administers outstanding issues, such as waste contingencies and outstanding litigation.

## 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

### President and CEO

Mark Laroche

### Head Office

Suite 1200  
1 University Avenue  
Toronto ON M5J 2P1  
Telephone: 416-952-6100  
Toll-free: 1-888-252-5263  
Fax: 416-952-6200  
Website: <http://www.clc.ca>

### Year-end

March 31

### 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

The Canada Lands Company Limited (CLCL) was established in 1956 and is the parent company of three wholly owned subsidiaries: Canada Lands Company CLC Limited (CLC), a non-agent corporation, which carries out real estate business; Parc Downsview Park Inc. (PDP), which manages and develops the former Canadian Forces Base (CFB) Toronto lands as an urban recreational green space; and Old Port of Montréal Corporation Inc. (OPMC), which develops and promotes the Old Port of Montréal for recreational, tourism, and cultural activities, both of which are agents of her Majesty and report as parent Crown corporations.

To fulfill its mandate, the CLC purchases from the government surplus strategic properties that possess significant development potential, require innovative planning, rezoning, servicing or environment remediation, or have other specific sensitivities at various levels of government. The CLC then performs these latter activities and sells or otherwise disposes of the properties for profit. The CLC is currently active in 22 municipalities across Canada.

The property holdings of the CLC 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.



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# Canada Mortgage and Housing Corporation

Human Resources and Social Development

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## **Appropriate Minister**

The Honourable Monte Soberg, P.C., M.P.  
Minister of Human Resources and Social  
Development

## **Chairperson**

Dino Chiesa

## **President and CEO**

Karen Kinsley

## **Head Office**

700 Montréal Road  
Ottawa ON K1A 0P7

Telephone: 613-748-2000

Fax: 613-748-2098

Website: <http://www.cmhc-schl.gc.ca>

## **Year-end**

December 31

## **Auditors**

Auditor General of Canada  
Ernst & Young 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**

The Canada Mortgage and Housing Corporation (CMHC) was created in 1946 by the *Central Mortgage and Housing Corporation Act*, originally to house returning war veterans and to lead the nation's housing programs.

Currently, the CMHC delivers its products and services to Canadians and supports federal policy objectives through four areas of housing activity: housing finance, assisted housing, research and information transfer, and export promotion.

To achieve its mandate, the Corporation ensures the availability, accessibility, and choice of housing funding to Canadians; improves housing and supports the housing market by providing practical information and advice to the housing industry; participates in assisted housing initiatives; and supports and promotes the export of Canadian housing products and expertise.

## Canada Pension Plan Investment Board

Finance

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### **Appropriate Minister**

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

### **Chairperson**

Gail Cook-Bennett

### **President and CEO**

David F. Denison

### **Head Office**

Suite 2600  
1 Queen Street East  
Toronto ON M5C 2W5  
Telephone: 416-868-4075  
Fax: 416-868-4083  
Website: <http://www.cppib.ca>

### **Year-end**

March 31

### **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 created in December 1997 by the *Canada Pension Plan Investment Board Act*. The CPPIB invests the funds not needed by the CPP to pay current benefits. Its long-term goal is to contribute to the financial strength of the CPP and help sustain the pensions of 16 million CPP contributors and beneficiaries by investing the CPP fund and maximizing returns without undue risk of loss.

In order to build a diversified portfolio of CPP assets, the CPPIB is currently investing cash flows in a diversified portfolio of public equity, private equity, real estate, infrastructure, and fixed income. On March 31, 2007, the CPP Fund totalled \$116.6 billion.

With a mandate from the federal and provincial governments, the CPPIB is accountable to Parliament and to the federal and provincial finance ministers who serve as stewards of the CPP. Based in Toronto, the CPPIB is governed and managed independently of the CPP and at arm's length from governments.

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# 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 CEO**

Moya Greene

## **Head Office**

Canada Post Place  
2701 Riverside Drive  
Ottawa ON K1A 0B1

Telephone: 613-734-8440

Fax: 613-734-6022

Website: <http://www.canadapost.ca>

## **Year-end**

December 31

## **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 CPC was established as a Crown corporation in 1981 by the *Canada Post Corporation Act*.

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

The CPC 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 1 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.

## 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**

D. Ian Glen, Q.C.

### **President and CEO**

Jacques Duchesneau, C.M.

### **Head Office**

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

Telephone: 1-888-294-2202

Fax: 613-991-6726

Website: <http://www.catsa-acsta.gc.ca>

### **Year-end**

March 31

### **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 that the Minister may assign to it, subject to any terms and conditions that the Minister may establish.

## **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.

CATSA is responsible for the delivery of consistent, effective and professional services at or above the standards set by Transport Canada. To fulfill its mandate, CATSA performs the pre-boarding screening of passengers and their belongings. It also undertakes the acquisition, deployment, operation, and maintenance of explosives detection systems at airports; performs the screening of non-passengers entering airport restricted areas; implements a restricted area identity card; contracts for RCMP policing services on selected flights and all flights to Reagan National Airport; and makes contributions for supplemental airport policing services.

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

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# Canadian Broadcasting Corporation

Canadian Heritage

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## Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.<sup>32</sup>  
Minister of Canadian Heritage

## Chairperson

Timothy W. Casgrain

## President and CEO

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: <http://www.cbc.radio-canada.ca>

## Year-end

March 31

## 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.

Since March 31, 2005, CBC programs have been distributed through satellites linked to a network of Hertzian waves and landlines that feed 105 base stations, 1,238 CBC transmitters, 46 affiliated independent stations, and 224 transmitters of affiliated community stations.

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32. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Josée Verner was named the responsible minister.

## Canadian Commercial Corporation

Foreign Affairs and 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 CEO**

John McBride

### **Head Office**

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

### **Year-end**

March 31

### **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**

The Canadian Commercial Corporation (CCC) is a Crown corporation mandated to assist in the development of international trade, focussing on sectors where there is a clear government role that are either sensitive and outside of the World Trade Organization's (WTO) disciplines, such as defence, or where foreign governments require additional capacity to undertake complex and timely procurements, namely in emerging and developing country markets. Through its contracting and procurement services, the CCC enables exports of Canadian goods and services worth over \$1.2 billion a year.

The CCC also manages the Defence Production Sharing Agreement (DPSA) under which Canadian companies are treated as equal partners in an integrated North American defence industrial base and therefore have equal opportunity for contracts with the United States Department of Defense (U.S. DoD).

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# Canadian Dairy Commission

Agriculture and Agri-Food

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## Appropriate Minister

The Honourable Chuck Strahl, P.C., M.P.<sup>33</sup>  
Minister of Agriculture and Agri-Food

## CEO

John Core

## Head Office

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

Telephone: 613-792-2000

Fax: 613-792-2009

Website: <http://www.cdc-ccl.gc.ca>

## Year-end

July 31

## 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 market target pricing for various dairy products and then offers to purchase these products for retail sale; 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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33. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Gerry Ritz was named the responsible minister.

## Canadian Museum of Civilization

Canadian Heritage

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### Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.<sup>34</sup>  
Minister of Canadian Heritage

### Chairperson

Fredrik S. Eaton

### President and CEO

Victor Rabinovitch

### Head Office

100 Laurier Street  
Gatineau QC J8X 4H2

Telephone: 819-776-7116

Fax: 819-776-7122

Website: <http://www.civilization.ca>

### Year-end

March 31

### 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) was established as a Crown corporation in 1990 by the *Museums Act*. The Corporation's primary responsibilities are the management of Canada's national museum of human history, the Canadian Museum of Civilization (CMC), Canada's national museum of military history, the Canadian War Museum (CWM), and a virtual museum on the Web, the Museum of New France (VMNF). Through its activities, the Corporation practices museological excellence, thereby promoting a greater understanding of Canadian identity, history, and culture.

The Canadian Museum of Civilization is recognized as one of the premier cultural facilities of the 20th century. The Canadian War Museum's exhibitions and public programs have a single overriding objective: to help all Canadians understand their country's military history in its personal, national, and international dimensions.

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34. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Josée Verner was named the responsible minister.



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## Canadian Museum of Nature

Canadian Heritage

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### Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.<sup>35</sup>  
Minister of Canadian Heritage

### Chairperson

Robert Kenneth Armstrong, O.M.C.

### President and CEO

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

Fax: 613-364-4020

Website: <http://www.nature.ca>

### Year-end

March 31

### 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 by the *Museums Act*.

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 CMN 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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35. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Josée Verner was named the responsible minister.

## Canadian Race Relations Foundation

Canadian Heritage

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### Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.<sup>36</sup>  
Minister of Canadian Heritage

### Acting Chairperson

Andrée Ménard

### Executive Director

Dr. Ayman Al-Yassini

### Head Office

Suite 701  
4576 Yonge Street  
Toronto ON M2N 6N4  
Telephone: 416-952-3500  
Toll-free: 1-888-240-4936  
Fax: 416-952-3326  
Website: <http://www.crr.ca>

### Year-end

March 31

### Auditor

Auditor General of Canada

### 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 CRRF with a one-time endowment fund of \$24 million. The CRRF operates entirely on income generated by the invested endowment fund and through donations.

To 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 it disseminates information through its website (<http://www.crr.ca>), annotated bibliographies, and published materials.

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36. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Josée Verner was named the responsible minister.

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## Canadian Tourism Commission

### Industry

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**Appropriate Minister**

The Honourable Maxime Bernier, P.C., M.P.<sup>37</sup>  
Minister of Industry

**Chairperson**

The Honourable Charles Lapointe, P.C.

**President and CEO**

Michele McKenzie

**Head Office**

Suite 1400, Four Bentall Centre  
1055 Dunsmuir Street  
Box 49230  
Vancouver BC V7X 1L2

Telephone: 604-638-8300

Fax: 604-638-8425

Website: <http://www.canadatourism.com>

**Year-end**

December 31

**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 vital to the social and cultural identity and integrity of Canada.

To achieve its mandate, the Canadian Tourism Commission (CTC) leads the tourism industry in marketing Canada as a premier four-season tourism destination and in generating travel export revenues. Through collaboration and partnerships with the private sector, the governments of Canada, the provinces, and the territories, the CTC works with the tourism sector to maintain its competitiveness. With its public- and private-sector partners, the CTC undertakes joint advertising and promotional activities in markets across Canada, the United States, Asia-Pacific, and Europe/Latin America. The CTC conducts macroeconomic, market, and industry research; performs product innovation and enhancement activities; and publishes *Tourism Snapshot* (a monthly and year-to-date update of key tourism-related statistics), *TOURISM Daily*, *TOURISM Online*, and *TOURISM* (the magazine for Canada's tourism industry).

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37. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Jim Prentice was named the responsible minister.

## 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 CEO**

Dr. Ross McCurdy

**Head Office**

70 Crescent Street  
Sydney NS B1S 2Z7

Telephone: 902-563-0050

Fax: 902-563-0054

**Year-end**

March 31

**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. DEVCO, 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 DEVCO 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.

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# Corporation for the Mitigation of Mackenzie Gas Project Impacts<sup>38</sup>

Indians Affairs and Northern Development

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**Appropriate Minister**

The Honourable Jim Prentice, P.C., Q.C., M.P.<sup>39</sup>  
Minister of Indian Affairs and Northern Development

**Chairperson**

**President and CEO**

**Head Office**

Yellowknife

Telephone: N/A

Fax: N/A

**Year-end**

March 31

**Auditor**

To be determined

**Incorporation**

*Mackenzie Gas Project Impacts Act* (2006, c. 4, s. 208 )

**Status**

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

**Mandate**

Will be responsible for the administration of the \$500-million Mackenzie Gas Project Impacts Fund. This fund is designed to support mitigation strategies related to the socio-economic impacts from the Mackenzie Gas Project.

## Corporate profile

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38. As at July 31, 2007, this Crown corporation is non-operational.

39. Information is accurate as at July 31, 2007. On August 14, 2007, the Honuorable Chuck Strahl was named the responsible minister.

## 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 CEO**

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

Fax: 613-998-1061

Website: <http://www.dcc-cdc.gc.ca>

**Year-end**

March 31

**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 National Defence in the  
management of its facilities' infrastructure needs.

### Corporate profile

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

To achieve its mandate, the DCC provides service in the areas of engineering contracting, contract management, and other property-related services in support of defence projects. The DCC's involvement includes supporting the environmental programs of National Defence, as well as its construction programs both at home and abroad. All infrastructure work is implemented by private industry, and the DCC serves as an interface between National Defence and the contractors and suppliers hired to complete the work. The DCC's function is to assure 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.

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# 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**

Monique Collette

## **Acting CEO**

Marlene Usher

## **Head Office**

70 Crescent Street  
PO Box 1750  
Sydney NS B1S 2Z7

Telephone: 902-564-3600

Fax: 902-564-3825

Website: <http://www.ecbc.ca>

## **Year-end**

March 31

## **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 ECBC was specifically created to assist in the transition of the Cape Breton economy to alternative industries.

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

To achieve its mandate, the 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 ECBC also delivers economic development programs on behalf of the Atlantic Canada Opportunities Agency.

## Export Development Canada

Foreign Affairs and International Trade

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### Appropriate Minister

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

### Chairperson

Jim Dinning

### President and CEO

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

Fax: 613-237-2690

Website: <http://www.edc.ca>

### Year-end

December 31

### 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 fulfill its mandate, EDC provides trade financing and risk mitigation services to Canadian companies involved in export trade. It raises funds by charging fees for its services and interest on its loans, 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 and investors.



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## Farm Credit Canada

Agriculture and Agri-Food

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### Appropriate Minister

The Honourable Chuck Strahl, P.C., M.P.<sup>40</sup>  
Minister of Agriculture and Agri-Food  
and Minister for the Canadian Wheat Board

### Chairperson

Gill Shaw

### President and CEO

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

Fax: 306-780-5875

Website: <http://www.fcc-fac.ca>

### Year-end

March 31

### 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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40. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Gerry Ritz was named the responsible minister.

## 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 CEO**

Norman Willans, Acting CEO

### **Head Office**

Suite 1210  
55 Metcalfe Street  
Ottawa ON K1P 6L5  
Telephone: 613-993-6880  
Fax: 613-993-6945  
Website: <http://www.federalbridge.ca>

### **Year-end**

March 31

### **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.

The FBCL is also responsible for the Jacques Cartier and Champlain Bridges Incorporated, the Seaway International Bridge Corporation, Ltd., and the activities of the Canadian halves of both the Thousand Islands International Bridge and the Sault Ste. Marie International Bridge. The 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.

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## 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.<sup>41</sup>  
Minister of Indian Affairs and Northern Development

### Chairperson

Dr. Mark S. Dockstatort

### First Nations Chief Statistician

Vacant

### Head Office

Nipissing First Nation  
First Nations Statistics  
2515 Bank Street  
PO Box 40077  
Ottawa ON K1V 0W8

Website: <http://www.firststats.ca>

### Year-end

December 31

### 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 that 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) was created to respond to a need within First Nations for complete, reliable, and accurate statistical information.

The FNSI aims to become a centre of statistical expertise for First Nations and other stakeholders. The FNSI will provide a number of services that will produce high-quality information and establish greater use of First Nations statistics for all parties.

In carrying out its mandate, the FNSI is committed to serving First Nations and all Canadians by improving access and use of information about First Nations through the delivery of projects and products that meet their needs; sustaining expertise and building capacity on the use of statistics; and promoting a sound system of statistical information for First Nations.

The FNSI will aspire to be Canada's primary source for the production of accurate, relevant, and responsive statistical information on First Nations.

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41. Information is accurate as at July 31, 2007. On August 14, 2007 the Honourable Chuck Stral was named the responsible minister.

## 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 CEO**

Robert F. Hand

### **Head Office**

1199 Plessis Road  
Winnipeg MB R2C 3L4

Telephone: 204-983-6601  
Fax: 204-983-6497

### **Year-end**

April 30

### **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 inter-provincial 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.

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# 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

J. Douglas Smith

## CEO

Robert F. Lemire

## Head Office

202 Pitt Street, 2nd Floor

PO Box 95

Cornwall ON K6H 5R9

Telephone: 613-933-2991

Fax: 613-932-3793

Website: <http://www.glpa-apgl.com>

## Year-end

December 31

## 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 Québec south of the northern entrance to the St. Lambert Lock.

## Corporate profile

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

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

## International Development Research Centre

Foreign Affairs and International Trade

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### Appropriate Minister

The Honorable Peter Gordon MacKay, P.C., M.P.<sup>42</sup>  
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

Fax: 613-565-8212

Website: <http://www.idrc.ca>

### Year-end

March 31

### 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.

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

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42. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Maxime Bernier was named the responsible minister.

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# 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

## CEO

Réjean Lanteigne

## Head Office

Suite 1501  
555 René Lévesque Blvd. West  
Montréal QC H2Z 1B1

Telephone: 514-283-6320

Fax: 514-496-2409

Website: <http://www.pilotagestlaurent.gc.ca>

## Year-end

December 31

## 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 recommendations of the Royal Commission of Pilotage (1962–71). Under the *Pilotage Act*, the Laurentian Pilotage Authority was established as a Crown corporation along with three other pilotage authorities—the Atlantic Pilotage Authority, the Great Lakes Pilotage Authority, and the Pacific Pilotage Authority.

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 Québec City, and a third for the navigable waters between Québec 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. 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.

## 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

### **Chairperson**

Robert Crosbie

### **President and CEO**

Roger Flood

### **Head Office**

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

Telephone: 709-772-8957

Fax: 709-772-8956

Website: <http://www.marine-atlantic.ca>

### **Year-end**

December 31

### **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 a safe, environmentally responsible  
and quality ferry service between the Island of  
Newfoundland and the Province of Nova Scotia in  
a reliable, courteous, and cost-effective manner.

## **Corporate profile**

To provide transportation between the Island of Newfoundland and Nova Scotia, Marine Atlantic Inc. was created and has provided continuous ferry services since the Province of Newfoundland and Labrador joined Canada in 1949. Marine Atlantic Inc. was made a Crown corporation in 1986. Marine Atlantic Inc. continues to have a strong economic presence in the region; it plays an important role in Newfoundland and Labrador's commerce and tourism industries.

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



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# National Arts Centre Corporation

Canadian Heritage

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## Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.<sup>43</sup>  
Minister of Canadian Heritage

## Chairperson

Julia E. Foster

## President and CEO

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

Fax: 613-996-9578

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

## Year-end

August 31

## 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 fulfill 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; presents classical music, dance, English-language theatre, French-language theatre, variety, and community programming; and is home to the NAC 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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43. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Josée Verner was named the responsible minister.

## 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**

Russell Mills

### **CEO**

Micheline Dubé

### **Head Office**

40 Elgin Street  
Ottawa ON K1P 1C7

Telephone: 613-239-5555

Fax: 613-239-5039

Website: <http://www.canadascapital.gc.ca>

### **Year-end**

March 31

### **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 the CCR. The NCC plans the development and use of federal lands in the CCR and manages and protects its own physical assets, including six official residences, urban lands, parks, parkways, bridges, Gatineau Park, and the Greenbelt, as well as other key federal lands and buildings in the CCR.

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## National Gallery of Canada

Canadian Heritage

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### Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.<sup>44</sup>  
Minister of Canadian Heritage

### Chairperson

Donald R. Sobey

### Director and CEO

Pierre Théberge, O.C., C.Q.

### Head Office

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

Telephone: 613-990-1985

Toll-free: 1-800-319-2787

Fax: 613-993-4385

Website: <http://www.gallery.ca>

### Year-end

March 31

### 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 Gallery.

To achieve its mandate, the Gallery has four key activities: the Collection Program Activity, which consists of curatorial research, acquisition, preservation, and collections management; the Outreach Program Activity, which includes exhibitions and installations, education, publications, communications, and loans; 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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44. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Josée Verner was named the responsible minister.

## National Museum of Science and Technology

Canadian Heritage

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### Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.<sup>45</sup>  
Minister of Canadian Heritage

### Chairperson

James Paul

### President and CEO

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  
Fax: 613-990-3636  
Website: <http://www.technomuses.ca>

### Year-end

March 31

### 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 NMST 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 NMST 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.

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45. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Josée Verner was named the responsible minister.

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## 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 Roy

### **President and CEO**

Claude Benoit

### **Head Office**

333 de la Commune Street West  
Montréal QC H2Y 2E2

Téléphone: 514-283-5256

Fax: 514-283-8423

Website: <http://www.oldportofMontréal.com>

### **Year-end**

March 31

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

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, and 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.

## 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 CEO

Kevin Obermeyer

### Head Office

Suite 1000  
1130 West Pender Street  
Vancouver BC V6E 4A4  
Telephone: 604-666-6771  
Fax: 604-666-1647  
Website: <http://www.ppa.gc.ca>

### Year-end

December 31

### 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 recommendations of the Royal Commission of Pilotage (1962–71). Under the *Pilotage Act*, the Pacific Pilotage Authority was established as a Crown corporation, along with three other pilotage authorities—the Atlantic Pilotage Authority, the Great Lakes Pilotage Authority, and the Laurentian Pilotage Authority.

To achieve its mandate, the Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed toward maintaining financial self-sufficiency through tariffs. It provides pilots with water transportation to and from ships (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.

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## 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 Soknacki

### **President and CEO**

Tony Genco

### **Head Office**

1–35 Carl Hall Road  
Toronto ON M3K 2B6

Telephone: 416-952-2222

Fax: 416-952-2225

Website: <http://www.pdp.ca>

### **Year-end**

March 31

### **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 for the enjoyment of future  
generations on a self-financing basis.

## **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, the PDP has commissioned studies and detailed designs for a comprehensive park plan. The 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 the Downsview Park Foundation.

## Public Sector Pension Investment Board

### Treasury Board

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**Appropriate Minister**

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

**Chairperson**

Paul Cantor

**President and CEO**

Gordon J. Fyfe

**Head Office**

Suite 200  
440 Laurier Avenue West  
Ottawa ON K1R 7X6  
Telephone: 613-782-3095  
Fax: 613-782-6864

**Montréal Office**

Suite 2030  
1250 René Lévesque Blvd. West  
Montréal QC H3B 4W8  
Telephone: 514-937-2772  
Fax: 514-937-3155  
Website: <http://www.investpsp.ca>

**Year-end**

March 31

**Auditor**

Auditor General of Canada  
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. At the end of the last fiscal year, the PSPIB's mandate was expanded to include investing the net contributions of the Reserve Forces pension plan. The first net contributions were received from the Reserve Forces Pension Plan in April 2007.

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.



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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 CEO

Currently vacant

### President and Chief Operating Officer

Gregory A. Slocombe

### Head Office

PO Bag 8000  
Prince Rupert BC V8J 4H3  
Telephone: 250-624-9511  
Fax: 250-624-4990  
Website: <http://www.rti.ca>

### Year-end

December 31

### Auditor

Auditor General of Canada

### Incorporation

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

### Status

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

### Mandate

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, 24 hours per day and is certified under the ISO 9001, 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 CEO

Ian E. Bennett

### Head Office

320 Sussex Drive  
Ottawa ON K1A 0G8

Telephone: 613-993-3500

Fax: 613-990-4665

Website: <http://www.mint.ca>

### Year-end

December 31

### 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 and silver refineries, and the production facilities for numismatic and bullion coins, medals, and medallions. The Winnipeg Plant, which includes a plating facility, produces all of Canada's circulation coins (2,237 million coins in 2006), as well as circulation coins for certain foreign countries (727 million coins in 2006) 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.<sup>46</sup>  
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

Fax: 613-569-7808

Website: <http://www.scc.ca>

**Year-end**

March 31

**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*. The SCC also serves as Canada's World Trade Organization/North American Free Trade Agreement (WTO/NAFTA) Enquiry Point.

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

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46. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Jim Prentice was named the responsible minister.

