



Les Ponts Jacques Cartier et Champlain Incorporée
The Jacques Cartier and Champlain Bridges Incorporated

Canada

The Jacques Cartier and Champlain Bridges Incorporated

Summary of 2014-2015 to 2018-2019 Corporate Plan 2014-2015 to 2018-2019 Operating Budget 2014-2015 to 2018-2019 Capital Budget



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1. Corporate Profile

1.1. Status

The Jacques Cartier and Champlain Bridges Incorporated (“JCCBI”) was incorporated November 3rd, 1978 under the *Canada Business Corporations Act*. Up to September 30, 1998, JCCBI was a subsidiary Crown corporation, wholly owned by the St. Lawrence Seaway Authority (“SLSA”).

On October 1, 1998, it became a wholly-owned subsidiary of the The Federal Bridge Corporation Limited (“FBCL”), an agent parent Crown corporation named in Part I of Schedule III of the *Financial Administration Act* (“FAA”).

On February 13, 2014, JCCBI became a parent Crown corporation named in Part I of Schedule III of the FAA. As a Crown corporation, JCCBI is subject to Part X of the FAA.

In addition, JCCBI is an agent of the Crown pursuant to *The Jacques Cartier and Champlain Bridges Inc. Regulations* (DORS / 98-568).

JCCBI is responsible for managing federal infrastructures such as bridges, highways and tunnels in the greater Montreal area. In this regard, the Corporation has made it its mission to ensure safe passage to its users, through the management, maintenance and rehabilitation of its infrastructures, by optimizing traffic flow and respecting the environment. A mission for which JCCBI has made commitment, thoroughness, transparency, innovation and team work its values.

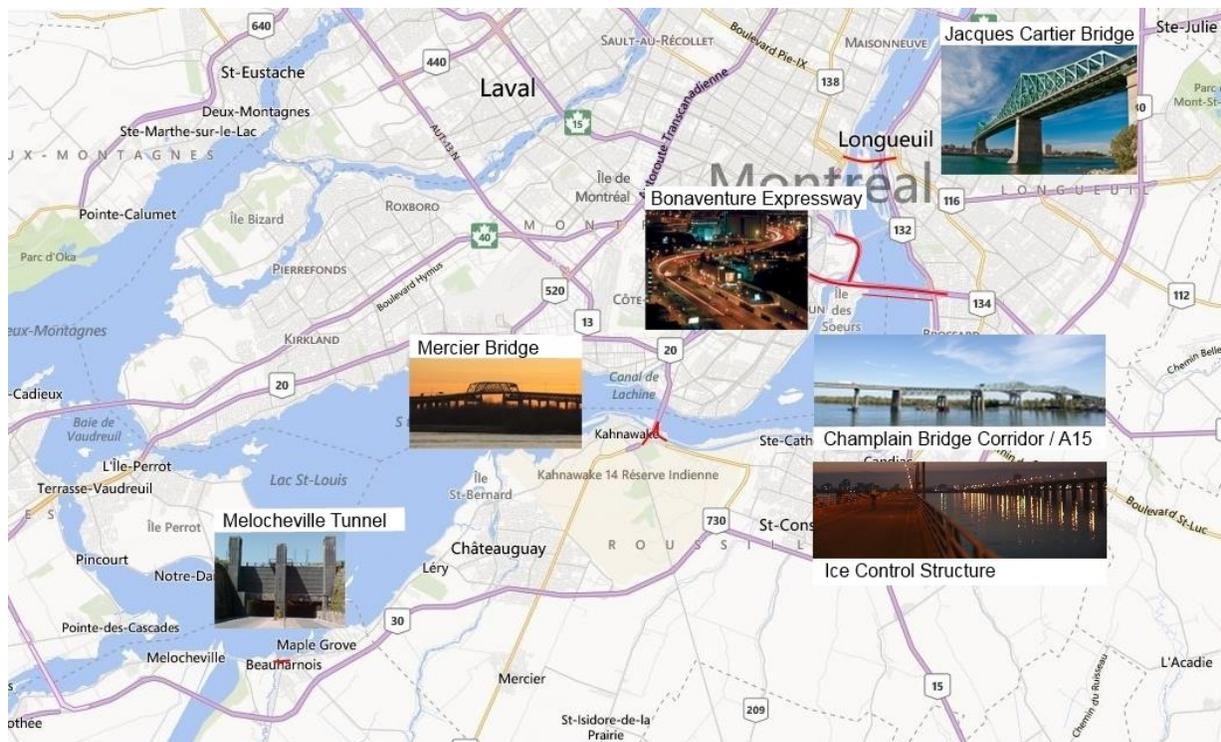
JCCBI focuses on safety and durability. JCCBI’s team is made up of seasoned professionals with extensive know-how and experience in bridges and highway infrastructures as well as in the engineering and management of bridges and structures. The strong partnerships that JCCBI has established over the years play a key role in the management of its infrastructures and execution of its projects.

JCCBI is responsible for three (3) bridges and their approaches, namely the Jacques Cartier Bridge, the Champlain Bridge and the federal portion of the Honoré Mercier Bridge. It is also responsible for three (3) related infrastructures, namely a section of the Bonaventure Expressway and of Highway 15, the Champlain Bridge Ice Control Structure (“Estacade”) and the Melocheville Tunnel.

Within Montreal’s current context and with the many issues related to infrastructures across North America, the Corporation plays a vital role in the daily life of thousands of commuters. Bridges are a must in the Montreal landscape. As an island city, Montreal will always depend on bridges, which ensure the passage of goods and people.

1.2. Map of the structures

The map below shows the geographic location of each infrastructure managed by JCCBI.



1.3. Areas of Activity and Organizational Structure

JCCBI's main activities fall into two specific sectors, namely *Engineering and Construction* and *Operations and Maintenance*. Administrative departments such as Legal Affairs, Procurement, Finance, Planning, Information Technologies, Human Resources and Communications support these sectors.

The Engineering and Construction departments manage the activities connected with major construction, rehabilitation and repair projects that are related to components of civil and road engineering structures, such as piers, girders, decks, steel structures, foundations, pavement and painting.

The Operations and Maintenance department oversees and manages contracts for snow removal and spreading of abrasives, road cleaning and maintenance, landscaping, replacement of guardrails, sealing cracks and lubricating bearings, repairing potholes in the pavement and bridge decks, and maintenance and operation of lane signal control systems, surveillance cameras, electrical distribution and road lighting.

Amongst the Corporation currently managed major projects are the construction of Nuns' Island temporary causeway-bridge, major rehabilitation and reinforcement of the Champlain Bridge edge girders, Honoré Mercier Bridge deck replacement and replacement of some viaducts in the Highway 15 Corridor as well as the containment and treatment of groundwater in sectors of the Bonaventure Expressway. The Corporation awards contracts to outside firms for professional services in the fields of inspection, engineering and work supervision, and construction contracts to contractors for the performance of the various activities related to its major maintenance program. Furthermore, firms offering a variety of professional services support the Corporation's different departments in carrying out their mandates.

The Sûreté du Québec ("SQ") polices the Jacques Cartier and Champlain Bridges, the Bonaventure Expressway, Highway 15 and the Champlain Bridge Ice Control Structure under the terms of a contractual agreement.

Since 1982, a reserved bus lane (contraflow) was put in place on the Champlain Bridge during rush hours in the morning and evening. Public transit being within provincial jurisdiction, this reserved lane is operated by the Agence métropolitaine de transport (AMT), a Quebec government agency.

1.4. Funding

JCCBI is entirely funded through parliamentary appropriations. Revenues from other sources contribute to its funding though only marginally such as leases and permits amounting to less than \$5 millions annually.

Public utilities and municipal authorities use JCCBI's structures and properties under permits and leases granted thereto. These leases and licenses are subject to rents based on the market value of the properties occupied and / or according to a rate per linear meter.