## Telefilm Canada

Canadian Heritage

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### Appropriate Minister

The Honourable Beverley J. Oda, P.C., M.P.<sup>47</sup>  
Minister of Canadian Heritage

### Acting Chairperson

Felix Fraser

### Executive Director

Wayne Clarkson

### Head Office

Suite 500  
360 St. Jacques Street  
Montréal QC H2Y 1P5  
Telephone: 514-283-6363  
Toll-free: 1-800-567-0890  
Fax: 514-283-8212  
Website: <http://www.telefilm.gc.ca>

### Year-end

March 31

### 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 and 154.01); an agent of Her Majesty

### Mandate

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

## Corporate profile

Under the *Telefilm Canada Act*, c.16, subsections 10(1) and (8), as revised in 2005, the mandate of the corporation is to foster and promote the development of the audiovisual industry in Canada and to act in connection with agreements entered into with the Canadian Heritage for the provision of services or programs relating to the audiovisual industries.

As an instrument of government policy, Telefilm Canada provides support to Canada's audiovisual industries to create cultural programs and products that reflect the diversity of Canada, for the benefit of Canadian audiences. Through its programs, Telefilm Canada serves three sectors of the Canadian industry: feature film, television, and new media.

Telefilm Canada is a Crown corporation reporting to Parliament through the Minister of Canadian Heritage. Telefilm Canada provides its services to the Canadian audiovisual industries through four Canadian offices in Vancouver, Toronto, Montréal, and Halifax.

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47. Information is accurate as at July 31, 2007. On August 14, 2007, the Honourable Josée Verner was named the responsible minister.

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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

### **Chairperson**

Donald A. Wright

### **President and CEO**

Paul Côté

### **Head Office**

Suite 500  
3 Place Ville-Marie  
Montréal QC H3B 2C9  
Telephone: 514-871-6000  
Fax: 514-871-6619  
Website: <http://www.viarail.ca>

### **Year-end**

December 31

### **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.

## 2.5 Crown Corporations' Corporate Holdings

This section presents statistical information on Crown corporations and their corporate holdings between August 1, 2006, and July 31, 2007. 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, 2007)

	2007	2006
Parent Crown Corporations	44	43
Wholly Owned Subsidiaries (100 per cent)	63	53
Other Subsidiaries, Associates, and Legal Partnerships	13	48

## Part 2: Changes During the Year

### Canada Pension Plan Investment Board

#### Subsidiaries held at 100 per cent

- CPP Investment Board Real Estate Holding (2) Inc. Added
- CPP Investment Board (USRE II) Inc. Added
- CPP Investment Board (USRE III) Inc. Added
- CPP Investment Board (USRE IV) Inc. Added

### Canada Post Corporation

#### Subsidiaries held at 100 per cent

- EPO Holdings Inc. Deleted
- EPO Inc. Deleted

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

- Canadian Teleservices Corporation (90.95 per cent) Deleted
- Distribution Management Services Inc. (90.95 per cent) Deleted
- Intelcom Courier Canada Inc. (50 per cent) Deleted
- Purolator Customs Services Ltd. (90.95 per cent) Deleted
- Supercourier (1987) Ltd. (90.95 per cent) Deleted

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

- Progistix-Solutions Inc. (2.63 per cent) Deleted

**Corporation for the Mitigation of Mackenzie Gas Project Impacts** Added

### Enterprise Cape Breton Corporation

#### Subsidiary held at 100 per cent

- Cape Breton Casting Inc. Added

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

- Lynwood Inn Limited Deleted

## Marine Atlantic Inc.

### Subsidiary held at 100 per cent

- Newfoundland Dockyard Corporation<sup>48</sup> Added

## Public Sector Pension Investment Board

### Subsidiaries held at 100 per cent

• 2096725 Ontario Inc. <sup>49</sup>	Deleted
• 3102444 Nova Scotia Limited	Deleted
• 3478092 Canada Inc.	Deleted
• 4296524 Canada Inc.	Deleted
• 4345177 Canada Inc.	Deleted
• 6165061 Canada Inc.	Deleted
• Datura Private Investments Inc.	Added
• ESS-LUX	Deleted
• Infra-PSP Canada Inc.	Added
• Infra-PSP ECEF Inc.	Added
• Infra-PSP Partners Inc.	Added
• PSP Public Credit I Inc.	Added
• PSPEUR	Deleted
• PSPIB Destiny Inc.	Added
• PSPIB Realty Holdings U.S. LP (0.01%)	Deleted
• PSPIB Realty Holdings U.S. LP (99.99%)	Deleted
• PSPIB Realty U.S. Inc.	Deleted
• PSPIB U.S. Nominee Inc.	Deleted
• PSPIB-BV G.P. Inc.	Deleted
• PSPIB-LS Inc.	Deleted
• PSPIB-Newbury G.P. Inc.	Deleted
• PSPIB-RE Deposit Inc.	Deleted
• PSPIB-RE Finance Partners II Inc.	Added
• PSPIB-SHRT Inc.	Deleted
• PSPIB-SHRT U.S. Inc.	Deleted
• PSPIB-Star Inc.	Deleted
• Red Isle Private Investments Inc.	Added
• Trinity Bay Private Investments Inc.	Added
• West/PBI Incorporated	Deleted

48. Error noted: Subsidiary held since 2000 and should have been reported previously. This corporation is inactive with no assets and no liabilities.

49. Error noted: Subsidiary held in 2006 and should have been reported last year. This corporation has now been dissolved.



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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>50</sup>
  - Parc Downsview Park Inc.<sup>51</sup>
- 

### 10. Canada Mortgage and Housing Corporation

#### Subsidiary held at 100 per cent

- Canada Housing Trust<sup>52</sup>
- 

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

51. 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.

52. Note that the Canada Housing Trust does not have share capital but rather is a Variable Interest Entity, that, for accounting purposes, is consolidated with Canada Mortgage and Housing Corporation's activities.

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## 11. Canada Pension Plan Investment Board

### Subsidiaries held at 100 per cent

- CPP Investment Board European Holdings S.à.r.l.
- CPP Investment Board Private Holdings Inc.
- CPP Investment Board Real Estate Holdings Inc.
- CPP Investment Board Real Estate Holdings (2) Inc.
- CPP Investment Board (USRE) Inc.
- CPP Investment Board (USRE II) Inc.
- CPP Investment Board (USRE III) Inc.
- CPP Investment Board (USRE IV) Inc.

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## 12. Canada Post Corporation

### Subsidiaries held at 100 per cent

- 2875039 Canada Limited (100 per cent) and its subsidiary
  - 964102 Ontario Inc. (100 per cent)
- 2875047 Canada Limited (100 per cent)
- 3906949 Canada Inc. (100 per cent)
- Canada Post International Limited (100 per cent) and its subsidiary
  - Nieuwe Post Nederlandse Antillen N.V. (100 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 per cent)
- Purolator Holdings Ltd. (10.13 per cent owned directly through CPC)

### Subsidiaries held at 50 to 99 per cent

- Innovapost Inc. (51 per cent)
- Purolator Holdings Ltd. (80.82 per cent through 2875039 Canada Limited) and its subsidiary
  - Purolator Courier Ltd. (100 per cent) and its subsidiaries
    - Purolator Holdings U.S. Ltd. (100 per cent)
    - Purolator U.S.A. Inc. (100 per cent)
    - Purolator Trade Solutions Ltd. (51 per cent)
- Progistix-Solutions Inc. (97.37 per cent through 3906949 Canada Inc.) and its subsidiaries
  - Assured Logistics Inc. (100 per cent)
  - 6076386 Canada Inc. (100 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. Corporation for the Mitigation of the Mackenzie Gas Project Impacts

---

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

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#### 24. Enterprise Cape Breton Corporation

##### Subsidiaries held at 100 per cent

- Cape Breton Casting Inc.
- Cape Breton Growth Fund Corporation<sup>53</sup>
- Cape Breton Marine Farming Limited<sup>54</sup>
- DARR (Cape Breton) Limited
- Gulf Bras D'Or Estates Limited<sup>54</sup>

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

- Bell Bay Golf Developments Incorporated

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#### 25. Export Development Canada

##### Subsidiary held at 100 per cent

- Exinvest Inc.

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#### 26. Farm Credit Canada

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53. Directed by an Order in Council (P.C. 2007-0951), as of June 7, 2007, Cape Breton Growth Fund Corporation is no longer a deemed parent Crown corporation but a wholly owned subsidiary of the Enterprise Cape Breton Corporation.

54. Inactive corporation.

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**27. 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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**28. First Nations Statistical Institute**

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**29. Freshwater Fish Marketing Corporation**

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**30. Great Lakes Pilotage Authority**

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**31. International Development Research Centre**

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**32. Laurentian Pilotage Authority**

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**33. Marine Atlantic Inc.****Subsidiaries held at 100 per cent**

- Newfoundland Dockyard Corporation

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**34. National Arts Centre Corporation**

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**35. National Capital Commission**

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**36. National Gallery of Canada**

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

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**38. Pacific Pilotage Authority**

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**39. Public Sector Pension Investment Board****Subsidiaries held at 100 per cent**

- Blue & Gold Private Investments Inc.
- Datura Private Investments Inc.
- Galvaude Private Investments Inc.
- Infra-PSP Canada Inc.
- Infra-PSP ECEF Inc.
- Infra-PSP GP Partners Inc.
- Infra-PSP Partners. Inc.
- Ivory Private Investments Inc.
- Port-aux-Choix Private Investments Inc.
- PSP Capital Inc.
- PSP Finco Inc.
- PSP Public Credit I Inc.
- PSPIB Destiny Inc.
- PSPIB G.P. Finance Inc.
- PSPIB G.P. Inc.
- PSPIB G.P. Partners Inc.
- PSPIB IRP60 Inc.
- PSPIB Michigan G.P. Inc.
- PSPIB Realty International Inc.

- 
- PSPIB-AFP Inc.
  - PSPIB-FLSA Inc.
  - PSPIB-MSR Inc.
  - PSPIB-RE Direct Inc.
  - PSPIB-RE Finance Inc.
  - PSPIB-RE Finance Partners Inc.
  - PSPIB-RE Finance Partners II Inc.
  - PSPIB-RE Partners Inc.
  - PSPIB-SDL Inc.
  - PSPLUX and its subsidiary
  - Red Isle Private Investments Inc.
  - Trinity Bay Private Investments Inc.

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#### **40. Ridley Terminals Inc.**

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

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#### **43. Telefilm Canada**

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#### **44. VIA Rail Canada Inc.**

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## 2.6 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 required to be tabled in Parliament by July 31 and confirm those that were actually tabled.

Crown corporations report to Parliament through three key documents; namely, the corporate plan summary, one or more budget summaries, and the annual report. Unless the corporation is exempted,<sup>55</sup> the responsible minister must table at least a capital budget summary and possibly an operating budget summary<sup>56</sup> as well. Thus, the tabling data respecting 37 Crown corporations (out of a total of 46 Crown corporations) has been included in this chapter.

Corporate plan and budget summaries tabled in Parliament 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 Crown corporations' annual report in turn informs Parliament of the corporation's actual performance relative to the objectives, strategies, and activities approved by the government and previously tabled as corporate plan and budget summaries.

### **Deadlines for tabling in Parliament and results achieved**

The deadlines for tabling these documents before each House of Parliament 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 or Operating Budget Summary:** Thirty sitting days after Treasury Board approval of the budget.

Notably, where the operating and/or capital budgets are incorporated into the corporate plan, the deadlines are reported as the same as that for the corporate plan summary.

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55. The Bank of Canada, the Canada Council for the Arts, the Canada Pension Plan Investment Board, the Canadian Broadcasting Corporation, the Canadian Race Relations Foundation, the International Development Research Centre, the National Arts Centre Corporation, the Public Sector Pension Investment Board, and Telefilm Canada are neither required to submit corporate plans for the approval of the Governor in Council nor submit summaries of corporate plans, capital, and/or operating budgets for tabling in Parliament.

56. The Canada Post Corporation, the Royal Canadian Mint, and the Canada Development Investment Corporation are not required to submit summaries of their operating budget for tabling in Parliament.

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**Annual report:** Fifteen sitting days after receipt by the appropriate minister; receipt should occur, at the latest, within three months of the corporation's financial year-end.

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

Also note that all tabling deadlines in this report have been calculated based on actual sitting days occurring up to July 31, 2007.

### **Overall results**

During the one year period ended July 31, 2007, 162 reports were tabled in the House of Commons and 158 in the Senate for a total of 320. Of these, 267 were tabled on time. A total of 91 of the required reports for this period had either not yet been tabled (38) or were tabled late (53). Almost half (42) of the 91 reports were only marginally late in that they were tabled within 15 days of the deadline.

The number of required reports not tabled or tabled late has increased this year (91 in 2007 versus 59 in 2006). Of these, 84 are attributable to two ministerial portfolios. TBS intends to work closely with officials responsible for parliamentary affairs in those two departments in hopes of improving their tabling data next year.

The information reported in section 2.6 was audited by the Auditor General of Canada, and her report is included as an appendix to this section.

**Exhibit 13: Summary of Late Tabling Statistics—2007**

House of Commons	Number of sitting days past the tabling deadline <sup>57</sup>					Total
	1–15	16–30	31–60	61–90	91+	
Annual Report	4	2	1		2	9
Corporate Plan Summary	10	2			1	13
Amended Corporate Plan Summary				1	3	4
Capital Budget Summary	10	2	1	1	1	15
Amended Capital Budget Summary		1		1	2	4
Operating Budget Summary	10	2	1	1	1	15
Amended Operating Budget Summary		1			2	3
<b>Total</b>	<b>34</b>	<b>10</b>	<b>3</b>	<b>4</b>	<b>12</b>	<b>63</b>

\* The House of Commons sat 129 days between August 1, 2006, and July 31, 2007.

Senate	Number of sitting days past the tabling deadline <sup>57</sup>					Total
	1–15	16–30	31–60	61–90	91+	
Annual Report	3		1	1	1	6
Corporate Plan Summary	2		1			3
Amended Corporate Plan Summary			2		2	4
Capital Budget Summary	2	1	2			5
Amended Capital Budget Summary			2		1	3
Operating Budget Summary	2	1	2			5
Amended Operating Budget Summary					2	2
<b>Total</b>	<b>9</b>	<b>2</b>	<b>10</b>	<b>1</b>	<b>6</b>	<b>28</b>

\* The Senate sat 84 days between August 1, 2006, and July 31, 2007.

57. Each column includes not only documents that have been tabled late but could also include outstanding documents (i.e. those not yet tabled as at July 31, 2007).



Tabling of Parent Crown Corporations' Reports in Parliament  
During the Year Ended July 31, 2007

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Atlantic Pilotage Authority (YE Dec 31)</b>					
2006	Annual Report	2007-05-04	2007-05-01	2007-05-17	2007-05-02
2007	Capital Budget Summary	2007-03-23	2007-05-01	2007-05-02	2007-05-02
2007	Operating Budget Summary	2007-03-23	2007-05-01	2007-05-02	2007-05-02
2007 to 2011	Corporate Plan Summary	2007-03-23	2007-05-01	2007-05-02	2007-05-02
<b>Atomic Energy of Canada Limited (YE Mar 31)</b>					
2005-06	Annual Report	2006-10-06	2006-09-18	2006-11-01	2006-09-27
2006-07	Annual Report	n/a <sup>58</sup>	2007-07-18	n/a <sup>58</sup>	not due yet
2006-07	Capital Budget Summary	2006-11-03	2006-10-31	2006-12-06	2006-11-01
2006-07	Operating Budget Summary	2006-11-03	2006-10-31	2006-12-06	2006-11-01
2006-07 to 2010-11	Corporate Plan Summary	2006-11-03	2006-10-31	2006-12-06	2006-11-01
<b>Blue Water Bridge Authority (YE Aug 31)</b>					
2005-06	Annual Report	2007-02-06	2007-04-16	2007-02-14	2007-04-17
2006-07	Capital Budget Summary	2007-02-27	2007-02-13	2007-04-17	2007-02-14
2006-07	Operating Budget Summary	2007-02-27	2007-02-13	2007-04-17	2007-02-14
2006-07 to 2010-11	Corporate Plan Summary	2007-02-27	2007-02-13	2007-04-17	2007-02-14
<b>Business Development Bank of Canada (YE Mar 31)</b>					
2006-07	Annual Report	n/a <sup>58</sup>	2007-07-18	n/a <sup>58</sup>	not due yet
2007-08	Capital Budget Summary	2007-05-17	2007-05-17	2007-06-19	2007-05-29
2007-08	Operating Budget Summary	2007-05-17	2007-05-17	2007-06-19	2007-05-29
2007-08 to 2011-12	Corporate Plan Summary	2007-05-17	2007-05-17	2007-06-19	2007-05-29

58. Tabling deadline is not yet available.

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Canada Deposit Insurance Corporation (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-09-18	2006-11-01	2006-09-26
2007–08	Capital Budget Summary	2007-05-03	2007-04-25	2007-06-06	2007-04-26
2007–08	Operating Budget Summary	2007-05-03	2007-04-25	2007-06-06	2007-04-26
2007–08 to 2011–12	Corporate Plan Summary	2007-05-03	2007-04-25	2007-06-06	2007-04-26
<b>Canada Development Investment Corporation (YE Dec 31)</b>					
2006	Annual Report	2007-05-04	2007-05-04	2007-05-17	2007-05-08
2007	Capital Budget Summary	2007-03-29	2007-03-29	2007-05-09	2007-04-17
2007 to 2011	Corporate Plan Summary	2007-03-29	2007-03-29	2007-05-09	2007-04-17
<b>Canada Lands Company Limited (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-08-16	2006-11-01	2006-09-26
2007–08	Capital Budget Summary	2007-05-17	2007-05-17	2007-06-19	2007-05-29
2007–08	Operating Budget Summary	2007-05-17	2007-05-17	2007-06-19	2007-05-29
2007–08 to 2011–12	Corporate Plan Summary	2007-05-17	2007-05-17	2007-06-19	2007-05-29
<b>Canada Mortgage and Housing Corporation (YE Dec 31)</b>					
2006	Annual Report	2007-05-04	2007-05-04	2007-05-17	2007-05-08
2006	Capital Budget Summary— Amendment	2006-10-27	2006-07-19	2006-11-28	2006-09-26
2006	Operating Budget Summary— Amendment	2006-10-27	2006-07-19	2006-11-28	2006-09-26
2007	Capital Budget Summary	2007-03-23	2007-03-23	2007-05-02	2007-03-26
2007	Operating Budget Summary	2007-03-23	2007-03-23	2007-05-02	2007-03-26
2007 to 2011	Corporate Plan Summary	2007-03-23	2007-03-23	2007-05-02	2007-03-26
2007	Capital Budget Summary— Amendment	2007-05-09	2007-04-23	2007-06-12	2007-04-24
2007	Operating Budget Summary— Amendment	2007-05-09	2007-04-23	2007-06-12	2007-04-24

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Canada Post Corporation (YE Dec 31)</b>					
2006	Annual Report	2007-05-04	2007-05-01	2007-05-17	2007-05-02
2006	Capital Budget Summary	2006-10-27	2006-09-19	2006-11-28	2006-09-26
2006 to 2010	Corporate Plan Summary	2006-10-27	2006-09-19	2006-11-28	2006-09-26
<b>Canadian Air Transport Security Authority (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-09-19	2006-11-01	2006-09-26
2006–07	Capital Budget Summary	2006-11-03	2006-11-27	2006-12-11	2006-11-28
2006–07	Operating Budget Summary	2006-11-03	2006-11-27	2006-12-11	2006-11-28
2006–07 to 2010–2011	Corporate Plan Summary	2006-11-03	2006-11-27	2006-12-11	2006-11-28
<b>Canadian Commercial Corporation (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-09-18	2006-11-01	2006-09-26
2006–07	Capital Budget Summary	2006-11-03	2006-09-18	2006-12-06	2006-09-26
2006–07	Operating Budget Summary	2006-11-03	2006-09-18	2006-12-06	2006-09-26
2006–07 to 2010–11	Corporate Plan Summary	2006-11-03	2006-09-18	2006-12-06	2006-09-26
2007–08	Capital Budget Summary	2007-05-17	2007-05-02	2007-06-19	2007-05-03
2007–08	Operating Budget Summary	2007-05-17	2007-05-02	2007-06-19	2007-05-03
2007–08 to 2011–12	Corporate Plan Summary	2007-05-17	2007-05-02	2007-06-19	2007-05-03
<b>Canadian Dairy Commission (YE Jul 31)</b>					
2005–06	Annual Report	2006-11-28	2006-10-31	2006-12-07	2006-11-01
2006–07	Capital Budget Summary	2006-11-03	2006-09-25	2006-12-06	2006-09-26
2006–07	Operating Budget Summary	2006-11-03	2006-09-25	2006-12-06	2006-09-26
2006–07 to 2010–11	Corporate Plan Summary	2006-11-03	2006-09-25	2006-12-06	2006-09-26
<b>Canadian Museum of Civilization (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-10-06	2006-11-01	2006-10-17
2007–08	Capital Budget Summary	2007-06-07	2007-06-07	n/a <sup>58</sup>	2007-06-12
2007–08	Operating Budget Summary	2007-06-07	2007-06-07	n/a <sup>58</sup>	2007-06-12
<b>Canadian Museum of Nature (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-10-06	2006-11-01	2006-10-17
2007–08	Capital Budget Summary	2007-06-07	2007-06-07	n/a <sup>58</sup>	2007-06-12
2007–08	Operating Budget Summary	2007-06-07	2007-06-07	n/a <sup>58</sup>	2007-06-12

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Canadian Tourism Commission (YE Dec 31)</b>					
2005	Capital Budget Summary— Amendment	2005-11-22	not yet	2006-05-17	not yet
2005	Operating Budget Summary— Amendment	2005-11-22	not yet	2006-05-17	not yet
2005 to 2009	Corporate Plan Summary— Amendment	2005-11-22	not yet	2006-05-17	not yet
2006	Annual Report	2007-05-04	2007-05-04	2007-05-17	2007-05-08
2006	Capital Budget Summary	2007-02-07	not yet	2007-02-27	not yet
2006	Operating Budget Summary	2007-02-07	not yet	2007-02-27	not yet
2006 to 2010	Corporate Plan Summary	2007-02-07	2007-02-01	2007-02-27	2007-02-06
2007	Capital Budget Summary	2007-03-19	not yet	2007-04-24	not yet
2007	Operating Budget Summary	2007-03-19	not yet	2007-04-24	not yet
2007 to 2011	Corporate Plan Summary	2007-03-19	2007-02-01	2007-04-24	2007-02-06
<b>Cape Breton Development Corporation (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-07-19	2006-11-01	2006-09-27
2007–08	Capital Budget Summary	2007-05-31	2007-05-31	n/a <sup>58</sup>	2007-06-05
2007–08	Operating Budget Summary	2007-05-31	2007-05-31	n/a <sup>58</sup>	2007-06-05
2007–08 to 2011–12	Corporate Plan Summary	2007-05-31	2007-05-31	n/a <sup>58</sup>	2007-06-05
<b>Cape Breton Growth Fund Corporation<sup>59</sup> (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	not yet	2006-11-01	not yet

59. As of June 7, 2007, the Cape Breton Growth Fund Corporation is no longer a deemed parent Crown corporation but a wholly owned subsidiary of the Enterprise Cape Breton Corporation (ECBC).