JCCBI also collects revenues from billboards installed on its territory, at the approaches of the Jacques Cartier and the Champlain Bridges and along the Bonaventure Expressway and Highway 15. These billboards are owned and operated by an outside firm under a contract entered into in 2000 with FBCL, which contract was assigned to JCCBI by FBCL in 2014.

1.5. Accountability and Governance

JCCBI is accountable to Parliament for the conduct of its affairs through the Minister of Infrastructure, Communities and Intergovernmental Affairs and Minister of the Economic Development Agency of Canada for the Regions of Quebec.

JCCBI is governed by a Board of Directors made up of five (5) directors that include the Chairperson and the Chief Executive Officer. The directors are appointed by the Minister, with the approval of the Governor in Council, and the Chairperson and the Chief Executive Officer are appointed by the Governor in Council, on the recommendation of the Minister.

Board Committees

In accordance with good governance practices, the Board of Directors has formed three (3) standing committees:

- The *Corporate Governance Committee* is responsible for evaluating all JCCBI governance practices for governance. Its mandate is to recommend how JCCBI will address questions pertaining to its governance practices and the way in which it will implement the guidelines issued by the Treasury Board Secretariat relating to the governance of Crown corporations;
- The *Audit Committee* responsibilities are as set out in the FAA. They include monitoring JCCBI's integrity and performance standards, the integrity and credibility of its financial statements and its internal control systems and practices; and
- The *Human Resources Committee*, whose main role is to provide guidance with regard to the development of human resources' policies, programs and practices that are consistent with JCCBI's mission, vision and values, and adhere to its Strategic Plan and objectives.

The Board of Directors has also formed the following committees:

- Steering committees for major projects: these committees, which are advisory and without decision-making powers, ensure the smooth running of major projects. A steering committee is in place for each of the following major projects: the Honoré Mercier Bridge deck replacement project, Nuns' Island causeway-bridge construction project and the Champlain Bridge rehabilitation project; and
- The Information Technology Committee: its mandate is to ensure the monitoring of projects for the implementation of new technological tools.

Audit Regime

The Auditor General of Canada is the auditor for JCCBI pursuant to *The Jacques Cartier and Champlain Bridges Inc. Regulations*. The Auditor General conducts an annual audit of JCCBI's operations in accordance with the FAA to ensure that the financial statements are presented fairly in accordance with accepted accounting principles and that JCCBI's operations were performed in accordance with the FAA and the charter and by-laws of the corporation.

Furthermore, JCCBI implements multi-years plans for internal audits of its operations in order to determine whether its risk management, control and governance systems enable it to fulfill its mission economically, efficiently and effectively in accordance with the applicable legislation. JCCBI hires external firms to produce these audits. So as to ensure impartiality and objectivity, and to best approach its ever increasing budgets, JCCBI plans in the very near future to hire an internal resource specializing in internal audit. This internal audit analyst will report directly to the Audit Committee, and will be responsible for implementing a systematic and methodical approach with a view to raising the level of current internal audits.

Given the particularities of the project to replace the deck of the Honoré Mercier Bridge, notably the partnership with the ministère des Transports du Québec (“MTQ”) and the fact that JCCBI acts as project authority, JCCBI has retained an external accounting firm to carry out the internal audit of the project’s financial aspects as well as support accounting services.

2. Operating Context

In carrying out its mission, JCCBI is affected by internal and external factors which highlight its strengths, generate opportunities, create challenges and impact its key risks. After having identified these factors, JCCBI monitors same and realigns its planning in order to be able to address significant fluctuations. For the current planning period, the following factors could affect JCCBI’s activities.

Traffic Patterns

The Greater Montreal Area transportation network is fully integrated. To this end, all South Shore bridges have an impact on each other, and each contributes to the development of the Montérégie region. As many families relocated to the South Shore, traffic has consequently increased.