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Defence Construction (1951) Limited (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-09-21	2006-11-01	2006-09-26
2006–07	Capital Budget Summary	2006-10-27	2006-09-21	2006-11-28	2006-09-26
2006–07	Operating Budget Summary	2006-10-27	2006-09-21	2006-11-28	2006-09-26
2006–07 to 2010–11	Corporate Plan Summary	2006-10-27	2006-09-21	2006-11-28	2006-09-26
2007–08	Capital Budget Summary	2007-05-17	2007-04-16	2007-06-19	2007-04-17
2007–08	Operating Budget Summary	2007-05-17	2007-04-16	2007-06-19	2007-04-17
2007–08 to 2011–12	Corporate Plan Summary	2007-05-17	2007-04-16	2007-06-19	2007-04-17
<b>Enterprise Cape Breton Corporation (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2007-02-23	2006-11-01	2007-02-27
2005–06	Capital Budget Summary— Amendment	2006-05-31	2006-08-16	2006-09-26	2006-09-26
2005–06	Operating Budget Summary— Amendment	2006-05-31	2006-08-16	2006-09-26	2006-09-26
2006–07	Annual Report	n/a <sup>58</sup>	2007-07-18	n/a <sup>58</sup>	not due yet
2006–07	Capital Budget Summary	2006-11-03	2006-08-16	2006-12-06	2006-09-26
2006–07	Operating Budget Summary	2006-11-03	2006-08-16	2006-12-06	2006-09-26
2006–07 to 2010–11	Corporate Plan Summary	2006-11-03	2006-08-16	2006-12-06	2006-09-26
<b>Export Development Canada (YE Dec 31)</b>					
2006	Annual Report	2007-05-04	2007-05-02	2007-05-17	2007-05-03
2007	Capital Budget Summary	2007-03-19	2007-03-19	2007-04-24	2007-03-20
2007	Operating Budget Summary	2007-03-19	2007-03-19	2007-04-24	2007-03-20
2007 to 2011	Corporate Plan Summary	2007-03-19	2007-03-19	2007-04-24	2007-03-20
<b>Farm Credit Canada (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-07-19	2006-11-01	2006-09-26
2006–07	Annual Report	n/a <sup>58</sup>	2007-07-18	n/a <sup>58</sup>	not due yet
2007–08	Capital Budget Summary	2007-05-17	2007-05-08	2007-06-19	2007-05-09
2007–08	Operating Budget Summary	2007-05-17	2007-05-08	2007-06-19	2007-05-09
2007–08 to 2011–12	Corporate Plan Summary	2007-05-17	2007-05-08	2007-06-19	2007-05-09

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Federal Bridge Corporation Limited, The (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-08-16	2006-11-01	2006-09-26
2006–07	Capital Budget Summary – 1 <sup>st</sup> Amendment	2006-11-03	not yet	2006-12-06	not yet
2006–07 to 2010–11	Corporate Plan Summary – 1 <sup>st</sup> Amendment	2006-11-03	not yet	2006-12-06	not yet
2006–07	Capital Budget Summary – 2 <sup>nd</sup> Amendment	2006-12-04	not yet	2007-02-01	not yet
2006–07 to 2010–11	Corporate Plan Summary— 2 <sup>nd</sup> Amendment	2006-12-04	not yet	2007-02-01	not yet
<b>Freshwater Fish Marketing Corporation (YE Apr 30)</b>					
2005–06	Annual Report	2006-10-06	2006-10-16	2006-11-01	2006-10-17
2006–07	Capital Budget Summary	2006-12-12	2006-11-20	2007-02-08	2006-11-21
2006–07	Operating Budget Summary	2006-12-12	2006-11-20	2007-02-08	2006-11-21
2006–07 to 2010–11	Corporate Plan Summary	2006-12-12	2006-11-20	2007-02-08	2006-11-21
<b>Great Lakes Pilotage Authority (YE Dec 31)</b>					
2005	Operating Budget Summary— Amendment	2005-06-02	not yet	2005-06-28	not yet
2005 to 2009	Corporate Plan Summary— Amendment	2005-06-02	not yet	2005-06-28	not yet
2006	Annual Report	2007-05-04	2007-05-10	2007-05-17	2007-05-15
2006	Capital Budget Summary	2006-11-24	2007-01-29	2006-12-14	2007-01-30
2006	Operating Budget Summary	2006-11-24	2007-01-29	2006-12-14	2007-01-30
2006 to 2010	Corporate Plan Summary	2006-11-24	2007-01-29	2006-12-14	2007-01-30
2007	Capital Budget Summary	2007-03-23	2007-04-16	2007-05-02	2007-04-17
2007	Operating Budget Summary	2007-03-23	2007-04-16	2007-05-02	2007-04-17
2007 to 2011	Corporate Plan Summary	2007-03-23	2007-04-16	2007-05-02	2007-04-17

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Laurentian Pilotage Authority (YE Dec 31)</b>					
2005	Capital Budget Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2005	Operating Budget Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2005 to 2009	Corporate Plan Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2006	Annual Report	2007-05-04	2007-05-17	2007-05-17	2007-05-29
2006	Capital Budget Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2006	Operating Budget Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2006 to 2010	Corporate Plan Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2007	Capital Budget Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2007	Operating Budget Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2007 to 2011	Corporate Plan Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
<b>Marine Atlantic Inc.<sup>60</sup> (YE Mar 31)</b>					
2006	Annual Report	2007-05-04	2007-05-14	2007-05-17	2007-05-15
2006	Capital Budget Summary	2006-10-27	2006-11-29	2006-11-28	2006-12-05
2006	Operating Budget Summary	2006-10-27	2006-11-29	2006-11-28	2006-12-05
2006 to 2010	Corporate Plan Summary	2006-10-27	2006-11-29	2006-11-28	2006-12-05
<b>National Capital Commission (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-09-19	2006-11-01	2006-09-26
2006–07	Capital Budget Summary	2006-11-03	2006-09-20	2006-12-11	2006-09-26
2006–07	Operating Budget Summary	2006-11-03	2006-09-20	2006-12-11	2006-09-26
2006–07 to 2010–11	Corporate Plan Summary	2006-11-03	2006-09-20	2006-12-11	2006-09-26
2007–08	Capital Budget Summary	2007-06-07	2007-06-20	n/a <sup>58</sup>	2007-06-21
2007–08	Operating Budget Summary	2007-06-07	2007-06-20	n/a <sup>58</sup>	2007-06-21
2007–08 to 2011–12	Corporate Plan Summary	2007-06-07	2007-06-20	n/a <sup>58</sup>	2007-06-21

60. On November 2, 2006, TB approved the change in financial year for MAI (April to March), effective April 1 2007. Prior to that date, the financial year was from January to December.

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>National Gallery of Canada (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-10-06	2006-11-01	2006-10-17
2007–08	Capital Budget Summary	2007-06-07	2007-06-07	n/a <sup>58</sup>	2007-06-12
2007–08	Operating Budget Summary	2007-06-07	2007-06-07	n/a <sup>58</sup>	2007-06-12
<b>National Museum of Science and Technology (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-10-06	2006-11-01	2006-10-17
2006–07	Capital Budget Summary	2007-01-31	2007-01-29	2007-02-15	2007-01-30
2006–07	Operating Budget Summary	2007-01-31	2007-01-29	2007-02-15	2007-01-30
2006–07 to 2010–11	Corporate Plan Summary	2007-01-31	2007-01-29	2007-02-15	2007-01-30
2007–08	Capital Budget Summary	2007-06-07	2007-06-07	n/a <sup>58</sup>	2007-06-12
2007–08	Operating Budget Summary	2007-06-07	2007-06-07	n/a <sup>58</sup>	2007-06-12
<b>Old Port of Montréal Corporation Inc. (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-08-16	2006-11-01	2006-09-26
2006–07	Capital Budget Summary	2006-10-06	2006-09-20	2006-11-08	2006-09-26
2006–07	Operating Budget Summary	2006-10-06	2006-09-20	2006-11-08	2006-09-26
2006–07 to 2010–11	Corporate Plan Summary	2006-10-06	2006-09-20	2006-11-08	2006-09-26
2007–08	Capital Budget Summary	2007-05-17	2007-06-01	2007-06-19	2007-06-05
2007–08	Operating Budget Summary	2007-05-17	2007-06-01	2007-06-19	2007-06-05
2007–08 to 2011–12	Corporate Plan Summary	2007-05-17	2007-06-01	2007-06-19	2007-06-05
<b>Pacific Pilotage Authority (YE Dec 31)</b>					
2006	Annual Report	2007-05-10	2007-05-10	2007-05-31	2007-05-15
2007	Capital Budget Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2007	Operating Budget Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24
2007 to 2011	Corporate Plan Summary	2007-03-23	2007-04-19	2007-05-02	2007-04-24



Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>Parc Downsview Park Inc. (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-08-16	2006-11-01	2006-09-26
2006–07	Capital Budget Summary	2006-11-03	2006-09-19	2006-12-06	2006-09-26
2006–07	Operating Budget Summary	2006-11-03	2006-09-19	2006-12-06	2006-09-26
2006–07 to 2010–11	Corporate Plan Summary	2006-11-03	2006-09-19	2006-12-06	2006-09-26
2007–08	Capital Budget Summary	2007-05-17	2007-05-17	2007-06-19	2007-05-29
2007–08	Operating Budget Summary	2007-05-17	2007-05-17	2007-06-19	2007-05-29
2007–08 to 2011–12	Corporate Plan Summary	2007-05-17	2007-05-17	2007-06-19	2007-05-29
<b>Queens Quay West Land Corporation<sup>61</sup> (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-08-16	2006-11-01	2006-09-26
<b>Ridley Terminals Inc. (YE Dec 31)</b>					
2005	Annual Report	2006-05-03	not yet	2006-05-17	not yet
2006	Annual Report	2007-05-04	not yet	2007-05-17	not yet
2006	Capital Budget Summary	2006-11-03	not yet	2006-12-06	not yet
2006	Operating Budget Summary	2006-11-03	not yet	2006-12-06	not yet
2006 to 2010	Corporate Plan Summary	2006-11-03	not yet	2006-12-06	not yet
<b>Royal Canadian Mint (YE Dec 31)</b>					
2006	Annual Report	2007-05-04	2007-04-25	2007-05-17	2007-04-26
2007	Capital Budget Summary	2007-03-23	2007-03-21	2007-05-02	2007-03-22
2007 to 2011	Corporate Plan Summary	2007-03-23	2007-03-21	2007-05-02	2007-03-22
<b>Standards Council of Canada (YE Mar 31)</b>					
2005–06	Annual Report	2006-10-06	2006-10-02	2006-11-01	2006-10-03
2007–08	Capital Budget Summary	2007-05-10	2007-05-09	2007-06-13	2007-05-10
2007–08	Operating Budget Summary	2007-05-10	2007-05-09	2007-06-13	2007-05-10
2007–08 to 2011–12	Corporate Plan Summary	2007-05-10	2007-05-09	2007-06-13	2007-05-10

61. This was the final annual report because this Crown corporation (QQWLC) was dissolved on March 31, 2006.

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
<b>VIA Rail Canada Inc. (YE Dec 31)</b>					
2006	Annual Report	2007-05-04	2007-05-01	2007-05-17	2007-05-02
2006	Capital Budget Summary	2006-11-03	2006-11-29	2006-12-06	2006-12-05
2006	Operating Budget Summary	2006-11-03	2006-11-29	2006-12-06	2006-12-05
2006 to 2010	Corporate Plan Summary	2006-11-03	2006-11-29	2006-12-06	2006-12-05



Auditor General of Canada  
Vérificatrice générale du Canada

## AUDITOR'S REPORT

To the House of Commons

As required by subsection 152(2) of the *Financial Administration Act*, I have audited, for the year ended 31 July 2007, the information presented in the report *Tabling of Crown Corporations' Reports in Parliament* included in the *2007 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  
23 November 2007

## 2.7 Crown corporation names and abbreviations used in this report

Crown Corporation		Abbreviation
1.	Atlantic Pilotage Authority	APA
2.	Atomic Energy of Canada Limited	AECL
3.	Bank of Canada	Bank of Cda
4.	Blue Water Bridge Authority	BWBA
5.	Business Development Bank of Canada	BDC
6.	Canada Council for the Arts	CCA
7.	Canada Deposit Insurance Corporation	CDIC (Dep)
8.	Canada Development Investment Corporation	CDIC (Dev)
9.	Canada Lands Company Limited	CLCL
10.	Canada Mortgage and Housing Corporation	CMHC
11.	Canada Pension Plan Investment Board	CPPIB
12.	Canada Post Corporation	CPC
13.	Canada Air Transport Security Authority	CATSA
14.	Canadian Broadcasting Corporation	CBC
15.	Canadian Commercial Corporation	CCC
16.	Canadian Dairy Commission	CDC
17.	Canadian Museum of Civilization	CMCC
18.	Canadian Museum of Nature	CMN
19.	Canadian Race Relations Foundation	CRRF
20.	Canadian Tourism Commission	CTC
21.	Cape Breton Development Corporation	DEVCO
22.	Cape Breton Growth Fund Corporation	CBGF
23.	Corporation for the Mitigation of Mackenzie Gas Project Impacts	MMGPI
24.	Defence Construction (1951) Limited	DCC
25.	Enterprise Cape Breton Corporation	ECBC
26.	Export Development Canada	EDC
27.	Farm Credit Canada	FCC
28.	Federal Bridge Corporation Limited, The	FBCL
29.	First Nations Statistical Institute	FNSI
30.	Freshwater Fish Marketing Corporation	FFMC
31.	Great Lakes Pilotage Authority	GLPA
32.	International Development Research Centre	IDRC
33.	Laurentian Pilotage Authority	LPA
34.	Marine Atlantic Inc.	MAI
35.	National Arts Centre Corporation	NAC

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Crown Corporation		Abbreviation
36.	National Capital Commission	NCC
37.	National Gallery of Canada	NGC
38.	National Museum of Science and Technology	NMST
39.	Old Port of Montréal Corporation	OPMC
40.	Pacific Pilotage Authority	PPA
41.	Parc Downsview Park Inc.	PDP
42.	Public Sector Pension Investment Board	PSPIB
43.	Ridley Terminals Inc.	RTI
44.	Royal Canadian Mint	RCM
45.	Standards Council of Canada	SCC
46.	Telefilm Canada	Telefilm
47.	VIA Rail Canada Inc.	VIA

## Chapter 3: Other Corporate Interests of Canada

### 3.1 Introduction

Outside of the federal government, there exist a number of institutions in which the federal government has an interest or participates in its oversight. This chapter provides the details of these interests as at July 31, 2007.

#### **Mixed enterprises**

Mixed enterprises are corporate entities whose shares are partially owned by the Government of Canada with the balance of shares owned by private-sector parties. A minister represents the government as a shareholder, executing the corresponding rights and responsibilities.

#### **Joint enterprises**

Joint enterprises are corporate entities whose shares are partially owned by the Government of Canada with the balance of shares owned by another level of government. A minister represents the federal government as a shareholder, executing the corresponding rights and responsibilities.

#### **International organizations**

International organizations are corporate entities created pursuant to international agreements under which Canada either holds shares or has a right to appoint or elect some number of members to a governing body. A minister represents the government in executing the rights and responsibilities accorded to Canada through the agreement.

#### **Shared-governance corporations**

Shared-governance corporations are corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right to appoint or nominate one or more members to a governing body.

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

Corporations that fall under the terms of the *Bankruptcy and Insolvency Act* are partially owned by Canada following receipt by a trustee in bankruptcy.

## Current number of other corporate interests

Other Corporate Interests of Canada	July 31, 2007 <sup>62</sup>	March 31, 2006
Mixed enterprises	0	0
Joint enterprises	2	2
International organizations	18	18
Shared-governance corporations	149	141
Corporations under the terms of the <i>Bankruptcy and Insolvency Act</i>	45	47 <sup>63</sup>

### 3.2 Changes in Other Corporate Interests of Canada

#### For the year ending July 31, 2007

##### International organizations

International Joint Commission Added

Commonwealth War Graves Commission Deleted

##### International organizations—Change of ministerial portfolio

International Niagara Committee

- Formerly under the Environment portfolio, now part of the Foreign Affairs and International Trade portfolio

##### Shared-governance corporations

2003 World Forestry Congress Deleted

2011 Halifax Host Society Added

Alberta Celebrate Canada Society Added

Canada–Alberta Beef Industry Development Fund Deleted

Canada–Alberta Hog Industry Development Fund Deleted

Canada–Alberta Sugar Beet Industry Development Fund Deleted

Canada–Newfoundland Agri-Food Innovation Fund Deleted

Canada–Israel Industrial Research & Development Deleted

Canadian Partnership Against Cancer Added

Celebrate Canada Committee (Manitoba) Added

Celebrate Canada Committee for Newfoundland and Labrador Added

62. Streamlined data collection under the new *Policy on Reporting of Federal Institutions and Corporate Interests of Treasury Board Secretariat* resulted in data being gathered as at July 31, 2007. The comparison dates for this edition of the annual report are therefore not one year apart as in previous publications.

63. Error noted: this number was reported last year as 44 instead of 47.

**Shared-governance corporations (cont'd)**

Celebrate Canada Committee for Québec	Added
Celebrate Canada Committee for Saskatchewan Inc.	Added
Centre d'affaires Info entreprises	Deleted
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi	Deleted
Enrollment Appeal Commission	Added
Environmental Studies Research Funds Management Board	Added
Fiducie du Chantier de l'économie sociale	Added
Fonds commun des SADC du Québec	Deleted
Fonds de développement Emploi-Montréal (FDEM)	Deleted
Forest Engineering Research Institute	Deleted
Forintek Canada Corporation	Deleted
FPIInnovations	Added
Genome Canada	Deleted
Gwich'in Arbitration Panel	Added
Gwich'in Land and Use Planning Board	Added
Gwich'in Land and Water Board	Added
Gwich'in Renewable Resources Board	Added
Hamilton 2003 World Road Cycling Championships	Deleted
Indian Oil & Gas Co-Management Board	Added
Inuvluluit Arbitration Board	Added
Mackenzie River Basin Board Transborder	Added
Mackenzie Valley Environmental Impact Review Board	Added
Mackenzie Valley Land and Water Board	Added
Mental Health Commission of Canada	Added
PEI 2009 Canada Games Host Society	Added
PacificSport BC Society	Added
Pulp and Paper Research Institute of Canada	Deleted
Sathu Land and Water Board	Added
Sathu Land Use Planning Board	Added
Sathu Renewable Resources Board	Added
Société de développement à l'exportation de Longueuil	Deleted
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Deleted
Société du Havre de Montréal	Deleted



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**Shared-governance corporations (cont'd)**

Tree Canada Foundation	Deleted
TV 5 Québec Canada	Deleted
Wek'eezhil Land and Water Board	Added
Wek'eezhil Renewable Resources Board	Added

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

InterUnion Financial corporation	Deleted
G.E.M. Fisheries Ltd.	Deleted

**Shared-governance corporations—Change of ministerial portfolio**

Terry Fox Humanitarian Award Inc.

- Formerly under the Health portfolio, now part of the Heritage portfolio

Waterfront Toronto

- Formerly the responsibility of the President of Treasury Board, now the responsibility of the Minister of the Environment

**Shared-governance corporations—Name changed**

Fonds de développement de la transformation alimentaire

- name changed from Fonds québécois d'adaptation des entreprises agroalimentaires, inc.

Canadian Agency for Drugs and Technologies in Health

- name changed from Canadian Coordinating Office for Health Technology Assessment

Canadian Sport Centre Ontario

- name changed from Canadian Sport Centre—Toronto

Waterfront Toronto

- name changed from Toronto Waterfront Revitalization Corporation

### 3.3 Listing of other corporate interests of Canada by type and portfolio

#### Joint Enterprises

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##### **Natural Resources**

Lower Churchill Development Corporation Limited

---

##### **Western Economic Diversification**

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

---

#### International Organizations

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##### **Canadian Heritage**

World Anti-Doping Agency

---

##### **Environment**

International Lake Memphremagog Levels Board

International Lake of the Woods Control Board

International Porcupine Caribou Board

North American Commission for Environmental Cooperation–Joint Public Advisory Committee

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##### **Finance**

European Bank for Reconstruction and Development

International Bank for Reconstruction and Development

International Development Association

International Finance Corporation

International Monetary Fund

Multilateral Investment Guarantee Agency

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##### **Foreign Affairs and International Trade**

African Development Bank

Asian Development Bank

Caribbean Development Bank

Inter-American Development Bank

International Boundary Commission

International Joint Commission

International Niagara Committee

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#### Shared-Governance Corporations

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

Agricultural Adaptation Council

Agriculture and Food Council of Alberta

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## **Agriculture and Agri-Food (cont'd)**

Canada-Manitoba Agri-Food Research and Development Initiative  
Canada-Manitoba Crop Diversification Centre  
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 agro-alimentaire du Québec  
Conseil pour le développement de l'agriculture du Québec  
Fonds de développement de la transformation alimentaire  
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  
Protein, Oil and Starch Pilot Plant Corporation  
Saskatchewan Council for Community Development  
Territorial Farmers Association NWT  
Western Grains Research Foundation  
Yukon Agricultural Association

---

## **Canadian Heritage**

2007 Whitehorse Canada Winter Games Host Society Inc.  
Alberta Celebrate Canada Society  
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—Ontario  
Canadian Sport Centre—Saskatchewan  
Canadian Television Fund, The  
Celebrate Canada Committee (Manitoba)  
Celebrate Canada Committee for Newfoundland and Labrador  
Celebrate Canada Committee for Québec  
Celebrate Canada Committee for Saskatchewan Inc.

---

**Canadian Heritage (cont'd)**

Coaching Association of Canada  
National Multi-Sport Centre–Montréal  
PacificSport BC Society  
PacificSport Canadian Sport Centre–Vancouver  
Québec High-Level Sports Council  
Sport Dispute Resolution Centre of Canada  
Terry Fox Humanitarian Award Inc.  
The 2011 Halifax Host Society  
The Prince Edward Island 2009 Canada Games Host Society Inc.  
Vancouver Organizing Committee for 2010 Olympics and Paralympics Games

---

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

Fiducie du Chantier de l'économie sociale  
Fondation du maire de Montréal pour la jeunesse  
Montréal International

---

**Environment**

Canadian Foundation for Climate and Atmospheric Sciences  
Lake of the Woods Control Board  
Ouranos  
Waterfront Toronto  
Wildlife Habitat Canada

---

**Fisheries and Oceans**

International Fisheries Commissions Pension Society

---

**Foreign Affairs and International Trade**

Asia–Pacific Foundation of Canada  
International Centre for Human Rights and Democratic Development  
Roosevelt Campobello International Park Commission

---

**Health**

Canadian Agency for Drugs and Technologies in Health  
Canadian Centre on Substance Abuse  
Canadian Health Infoway Inc.  
Canadian Health Services Research Foundation  
Canadian Institute for Health Information  
Canadian Partnership Against Cancer Corporation  
Canadian Patient Safety Institute  
Health Council of Canada

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**Health (cont'd)**

Mental Health Commission of Canada

---

**Human Resources and Social Development**

Canadian Millennium Scholarship Foundation

---

**Indian Affairs and Northern Development**

Enrolment Appeal Commission (Labrador Claims Agreement)

Environmental Studies Research Funds Management Board

Gwich'in Arbitration Panel

Gwich'in Land and Water Board

Gwich'in Land Use Planning Board

Gwich'in Renewable Resources Board

Indian Oil and Gas Canada Co-Management Board

Inuvialuit Arbitration Board

Mackenzie River Basin Board (Transborder)

Mackenzie Valley Environmental Impact Review Board

Mackenzie Valley Land and Water Board

Northern Native Fishing Corporation

Sahtu Land and Water Board

Sahtu Land Use Planning Board

Sahtu Renewable Resources Board

Wek'eezhii Land and Water Board

Wek'eezhii Renewable Resources Board

---

**Industry**

Canada Foundation for Innovation

Internal Trade Secretariat Corporation

Pierre Elliott Trudeau Foundation, The

---

**Natural Resources**

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

FPIInnovations

Maritime Forestry Complex Corporation

Petroleum Technology Research Centre Inc.

---

**Privy Council**

Nature Trust of British Columbia, The  
Vanier Institute of the Family, The

---

**Public Works and Government Services**

Milit-Air Inc.

---

**Transport, Infrastructure and Communities**

Aéroport de Québec Inc.  
Aéroports de Montréal  
Belledune Port Authority  
Buffalo and Fort Erie Public Bridge Authority  
Calgary Airport Authority  
Charlottetown Airport Authority Inc.  
Edmonton Regional Airports Authority  
Fraser River Port Authority  
Gander International Airport Authority Inc.  
Greater Fredericton Airport Authority Inc.  
Greater London International Airport Authority  
Greater Moncton International Airport Authority Inc.  
Greater Toronto Airports Authority  
Halifax International Airport Authority  
Halifax Port Authority  
Hamilton Port Authority  
Montréal Port Authority  
Nanaimo Port Authority  
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  
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

---

**Transport, Infrastructure and Communities (cont'd)**

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.