The bridges in the Montreal area are heavily used. The network is, in many sectors of the area, operating beyond its capacity. The major infrastructures are aging and, in some cases, show advanced signs of deterioration. Any disruption, due to either planned work or to a specific incident, has significant repercussions across the entire region. These constraints lead to extended rush hours and require bridge managers to carry out the major part of the work during non-peak hours translating to higher costs.

Stakeholder Relationships

JCCBI coordinates and plans its activities in collaboration with various partners, thus adding a level of complexity to its operations, the establishment of its policies and the execution of its projects. These include federal partners such as INFC and Public Works and Government Services Canada (“PWGSC”), provincial and municipal governments and agencies as well as regulatory bodies thereof.

- 1) **Adjacent Traffic Networks (Provincial and Municipal Partners):** Because of the strategic location of its structures, it is important that JCCBI consults many stakeholders, including municipal and regional administrations and the provincial government, in order to coordinate all its activities, work and closures of traffic lanes. These consultations and coordination are essential to maintaining an acceptable level of mobility for all users of the road networks and bridges.
- 2) **Labour Market (Engineering / Construction):** In the Greater Montreal Area, municipal authorities and the Quebec government have major construction projects underway or in the planning stages. JCCBI must compete with these authorities in retaining engineers and awarding contracts to engineering firms and contractors in order to carry said works. The duration and costs of this work may be influenced by this market, where competition is very important in light of the large number and scope of current and planned road works.
- 3) **The Media and Commuters:** It is essential that JCCBI build relationships with the media and consult with the users, the affected residents and the municipalities. Regular, frequent and transparent communication is required to ensure that the issues and challenges faced by the Corporation are well communicated. This communication also enables users to opt for new routes, use public transit, prioritize carpooling or avoid certain bridges during JCCBI’s major work. In addition, this communication serves to explain the nature of the work, the condition of the structures and to reassure users on the safe condition of the infrastructures.
- 4) **Aboriginal Community of Kahnawake:** The Honoré Mercier Bridge spans the Mohawk territory of Kahnawake. Mohawk contractors and workers are currently involved in the rehabilitation of the deck of the federal portion of the bridge. Meetings are organized with the Mohawk Council of Kahnawake for the planning and the execution of the work.

5) **Special Management of the Honoré Mercier Bridge (Shared Jurisdiction)**

The Honoré Mercier Bridge is under both federal and provincial jurisdictions. It was completed in three stages: in the 1930s, 1950s, and early 1960s. Today, the bridge management and maintenance are shared by the Corporation and the MTQ. Since its opening, a number of changes and extensions were made, which resulted in a complex structure ownership between the federal and provincial governments.

Consequently, the portion of the bridge spanning the St. Lawrence Seaway and the adjacent island and the South Shore access ramps that span the Mohawk Reserve in Kahnawake are under federal jurisdiction. The portion of the bridge over the St. Lawrence River is under provincial jurisdiction.

Furthermore, the MTQ is responsible for the daily maintenance of the bridge, including traffic management, towing services, snow removal and de-icing operations for the entire bridge, both on the federal and on the provincial portion.

- 6) **Construction of a new Bridge for the St. Lawrence:** JCCBI is working with INFC in the planning of the construction of the new Bridge for the St. Lawrence as responsibilities related to the existing Champlain Bridge and its corridor lie with JCCBI. In addition, it is of utmost importance to ensure that the work carried out by JCCBI is compatible with the construction of the new bridge for the St. Lawrence.

Given the scope, schedule and procurement model for the project for the construction of the new bridge for the St. Lawrence, it is imperative that the impacts on JCCBI's roles and responsibilities be assessed.

- 7) **Contract Management on Projects related to the new Bridge for the St. Lawrence:** JCCBI has been mandated to coordinate projects accessory for the project the new Bridge for the St-Lawrence, including the construction of a temporary causeway-bridge to replace the existing Nuns' Island Bridge.

- 8) **Neighbouring Municipalities:** In addition to the users, JCCBI must consider the people who live near the construction sites and companies whose offices are located close to the network and that may be impacted by JCCBI's work. Meetings are also held with mayors of municipalities neighbouring our major construction projects.