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**Veterans Affairs**

Last Post Fund

## 3.4 Corporate Profiles of Other Corporate Interests of Canada

### Joint Enterprises

#### Natural Resources

#### Lower Churchill Development Corporation Limited

##### Joint Enterprise

**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

Dean MacDonald, Chair

**Year of Incorporation/Commencement**

1978

**Total Assets**

\$5.2 million

**Fiscal Year-end**

December 31

**Head Office**

PO Box 12700  
St. John's NL A1B 3T5

Telephone: 709-737-1400

Fax: N/A

Email: N/A

Website: N/A

**Auditor**

Deloitte and Touche LLP

**Constituent Act**

*Newfoundland Companies Act, 1978*

**Federal Ownership**

49.00 per cent

**Liabilities**

\$30.15 million

**Mandate**

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.



---

## Western Economic Diversification

---

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

---

### Joint Enterprise

---

**Responsible Minister**

Minister of Western Economic Diversification

**Institutional Head**

Jim August, CEO

**Year of Incorporation/Commencement**

1983

**Total Assets**

\$90,749,654

**Fiscal Year-end**

March 31

**Head Office**

350 Portage Avenue, Suite 200  
Winnipeg MB R3C 0C3

Telephone: 204-987-4369

Fax: 204-942-5216

Email: [jim.august@tf-np.ca](mailto:jim.august@tf-np.ca)

Website: <http://www.theforks.ca>

**Auditor**

The Exchange Group

**Constituent Act**

*Manitoba Corporations Act, 1983*

**Federal Ownership**

33.00 per cent

**Liabilities**

\$31,567,802

**Mandate**

The mission of North Portage Development Corporation is to act as a catalyst, encouraging activities for people in the downtown through public and private partnerships and to work to ensure financial self-sufficiency.

## International Organizations

### Canadian Heritage

#### World Anti-Doping Agency

##### International Organization

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Richard W. Pound, Chairperson

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

Suite 700  
Stock Exchange Tower  
800, Place Victoria  
Montréal QC H4Z 1B7

Telephone: 514-904-9232

Fax: 514-904-8650

Email: [info@wada-ama.org](mailto:info@wada-ama.org)

Website: <http://www.wada-ama.org>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

Incorporated under Swiss law as a non-profit organization, 1999

**Federal Ownership or Board Appointees**

1/38

**Mandate**

To promote and coordinate, at the international level, the fight against doping in sport in all forms.

---

## Environment

---

### International Lake Memphremagog Levels Board

---

#### International Organization

---

**Responsible Minister**

Minister of the Environment

**Institutional Head**

Not Known

**Year of Incorporation/Commencement**

1920

**Fiscal Year-end**

Not Known

**Head Office**

MSC–Quebec  
Place Bonaventure  
Suite 7810  
800 de la Gauchetière West  
Montréal QC H5A 1L9

Telephone: 514-283-1628

Fax: 514-496-1867

Email: [serge.desormeaux@ec.gc.ca](mailto:serge.desormeaux@ec.gc.ca)

Website: N/A

**Auditor**

Not Known

**Constituent Act**

The Board was created in 1920 pursuant to a Canada–U.S. agreement

**Federal Ownership or Board Appointees**

1/2

**Mandate**

A forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.

## International Lake of the Woods Control Board

---

### International Organization

---

**Responsible Minister**

Minister of the Environment

**Institutional Head**

Vacant

**Year of Incorporation/Commencement**

1919

**Fiscal Year-end**

March 31

**Head Office**

351 St-Joseph Blvd., 4th Floor  
Gatineau QC K1A 0H3

Telephone: 819-997-2529

Fax: 819-953-4666

Email: N/A

Website: N/A

**Auditor**

Not Known

**Constituent Act**

The Board was created pursuant to a  
Canada–U.S. Treaty (*Lake of the Woods Convention  
and Protocol, 1925*).

**Federal Ownership or Board Appointees**

1/2

**Mandate**

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.

---

## International Porcupine Caribou Board

---

### International Organization

---

**Responsible Minister**

Minister of the Environment

**Institutional Head**

Joe Tetlich, Chair

**Year of Incorporation/Commencement**

1985

**Fiscal Year-end**

March 31

**Head Office**

91782 Alaska Highway  
Whitehorse YT Y1A 5B7

Telephone: 867-393-6700

Fax: 867-393-3904

Email: [pcmb@taiga.net](mailto:pcmb@taiga.net)

Website: <http://www.taiga.net/pcmb/index.html>

**Auditor**

Peter Markila, CA

**Constituent Act**

The Porcupine Caribou Management Board is a joint management board established under the Porcupine Caribou Management Agreement signed between Canada and the U.S. in 1985

**Federal Ownership or Board Appointees**

4/8

**Mandate**

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.

## North American Commission for Environmental Cooperation— Joint Public Advisory Committee

---

### International Organization

---

**Responsible Minister**

Minister of the Environment

**Institutional Head**

Irene Henriques, Chair

**Year of Incorporation/Commencement**

1994

**Fiscal Year-end**

March 31

**Head Office**

393 Saint-Jacques St., Suite 200  
Montréal QC H2Y 1N9

Telephone: 514-350-4300

Fax: 514-350-4314

Email: [info@cec.org](mailto:info@cec.org)

Website: <http://www.cec.org>

**Auditor**

Not Known

**Constituent Act**

The Committee was created pursuant to the North American Agreement on Environmental Cooperation

**Federal Ownership or Board Appointees**

5/15

**Mandate**

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.

---

## Finance

---

### European Bank for Reconstruction and Development

---

#### International Organization

---

**Responsible Minister**

Minister of Finance

**Institutional Head**

Jean Lemierre, President

**Year of Incorporation/Commencement**

1991

**Fiscal Year-end**

December 31

**Head Office**

One Exchange Square  
London  
EC2A 2JN  
England

Telephone: 44 20 7338-6000

Fax: 44 20 7338 6100

Email: N/A

Website: <http://www.ebrd.com>

**Auditor**

PricewaterhouseCoopers (London) LLP

**Constituent Act**

*European Bank for Reconstruction and Development Agreement Act (1991, c. 12)*

**Federal Ownership or Board Appointees**

3.43 per cent

**Mandate**

To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.

## International Bank for Reconstruction and Development

---

### International Organization

---

**Responsible Minister**

Minister of Finance

**Institutional Head**

Robert B. Zoellick, President

**Year of Incorporation/Commencement**

1944

**Fiscal Year-end**

June 30

**Head Office**

1818-H Street NW  
Washington DC  
20433 U.S.A.

Telephone: 202-473-1000

Fax: 202-477-6391

Email: N/A

Website: N/A

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Bretton Woods and Related Agreements Act*  
(R.S., 1985, c. B-7)

**Federal Ownership or Board Appointees**

2.85 per cent

**Mandate**

To assist in the reduction of poverty in middle-income and creditworthy poorer countries by promoting sustainable development through loans, guarantees, risk management products, and analytical and advisory services.



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## International Development Association

---

### International Organization

---

**Responsible Minister**

Minister of Finance

**Institutional Head**

Robert B. Zoellick, President

**Year of Incorporation/Commencement**

1960

**Fiscal Year-end**

June 30

**Head Office**

1818-H Street NW  
Washington DC  
20433 U.S.A.

Telephone: 202-473-1000

Fax: N/A

Email: N/A

Website: N/A

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

Articles of Agreement, 1960, *International Development Association Act*, 1960

**Federal Ownership or Board Appointees**

2.77 per cent

**Mandate**

To reduce poverty by providing interest-free loans and grants for programs that boost economic growth, reduce inequalities, and improve people's living conditions

## International Finance Corporation

---

### International Organization

---

**Responsible Minister**

Minister of Finance

**Institutional Head**

Lars Thunell, Executive Vice President and CEO

**Year of Incorporation/Commencement**

1956

**Fiscal Year-end**

June 30

**Head Office**

2121 Pennsylvania Ave. NW  
Washington DC  
20433 U.S.A.

Telephone: 202-473-1000

Fax: N/A

Email: N/A

Website: <http://www.ifc.org>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

Articles of Agreement; Vote 731, *Appropriation Act*  
N. 6, 1956

**Federal Ownership or Board Appointees**

3.44 per cent

**Mandate**

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.

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## International Monetary Fund

---

### International Organization

---

**Responsible Minister**

Minister of Finance

**Institutional Head**

Rodrigo de Rato y Figaredo, Managing Director

**Year of Incorporation/Commencement**

1945

**Fiscal Year-end**

April 30

**Head Office**

700–9th St. NW  
Washington DC  
20431 U.S.A.

Telephone: 202-623-7000

Fax: 202-623-4661

Email: [publicaffairs@imf.org](mailto:publicaffairs@imf.org)

Website: <http://www.imf.org>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

Articles of Agreement of the International Monetary Fund, 1945. Implemented in Canada by the *Bretton Woods and Related Agreements Act*

**Federal Ownership or Board Appointees**

2.89 per cent

**Mandate**

To promote international monetary cooperation, exchange stability, and orderly exchange arrangements; to foster economic growth and high levels of employment; and to provide temporary financial assistance to countries to help ease balance of payments adjustment.

## Multilateral Investment Guarantee Agency

---

### International Organization

---

**Responsible Minister**

Minister of Finance

**Institutional Head**

Yukiko Omura, Executive Vice President

**Year of Incorporation/Commencement**

1988

**Fiscal Year-end**

June 30

**Head Office**

1818-H Street NW  
Washington DC  
20433 U.S.A.

Telephone: 202-473-1000

Fax: 202-522-2630

Email: [migainquiry@worldbank.org](mailto:migainquiry@worldbank.org)

Website: <http://www.miga.org>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Bretton Woods and Related Agreements Act, 1988*

**Federal Ownership or Board Appointees**

3.00 per cent

**Mandate**

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.

---

## Foreign Affairs and International Trade

---

### African Development Bank

---

#### International Organization

---

**Responsible Minister**

Minister of Foreign Affairs

**Institutional Head**

Donald Karebuka, President

**Year of Incorporation/Commencement**

1964

**Fiscal Year-end**

December 31

**Head Office**

15 Avenue du Ghana  
PO Box 323  
1002 Tunis  
Belvédère  
Tunisia

Telephone: 011-216-71-333-511

Fax: 011-216-71 351 933

Email: [afdb@afdb.org](mailto:afdb@afdb.org)

Website: <http://www.afdb.org>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

Agreement signed by member countries, 1963 and the *International Development (Financial Institutions) Continuing Assistance Act*

**Federal Ownership or Board Appointees**

3.72 per cent

**Mandate**

The African Development Bank is the premier financial development institution of Africa, dedicated to combatting poverty and improving the lives of people of the continent and engaged in the task of mobilizing resources towards the economic and social progress of its Regional Member Countries. The Bank's mission is to promote economic and social development through loans, equity investments, and technical assistance.

## Asian Development Bank

---

### International Organization

---

**Responsible Minister**

Minister of Foreign Affairs

**Institutional Head**

Haruhiko Kuroda, President

**Year of Incorporation/Commencement**

1966

**Fiscal Year-end**

December 31

**Head Office**

PO Box 789  
0980 Manila  
Philippines

Telephone: 011-632-4444

Fax: 011-632-636-2444

Email: [www.adb.org/about/feedback.asp](http://www.adb.org/about/feedback.asp)

Website: <http://www.adb.org>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

Agreement signed by member countries, 1965 and the *International Development (Financial Institutions) Continuing Assistance Act*

**Federal Ownership or Board Appointees**

4.53 per cent

**Mandate**

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.

---

## Caribbean Development Bank

---

### International Organization

---

**Responsible Minister**

Minister of Foreign Affairs

**Institutional Head**

Compton Bourne, President

**Year of Incorporation/Commencement**

1970

**Fiscal Year-end**

December 31

**Head Office**

PO Box 408  
Willey, St. Michael  
Bridgetown  
Barbados, W.I.

Telephone: 1-8-246-431-1600

Fax: 1-8-246-426-7269

Email: [info@caribank.org](mailto:info@caribank.org)

Website: <http://www.caribank.org>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

Agreement signed by member countries, 1969 and the *International Development (Financial Institutions) Continuing Assistance Act*

**Federal Ownership or Board Appointees**

9.50 per cent

**Mandate**

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.

## Inter-American Development Bank

---

### International Organization

---

**Responsible Minister**

Minister of Foreign Affairs

**Institutional Head**

Luis Alberto Moreno, President

**Year of Incorporation/Commencement**

1959

**Fiscal Year-end**

December 31

**Head Office**

1300 New York Ave. NW  
Washington DC  
20577 U.S.A.

Telephone: 1-202-623-1000

Fax: 1-202-623-3096

Email: [pic@iadb.org](mailto:pic@iadb.org)

Website: <http://www.iadb.org>

**Auditor**

Ernst & Young LLP

**Constituent Act**

Agreement signed by member countries, 1959  
and the *International Development (Financial  
Institutions) Continuing Assistance Act*

**Federal Ownership or Board Appointees**

4.00 per cent

**Mandate**

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.



---

## International Boundary Commission

---

### International Organization

---

**Responsible Minister**

Minister of Foreign Affairs

**Institutional Head**

Peter Sullivan, Commissioner of the Canadian Section

**Year of Incorporation/Commencement**

1925

**Fiscal Year-end**

March 31

**Head Office**

Room 555  
615 Booth Street  
Ottawa ON K1A 0E9

Telephone: 613-992-1294

Fax: 613-947-1337

Email: [aarsenea@nrcan.gc.ca](mailto:aarsenea@nrcan.gc.ca)

Website:

<http://www.internationalboundarycommission.org>

**Auditor**

Natural Resources Canada's Audit and Evaluation Branch

**Constituent Act**

Treaty of Washington, 1908 and 1925;  
*International Boundary Commission Act*, 1960

**Federal Ownership or Board Appointees**

1/2

**Mandate**

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 3.05 metres of the boundary line.

## International Joint Commission

---

### International Organization

---

**Responsible Minister**

Minister of Foreign Affairs

Herb Gray, Chairperson

**Auditor**

Auditor General of Canada

**Constituent Act**

*International Boundary Waters Treaty Act*  
(R.S., 1985, c. I-17)

**Year of Incorporation/Commencement**

1909

**Federal Ownership or Board Appointees**

3/6

**Fiscal Year-end**

March 31

**Head Office**

234 Laurier Ave. West, 22th Floor  
Ottawa ON K1P 6K6

**Mandate**

The International Joint Commission prevents and resolves disputes between the United States of America and Canada under the 1909 Boundary Waters Treaty and pursues the common good of both countries as an independent and objective advisor to the two governments.

Telephone: 613-947-1420

Fax: 613-993-5583

Email: [mcgillisg@ottawa.ijc.org](mailto:mcgillisg@ottawa.ijc.org)

Website: <http://www.ijc.org>

---

## International Niagara Committee

---

### International Organization

---

**Responsible Minister**

Minister of Foreign Affairs

**Institutional Head**

Ralph Moulton, Canadian Member

**Year of Incorporation/Commencement**

1955

**Fiscal Year-end**

December 31

**Head Office**

867 Lakeshore Rd.  
PO Box 5050  
Burlington ON L7R 4A6

Telephone: 905-336-4580

Fax: 905-336-8901

Email: [ralph.moulton@ec.gc.ca](mailto:ralph.moulton@ec.gc.ca)

Website: N/A

**Auditor**

N/A

**Constituent Act**

The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department

**Federal Ownership or Board Appointees**

1/2

**Mandate**

To determine the amount of water available for the purposes of the Treaty and to record the amounts of water used for power diversions.

## Shared-Governance Corporations

### Agriculture and Agri-Food

#### Agricultural Adaptation Council

##### Shared-Governance Corporation

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Bette Jean Crews, Chair

**Year of Incorporation/Commencement**

1995

**Fiscal Year-end**

September 30

**Head Office**

Ontario AgriCentre  
Suite 103,  
100 Stone Rd., West  
Guelph ON N1G 5L3

Telephone: 519-822-7554

Fax: 519-822-6248

Email: [info@adaptcouncil.org](mailto:info@adaptcouncil.org)

Website: <http://www.adaptcouncil.org>

**Auditor**

Tonen Co. LLP

**Constituent Act**

*Agricultural and Horticultural Organizations Act of  
the Province of Ontario, 1995*

**Federally Appointed Board Members**

1/8

**Mandate**

The AAC sources and provides efficient, flexible and accountable program delivery in partnership with funding sources with a primary focus on the Ontario agriculture and agri-food sector. The projects which are supported financially assist the sector in general to advance, innovate, and improve profitability within a changing and diverse economy.

---

## Agriculture and Food Council of Alberta

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Tom Marwick, CEO

**Year of Incorporation/Commencement**

1994

**Fiscal Year-end**

March 31

**Head Office**

Suite 402  
1101 Fifth Street  
Nisku AB T9E 7N3

Telephone: 780-955-3714

Fax: 780-955-3744

Email: [info@agfoodcouncil.com](mailto:info@agfoodcouncil.com)

Website: <http://www.agfoodcouncil.com>

**Auditor**

Meyers Norris Penny LLP

**Constituent Act**

*Societies Act* of the Province of Alberta, 1994

**Federally Appointed Board Members**

2/27

**Mandate**

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

## Canada–Manitoba Agri-Food Research and Development Initiative

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

David Gislason, Chair

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

March 31

**Head Office**

Administrator, Agri-food R&D Council Manitoba  
Association of Agricultural Societies  
PO Box 72  
Morris MB R0G 1K0

Telephone: 204-746-8186

Fax: 204-746-8213

Email: [cevenson@mts.net](mailto:cevenson@mts.net)

Website:

<http://www.gov.mb.ca/agriculture/research/ardi>

**Auditor**

Hamilton and Asselstine, CA LLP

**Constituent Act**

Implementation of the Federal-Provincial-Territorial Framework Agreement on Agriculture and Agri-Food Policy for the 21st Century, *Farm Income Protection Act*

**Federally Appointed Board Members**

2/3<sup>64</sup>

**Mandate**

To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.

---

64. There is one less board member this year but no change in the number of federal appointees.

---

## Canada–Manitoba Crop Diversification Centre

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Canada: Jim Tokarchuk, Co-chair  
Manitoba: Daryl Domitruk, Co-chair  
Industry: Garry Sloik, Co-chair

**Year of Incorporation/Commencement**

1993

**Fiscal Year-end**

March 31

**Head Office**

PO Box 309  
Carberry MB R0K 0H0

Telephone: 204-834-6000

Fax: 204-834-3777

Email: N/A

Website: [http://www.agr.gc.ca/pfra/mcdc/mcdc\\_e](http://www.agr.gc.ca/pfra/mcdc/mcdc_e)

**Auditor**

Meyers Norris Penny LLP

**Constituent Act**

*Department of Agriculture Act, 1993*

**Federally Appointed Board Members**

4/12

**Mandate**

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. The CMCDC has three owned sites representing a range of soil and climates. Much of the CMCDC's work is carried out in cooperation with outside agencies, groups, and individuals. The CMCDC provides a variety of assistance for research and demonstration activities, including technical support and use of its facilities and land.

## Canadian International Grains Institute

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Barry Senft, Executive Director

**Year of Incorporation/Commencement**

1972

**Fiscal Year-end**

March 31

**Head Office**

Suite 1000  
303 Main St.  
Winnipeg MB R3C 3G7

Telephone: 204-984-5344

Fax: 204-983-2642

Email: N/A

Website: <http://www.cigi.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act, 1972*

**Federally Appointed Board Members**

3/5

**Mandate**

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.



---

## Canadian Livestock Records Corporation

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Sheryl Blackburn, Chair

**Year of Incorporation/Commencement**

1988

**Fiscal Year-end**

December 31

**Head Office**

2417 Holly Lane  
Ottawa ON K1V 0M7

Telephone: 613-731-7110

Fax: 613-731-0704

Email: [clrc@clrc.ca](mailto:clrc@clrc.ca)

Website: <http://www.clrc.ca>

**Auditor**

Newton & Co. LLP

**Constituent Act**

*Animal Pedigree Act*

**Federally Appointed Board Members**

1/51

**Mandate**

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.

## Canadian Wheat Board, The

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Greg Arason, President and CEO

**Year of Incorporation/Commencement**

1919

**Fiscal Year-end**

July 31

**Head Office**

423 Main Street  
PO Box 816  
Station Main  
Winnipeg MB R3C 2P5

Telephone: 204-983-0239

Fax: 204-983-3841

Email: [avis\\_gray@cwbc.ca](mailto:avis_gray@cwbc.ca)

Website: <http://www.cwb.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canadian Wheat Board Act, 1935 and amendments to the Canadian Wheat Board Act, 1998*

**Federally Appointed Board Members**

5/15

**Mandate**

The Canadian Wheat Board is incorporated with the object of marketing, in inter-provincial and export trade, wheat and barley grown in Canada.

---

Centre de développement du porc du Québec inc.

---

Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Bernard Dion, President and CEO

**Year of Incorporation/Commencement**

1992

**Fiscal Year-end**

March 31

**Head Office**

Suite 340  
2795 Laurier Blvd.  
Sainte-Foy QC G1V 4M7

Telephone: 418-650-2440

Fax: 418-650-1626

Email: [cdpq@cdpqinc.qc.ca](mailto:cdpq@cdpqinc.qc.ca)

Website: <http://www.cdpqinc.qc.ca>

**Auditor**

Raymond Chabot Grant Thornton LLP

**Constituent Act**

*Loi sur les compagnies du Québec*, Part III, 1992

**Federally Appointed Board Members**

1/19<sup>65</sup>

**Mandate**

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 Québec hog industry.

---

65. There is one more board member this year but no change in the number of federal appointees.

## Conseil de recherches en pêche et agroalimentaire du Québec

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Yvan Savoie, Chair

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

March 31

**Head Office**

Direction de l'innovation scientifique et technologique  
MAPAQ  
9th floor  
200 Ste-Foy Rd.  
Québec QC G1R 4X6

**Auditor**

Auditor General of Quebec

**Constituent Act**

Government of Quebec; *Auditor General Act*

**Federally Appointed Board Members**

1/23

**Mandate**

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.

Telephone: 418-380-2103

Fax: N/A

Email: [pcita@mapaq.gouv.qc.ca](mailto:pcita@mapaq.gouv.qc.ca)

Website: <http://www.mapaq.gouv.qc.ca/fr/ministere/info/rechercheinnovation/corpaq>

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## Conseil pour le développement de l'agriculture du Québec

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Laurent Pellerin, Chair

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

March 31

**Head Office**

Suite 110  
555 Roland-Therrien Blvd  
Longueuil QC J4H 4E7

Telephone: 450-6790540 Ext. 8353

Fax: 450-463-5214

Email: [cdaq@cdaq.qc.ca](mailto:cdaq@cdaq.qc.ca)

Website: <http://www.cdaq.qc.ca>

**Auditor**

Raymond Chabot Grant Thornton LLP

**Constituent Act**

*Loi sur les compagnies du Québec*, Part III,  
1996

**Federally Appointed Board Members**

1/9

**Mandate**

To administer the funds allocated to different federal or provincial organizations for the agricultural sector.

## Fonds de développement de la transformation alimentaire

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Christian Breton, Chair

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

March 31

**Head Office**

9001 de l'Acadie Blvd., Suite 200  
Montréal QC H4N 3H7

Telephone: 514-858-2000

Fax: 514-858-2016

Email: [info@fdta.qc.ca](mailto:info@fdta.qc.ca)

Website: [http://www.fdta.qc.ca/index\\_eng.htm](http://www.fdta.qc.ca/index_eng.htm)

**Auditor**

Samson Bélair Deloitte & Touche LLP

**Constituent Act**

*Loi sur les compagnies du Québec*, Part III

**Federally Appointed Board Members**

1/12

**Mandate**

An industry-led council administers the funds allocated to Québec by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.

---

## Growing Alberta

---

### Shared-Governance Corporation

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**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Art Froehlich, Chair

**Year of Incorporation/Commencement**

2003

**Fiscal Year-end**

March 31

**Head Office**

Suite 201  
8704 Fiftyfirst Ave.  
Edmonton AB T6E 5E8

Telephone: 780-466-7905

Fax: 780-466-7928

Email: [barry.mcdonald@growingalberta.com](mailto:barry.mcdonald@growingalberta.com)

Website: <http://www.growingalberta.com>

**Auditor**

KPMG LLP

**Constituent Act**

*Alberta Corporations Act*, Non-profit, Part IX, 2003

**Federally Appointed Board Members**

2/11<sup>66</sup>

**Mandate**

A company established by the agri-food industry to promote knowledge of the agriculture and food sector to urban audiences.

---

66. There are two less board members this year but no change in the number of federal appointees.

## Investment Agriculture Foundation of British Columbia

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

H.A. (Bert) Miles, Chair

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

December 31

**Head Office**

PO Box 8248  
Victoria BC V8W 3R9

Telephone: 250-356-1662

Fax: 250-953-5162

Email: [info@iafbc.ca](mailto:info@iafbc.ca)

Website: <http://www.iafbc.ca>

**Auditor**

BDO Dunwoody LLP

**Constituent Act**

*Society Act* of the Province of British Columbia,  
1996

**Federally Appointed Board Members**

1/15

**Mandate**

An industry-led council administers the funds allocated to British Columbia by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.



---

## Manitoba Rural Adaptation Council Inc.

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Nell Van Ryssel, Chair

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

December 31

**Head Office**

802-294 Portage Ave.  
Winnipeg MB R3C 0B9

Telephone: 204-982-4791

Fax: 204-982-4794

Email: [mracinfo@mrac.ca](mailto:mracinfo@mrac.ca)

Website: <http://www.mrac.ca>

**Auditor**

Meyers Norris Penny LLP

**Constituent Act**

*The Corporation Act* of the Province of Manitoba,  
1996

**Federally Appointed Board Members**

2/21<sup>67</sup>

**Mandate**

An industry-led council administers the funds allocated to Manitoba by Agriculture and Agri-Food Canada's Advancing Canadian Agriculture and Agri-Food program to encourage the agricultural industry and agro-rural Manitoba to adapt to changing market opportunities through diversification and value-added activities.

---

67. There is one less board member this year but no change in the number of federal appointees.

## New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)

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### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

John Argall, Executive Director

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

March 31

**Head Office**

PO Box 636  
Station A  
Fredericton NB E3B 5A6

Telephone: 506-444-2444

Fax: 506-444-5662

Email: [info@bioatlantech.nb.ca](mailto:info@bioatlantech.nb.ca)

Website: <http://www.bioatlantech.nb.ca>

**Auditor**

Teed Saunders Doyle Co. LLP (Fredericton)

**Constituent Act**

New Brunswick Biotechnology Centre of  
Excellence Endowment Fund Agreement,  
*Department of Agriculture and Agri-Food Act*  
Provincially incorporated under the laws of the  
Province of New Brunswick, 1996

**Federally Appointed Board Members**

2/11

**Mandate**

To strengthen New Brunswick's rural and  
resource-based economy through the  
development, application, and commercialization  
of biotechnology and technological innovations.

---

## Nova Scotia Technology Development 2000

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Michael Johnson, Chair

**Year of Incorporation/Commencement**

2000

**Fiscal Year-end**

March 31

**Head Office**

c/o Nova Scotia Department of Agriculture and Fisheries Harlow Institute  
176 College Rd.  
PO Box 550  
Truro NS B2N 5E3

Telephone: 902-893-6511

Fax: 902-843-7579

Email: [prm@gov.ns.ca](mailto:prm@gov.ns.ca)

Website: <http://www.gov.ns.ca/agri/prm/techdev>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

Canada-Nova Scotia Research Technology  
2000 Development Agreement, *Farm Income  
Protection Act*

**Federally Appointed Board Members**

2/10

**Mandate**

To provide financial assistance to Nova Scotia farmers for long-term industry-supported agricultural research in Nova Scotia.

## Nunavut Harvesters Association

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Brian Zawadski, Executive Director

**Year of Incorporation/Commencement**

2004

**Fiscal Year-end**

March 31

**Head Office**

PO Box 249  
Rankin Inlet NU X0C 0G0

Telephone: 867-645-3170

Fax: 867-645-3755

Email: [brian@ndcorp.nu.ca](mailto:brian@ndcorp.nu.ca)

Website: <http://www.harvesters.nu.ca>

**Auditor**

Robert Stewart Chartered Accountant/  
Management Consultants LLP

**Constituent Act**

*Canada Corporations Act, 2002*

**Federally Appointed Board Members**

1/5

**Mandate**

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.

---

## Protein, Oil and Starch Pilot Plant Corporation

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Robert E. Morgun, President and CEO

**Year of Incorporation/Commencement**

1977

**Fiscal Year-end**

March 31

**Head Office**

118 Veterinary Rd.  
Saskatoon SK S7N 2R4

Telephone: 306-978-280

Fax: 306-975-3766

Email: [pos@pos.ca](mailto:pos@pos.ca)

Website: <http://www.pos.ca>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act*, 1973 Letters Patent

**Federally Appointed Board Members**

1/10<sup>68</sup>

**Mandate**

Excellence in service through dedicated staff providing bio-processing solutions that enhance our clients' competitiveness.

---

68. There are four less board members this year but no change in the number of federal appointees.

## Saskatchewan Council for Community Development

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Garth Patterson, Chair

**Year of Incorporation/Commencement**

1992

**Fiscal Year-end**

March 31

**Head Office**

Box 21038  
Saskatoon SK S7H 5N9

Telephone: 306-975-6847

Fax: 306-975-6850

Email: [info@sccd.sk.ca](mailto:info@sccd.sk.ca)

Website: <http://www.sccd.sk.ca>

**Auditor**

Davies Breen & Drury LLP

**Constituent Act**

Subsection 4(a) of the *Department of Agriculture and Agri-Food Act*  
Registered as a nonprofit corporation, 1996

**Federally Appointed Board Members**

1/10<sup>69</sup>

**Mandate**

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.

---

69. In October 2006, the corporation underwent a major re-organization. The federal government approved a change in the number of federal appointees from 2 to 1. The total number of board members was also reduced from 14 to 10.

---

## Territorial Farmers Association NWT

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Ruth Boden, President

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

March 31

**Head Office**

PO Box 4386  
Hay River NT X0E 1G3

Telephone: 867-874-4706

Fax: 867-874-3641

Email: [farmwt@northwestel.net](mailto:farmwt@northwestel.net)

Website: <http://www.farmnwt.com>

**Auditor**

Ashton Chartered Accountants LLP

**Constituent Act**

*Societies Act* of the Territory of the Northwest Territories, 1973

**Federally Appointed Board Members**

1/8<sup>70</sup>

**Mandate**

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.

---

70. There is one less board member this year but no change in the number of federal appointees.

## Western Grains Research Foundation

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Keith Degenhardt, Chair

**Year of Incorporation/Commencement**

1981

**Fiscal Year-end**

December 31

**Head Office**

214–111 Research Drive  
Saskatoon SK S7N 3R2

Telephone: 306-975-0060

Fax: 306-975-0316

Email: [info@westerngrains.com](mailto:info@westerngrains.com)

Website: <http://www.westerngrains.com>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

*Canada Corporations Act, 1981*

**Federally Appointed Board Members**

1/18

**Mandate**

To initiate, encourage, support, and conduct research into grain production and into economic and market development of grain products.



---

## Yukon Agricultural Association

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Agriculture and Agri-Food

**Institutional Head**

Al Falle, President

**Year of Incorporation/Commencement**

1974

**Fiscal Year-end**

March 31

**Head Office**

203–302 Steele St.  
Whitehorse YT Y1A 2C5

Telephone: 867-668-6864

Fax: 867-393-9566

Email: [admin@yukonag.ca](mailto:admin@yukonag.ca)

Website: <http://www.yukonag.ca>

**Auditor**

BDO Dunwoody Chartered Accountants LLP

**Constituent Act**

*Societies Act* of the Territory of Yukon, 1985

**Federally Appointed Board Members**

1/11

**Mandate**

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.

## Canadian Heritage

---

### 2007 Whitehorse Canada Winter Games Host Society Inc.

---

#### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Chris Morrissey, Director General

**Year of Incorporation/Commencement**

2002

**Fiscal Year-end**

March 31

**Head Office**

1105 First Ave.  
Whitehorse YT Y1A 1A3

Telephone: 867-393-2007

Fax: 867-393-2008

Email: [cwg@2007CanadaGames.ca](mailto:cwg@2007CanadaGames.ca)

Website: <http://www.2007canadagames.ca>

**Auditor**

BDO Dunwoody LLP

**Constituent Act**

*Canada Corporations Act, 2002*

**Federally Appointed Board Members**

2/18

**Mandate**

To plan, organize, manage, promote, finance, conduct, operate, and supervise the 2007 Whitehorse Canada Winter Games on behalf of Canada and the Yukon Territory and other complementary purposes.

---

## Alberta Celebrate Canada Society

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Marilyn Milavsky, President

**Year of Incorporation/Commencement**

2005

**Fiscal Year-end**

March 31

**Head Office**

208–1008 Seventeenth Ave. S.E.  
Calgary AB T2T 0A6

Telephone: 403-244-9882

Fax: 403-229-9393

Email: [mtm@telusplanet.net](mailto:mtm@telusplanet.net)

Website: N/A

**Auditor**

N/A (no audit conducted)

**Constituent Act**

*Alberta Societies Act*

**Federally Appointed Board Members**

2/14

**Mandate**

The mandate of the Committee is to be responsible for promoting, encouraging, coordinating and facilitating Canada Day and “Celebrate Canada!” activities throughout Alberta.

## Association for the Export of Canadian Books

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Suzanne Bossé, Executive Director  
Robert Sanders, President

**Year of Incorporation/Commencement**

1972

**Fiscal Year-end**

March 31

**Head Office**

Suite 504  
1 Nicholas Street  
Ottawa ON K1N 7B7

Telephone: 613-562-2324

Fax: 613-562-2329

Email: [aecb@aecb.org](mailto:aecb@aecb.org)

Website: <http://www.aecb.org>

**Auditor**

Logan Katz LLP

**Constituent Act**

*Canada Corporations Act, 1972*

**Federally Appointed Board Members**

2/12

**Mandate**

The Association for the Export of Canadian Books 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.

---

## Calgary Olympic Development Association

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Bob Nicolay, President and CEO

**Year of Incorporation/Commencement**

1979

**Fiscal Year-end**

March 31

**Head Office**

88 Canada Olympic Rd. SW  
Calgary AB T2M 4N3

Telephone: 403-247-5452

Fax: 403-286-7213

Email: [info@coda.ca](mailto:info@coda.ca)

Website: <http://www.canadaolympicpark.ca>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

*Societies Act* of the Province of Alberta, 1979

**Federally Appointed Board Members**

1/20

**Mandate**

To foster the development of Canadian winter sport athletes, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.

## Canada Commonwealth Legacy Fund

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Peter Webster, Chairman

**Year of Incorporation/Commencement**

1994

**Fiscal Year-end**

Unknown

**Head Office**

4685 Bellevue Drive  
Vancouver BC V6R 1E7

Telephone: 866-835-0413

Fax: N/A

Email: N/A

Website: N/A

**Auditor**

Dale Matheson Carr Hilton LLP

**Constituent Act**

*Canada Corporations Act, Society Act of the  
Province of British Columbia, 1994*

**Federally Appointed Board Members**

1/5

**Mandate**

To finance programming and dedicated to develop standards of high performance and competitive excellence in domestic and international amateur sport.

---

## Canada Games Council

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Sue Hylland, President and CEO

**Year of Incorporation/Commencement**

1991

**Fiscal Year-end**

March 31

**Head Office**

701–2197 Riverside Dr.  
Ottawa ON K1H 7X3

Telephone: 613-526-2320

Fax: 613-526-4068

Email: [canada.games@canadagames.ca](mailto:canada.games@canadagames.ca)

Website: <http://www.canadagames.ca>

**Auditor**

Ouseley Hanvey Clipsham Deep LLP

**Constituent Act**

*Canada Corporations Act*, 1991

**Federally Appointed Board Members**

3/14

**Mandate**

To provide a major national multi-sport event for the best young athletes in all provinces and territories.

## Canadian Sport Centre—Atlantic

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Ken Bagnell, President

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

March 31

**Head Office**

5516 Spring Garden Rd., Suite 312  
Halifax NS B3J 1G6

Telephone: 902-425-0942

Fax: 902-425-5928

Email: [ken@cscatlantic.ca](mailto:ken@cscatlantic.ca)

Website: <http://www.cscatlantic.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Nova Scotia Act, 1999*

**Federally Appointed Board Members**

1/15

**Mandate**

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.



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## Canadian Sport Centre—Calgary

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Dale Henwood, President

**Year of Incorporation/Commencement**

1994

**Fiscal Year-end**

March 31

**Head Office**

Room 125, Olympic Oval  
University of Calgary  
2500 University Dr. NW  
Calgary AB T2N 1N4

Telephone: 403-220-4405

Fax: 403-282-6972

Email: [CSCC@canadiansportcentre.com](mailto:CSCC@canadiansportcentre.com)

Website: <http://www.canadiansportcentre.com>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

*Societies Act* of the Province of Alberta, 1994

**Federally Appointed Board Members**

1/12

**Mandate**

To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.

## Canadian Sport Centre—Greater Victoria

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Roger Skillins, CEO

**Year of Incorporation/Commencement**

1994

**Fiscal Year-end**

Not Known

**Head Office**

100–4636 Elk Lake Drive  
Victoria BC V8Z 5M1

**Auditor**

Not Known

**Constituent Act**

*Society Act* of the Province of British Columbia

**Federally Appointed Board Members**

Not Known

**Mandate**

Not Known

Telephone: 250-744-5521

Fax: 250-744-3542

Email: [info@pacificsport.com](mailto:info@pacificsport.com)

Website: <http://www.pacificsport.com>

---

## Canadian Sport Centre—Manitoba

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Randy Anderson, General Manager

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

March 31

**Head Office**

University of Manitoba  
Frank Kennedy Centre  
17 Dafoe Rd., Room 138  
Winnipeg MB R3T 2N2

Telephone: 204-474-6604

Fax: 204-474-7685

Email: [randersn@cc.umanitoba.ca](mailto:randersn@cc.umanitoba.ca)

Website: <http://www.cscm.ca>

**Auditor**

Hemingway Silver LLP

**Constituent Act**

*Corporate Act* of Manitoba

**Federally Appointed Board Members**

1/12<sup>71</sup>

**Mandate**

To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.

---

71. Ratio changed from last year: now 1/12 instead of 1/14.

## Canadian Sport Centre—Ontario

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Debbie Low, President

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

March 31

**Head Office**

1185 Eglinton Ave. E, Suite 606A  
North York ON M3C 3C6

Telephone: 416-426-7184

Fax: 416-426-7254

Email: [asm@cscontario.ca](mailto:asm@cscontario.ca)

Website: <http://www.cscontario.ca>

**Auditor**

James G.A. Gibbs LLP

**Constituent Act**

*Canada Corporations Act*, Ontario, 1998

**Federally Appointed Board Members**

1/12

**Mandate**

To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.

---

## Canadian Sport Centre—Saskatchewan

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Dale Kryzanowski, Executive Director

**Year of Incorporation/Commencement**

1972

**Fiscal Year-end**

March 31

**Head Office**

510 Cynthia Street  
Saskatoon SK S7L 7K7

Telephone: 306-975-0809

Fax: 306-781-6021

Email: [dkryzanowski@sasksport.sk.ca](mailto:dkryzanowski@sasksport.sk.ca)

Website: <http://www.sasksport.sk.ca/csc-sk>

**Auditor**

Virtus Group LLP

**Constituent Act**

Under Sask 1972 Sport Inc.

**Federally Appointed Board Members**

1/9<sup>72</sup>

**Mandate**

To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.

---

72. There are seven less board members this year but no official change to the number of federal appointees; however, during this past year a decision was made not to fill the position.

## Canadian Television Fund, The

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Douglas Barrett, Chair, CTF Board  
Valerie Creighton, President

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

March 31

**Head Office**

50 Wellington Street East, 4th Floor  
Toronto ON M5E 1C8

Telephone: 416-214-4400

Toll-free: 1-877-975-0766

Fax: 416-214-4420

Email: [CTF@canadiantelevisionfund.ca](mailto:CTF@canadiantelevisionfund.ca)

Website: <http://www.canadiantelevisionfund.ca>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1996

**Federally Appointed Board Members**

5/20

**Mandate**

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.

---

## Celebrate Canada Committee (Manitoba)

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Elaine Krawchenko, President

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

October 31

**Head Office**

c/o 275 Portage Avenue  
PO Box 2160  
Winnipeg MB R3C 3R5

Telephone: 204-983-4738

Fax: 204-983-5365

Email: N/A

Website: <http://www.celebratecanadamb.com>

**Auditor**

Al Whicker, Chartered Accountant

**Constituent Act**

*Canada Corporations Act—Part II*

**Federally Appointed Board Members**

3/7

**Mandate**

The mandate of the Committee is to be responsible for promoting, encouraging, coordinating and facilitating Canada Day and “Celebrate Canada!” activities throughout Manitoba.

## Celebrate Canada Committee for Newfoundland and Labrador

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Lorne Humphries, President

**Year of Incorporation/Commencement**

2001

**Fiscal Year-end**

May 31

**Head Office**

c/o Harold Spracklin  
84 Bonavista  
St. John's NL A1E 4A1

Telephone: 709-368-8082

Fax: N/A

Email: [hcspracklin@nf.sympatico.ca](mailto:hcspracklin@nf.sympatico.ca)

Website: N/A

**Auditor**

Bruce Jones

**Constituent Act**

*Canada Corporations Act—Part II*

**Federally Appointed Board Members**

2/11

**Mandate**

The Celebrate Canada Committee for Newfoundland and Labrador is responsible for promoting, encouraging, coordinating and facilitating Celebrate Canada activities throughout Newfoundland and Labrador.



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## Celebrate Canada Committee for Quebec

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Éric Dupont, President

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

March 31

**Head Office**

2075 University Street  
Room 1206, 12th Floor  
Montréal QC H3A 2L1

Telephone: 514-866-9164 or 1-800-361-8303

Fax: 514-866-9099

Email: [info@celafete.ca](mailto:info@celafete.ca)

Website: <http://www.celafete.ca>

**Auditor**

Peter Di Ciero

**Constituent Act**

*Canada Corporations Act—Part II*

**Federally Appointed Board Members**

2/11

**Mandate**

The Celebrate Canada Committee for Quebec is responsible for organizing and promoting Celebrate Canada activities throughout the province; promoting civic pride through Celebrate Canada events; raising awareness amongst Quebec residents of our Canadian heritage and symbols.

## Celebrate Canada Committee for Saskatchewan Inc.

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Alan Nicholson, President

**Year of Incorporation/Commencement**

2005

**Fiscal Year-end**

September 30

**Head Office**

100–2201 Eleventh Avenue  
Regina SK S4P 0J8

Telephone: 306-781-1050

Fax: 306-780-6630

Email: [celebratecanadask@sasktel.net](mailto:celebratecanadask@sasktel.net)

Website: <http://www.celebratecanada.sk.ca>

**Auditor**

Meyers Norris Penny

**Constituent Act**

*The Non-Profit Corporations Act, 1995*

**Federally Appointed Board Members**

3/15

**Mandate**

The mandate of the Committee is to be responsible for promoting, encouraging, coordinating and facilitating Canada Day and “Celebrate Canada!” activities throughout Saskatchewan.

---

## Coaching Association of Canada

---

### Shared-Governance Corporation

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**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

John Bales, President

**Year of Incorporation/Commencement**

1971

**Fiscal Year-end**

March 31

**Head Office**

Suite 300  
141 Laurier Ave. W  
Ottawa ON K1P 5J3

Telephone: (613) 235-5000

Fax: 613-235-9500

Email: [coach@coach.ca](mailto:coach@coach.ca)

Website: <http://www.coach.ca>

**Auditor**

Ouseley Hanvey Clipsham Deep LLP

**Constituent Act**

*Canada Corporations Act, 1971*

**Federally Appointed Board Members**

1/16

**Mandate**

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.

## National Multi-Sport Centre—Montréal

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Jean-Pierre Tibi, Director General

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

March 31

**Head Office**

1000 Émile-Journeault Ave.  
Montréal QC H2M 2E7

Telephone: 514-872-1999

Fax: 514-872-2058

Email: [cnmm@multisport.qc.ca](mailto:cnmm@multisport.qc.ca)

Website: <http://www.multisport.qc.ca>

**Auditor**

Gosselin et associés LLP

**Constituent Act**

*Loi sur les compagnies du Québec*, Part III,  
1997

**Federally Appointed Board Members**

1/10

**Mandate**

To help high-performance athletes training for the Olympic Games, world championships, and other international competitions to reach their highest level of performance.

---

## PacificSport BC Society

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Wendy Pattenden, President

**Year of Incorporation/Commencement**

2005

**Fiscal Year-end**

March 31

**Head Office**

100-4636 Elk Lake Drive  
Victoria BC V8Z 5M1

Telephone: 250-744-5521

Fax: 250-744-3542

Email: [info@pacificsport.com](mailto:info@pacificsport.com)

Website: <http://www.pacificsport.com>

**Auditor**

Staley, Okada & Partners LLP

**Constituent Act**

*Society Act of the Province of British  
Columbia, 1998*

**Federally Appointed Board Members**

1/11

**Mandate**

Dedicated to providing a world-class environment that enables Canadian athletes and coaches to win at the international level.

## PacificSport Canadian Sport Centre—Vancouver<sup>73</sup>

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head****Year of Incorporation/Commencement****Fiscal Year-end****Head Office**

500, 1333 West Broadway  
Vancouver BC V6H 4C1

Telephone: 604-737-3003

Fax: N/A

Email: N/A

Website: N/A

**Auditor**

Staley, Okada & Partners LLP

**Constituent Act**

*Society Act* of the Province of British Columbia,  
1998

**Federally Appointed Board Members**

1/16

**Mandate**

Dedicated to providing a world-class  
environment that enables Canadian athletes  
and coaches to win at the international level.

---

73. During this reporting period, steps have been taken to merge this organization into PacificSport BC Society and in future reports only the latter will be listed.

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## Quebec High-Level Sports Council

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Marie-Huguette Cormier, President

**Year of Incorporation/Commencement**

2000

**Fiscal Year-end**

Not Known

**Head Office**

Peps, Université Laval  
Local 2120  
Québec QC G1K 7P4

Telephone: 418-656-2586

Fax: 418-656-3044

Email: [info@csnq.org](mailto:info@csnq.org)

Website: <http://www.csnq.org/>

**Auditor**

Lemieux Nolet Comptables agréés et  
consultants LLP

**Constituent Act**

*Loi sur les compagnies du Québec*, Part III, 2000

**Federally Appointed Board Members**

1/15

**Mandate**

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.

## Sport Dispute Resolution Centre of Canada

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### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Marie-Claude Asselin, Executive Director

**Year of Incorporation/Commencement**

2004

**Fiscal Year-end**

March 31

**Head Office**

3100 Le Carrefour, Suite 560  
Laval QC H7T 2K7

Telephone: 450-686-1246 or 1-866-733-7767

Fax: 1-877-733-1246 or 1-450-686-1246

Email: [jpoirier@adrspored.ca](mailto:jpoirier@adrspored.ca)

Website: <http://www.adrspored.ca>

**Auditor**

BDO Dunwoody LLP

**Constituent Act**

*Physical Activity and Sport Act, 2003*

**Federally Appointed Board Members**

12/12

**Mandate**

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.



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## Terry Fox Humanitarian Award Inc.

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

W. Lorne Davies, Executive Director

**Year of Incorporation/Commencement**

1982

**Fiscal Year-end**

March 31

**Head Office**

Simon Fraser University  
Burnaby BC V5A 1S6

Telephone: 604-291-3057

Fax: N/A

Email: N/A

Website: N/A

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act, 1980*

**Federally Appointed Board Members**

2/12

**Mandate**

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.