Fraud and Corruption

The Commission of Inquiry on the Awarding and Management of Public Contracts in the Construction Industry (the “Charbonneau Commission”) has identified possible cases of conflicts of interest, collusion and fraud. During the sessions thereof, allegations and charges of fraud and corruption were reported and major engineering firms from the Province of Québec have been mentioned and targeted. The work of the Charbonneau Commission has an impact on public perception and trust. As the Quebec government introduces legislation to clean up the construction industry, JCCBI proceeded to review some of its procurement processes.

Award of Contracts to Engineering Firms and Contractors: Mitigation measures in place within JCCBI include internal audits that are carried out under the supervision of the Board’s Audit Committee and external audits of financial reports conducted by the Office of the Auditor General. JCCBI has incorporated, in its tender documents for construction contracts, PWGSC’s contract clauses regarding probity as well as excerpts of the *Code of Conduct for Procurement* issued by PWGSC. Furthermore, contract clauses provide for the rejection of a tender from a tenderer holding a limited license within the meaning of the *Building Act* (Quebec) or who would be ineligible for public contracts in Québec under the *Act respecting Contracting by Public Bodies*. It further prohibits a tenderer to retain the services of a subcontractor who holds a limited license. Furthermore, JCCBI has implemented a guide for the committees that evaluate proposals further to calls for tenders for professional services contracts. JCCBI evaluates and documents the performance of the firms who provide professional services as well as that of contractors.

Conduct of JCCBI’s Employees: All employees and members of the Board of Directors must comply with JCCBI’s directives on conflicts of interest and administration of construction, consultants or professional services contracts, as well as with the federal Values and Ethics Code for the Public Sector. In 2013, JCCBI updated a directive in order to establish clear rules of conduct regarding all forms of payoffs so that there is no possibility of interpretation. In addition, each year, all employees attest that they have acted in conformity with the conflict of interest rules.

Environmental Obligation

With the change in JCCBI status from subsidiary Crown corporation to parent Crown corporation, JCCBI becomes a Federal Authority within the meaning of the *Canadian Environmental Assessment Act (2012)*.

JCCBI participates in the Federal Contaminated Sites Action Plan (“FCSAP”), administered by Environment Canada, for the implementation of the mitigation measures required to contain and treat contaminated ground-waters on lands in the Bonaventure Expressway Sector in Montreal by the St. Lawrence River. JCCBI is partnering with owners and stakeholders to study the contamination of the ground-waters in this area and implement mitigation plans. The

Environmental Plan for the East and West Sectors of the Bonaventure Expressway (commonly known as the “Technoparc”) is developed with these partners.

3. Strategic Issues and Risks

Bridge Safety

The age of the infrastructure managed by JCCBI constitutes real safety risk.

The bridges are old and have been subjected to years of heavy traffic, climate conditions and heavy use of road salt. In addition to major work completed or underway, these structures will require major work over the next decade. Traffic congestion on all South Shore bridges has an impact on JCCBI’s ability to carry out major work during normal working hours, which has a direct impact on the planning, execution and cost of the works. Major rehabilitation work is planned or underway on all the structures where signs of degradation increase safety risks.

Intentional acts such as terrorism, protests and vandalism are risks that JCCBI must consider for the safety of its users and the lifespan of its structures. Regular follow-up meetings and collaborative plans with the police address these risks. JCCBI has set up contingency plans for emergency situations and several bridges and structures are equipped with monitoring systems.

Sustainable Funding

JCCBI has an important responsibility inherent in the management of its bridges and structures, namely that of stewardship and public interest. JCCBI must constantly balance its decisions on how best to use available resources to protect the property it manages and its mission to ensure a safe passage on its structures.