## The 2011 Halifax Host Society

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### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

TBD

**Year of Incorporation/Commencement**

2007

**Fiscal Year-end**

To be determined

**Head Office**

1841 Argyle Street  
Halifax NS B3J 3A5

Telephone: TBD

Fax: TBD

Email: TBD

Website: TBD

**Auditor**

Not yet indentified

**Constituent Act**

TBD

**Federally Appointed Board Members**

TBD

**Mandate**

To plan, organize, manage, promote, finance, conduct, operate, and supervise the 2011 Canada Games on behalf of Canada.

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The Prince Edward Island 2009 Canada Games Host Society Inc.

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Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

Brian McFeely, CEO

**Year of Incorporation/Commencement**

2005

**Fiscal Year-end**

December 31

**Head Office**

Eastern Office  
40 Enman Crescent  
Charlottetown PE C1E 1E6

Western Office  
271 Water Street  
Summerside PE  
C1E 1E6

**Auditor**

Not yet identified

**Constituent Act**

*Companies Act*, r.s.p.e.i.

**Federally Appointed Board Members**

1/12

**Mandate**

To plan, organize, manage, promote, finance, conduct, operate, and supervise the 2009 Canada Games on behalf of Canada.

Telephone: 902-438-2009

Fax: 902-888-5802

Email: [information@2009canadagames.ca](mailto:information@2009canadagames.ca)

Website: <http://www.2009canadagames.ca>

## Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Canadian Heritage

**Institutional Head**

John Furlong, CEO

**Year of Incorporation/Commencement**

2003

**Fiscal Year-end**

July 31

**Head Office**

400-1095 West Pender Street  
Vancouver BC V6E 2M6

Telephone: 778-382-2010

Fax: 778-328-2011

Email: [info@vancouver2010.com](mailto:info@vancouver2010.com)

Website: <http://www.vancouver2010.com/en>

**Auditor**

Ernst & Young LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 2003

**Federally Appointed Board Members**

3/20

**Mandate**

To organize and manage the hosting of 2010  
Olympic and Paralympic Games in Vancouver  
and Whistler.

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Economic Development Agency of  
Canada for the Regions of Quebec

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Fiducie du Chantier de l'économie sociale

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Shared-Governance Corporation

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**Responsible Minister**

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

**Institutional Head**

Jacques Charest, Executive Director

**Year of Incorporation/Commencement**

2006

**Fiscal Year-end**

June 30

**Head Office**

4200 Adam Street  
Montréal QC H1V 1S9

Telephone: 514-256-0992

Fax: 514-256-0861

Email: N/A

Website: <http://www.fiducieduchantier.qc.ca>

**Auditor**

Samson Bélair Deloitte & Touche s.e.n.c.r.l.

**Constituent Act**

*Code civil du Québec*, art. 1260 and followings

**Federally Appointed Board Members**

1/ 9

**Mandate**

Create and manage a fund for the  
development of social economy.

## Fondation du maire de Montréal pour la jeunesse

---

### Shared-Governance Corporation

---

**Responsible Minister**

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

**Institutional Head**

Liette Lamonde, Director General

**Year of Incorporation/Commencement**

1995

**Fiscal Year-end**

December 31

**Head Office**

425 Place Jacques Cartier, Suite 10  
Montréal QC H2Y 3B1

Telephone: 514-872-3401

Fax: 514-872-2957

Email: [fmj@ville.Montreal.qc.ca](mailto:fmj@ville.Montreal.qc.ca)

Website: <http://www.fmj.ca>

**Auditor**

Samson Bélair Deloitte & Touche s.e.n.c.r.l.

**Constituent Act**

*Loi sur les compagnies du Québec*, Part III

**Federally Appointed Board Members**

1/20

**Mandate**

To assist young disadvantaged Montréalers who  
are contributing to Montréal's economic  
development by starting their own businesses.

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## Montréal International

---

### Shared-Governance Corporation

---

**Responsible Minister**

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

**Institutional Head**

Not Known

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

January 31

**Head Office**

Suite 8000  
380 Saint-Antoine St. W  
Montréal QC H2Y 3X7

Telephone: 514-987-8191

Fax: 514-987-1948

Email: [info@Montrealinternational.com](mailto:info@Montrealinternational.com)

Website: <http://www.montrealinternational.com/>

**Auditor**

Raymond Chabot Grant Thornton LLP

**Constituent Act**

*Loi sur les compagnies du Québec*, Part III 1996

**Federally Appointed Board Members**

1/26

**Mandate**

Foster the economic development of  
metropolitan Montréal and promote its  
international presence. Increase foreign  
investment. Increase the presence of  
international organizations.

## Environment

### Canadian Foundation for Climate and Atmospheric Science

#### Shared-Governance Corporation

**Responsible Minister**

Minister of Environment

**Institutional Head**

Gordon McBean, CEO

**Year of Incorporation/Commencement**

2000

**Fiscal Year-end**

March 31

**Head Office**

350 Sparks Street, Suite 901  
Ottawa ON K1R 7S8

Telephone: 613-238-2223

Fax: 613-238-2227

Email: [conway@cfcas.org](mailto:conway@cfcas.org)

Website: <http://www.cfcas.org>

**Auditor**

Ouseley Hanvey Clipsham Deep LLP

**Constituent Act**

*Canada Corporations Act, 2000*

**Federally Appointed Board Members**

3/13

**Mandate**

To fund research that improves the scientific understanding of climate, extreme weather, air quality, and marine environment prediction, that provides relevant science to policy makers and which improves understanding of the ways in which these challenges affect human health and the natural environment, in addition to strengthening Canada's scientific capacity.



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## Lake of the Woods Control Board

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Environment

**Institutional Head**

Bob Harrison, Board Chair

**Year of Incorporation/Commencement**

1919

**Fiscal Year-end**

March 31

**Head Office**

Executive Engineer Lake of the Woods Secretariat  
351 St. Joseph Blvd.  
Gatineau QC K1A 0H3

Telephone: 1-800-661-5922

Fax: 819-953-4666

Email: [secretariat@lwcb.ca](mailto:secretariat@lwcb.ca)

Website: <http://www.lwcb.ca>

**Auditor**

Not Known

**Constituent Act**

The Board was created pursuant to section 2 of the *Lake of the Woods Control Board Act* (1921, amended 1958) and is further mandated by a Canada–U.S. treaty (Lake of the Woods Convention and Protocol, 1925)

**Federally Appointed Board Members**

1/4

**Mandate**

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.

## Ouranos

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Environment

**Institutional Head**

Andre Musy, General Manager

**Year of Incorporation/Commencement**

2002

**Fiscal Year-end**

December 31

**Head Office**

550 Sherbrooke St. W  
19th Floor, West tower  
Montréal QC H3A 1B9

Telephone: 514-232-6464

Fax: 514-282-7131

Email: [info@ouranos.ca](mailto:info@ouranos.ca)

Website: <http://www.ouranos.ca>

**Auditor**

Not Known

**Constituent Act**

*Loi sur les compagnies du Québec*, Part III,  
2002

**Federally Appointed Board Members**

1/11

**Mandate**

Promote research on global and regional climate change models/scenarios impacts and adaptation science, advance general comprehension of decision makers and Ouranos members on climate, determine and evaluate impacts of climate change scenarios and adaptation options in Quebec.

---

## Waterfront Toronto

---

### Shared-Governance Corporation

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**Responsible Minister**

Minister of the Environment

**Institutional Head**

John W. Campbell, President and CEO

**Year of Incorporation/Commencement**

2002

**Fiscal Year-end**

March 31

**Head Office**

Suite 1310  
20 Bay Street  
Toronto ON M5J 2N8

Telephone: 416-214-1344

Fax: 416-214-4591

Email: [info@waterfrontoronto.ca](mailto:info@waterfrontoronto.ca)

Website: <http://www.waterfrontoronto.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Toronto Waterfront Revitalization Corporation Act, 2002, S.O. 2002, c. 28*

**Federally Appointed Board Members**

4/13

**Mandate**

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.

## Wildlife Habitat Canada

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### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Environment

**Institutional Head**

Peter Gray-Donald, Chair

**Year of Incorporation/Commencement**

1984

**Fiscal Year-end**

March 31

**Head Office**

1750 Courtwood Cr., Suite 310  
Ottawa ON K2C 2B5

Telephone: 613-722-2090

Fax: 613-722-3318

Email: [admin@whc.org](mailto:admin@whc.org)

Website: <http://www.whc.org>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act, 1984*

**Federally Appointed Board Members**

6/12

**Mandate**

To promote the conservation, restoration, and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution, and abundance of wildlife.

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## Fisheries and Oceans

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### International Fisheries Commissions Pension Society

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#### Shared-Governance Corporation

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**Responsible Minister**

Minister of Fisheries and Oceans

**Institutional Head**

Bryce Peacock, President

**Year of Incorporation/Commencement**

1957

**Fiscal Year-end**

December 31

**Head Office**

c/o Fisheries and Oceans  
200 Kent St.  
Ottawa ON K1A 0E6

Telephone: 613-993-1860

Fax: N/A

Email: N/A

Website: N/A

**Auditor**

Audit and Evaluation Directorate, Fisheries  
and Oceans Canada

**Constituent Act**

*Canada Corporations Act, 1957*

**Federally Appointed Board Members**

4/10

**Mandate**

To arrange for and administer the provision of pensions and insurance for employees of any international fisheries commission whose seat or headquarters is established and maintained by Canada or the U.S. or both.

## Foreign Affairs and International Trade

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### Asia Pacific Foundation of Canada

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#### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Foreign Affairs

**Institutional Head**

Paul Evans, Co-CEO

Yuen Pau Woo, President and Co-CEO

**Year of Incorporation/Commencement**

1984

**Fiscal Year-end**

March 31

**Head Office**

Suite 220  
890 West Pender Street  
Vancouver BC V6C 1J9

Telephone: 604-684-5986

Fax: 604-681-1370

Email: [info@asiapacific.ca](mailto:info@asiapacific.ca)

Website: <http://www.asiapacific.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Asia Pacific Foundation of Canada Act, 1984*  
Bill C-43, Amendments to the Act, 2005

**Federally Appointed Board Members**

6/14

**Mandate**

To develop closer ties between the peoples  
and institutions of Canada and the Asia-Pacific  
region.

---

## International Centre for Human Rights and Democratic Development

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Foreign Affairs

**Institutional Head**

Jean-Louis Roy, President

**Year of Incorporation/Commencement**

1988

**Fiscal Year-end**

March 31

**Head Office**

Suite 1100  
1001 Maisonnette Blvd. E  
Montréal QC H2L 4P9

Telephone: 514-283-6073

Fax: 514-283-3792

Email: <mailto:president@dd-rd.ca>

Website: <http://www.dd-rd.ca>

**Auditor**

Auditor General of Canada

**Constituent Act**

*International Centre for Human Rights  
and Democratic Development Act, 1988*

**Federally Appointed Board Members**

10/13

**Mandate**

To encourage and support the universal values of human rights and the promotion of democratic institutions and practices around the world.

## Roosevelt Campobello International Park Commission

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Foreign Affairs

**Institutional Head**

Fred R. Drummie, Chair

**Year of Incorporation/Commencement**

1964

**Fiscal Year-end**

December 31

**Head Office**

459 Route 774  
Elshpool NB E5E 1A4

Telephone: 506-752-2922

Fax: 506-752-6000

Email: [info@fdr.net](mailto:info@fdr.net)

Website: <http://www.fdr.net>

**Auditor**

Foster, Carpenter, Black & Co. LLP

**Constituent Act**

*The Roosevelt Campobello International Park  
Commission Act, 1964*

**Federally Appointed Board Members**

3/6

**Mandate**

To administer as a memorial to U.S. President  
Franklin Delano Roosevelt.



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## Health

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### Canadian Agency for Drugs and Technologies in Health

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#### Shared-Governance Corporation

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**Responsible Minister**

Minister of Health

**Institutional Head**

Dr. Jill Sanders, President and CEO

**Year of Incorporation/Commencement**

1989

**Fiscal Year-end**

March 31

**Head Office**

Suite 600  
865 Carling Avenue  
Ottawa ON K1S 5S8

Telephone: 613-226-2553

Fax: 613-226-5392

Email: [info@cadth.ca](mailto:info@cadth.ca)

Website: <http://www.cadth.ca>

**Auditor**

Collins Barrow Ottawa LLP

**Constituent Act**

*Canada Corporations Act*, 1980 CCOHTA  
incorporated, 1989

**Federally Appointed Board Members**

1/13

**Mandate**

To provide Canada's federal, provincial, and territorial decision makers with credible, impartial advice and evidence-based information about the effectiveness and efficiency of drugs and other health technologies.

## Canadian Centre on Substance Abuse

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Health

**Institutional Head**

Michel Perron, CEO

**Year of Incorporation/Commencement**

1988

**Fiscal Year-end**

March 31

**Head Office**

Suite 300  
75 Albert Street  
Ottawa ON K1P 5E7

Telephone: 613-235-4048

Fax: 613-235-8101

Email: [info@ccsa.ca](mailto:info@ccsa.ca)

Website: <http://www.ccsa.ca>

**Auditor**

Welch & Company LLP

**Constituent Act**

*Canadian Centre on Substance Abuse Act,*  
1988

**Federally Appointed Board Members**

6/15

**Mandate**

To provide objective, evidence-based information and advice aimed at reducing the health, social, and economic harm associated with substance abuse and addictions. CCSA's activities and products are made possible through a financial contribution from Health Canada through Canada's Drug Strategy.

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Canada Health Infoway Inc.

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Shared-Governance Corporation

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**Responsible Minister**

Minister of Health

**Institutional Head**

Richard C. Alvarez, President and CEO

**Year of Incorporation/Commencement**

2001

**Fiscal Year-end**

March 31

**Head Office**

Suite 1300  
150 King Street West  
Toronto ON M5H 1J9

Telephone: 1-888-733-6462

Fax: 416-593-5911

Email: [info@infoway-inforoute.ca](mailto:info@infoway-inforoute.ca)

Website: <http://www.infoway-inforoute.ca>

**Auditor**

Ernst & Young LLP

**Constituent Act**

*Canada Corporations Act*, Part II, in  
January 2001

**Federally Appointed Board Members**

2/13

**Mandate**

To lead the development of electronic health records across Canada. Infoway works with the provinces and territories to develop electronic health records, which support a safer, more efficient healthcare system.

## Canadian Health Services Research Foundation

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Health

**Institutional Head**

Vacant, CEO

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

December 31

**Head Office**

Suite 700  
1565 Carling Avenue  
Ottawa ON K1Z 8R1

Telephone: 613-728-2238

Fax: 613-728-3527

Email: N/A

Website: <http://www.chsrf.ca>

**Auditor**

Welch & Company LLP

**Constituent Act**

*Canada Corporations Act, 1997*

**Federally Appointed Board Members**

1/14<sup>74</sup>

**Mandate**

To promote and fund management and policy research in health services, and nursing to increase the quality, relevance and usefulness of this research for health-system policy makers and managers. In addition, the Foundation works with these health-systems decision makers to support and enhance their use of research evidence when addressing health management and policy challenges.

---

74. There are two more board members this year, and there are also two less federal appointees. The deputy minister of Health is now the only federal appointee.

---

## Canadian Institute for Health Information

---

### Shared-Governance Corporation

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**Responsible Minister**

Minister of Health

**Institutional Head**

Glenda Yeates, President and CEO

**Year of Incorporation/Commencement**

1993

**Fiscal Year-end**

March 31

**Head Office**

495 Richmond Road, Suite 600  
Ottawa ON K2A 4H6

Telephone: 613-241-7860

Fax: 613-241-8120

Email: [communications@cihi.ca](mailto:communications@cihi.ca)

Website: <http://www.cihi.ca>

**Auditor**

Ernst & Young LLP

**Constituent Act**

*Canada Corporations Act, 1995*

**Federally Appointed Board Members**

2/16

**Mandate**

To collect and analyze information on health and health care in Canada and make it publicly available. CIHI's goal: to provide timely, accurate, and comparable information. CIHI's data and reports inform health policies, support the effective delivery of health services, and raise awareness among Canadians of the factors that contribute to good health.

## Canadian Partnership Against Cancer Corporation

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Health

**Institutional Head**

Jessica Hill, CEO

**Year of Incorporation/Commencement**

2006

**Fiscal Year-end**

March 31

**Head Office**

WaterPark Place  
20 Bay Street, 12th Floor  
Toronto ON M5J 2N8

Telephone: 416-915 9222

Fax: 416-915 9224

Email: [info@partnershipagainstcancer.ca](mailto:info@partnershipagainstcancer.ca)

Website: <http://www.partnershipagainstcancer.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act, Part II 2006*

**Federally Appointed Board Members**

2/18

**Mandate**

To provide a leadership role with respect to cancer control through the management of knowledge and the coordination of efforts among provinces and territories, cancer experts and stakeholder groups, and Aboriginal organizations to champion change, improve health outcomes related to cancer, and leverage existing investments.

---

## Canadian Patient Safety Institute

---

### Shared-Governance Corporation

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**Responsible Minister**

Minister of Health

**Institutional Head**

Phil Hassen, CEO

**Year of Incorporation/Commencement**

2003

**Fiscal Year-end**

March 31

**Head Office**

Suite 1414  
10235 101st Street  
Edmonton AB T5J 3G1

Telephone: 780-409-8090 or 1-866-421-6933

Fax: 780-409-8098

Email: [info@cpsi-icsp.ca](mailto:info@cpsi-icsp.ca)

Website: <http://www.patientsafetyinstitute.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act*, Part II CPSI  
incorporated, 2003

**Federally Appointed Board Members**

1/18<sup>75</sup>

**Mandate**

To provide a leadership role with respect to  
patient safety issues in the context of  
improving health care quality.

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75. There are nine more board members this year, but no change in the number of federal appointees.

## Health Council of Canada

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Health

**Institutional Head**

Don Juzwishin, CEO

**Year of Incorporation/Commencement**

2004

**Fiscal Year-end**

March 31

**Head Office**

Suite 900  
90 Eglinton Avenue East  
Toronto ON M4P 2Y3

Telephone: 416-481-7397

Fax: 416-481-1381

Email: [information@healthcouncilcanada.ca](mailto:information@healthcouncilcanada.ca)

Website: <http://www.healthcouncilcanada.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act, 2004*

**Federally Appointed Board Members**

1/26

**Mandate**

Fosters accountability and transparency by assessing progress in improving the quality, effectiveness, and sustainability of the health care system. Through insightful monitoring, public reporting, and facilitating informed discussion, the Council shines a light on what helps or hinders health care renewal and the well-being of Canadians.



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## Mental Health Commission of Canada

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Health

**Institutional Head**

Glenn Thompson, Acting/President and CEO

**Year of Incorporation/Commencement**

2007

**Fiscal Year-end**

March 31

**Head Office**

1145 Carling Ave, Suite 5400  
Ottawa ON K1Z 7K4

Telephone: N/A

Fax: 1-866-902-7657

Email: [info@mentalhealthcommission.ca](mailto:info@mentalhealthcommission.ca)

Website: <http://www.mentalhealthcommission.ca>

**Auditor**

To be determined

**Constituent Act**

*Canada Corporations Act, Part II*  
2007

**Federally Appointed Board Members**

2/17

**Mandate**

To provide a national focal point for objective, evidence-based information on all aspects of mental health and mental illness; act as a facilitator, enabler and supporter of a national approach to mental health issues; diminish the stigma and discrimination faced by Canadians living with a mental illness, and their families; partner with other groups to educate all Canadians about mental health and increase mental health literacy in Canada; encourage research as it is fundamental to developing the quality information needed for the effective planning and delivery of the whole spectrum of mental health services; be a source of information to governments, stakeholders and the public on mental health and mental illness; and be a catalyst for reform of mental health policies and improvements in service delivery.

## Human Resources and Social Development

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### Canada Millennium Scholarship Foundation

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#### Shared-Governance Corporation

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**Responsible Minister**

Minister of Human Resources and Skills Development<sup>76</sup>

**Institutional Head**

Vacant

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

December 31

**Head Office**

Suite 800  
1000 Sherbrooke Street W  
Montréal QC H3A 3R2

Telephone: 514-985-0026

Fax: 514-985-5987

Email: [millennium.foundation@bm-ms.org](mailto:millennium.foundation@bm-ms.org)

Website: <http://www.millenniumscholarships.ca>

**Auditor**

Ernst & Young LLP

**Constituent Act**

*Budget Implementation Act, 1998*

**Federally Appointed Board Members**

6/15

**Mandate**

To grant scholarships to students who are in financial need and who demonstrate merit 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.

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76. *Human Resources, Skills Development and Social Development* still exist but operate as a single organization under this title.

---

## Indian Affairs and Northern Development

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### Enrolment Appeal Commission (Labrador Claims Agreement)

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#### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Vacant, Chair

David Jennings, Commissioner

**Year of Incorporation/Commencement**

2005

**Fiscal Year-end**

March 31

**Head Office**

c/o Indian Affairs and Northern Development Canada  
Terrasses de la Chaudière  
10 Wellington, North Tower  
Gatineau QC

Ottawa ON K1A 0H4 (Postal Address)

Telephone: 1-800-567-9604

Fax: 1-866-817-3977

Email: [InfoPubs@ainc-inac.gc.ca](mailto:InfoPubs@ainc-inac.gc.ca)

Website: <http://www.ainc-inac.gc.ca>

**Auditor**

Not Known

**Constituent Act**

Chapter 3 of the *Labrador Inuit Land Claims Agreement*

**Federally Appointed Board Members**

1/7

**Mandate**

To hear appeals on the enrolment of a beneficiary, on all matters referred back to it by the Federal Court, and on applications referred to in section 3.11.12 (hear and conduct appeals based on a final decision of the Enrolment Committee).

## Environmental Studies Research Funds Management Board

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Vacant, Chair

**Year of Incorporation/Commencement**

1987

**Fiscal Year-end**

March 31

**Head Office**

c/o ESRF Secretariat  
National Energy Board  
444 Seventh Avenue SW  
Calgary AB T2P 0X8

Telephone: 403-292-4800

Fax: 403-292-5503

Email: khoppersmith@neb-one.gc.ca

Website: N/A

**Auditor**

Not Known

**Constituent Act**

*Canada Petroleum Resources Act*

**Federally Appointed Board Members**

4/12

**Mandate**

To manage the Environmental Studies Research Funds (ESRF), which finance environmental and social studies pertaining to oil and gas exploration, development, and production activities on frontier lands. The funding is provided through levies on frontier lands paid by oil and gas exploration companies that are licence holders.

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## Gwich'in Arbitration Panel

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Willard Hagen, Chair

**Year of Incorporation/Commencement**

1992

**Fiscal Year-end**

March 31

**Head Office**

c/o Indian Affairs and Northern Development Canada  
Terrasses de la Chaudière  
10 Wellington, North Tower  
Gatineau QC

Ottawa ON K1A 0H4 (Postal Address)

Telephone: 1-800-567-9604

Fax: 1-866-817-3977

Email: [InfoPubs@ainc-inac.gc.ca](mailto:InfoPubs@ainc-inac.gc.ca)

Website: <http://www.ainc-inac.gc.ca>

**Auditor**

Not Known

**Constituent Act**

*Gwich'in Land Claim Settlement Act*

**Federally Appointed Board Members**

2/8

**Mandate**

To resolve disputes in accordance with the Gwich'in Comprehensive Land Claim Agreement (section 6.2.1). The Panel has jurisdiction to arbitrate in respect of any matter that the agreement stipulates is to be determined by arbitration and any matter concerning the interpretation or application of the agreement where the parties agree to be bound by an arbitration decision.

## Gwich'in Land and Water Board

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Willard Hagen, Chair

**Year of Incorporation/Commencement**

1992

**Fiscal Year-end**

March 31

**Head Office**

PO Box 2018  
Inuvik NT X0E 0T0

Telephone: 867-777-7960

Fax: 867-777-7970

Email: N/A

Website: N/A

**Auditor**

Not Known

**Constituent Act**

Chapter 24.4 of the Gwich'in Comprehensive Land Claim Agreement and the *Mackenzie Valley Resource Management Act*

**Federally Appointed Board Members**

1/5

**Mandate**

To regulate land and water use throughout the Gwich'in Settlement Area. The Board issues, amends, or renews licences and permits, conducts public hearings, and oversees compliance with its decisions, and, if necessary, suspends or cancels licences and permits.