Given the nature of historical decisions taken by governments, all expenditures for structures managed by JCCBI are funded by government appropriations. The 2014 Budget saw the Government approve funding for JCCBI activities for the next 5 years. Financial viability remains a leading driving force in all decisions since the lifecycle of some of JCCBI’s assets extend beyond their intended service life, the resources are used to perform maintenance and rehabilitation works that are identified as “required” and “necessary” to ensure safety and to manage the infrastructures. As JCCBI can never put financial factors ahead of public safety, JCCBI continues to prioritize and manage the risk and the work is defined and planned within the available resources. Projects funded during the current year are progressing (such as the Champlain Bridge ten-year major repair program and the Honoré Mercier Bridge rehabilitation).

The scope and budget of JCCBI's major maintenance program have grown very rapidly notably in light of the recent inspection reports. The planned amount of funds in the 2014-2019 Corporate Plan thus increases by \$634M as compared to the 2013-2018 Corporate Plan, from \$974M to \$1.608B.

For the projects pertaining to the contaminated ground-waters in the Bonaventure Expressway Sector, JCCBI received funding from the FCSAP, renewed in 2011 for a period of three (3) years. The terms of this program have not been structured to accommodate the needs of long-term projects, funding by the FCSAP only allowing projects which run for a maximum of three (3) years. This poses a real challenge to JCCBI, as these projects require a longer action plan. More specifically, long-term funding over a fifteen-year period, which is the scheduled term of the Design-Build-Finance-Maintain-Operate ("DBFMO") contract for the Western sector, currently in the tendering process, is imperative.

Status of JCCBI

Because of the change in its status, JCCBI must be in a position to meet the requirements of and comply with the obligations prescribed in various laws that did not apply to JCCBI as a subsidiary Crown corporation but now apply to it as a parent Crown Corporation.

Human Resources Management

Given the size and rapid growth of its major maintenance program budget, the Board of directors and JCCBI management have worked towards determining the organizational structure and resources needed to carry out its 5 year Strategic Plan including its various projects. JCCBI has added several resources to its various departments so as to increase its ability to carry out and meet its strategic goals as early as 2013.

Furthermore, JCCBI must ensure that the succession and development plan for employees and managers currently in place is regularly reviewed.