---

## Gwich'in Land Use Planning Board

---

### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Bob Simpson, Chair

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

March 31

**Head Office**

PO Box 2478  
Inuvik NT X0E 0T0

Telephone: 867-777-7936

Toll-free from within the N.W.T.: 1-888-450-4443

Fax: 867-777-7970

Email: [planner@gwichinplanning.nt.ca](mailto:planner@gwichinplanning.nt.ca)

Website: <http://www.gwichinplanning.nt.ca>

**Auditor**

Not Known

**Constituent Act**

Chapter 24.4 of the Gwich'in Comprehensive Land Claim Agreement and the *Mackenzie Valley Resource Management Act*

**Federally Appointed Board Members**

1/5

**Mandate**

To plan all land and water use within the settlement area. The Board will recommend a settlement area land use plan for approval of the territorial and federal governments, and the Gwich'in Tribal Council may propose amendments to the approved plan, will monitor compliance with it, and will conduct periodic reviews of it.

## Gwich'in Renewable Resources Board

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Robert Charlie, Chair

**Year of Incorporation/Commencement**

1992

**Fiscal Year-end**

March 31

**Head Office**

PO Box 2240  
2nd Floor, Alex Moses Greenland Building  
105 Veterans' Way (formerly Distributor Street)  
Inuvik NT X0E 0T0

Telephone: 867-777-6600

Fax: 867-777-6601

Email: [office@grrb.nt.ca](mailto:office@grrb.nt.ca)

Website: <http://www.grrb.nt.ca>

**Auditor**

Not Known

**Constituent Act**

*Gwich'in Land Claim Settlement Act*

**Federally Appointed Board Members**

4/13

**Mandate**

To establish policies and propose regulations in respect of the harvesting of wildlife, both on a personal and a commercial basis, on commercial activities related to wildlife, including commercial establishments for harvesting, guiding and outfitting services and hunting, fishing and naturalist camps and lodges. The Board approves plans for the management and protection of wildlife, the designation of conservation areas and endangered species, interim management guidelines and park management plans, etc., regulation proposed by government, and establishes rules and procedures for consultation and to review any matter in respect of wildlife referred to it by government.



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## Indian Oil and Gas Canada Co-Management Board

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Gregg Smith, Executive Director

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

March 31

**Head Office**

Suite 100  
9911 Chiila Boulevard  
Tsuu T'ina AB T2W 6H6

Telephone: 403-292-5625

Fax: 403-292-5618

Email: [ContactIOGC@inac-ainc.gc.ca](mailto:ContactIOGC@inac-ainc.gc.ca)

Website: N/A

**Auditor**

Not Known

**Constituent Act**

A Memorandum of Understanding (MOU) to establish the Board of Directors was signed by the Minister of Indian Affairs and Northern Development and the Indian Resource Council (IRC)

**Federally Appointed Board Members**

3/9

**Mandate**

To co-manage Indian Oil and Gas Canada's (IOGC) operations, focussing on areas of collective interests, such as IOGC issues, policies, plans, priorities, and resources.

## Inuvialuit Arbitration Board

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Lal Stindar, Chair

**Year of Incorporation/Commencement**

1984

**Fiscal Year-end**

March 31

**Head Office**

c/o Indian Affairs and Northern Development Canada  
Terrasses de la Chaudière  
10 Wellington, North Tower  
Gatineau QC

Ottawa ON K1A 0H4 (Postal Address)

Telephone: 1-800-567-9604

Fax: 1-866-817-3977

Email: [InfoPubs@ainc-inac.gc.ca](mailto:InfoPubs@ainc-inac.gc.ca)

Website: <http://www.ainc-inac.gc.ca>

**Auditor**

Not Known

**Constituent Act**

*Western Arctic (Inuvialuit) Claims Settlement Act*

**Federally Appointed Board Members**

5/11

**Mandate**

To arbitrate any difference between the Inuvialuit and industry or Canada as to the meaning, interpretation, application, or implementation of the Western Arctic (Inuvialuit) Final Agreement.

---

## Mackenzie River Basin Board (Transborder)

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Not Known

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

March 31

**Head Office**

c/o MRBB Secretariat  
PO Box 1349  
Fort Smith NT X0E 0P0

Telephone: 867-872-2375

Fax: 867-872-2385

Email: [jack.vancamp@ec.gc.ca](mailto:jack.vancamp@ec.gc.ca)

Website: <http://www.mrb.ca>

**Auditor**

Not Known

**Constituent Act**

*Mackenzie River Basin Transboundary Water Master Agreement*

**Federally Appointed Board Members**

3/13

**Mandate**

To oversee the implementation of the *Mackenzie River Basin Transboundary Waters Master Agreement*. The Board's duties are set out in the Agreement.

## Mackenzie Valley Environmental Impact Review Board

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Gabrielle Mackenzie-Scott, Chair

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

March 31

**Head Office**

200 Scotia Centre  
Box 938, 5102 Fiftieth Ave.  
Yellowknife NT X1A 2N7

Telephone: 867-766-7050

Fax: 867-766-7074

Email: N/A

Website: <http://www.mveirb.nt.ca/contact.php>

**Auditor**

Not Known

**Constituent Act**

*Mackenzie Valley Management Resource Act*

**Federally Appointed Board Members**

2/7

**Mandate**

The Mackenzie Valley Environmental Impact Review Board is the main instrument in the Mackenzie Valley for the environmental assessment and environmental impact review of development. The Board ensures that the impact on the environment of proposed developments and concerns of Aboriginal people and the general public are taken into careful consideration before actions are taken in connection with these developments.

---

## Mackenzie Valley Land and Water Board

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Vacant, Chair

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

March 31

**Head Office**

Box 2130  
7th Floor, 4910 Fiftieth Ave.  
Yellowknife NT X1A 2P6

Telephone: 867-669-0506

Fax: 867-873-6610

Email: [permits@mvlwb.com](mailto:permits@mvlwb.com)

Website: <http://www.mvlwb.com/html/introduction.htm>

**Auditor**

Not Known

**Constituent Act**

*Mackenzie Valley Management Resource Act*

**Federally Appointed Board Members**

2/20

**Mandate**

To process transboundary land use and water use applications in the Mackenzie Valley; to issue land use permits and water licences outside settled land claim areas in the Mackenzie Valley; and to issue directions on general policy matters or on matters concerning the use of land and water or the deposit of waste that require consistent application throughout the Mackenzie Valley.

## Northern Native Fishing Corporation

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Mabel Mazurek

**Year of Incorporation/Commencement**

1982

**Fiscal Year-end**

January 31

**Head Office**

Site 19, Comp. 45  
R.R. 3 Station Main  
Kitsum Kalum Reserve  
Terrace BC V8G 4R6

Telephone: 250-638-0986

Fax: 250-624-6627

Email: [nffc@citytel.net](mailto:nffc@citytel.net)

Website: N/A

**Auditor**

Carlyle Shepherd & Co. LLP

**Constituent Act**

*British Columbia Companies Act, 1982*

**Federally Appointed Board Members**

2/6

**Mandate**

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.

---

## Sahtu Land and Water Board

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Larry Wallace, Chair

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

March 31

**Head Office**

PO Box 1  
Ft. Good Hope NT X0E 0H0

Telephone: 867-598-2413

Fax: 867-598-2325

Email: N/A

Website: <http://www.slwb.com/contact.html>

**Auditor**

Not Known

**Constituent Act**

Chapter 25.4 of the Sahtu Dene and Metis Comprehensive Land Claim Agreement and the *Mackenzie Valley Resource Management Act*

**Federally Appointed Board Members**

1/5

**Mandate**

To regulate land and water use throughout the Sahtu Settlement Area. The Board issues, amends, or renews licences and permits, conducts public hearings, and oversees compliance with its decisions, and, if necessary, suspends or cancels licences and permits.

## Sahtu Land Use Planning Board

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Judith Wright-Bird, Chair

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

March 31

**Head Office**

PO Box 235  
Fort Good Hope NT X0E 0H0

Telephone: 867-598-2055

Toll-free: 1-877-331-3364

Fax: N/A

Email: [slupb@nt.sympatico.ca](mailto:slupb@nt.sympatico.ca)

Website: N/A

**Auditor**

Not Known

**Constituent Act**

Chapter 25.2 of the Sahtu Dene and Metis  
Comprehensive Land Claim Agreement and the  
*Mackenzie Valley Resource Management Act*

**Federally Appointed Board Members**

1/5

**Mandate**

To plan all land and water use within the settlement area. The Board recommends a settlement area land use plan for approval of the territorial and federal governments and the Sahtu Secretariat Incorporated and may propose amendments to the approved plan, monitor compliance with the plan, and conduct periodic reviews of it.



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## Sahtu Renewable Resources Board

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Walter Bayha, Chair

**Year of Incorporation/Commencement**

1993

**Federally Appointed Board Members**

4/13

**Head Office**

PO Box 134  
Tulita NT X0E 0K0

Telephone: 867-588-4040

Fax: 867-588-3324

Email: [director@srrb.nt.ca](mailto:director@srrb.nt.ca)

Website: <http://www.srrb.nt.ca/index.html>

**Auditor**

Not Known

**Constituent Act**

*Sahtu Dene and Metis Land Claim Settlement Act*

**Fiscal Year-end**

March 31

**Mandate**

To establish policies and propose regulations in respect of the harvesting of wildlife, both on a personal and a commercial basis, on commercial activities related to wildlife including commercial establishments for harvesting, guiding and outfitting services and hunting, fishing and naturalist camps and lodges. The Board approves plans for the management and protection of wildlife, the designation of conservation areas and endangered species, interim management guidelines and park management plans, etc., regulation proposed by government, and establishes rules and procedures for consultation and to review any matter in respect of wildlife referred to it by government.

## Wek'eezhii Land and Water Board

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Violet Camsell-Blondin, Chair

**Year of Incorporation/Commencement**

2005

**Fiscal Year-end**

March 31

**Head Office**

Box 32  
Wekweètì NT X0E 1W0

Telephone: 867-713-2500

Fax: 867-713-2502

Email:

<https://www.arcticdata.ca/webmail.wlwb/src/login.php>

Website: <http://www.wlwb.ca/index.html>

**Auditor**

Not Known

**Constituent Act**

Chapter 22.3.2 of the Tlicho Agreement and the *Mackenzie Valley Resource Management Act*

**Federally Appointed Board Members**

2/5

**Mandate**

To regulate the use of land and water and the deposit of waste throughout the Wek'eezhii except in a national park or a national historic park or site administered by Parks Canada. The Board issues, amends, or renews licences and permits, conducts public hearings, and oversees compliance with its decisions, and, if necessary, suspends or cancels licences and permits.

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## Wek'eezhii Renewable Resources Board

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### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Indian Affairs and Northern Development

**Institutional Head**

Vacant, Chair

**Year of Incorporation/Commencement**

2005

**Fiscal Year-end**

March 31

**Head Office**

Yellowknife Office  
202-5103 Fifty-first Street  
Yellowknife NT X1A 2P3

Telephone: 867-873-5740

Fax: 867-873-5743

Email: N/A

Website: <http://www.wrrb.ca>

**Auditor**

Not Known

**Constituent Act**

Tlicho Agreement

**Federally Appointed Board Members**

4/9

**Mandate**

To establish policies and proposes regulations in respect of the harvesting of wildlife, both on a personal and a commercial basis, on commercial activities related to wildlife including commercial establishments for harvesting, guiding and outfitting services and hunting, fishing and naturalist camps and lodges. The Board also approves plans for the management and protection of wildlife, the designation of conservation areas and endangered species, interim management guidelines and park management plans, etc., regulation proposed by government, and to establish rules and procedures for consultation and to review any matter in respect of wildlife referred to it by government.

## Industry

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### Canada Foundation for Innovation

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#### Shared-Governance Corporation

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**Responsible Minister**

Minister of Industry

**Institutional Head**

Eliot A Phillipson, M.D., President and CEO

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

31 March

**Head Office**

230 Queen St., Suite 450  
Ottawa ON K1P 5E4

Telephone: 613-947-6496

Fax: 613-943-0923

Email: [info@innovation.ca](mailto:info@innovation.ca)

Website: <http://www.innovation.ca>

**Auditor**

Ernst & Young LLP

**Constituent Act**

*Budget Implementation Act, 1997*

**Federally Appointed Board Members**

7/15

**Mandate**

To strengthen the capacity of Canadian universities, colleges, research hospitals, and non-profit research institutions to carry out world-class research and technology development that benefits Canadians.

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## Internal Trade Secretariat Corporation

---

### Shared-Governance Corporation

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**Responsible Minister**

Minister of Industry

**Institutional Head**

Tom Fleming, Chair  
Anna Maria Magnifico, Executive Director

**Year of Incorporation/Commencement**

2005

**Fiscal Year-end**

March 31

**Head Office**

Suite 850  
444 St. Mary Avenue  
Winnipeg MB R3C 3T1

Telephone: 204-987-8094

Fax: 204-942-8460

Email: [amagnifico@ait-aci.ca](mailto:amagnifico@ait-aci.ca)

Website: <http://www.ait-aci.ca>

**Auditor**

BDO Dunwoody LLP

**Constituent Act**

*Agreement on Internal Trade Implementation Act, 1996*

**Federally Appointed Board Members**

1/13

**Mandate**

To reduce and eliminate, to the extent possible, barriers to the free movement of persons, goods, services, and investments within Canada and to establish an open, efficient, and stable domestic market.

## The Pierre Elliott Trudeau Foundation

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### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Industry

**Institutional Head**

Pierre-Gerlier Forest, President

**Year of Incorporation/Commencement**

2001

**Fiscal Year-end**

August 31

**Head Office**

1514 Dr. Penfield Ave.  
Montréal QC H3G 1B9

Telephone: 514-938-0001

Fax: 514-938-0046

Email: [tinfo@trudeaufoundation.ca](mailto:tinfo@trudeaufoundation.ca)

Website: <http://www.trudeaufoundation.ca>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

*Canada Corporations Act, 1985*

**Federally Appointed Board Members**

2/18

**Mandate**

To promote outstanding research in the humanities and social sciences and foster a fruitful dialogue between scholars and policymakers in the arts community, business, government, the professions, and the voluntary sector.

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## Natural Resources

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ASEP–NB Inc.<sup>77</sup>

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Shared-Governance Corporation

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**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

Chief Robert Apwin, President

**Year of Incorporation/Commencement**

2004

**Fiscal Year-end**

March 31

**Head Office**

47 Church St.  
Eel Ground First  
Nation NB E1V 4G2

Telephone: 506-622-4735

Fax: 506-622-8012

Email: [asepnbsginnish@nb.aibn.com](mailto:asepnbsginnish@nb.aibn.com)

Website: <http://www.asepnb.org>

**Auditor**

Teed Saunders Doyle & Co. LLP

**Constituent Act**

*New Brunswick Companies Act*

**Federally Appointed Board Members**

2/9

**Mandate**

ASEP–NB Inc.'s mandate is to foster, develop, support, train, employ and champion New Brunswick's Aboriginal Peoples inclusion into the vast wealth of New Brunswick.

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77. Aboriginal Skills and Employment Program—New Brunswick

## Association of Canada Lands Surveyors

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

Marie Robidoux, President

**Year of Incorporation/Commencement**

1985

**Fiscal Year-end**

December 31

**Head Office**

Suite 100E  
900 Dynes Road  
Ottawa ON K2C 3L6

Telephone: 613-723-9200

Fax: 613-723-5558

Email: [admin@acsl-astc.ca](mailto:admin@acsl-astc.ca)

Website: <http://www.acsl-aatc.ca>

**Auditor**

Phomin Leslie Chartered Accountants LLP

**Constituent Act**

*Canada Lands Surveyors Act, 1999*

**Federally Appointed Board Members**

3/9

**Mandate**

To establish and maintain standards of qualification and to 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.



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## Canada Foundation for Sustainable Development Technology

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

Dr. Vicky Sharpe, President and CEO

**Year of Incorporation/Commencement**

2001

**Fiscal Year-end**

December 31

**Head Office**

Suite 1850  
45 O'Connor Street  
Ottawa ON K1P 1A4

Telephone: 613-234-6313

Fax: 613-234-0303

Email: [info@sdtc.ca](mailto:info@sdtc.ca)

Website: <http://www.sdtc.ca>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Foundation for Sustainable  
Development Technology Act*

**Federally Appointed Board Members**

7/15

**Mandate**

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.

## Canada–Newfoundland Offshore Petroleum Board

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

Max Ruelokke, Chairman and CEO

**Year of Incorporation/Commencement**

1987

**Fiscal Year-end**

March 31

**Head Office**

TD Place  
5th Floor  
140 Water Street  
St. John's NL A1C 6H6

Telephone: 709-778-1400

Fax: 709-778-1473

Email: [postmaster@cnlopb.nl.ca](mailto:postmaster@cnlopb.nl.ca)

Website: <http://www.cnlopb.nl.ca>

**Auditor**

Grant Thornton LLP

**Constituent Act**

*The Canada–Newfoundland Atlantic Accord  
Implementation Act, 1987*

**Federally Appointed Board Members**

3/7

**Mandate**

To administer the relevant provisions of *The Canada–Newfoundland Atlantic Accord Implementation Act* 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.

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## Canada–Nova Scotia Offshore Petroleum Board

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

Diana Lee Dalton, Chairman and Acting CEO

**Year of Incorporation/Commencement**

1990

**Fiscal Year-end**

March 31

**Head Office**

TD Centre  
6th Floor  
1791 Barrington Street  
Halifax NS B3N 3K9

Telephone: 902-422-5588

Fax: 902-422-1799

Email: N/A

Website: <http://www.cnsopb.ns.ca>

**Auditor**

Levy Casey Carter Maclean LLP

**Constituent Act**

*The Canada–Nova Scotia Offshore Petroleum Resources Accord Implementation Act, 1988*

**Federally Appointed Board Members**

2/5

**Mandate**

To administer the relevant provisions of *The Canada–Nova Scotia Offshore Petroleum Resources Accord Implementation Act* 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.

## Canadian Energy Research Institute

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

Marwan Masri, President

**Year of Incorporation/Commencement**

1975

**Fiscal Year-end**

March 31

**Head Office**

Suite 150  
3512–33 Street NW  
Calgary AB T2L 2A6

Telephone: 403-282-1231

Fax: 403-284-4181

Email: N/A

Website: <http://www.ceri.ca>

**Auditor**

J. Benaschak Professional Corporation LLP

**Constituent Act**

*Societies Act* of the Province of Alberta, 1980  
*Canada Corporations Act*, 1970

**Federally Appointed Board Members**

3/25

**Mandate**

To undertake independent, high-quality economic research on energy and related environmental issues and policies in order to assist Canadian business and government organizations.

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## FPIInnovations

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

Not Known

**Year of Incorporation/Commencement**

2007

**Fiscal Year-end**

March 31

**Head Office**

570 St-Jean Blvd.  
Pointe-Claire QC H9R 3J9

Telephone: 514-630-4100

Fax: 514-630-4134

Email: [info@fpinnovations.ca](mailto:info@fpinnovations.ca)

Website: <http://www.fpinnovations.ca>

**Auditor**

Samson Bélair Deloitte & Touche L.L.P.

**Constituent Act**

*Canada Corporations Act*

**Federally Appointed Board Members**

2/17<sup>78</sup>

**Mandate**

FPIInnovations brings together FERIC, Forintek, Paprican, and the Canadian Wood Fibre Centre of Natural Resources Canada, to create the world's largest private, not-for-profit forest research institute. FPIInnovations works toward optimizing the forest sector value chain. It capitalizes on Canada's fibre attributes, and it develops new products and market opportunities within a framework of environmental sustainability.

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78. One appointed by Natural Resources Canada, and one appointed by Industry Canada. Both are non-voting members.

## Maritime Forestry Complex Corporation

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

Hon. Donald Aresenault, Minister of Natural Resources,  
Government of New Brunswick, Chair

**Year of Incorporation/Commencement**

1980

**Fiscal Year-end**

March 31

**Head Office**

c/o Hugh John Flemming Forestry Centre  
1350 Regent Street  
Fredericton NB E3C 2G6

Telephone: 506-452-6950

Fax: 506-452-8470

Email: [linda.sinclair@gnb.ca](mailto:linda.sinclair@gnb.ca)

Website: N/A

**Auditor**

Bringloe Feeney LLP

**Constituent Act**

*Maritime Forestry Complex Corporations Act*,  
New Brunswick, 1980

**Federally Appointed Board Members**

3/10

**Mandate**

To develop, build, and operate a Maritime  
Provinces Regional Forestry Complex.

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## Petroleum Technology Research Centre Inc.

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### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Natural Resources

**Institutional Head**

John Zahary, Acting Chairman President and CEO  
Carolyn Preston, Executive Director<sup>79</sup>

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

March 31

**Head Office**

6 Research Dr.  
Regina SK S4S 7J7

Telephone: 306-787-7497

Fax: 306-787-8811

Email: N/A

Website: <http://www.ptrc.ca>

**Auditor**

Vertis Group LLP

**Constituent Act**

*Canada Companies Act, 1998*

**Federally Appointed Board Members**

1/12

**Mandate**

To initiate and support research and development projects aimed at enhancing the production and recovery of Canadian petroleum resources.

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79. As of August 1, 2007.

## Privy Council

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### Nature Trust of British Columbia, The<sup>80</sup>

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#### Shared-Governance Corporation

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**Responsible Minister**

The Prime Minister

**Institutional Head**

Doug Walker, CEO

**Year of Incorporation/Commencement**

1971

**Fiscal Year-end**

December 31

**Head Office**

260–1000 Roosevelt Crescent  
North Vancouver BC V7P 3R4

Phone: 604-924-9771 or 1-866-288-7878

Fax: 604-924-9772

Email: [info@naturetrust.bc.ca](mailto:info@naturetrust.bc.ca)

Website: <http://www.naturetrust.bc.ca>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act*

**Federally Appointed Board Members**

1/11

**Mandate**

To purchase and preserve ecologically important parcels of land in British Columbia.

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80. This information has not been validated by the responsible deputy head.



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## Vanier Institute of the Family, The<sup>81</sup>

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### Shared-Governance Corporation

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**Responsible Minister**

The Prime Minister

**Institutional Head**

Allan Mackay, President

Clarence Lockhead, Executive Director

**Year of Incorporation/Commencement**

1965

**Fiscal Year-end**

December 31

**Head Office**

94 CentrepoinTE Drive  
Ottawa ON K2G 6B1

Telephone: 613-228-8500

Fax: 613-228-8007

Email: [webmaster@vifamily.ca](mailto:webmaster@vifamily.ca)

Website: <http://www.vifamily.ca>

**Auditor**

McCay Duff & Company LLP

**Constituent Act**

*Canada Business Act*

**Federally Appointed Board Members**

2/18

**Mandate**

To promote the spiritual and material well-being of Canadian families and to study their social, physical, mental, moral, and financial environment and characteristics.

---

81. This information has not been validated by the responsible deputy head.

## Public Works and Government Services

---

### Milit-Air Inc.

---

#### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Public Works and Government Services

**Institutional Head**

Robert T. Booth  
CEO, President and Chairman

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

December 31

**Head Office**

c/o Bennett Jones LLP  
4500 Bankers Hall East  
855 Second Street SW  
Calgary AB T2P 4K7

Telephone: 403-298-3252

Fax: 403-265-7219

Email: [boothb@bennettjones.ca](mailto:boothb@bennettjones.ca)

Website: N/A

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1998

**Federally Appointed Board Members**

1/5

**Mandate**

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."

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## Transport, Infrastructure and Communities

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### Aéroport de Québec Inc.

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#### Shared-Governance Corporation

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**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Pascal Belanger, President and CEO

**Year of Incorporation/Commencement**

2000

**Fiscal Year-end**

December 31

**Head Office**

Aéroport international Jean-Lesage  
500 Principale Street  
Sainte-Foy QC G2G 2T9

Telephone: 418-640-2700

Fax: 418-640-2656

Website: <http://www.aeroportdeQuebec.com>

**Auditor**

Raymond Chabot Grant Thornton LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1996

**Federally Appointed Board Members**

2/15

**Mandate**

To manage, operate, and develop the airport.

## Aéroports de Montréal

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

James C. Cherry, President and CEO

**Year of Incorporation/Commencement**

1992

**Fiscal Year-end**

December 31

**Head Office**

1100 René-Lévesque Blvd. W  
Montréal QC H3B 4X8

Telephone: 514-394-7207

Fax: 514-394-7356

Website: <http://www.admtl.com>

**Auditor**

Raymond Chabot Grant Thornton LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1989

**Federally Appointed Board Members**

2/13

**Mandate**

To manage, operate, and develop the airports.

---

## Belledune Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Rayburn Doucett, President and CEO

**Year of Incorporation/Commencement**

2000

**Fiscal Year-end**

December 31

**Head Office**

112 Shannon Dr.  
Belledune NB E8G 2W2

Telephone: 506-522-1200

Fax: 506-522-0803

Email: [info@portofbelledune.ca](mailto:info@portofbelledune.ca)

Website: <http://www.portofbelledune.ca>

**Auditor**

Allen Paquet & Arseneau LLP

**Constituent Act**

*Canada Marine Act, 2000*

**Federally Appointed Board Members**

5/7

**Mandate**

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.

## Buffalo and Fort Erie Public Bridge Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Ron Rienas, General Manager  
Anthony Annunziata, Chairman

**Year of Incorporation/Commencement**

1923

**Fiscal Year-end**

December 31

**Head Office**

100 Queen Street  
Fort Erie ON L2A 3S6

Telephone: 905-871-1608

Fax: 905-871-9940

Email: [rr@peacebridge.com](mailto:rr@peacebridge.com) (Ron Rienas)

Website: <http://www.peacebridge.com>

**Auditor**

Lumsden & McCormick, LLP

**Constituent Act**

*An Act respecting the Buffalo and Fort Erie  
Public Bridge Company, 1934*

**Federally Appointed Board Members**

5/10

**Mandate**

To construct, maintain, and operate the  
Peace Bridge between Buffalo, New York, and  
Fort Erie, Ontario.

---

## Calgary Airport Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Garth Atkinson, President and CEO

**Year of Incorporation/Commencement**

1992

**Fiscal Year-end**

December 31

**Head Office**

Calgary International Airport  
2000 Airport Road NE  
Calgary AB T2E 6W5

Telephone: 403-735-1244

Toll-free: 1-877-254-7427

Fax: 403-735-1281

Email: [calgaryairport@yyc.com](mailto:calgaryairport@yyc.com)

Website: <http://www.calgaryairport.com>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

*Regional Airports Authority Act, Alberta*

**Federally Appointed Board Members**

2/17

**Mandate**

To manage, operate, and develop the airport.

## Charlottetown Airport Authority Inc.

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Doug Newson, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

Suite 132  
250 Maple Hills Ave.  
Charlottetown PE C1C 1N2

Telephone: 902-566-7997

Fax: 902-566-7929

Email: [info@flypei.com](mailto:info@flypei.com)

Website: <http://www.flypei.com>

**Auditor**

Arsenault Best Cameron Ellis LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1996

**Federally Appointed Board Members**

2/11

**Mandate**

To manage, operate, and develop the airport.



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## Edmonton Regional Airports Authority

---

Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Reg Milley, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

PO Box 9860  
Edmonton AB T5J 2T2

Telephone: 780-890-8900

Fax: 780-890-8329

Email: [info@edmontonairports.com](mailto:info@edmontonairports.com)

Website: <http://www.edmontonairports.com>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

*Regional Airports Authority Act, Alberta, 1990*

**Federally Appointed Board Members**

2/13

**Mandate**

To manage, operate, and develop the airport.

## Fraser River Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Captain Allen Domaas, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

400-625 Agnes St.  
New Westminster BC V3M 5Y4

Telephone: 604-524-6655

Fax: 604-524-1124

Email: [fraserport@frpa.com](mailto:fraserport@frpa.com)

Website: <http://www.fraserportauthority.com>

**Auditor**

Grant Thornton LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

---

## Gander International Airport Authority Inc.

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Gary Vey, President and CEO

**Year of Incorporation/Commencement**

2001

**Fiscal Year-end**

December 31

**Head Office**

1000 James Boulevard  
PO Box 400  
Gander NL A1V 1W8

Telephone: 709-256-6666

Fax: 709-256-6725

Email: [marketing@giaa.nf.ca](mailto:marketing@giaa.nf.ca)

Website: <http://www.ganderairport.com>

**Auditor**

Blair Jewer LLP

**Constituent Act**

*Canada Corporations Act, Part II, 1996*

**Federally Appointed Board Members**

2/13

**Mandate**

To manage, operate, and develop the airport.

## Greater Fredericton Airport Authority Inc.

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

David Innes, President and CEO

**Year of Incorporation/Commencement**

2001

**Fiscal Year-end**

December 31

**Head Office**

2570 Highway 102, Unit 22  
Lincoln NB E3B 9G1

Telephone: 506-460-0920

Fax: 506-460-0938

Email: [gfaa@frederictonairport.ca](mailto:gfaa@frederictonairport.ca)

Website: <http://www.frederictonairport.ca>

**Auditor**

Thornton Von Tassel LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1996

**Federally Appointed Board Members**

2/11

**Mandate**

To manage, operate, and develop the airport.

---

## Greater London International Airport Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Steve Baker, President and CEO

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

December 31

**Head Office**

1750 Grumlin Rd.  
London ON N5V 3B6

Telephone: 519-452-4015

Fax: 519-453-6219

Email: [info@londonairport.on.ca](mailto:info@londonairport.on.ca)

Website: <http://www.londonairport.on.ca>

**Auditor**

Ernst & Young LLP

**Constituent Act**

*Canada Corporations Act, Part II, 1995*

**Federally Appointed Board Members**

2/11

**Mandate**

To manage, operate, and develop the airport.

## Greater Moncton International Airport Authority Inc.

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Rob Robichaud, President and CEO

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

December 31

**Head Office**

777 Aviation Avenue, Unit 12  
Dieppe NB E1A 7Z5

Telephone: 506-856-5444

Fax: 506-856-5431

Email: [office@gma.ca](mailto:office@gma.ca)

Website: N/A

**Auditor**

Grant Thornton LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1995

**Federally Appointed Board Members**

2/13

**Mandate**

To manage, operate, and develop the airport.

---

## Greater Toronto Airports Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Dr. Lloyd A. McCoomb, President and CEO

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

December 31

**Head Office**

3111 Convair Dr.  
PO Box 6031  
Toronto AMF ON L5P 1B2

Telephone: 416-776-3000

Fax: 416-776-3339

Email: N/A

Website: <http://www.gtaa.com>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1993

**Federally Appointed Board Members**

2/15

**Mandate**

To manage, operate, and develop the airports.

## Halifax International Airport Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Joyce Carter, Interim President and CEO

**Year of Incorporation/Commencement**

2000

**Fiscal Year-end**

December 31

**Head Office**

1 Bell Boulevard  
Enfield NS B2T 1K2

Telephone: 902-873-4422

Fax: 902-873-4750

Email: [info@hiala.ca](mailto:info@hiala.ca)

Website: <http://www.hiala.ca>

**Auditor**

Ernst & Young LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1995

**Federally Appointed Board Members**

2/13

**Mandate**

To manage, operate, and develop the airport.



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## Halifax Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Karen Oldfield, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

1215 Marginal Rd.  
PO Box 336  
Halifax NS B3J 2P6

Telephone: 902-426-8222

Fax: 902-426-7335

Email: [info@portofhalifax.ca](mailto:info@portofhalifax.ca)

Website: <http://www.portofhalifax.ca>

**Auditor**

Grant Thornton LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

## Hamilton Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Keith Robson, President and CEO

**Year of Incorporation/Commencement**

2001

**Fiscal Year-end**

December 31

**Head Office**

605 James Street N  
Hamilton ON L8L 1K1

Telephone: 905-525-4330

Toll-free: 800-263-2131

Fax: 905-528-6282

Email: N/A

Website: <http://www.hamiltonport.ca>

**Auditor**

PricewaterhouseCoopers LLP

**Constituent Act**

*Canada Marine Act, 2001*

**Federally Appointed Board Members**

5/7

**Mandate**

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.

---

## Montréal Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Dominic Taddeo, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

Port of Montréal Building  
2100 Pierre-Dupuy Avenue, Wing #1  
Cité du Havre  
Montréal QC H3C 3R5

Telephone: 514-283-7011

Fax: 514-283-0829

Email: [info@port-Montréal.com](mailto:info@port-Montréal.com)

Website: <http://www.port-Montréal.com>

**Auditor**

Samson Bélair Deloitte & Touche LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

## Nanaimo Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

William Mills, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

104 Front Street  
PO Box 131  
Nanaimo BC V9R 5H7

Telephone: 250-753-4146

Fax: 250-753-4899

Email: [info@npa.ca](mailto:info@npa.ca)

Website: <http://www.npa.ca>

**Auditor**

Mantell/Dickson/Blades/Wiseman LLP

**Constituent Act**

*Canada Marine Act, 1999*

**Federally Appointed Board Members**

5/7

**Mandate**

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.

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## NAV CANADA

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

John W. Crichton, President and CEO

**Year of Incorporation/Commencement**

1996

**Fiscal Year-end**

August 31

**Head Office**

77 Metcalfe Street  
Ottawa ON K1P 5L6

Telephone: 1-800-662-4693

Fax: 1-877-663-6656

Email: [service@navcanada.ca](mailto:service@navcanada.ca)

Website: <http://www.navcanada.ca>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1996

**Federally Appointed Board Members**

3/15

**Mandate**

To acquire, own, manage, operate, and develop the Canadian civil air navigation system in a safe, secure, efficient, and cost-effective manner.

## North Fraser Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Allan Baydala, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

7911 Grauer Road  
Richmond BC V7B 1N4

Telephone: 604-273-1866

Fax: 604-273-3772

Email: N/A

Website: <http://www.nfpa.ca>

**Auditor**

SmytheRatcliffe LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

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## Oshawa Harbour Commission

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Donna Taylor, President and CEO

**Year of Incorporation/Commencement**

1964

**Fiscal Year-end**

December 31

**Head Office**

1050 Farewell St.  
Oshawa ON L1H 6N6

Telephone: 1-905-576-0400

Fax: 1-905-576-5701

Email: [portoshawa@bellnet.ca](mailto:portoshawa@bellnet.ca)

Website: <http://portoffoshawa.com>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Harbour Commissions Act, 1964*

**Federally Appointed Board Members**

2/3

**Mandate**

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.

## Ottawa Macdonald–Cartier International Airport Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Paul Benoit, President and CEO

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

December 31

**Head Office**

1000 Airport Parkway Private, Suite 2500  
Ottawa ON K1V 9B4

Telephone: 613-248-2000

Fax: 613-248-2003

Email: N/A

Website: <http://www.ottawa-airport.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1995

**Federally Appointed Board Members**

2/14

**Mandate**

To manage, operate, and develop the airport.



---

## Port Alberni Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Brad Madelung, Port Manager/CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

2750 Harbour Road  
Port Alberni BC V9Y 7X2

Telephone: 250-723-5312

Fax: 250-723-1114

Email: [portadmin.papa@telus.net](mailto:portadmin.papa@telus.net)

Website: <http://www.papa.com>

**Auditor**

Church Pickard

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

## Prince George Airport Authority Inc.

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Stieg Hoeg, General Manager

**Year of Incorporation/Commencement**

2003

**Fiscal Year-end**

December 31

**Head Office**

4141 Airport Road – 10  
Prince George BC V2N 4M6

Telephone: 250-963-2400

Fax: 250-963-3313

Email: [info@pgairport.ca](mailto:info@pgairport.ca)

Website: <http://www.pgairport.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act, Part II, 2000*

**Federally Appointed Board Members**

2/11

**Mandate**

To manage, operate, and develop the airport.

---

## Prince Rupert Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Donald Krusel, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

200–215 Cow Bay Rd.  
Prince Rupert BC V8J 1A2

Telephone: 250-627-8899

Fax: 250-627-8980

Email: [pcorp@rupertport.com](mailto:pcorp@rupertport.com)

Website: <http://www.rupertport.com>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

## Québec Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Ross Gaudreault, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

150 Dalhousie Street  
PO Box 2268  
Québec QC G1K 7P7

Telephone: 418-648-3640

Fax: 418-648-4160

Email: [marketing@portQuebec.ca](mailto:marketing@portQuebec.ca)

Website: <http://www.portQuebec.ca>

**Auditor**

Mallette LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

---

## Regina Airport Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Ray Boughen, Acting President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

1-5201 Regina Ave.  
Regina SK S4W 1B3

Telephone: 306-761-7555

Fax: 306-761-7571

Email: [info@yqr.ca](mailto:info@yqr.ca)

Website: <http://www.yqr.ca>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act, Part II, 1997*

**Federally Appointed Board Members**

2/15

**Mandate**

To manage, operate, and develop the airport.

## Saguenay Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Alain Bouchard, Acting President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

6600 Quai-Marcel-Dionne Road  
La Baie QC G7B 3N9

Telephone: 418-697-0250

Fax: 418-697-0243

Email: [info@portsaguenay.ca](mailto:info@portsaguenay.ca)

Website: <http://www.portsaguenay.ca>

**Auditor**

Mallette LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

---

## Saint John Airport Inc.

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

John Buchanan, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

4180 Loch Lomond Rd.  
Saint John NB E2N 1L7

Telephone: 506-638-5555

Fax: 506-638-5550

Email: [fly@saintjohnairport.com](mailto:fly@saintjohnairport.com)

Website: <http://www.saintjohnairport.com>

**Auditor**

Teed Saunders Doyle & Co. LLP

**Constituent Act**

Incorporated provincially, 1997

**Federally Appointed Board Members**

2/10

**Mandate**

To manage, operate, and develop the airport.

## Saint John Harbour Bridge Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Ken Anthony, General Manager

**Year of Incorporation/Commencement**

1962

**Fiscal Year-end**

March 31

**Head Office**

29 King Street West  
Saint John NB E2M 7Y8

Telephone: 506-635-1320

Fax: 506-635-1322

Email: [ka@nb.aibn.com](mailto:ka@nb.aibn.com) (Ken Anthony)

Website: <http://www.saintjohnharbourbridge.com>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962*

**Federally Appointed Board Members**

1/7

**Mandate**

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.



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## Saint John Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Alwyn Soppitt, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

133 Prince William St., 5th Floor  
Saint John NB E2L 2B5

Telephone: 506-636-5377

Fax: 506-636-4443

Email: [port@sjport.com](mailto:port@sjport.com)

Website: <http://www.sjport.com>

**Auditor**

Ernst & Young LLP

**Constituent Act**

*Canada Marine Act, 1999*

**Federally Appointed Board Members**

5/7

**Mandate**

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.

## Saskatoon Airport Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Bill Restall, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

2625 Airport Dr., Suite 1  
Saskatoon SK S7L 7L1

Telephone: 306-975-8900

Fax: 306-975-4233

Email: N/A

Website: <http://www.yxe.ca>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act, Part II, 1995*

**Federally Appointed Board Members**

2/12

**Mandate**

To manage, operate, and develop the airport.

---

## Sept-Îles Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Pierre Gagnon, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

1 Quai Mgr-Blanche  
Sept-Îles QC G4R 5P3

Telephone: 418-968-1231

Fax: 418-962-4445

Email: [jtheriault@portsi.com](mailto:jtheriault@portsi.com)

Website: <http://www.portsi.com>

**Auditor**

Samson Bélair Deloitte Touche LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

## St. John's International Airport Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Keith Collins, President and CEO

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

December 31

**Head Office**

80 Airport Terminal Access Road  
Box 1 Airport Terminal Bldg  
St. John's NL A1A 5T2

Telephone: 709-758-8500

Fax: 709-758-8521

Email: [jbennett@stjohnsairport.com](mailto:jbennett@stjohnsairport.com)

Website: <http://www.stjohnsairpot.com>

**Auditor**

Ernst & Young LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1996

**Federally Appointed Board Members**

2/12

**Mandate**

To manage, operate, and develop the airport.

---

## St. John's Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Sean Hanrahan, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

1 Water Street  
PO Box 6178  
St. John's NL A1C 5X8

Telephone: 709-738-4782

Fax: 709-738-4784

Email: [info@sjpa.com](mailto:info@sjpa.com)

Website: <http://www.sjpa.com>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

## St. Lawrence Seaway Management Corporation

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Richard (Dick) Corfe, President and CEO

**Year of Incorporation/Commencement**

1998

**Fiscal Year-end**

March 31

**Head Office**

202 Pitt Street  
Cornwall ON K6J 3P7

Telephone: 613-932-5170

Fax: 613-932-7286

Email: [marketing@seaway.com](mailto:marketing@seaway.com)

Website: <http://www.greatlakes-seaway.com/en/aboutus/slsmc>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Corporations Act, Part II, 1998*

**Federally Appointed Board Members**

1/9

**Mandate**

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.

---

## Thunder Bay International Airports Authority Inc.

---

Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Scott McFadden, President and CEO

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

December 31

**Head Office**

340–100 Princess Street  
Thunder Bay ON P7E 6S2

Telephone: 807-473-2600

Fax: 807-475-9627

Website: <http://www.tbairport.on.ca>

**Auditor**

Grant Thornton LLP

**Constituent Act**

*Canada Corporations Act, Part II, 1995*

**Federally Appointed Board Members**

2/9

**Mandate**

To manage, operate, and develop the airport.

## Thunder Bay Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Tim Heney, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

100 Main Street  
Thunder Bay ON P7B 6R9

Telephone: 807-345-6400

Fax: 807-345-9058

Email: [tbport@tbaytel.net](mailto:tbport@tbaytel.net)

Website: <http://www.portofthunderbay.com>

**Auditor**

BDO Dunwoody LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.



---

## Toronto Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Lisa Raitt, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

60 Harbour Street  
Toronto ON M5J 1B7

Telephone: 416-863-2000

Fax: 416-863-4830

Email: [info@torontoport.com](mailto:info@torontoport.com)

Website: <http://www.torontoport.com>

**Auditor**

Deloitte & Touche LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

## Trois-Rivières Port Authority

---

### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Gaétan Boivin, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

Suite 300  
1545 du Fleuve  
Trois-Rivières QC G9A 6K4

Telephone: 819-378-2887

Fax: 819-378-2487

Email: [adm\\_gen@porttr.com](mailto:adm_gen@porttr.com)

Website: <http://www.progi.com>

**Auditor**

Dessureault Leblanc Lefebvre

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

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## Vancouver International Airport Authority

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Larry Berg, President and CEO

**Year of Incorporation/Commencement**

1992

**Fiscal Year-end**

December 31

**Head Office**

PO Box 23750  
Airport Postal Outlet  
Richmond BC V7B 1Y7

Telephone: 604-207-7077

Fax: 604-207-7070

Website: <http://www.yvr.ca>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act, Part II, 1990*

**Federally Appointed Board Members**

2/12

**Mandate**

To manage, operate, and develop the airport.

## Vancouver Port Authority

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### Shared-Governance Corporation

---

**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Gordon Houston, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

Suite100, The Pointe  
999 Canada Place  
Vancouver BC V6C 3T4

Telephone: 604-665-9000

Toll-free: 1 888 PORTVAN

Toll-free Fax: 1 866-284-4271

Email: [public\\_affairs@portvancouver.com](mailto:public_affairs@portvancouver.com)

Website: <http://www.portvancouver.com>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Marine Act, 1999*

**Federally Appointed Board Members**

6/9

**Mandate**

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.

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## Victoria Airport Authority

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Richard Paquette, President and CEO

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

December 31

**Head Office**

201-1640 Electra Blvd.  
Sidney BC V8L 5V4

Telephone: 250-953-7500

Fax: 250-953-7509

Email: [info@victoriaairport.com](mailto:info@victoriaairport.com)

Website: <http://www.victoriaairport.com>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act, Part II, 1995*

**Federally Appointed Board Members**

2/12

**Mandate**

To manage, operate, and develop the airport.

## Windsor Port Authority

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

David Cree, President and CEO

**Year of Incorporation/Commencement**

1999

**Fiscal Year-end**

December 31

**Head Office**

502–251 Goyeau Street  
Windsor ON N9A 6V2

Telephone: 519-258-5741

Fax: 519-258-5905

Email: [wpa@portwindsor.com](mailto:wpa@portwindsor.com)

Website: <http://www.portwindsor.com>

**Auditor**

Collins Barrow LLP

**Constituent Act**

*Canada Marine Act*, 1999

**Federally Appointed Board Members**

5/7

**Mandate**

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.

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## Winnipeg Airports Authority Inc.

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### Shared-Governance Corporation

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**Responsible Minister**

Minister of Transport, Infrastructure and Communities

**Institutional Head**

Barry Rempel, President and CEO

**Year of Incorporation/Commencement**

1997

**Fiscal Year-end**

December 31

**Head Office**

Suite 249  
Admin. Bldg.  
2000 Wellington Ave.  
Winnipeg MB R3H 1C2

Telephone: 204-987-9400

Fax: 204-987-9401

Email: [reception@waa.ca](mailto:reception@waa.ca)

Website: <http://www.waa.ca>

**Auditor**

KPMG LLP

**Constituent Act**

*Canada Corporations Act*, Part II, 1993

**Federally Appointed Board Members**

2/15

**Mandate**

To manage, operate, and develop the airport.

## Veterans Affairs

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### Last Post Fund

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#### Shared-Governance Corporation

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**Responsible Minister**

Minister of Veterans Affairs

**Institutional Head**

Louis Cuppens, President

**Year of Incorporation/Commencement**

1921

**Fiscal Year-end**

March 31

**Head Office**

Suite 401  
505 René Lévesque Blvd.  
Montréal QC H2Z 1Y7

Telephone: 514-866-2727

Fax: 514-866-2147

Email: [lpfnogc@lastpostfund.ca](mailto:lpfnogc@lastpostfund.ca)

Website: <http://www.lastpostfund.ca>

**Auditor**

Services Comptables Info-Gestion

**Constituent Act**

Federal Charter, 1921

**Federally Appointed Board Members**

1/12

**Mandate**

To ensure the provision of a dignified funeral and burial to eligible war veterans.



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### 3.5 Holdings under the *Bankruptcy and Insolvency Act*

As stipulated under 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 a 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 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 Développements 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.

	Receipt Date	Company Name
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.	September 28, 2001	Ebdental Inc.
22.	October 15, 2001	Canplats Resources Corporation
23.	January 23, 2002	Planète Medica inc.
24.	February 28, 2002	PlainTree Systems Inc.
25.	May 10, 2002	International Pursuit Corporation
26.	September 5, 2002	Sahelian Goldfields Inc.
27.	February 5, 2003	Process Capital Corp.
28.	March 6, 2003	Dynasty Motocar Corporation
29.	April 4, 2003	Auratek Security Inc.
30.	September 2, 2003	Custom Assemblies Limited
31.	October 23, 2003	B.C. Pacific Capital Corporation
32.	October 30, 2003	1395884 Ontario Limited
33.	November 5, 2003	Techcana Inc.
34.	February 5, 2004	IANett International Systems Ltd.
35.	March 4, 2004	1239370 Ontario Inc.
36.	May 10, 2004	ASF Capital Corporation
37.	November 19, 2004	Corporation Rutel Networks
38.	February 1, 2005	Kewl Corporation
39.	February 14, 2005	Xogen Technologies Inc.
40.	March 24, 2005	Gibraltar Springs Capital Corporation
41.	September 7, 2005	Verb Exchange Inc.
42.	October 5, 2005	Centillion Industries Inc.
43.	November 15, 2005	Verb Exchange Inc.
44.	March 17, 2006	Jurassic Oil & Gas Ltd.
45.	March 29, 2006	Perfectly Natural Solutions Inc.