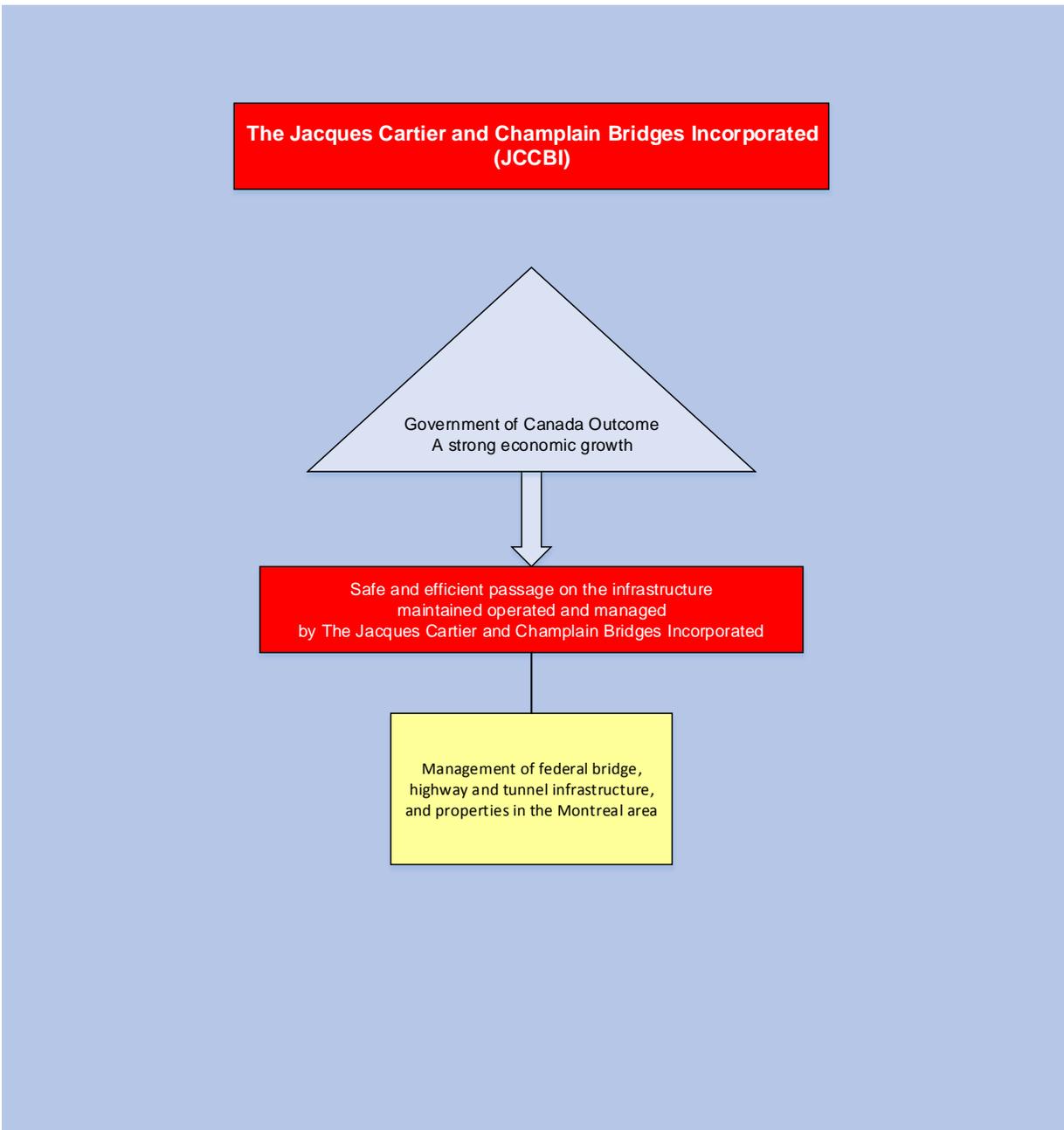
Information Technologies

In order to generate timely and reliable corporate financial and management information, the processes of the Corporation's various functions must be based on tools which are effective and tailored to meet the realities of the Corporation. Current systems do not adequately support these processes, particularly with respect to project management having a significant impact on the reliability and availability of the information generated. In a context of management of public funds and risks management, the current systems are no longer appropriate to meet the requirements. The implementation of new management software tools is imperative to ensure the Corporation fulfill its mission but also to reduce the pressure on JCCBI human resources.

Hence, over the coming months, JCCBI will, in two phases, deploy an integrated management information system as well as an integration layer and a geomatics of structures. Thereafter, in 2015, JCCBI will deploy an electronic document management software thus promoting the digitization of physical records.

4. Objectives, Activity and Performance Measures

4.1. Architecture by Program Activity



4.2. Activity

JCCBI's activity to fulfill its mandate is described as follows:

Management of federal bridge, highway and tunnel infrastructure, and properties in the Montreal area.

Strategies:

- Carry out inspections of bridges and other structures, identify maintenance and long-term major rehabilitation requirements, assign priority thereto, and perform all work, taking into account available funding; and
- Improve maintenance by adopting innovative measures in structuresl inspection methods, construction techniques, and materials and tools.

Funding – Fiscal year 2013-14 is the last of the \$227.6M three-year program aimed at ensuring the safety of bridges and structures. The funding requirements determined by JCCBI increased due to the cost of the work, combined with inflation / indexation. Over a ten-year period, the funding requirements are now \$2.439B, an increase of \$919M over the total of \$1.5B budgeted over a ten-year period in the previous Corporate Plan. As the structures are aging, additional major work is being identified through inspections. JCCBI combines the work, to the extent possible, in order to achieve economies of scale and ensure efficiencies.

Planning and Prioritization of Projects – Budget planning is carried out annually by engineers from the Corporation's Engineering and Planning departments. Every year, the previous year's planned budget is refined in order to account for new available information obtained from inspections, studies, observations and various events that may have occurred during the year.

Furthermore, the Corporation's Corporate Plan also takes into account the duration of theoretical lifecycles of the various components and structures.

However, several components have gone beyond their expected life span which significantly increases the scope of the rehabilitation work needed. In some cases, failure to intervene in a timely fashion can result in a situation where the structural component cannot be repaired and must be replaced.

Maintenance and rehabilitation works planned over the next five (5) years are even more important due to the continuing of current rehabilitation works as well as to the start-up of major projects:

1. JCCBI has developed a revitalization plan for the Jacques Cartier Bridge covering the various components of the structure as part of their long term work plan;
2. For the Champlain Bridge, the repairs planned in the Ten-Year Program are still required. In addition, investments in the amount of \$389M could be required over the next four (4) years to mitigate the risks associated with the condition of the edge girders;
3. Works, both “required” and “necessary” for the maintenance of assets, are planned on Highway 15, the Bonaventure Expressway, the Honoré Mercier Bridge, the Melocheville Tunnel and the Champlain Bridge Ice Control Structure;
4. Important environmental mitigation measures will be required to contain and treat contaminated groundwater on lands managed by JCCBI in the Bonaventure Expressway Sector (West and East Sectors);
5. Given the eventual demolition of the Champlain Bridge plaza as part of the project to build the new bridge over the St. Lawrence, the condition of the Jacques Cartier plaza and adjoining buildings, the expiration date of the leases for both the Corporation’s office space and the Sûreté du Québec (“SQ”) (offices for the team dedicated to JCCBI network), JCCBI plans to centralize its Administration, Operations and Maintenance departments within a new multifunctional building at the current location and in replacement of the Jacques Cartier plaza.

4.3. Performance Measures

Activity:

Management of federal bridge, highway and tunnel infrastructure, and properties in the Montreal area.

Performance Measures in 2014-2015	Performance Indicators	Timeline
Request approval of long-term funding to counter major risks for the bridges and structures in Montreal	<ul style="list-style-type: none"> • Allocation of long-term funding to JCCBI to counter major risks for bridges and structures • Allocation of long-term funding to JCCBI for the West and East Sectors of the Bonaventure Expressway environmental project 	2014-2015
Carry out the inspection and major maintenance program (regular)	Carrying out of the maintenance program on the basis of annual inspections and daily operational inspections	2014-2015

Performance Measures in 2014-2015	Performance Indicators	Timeline
Carry out funded projects on time and on budget	Honoré Mercier Bridge rehabilitation program	2013-2016
	Champlain Bridge rehabilitation program	2013-2018
	Champlain Bridge girder reinforcement program	2013-2018
	Construction of Nuns' Island temporary causeway-bridge and new snow storage facility	2013-2015
	Mitigation measures the contaminated ground-waters of the Bonaventure Expressway Sector	2013-2016

Support of the Government Direction for Expenditure Restraint

The Government of Canada is committed to being fiscally prudent and accountable, thus it expects all federal organizations to adopt the spirit and intent behind these initiatives. JCCBI continues to be vigilant with regard to the use of public funds and aligns itself with the government direction for expenditure restraint. As such, JCCBI prioritizes the following measures:

- I. Changes to Voluntary Severance Benefits – JCCBI eliminated voluntary severance benefits for managers and non-unionized employees and, same has been negotiated with the white collar workers bargaining unit;
- II. Salaries and Other Benefits – JCCBI will continue to take the federal government directives into consideration when reviewing compensation issues;
- III. Return to Balanced Budgets – As part of the savings identified in the 2012 Federal Budget, JCCBI has, starting in 2013-14, reduced annual expenditures by \$527K and will continue to do so in the years to come through the cancellation of property insurance policies covering the structures.

5. JCBBI Pro Forma Financial Statements

Principles of Presentation of Financial Statements

The following section presents JCCBI's pro forma Statement of Financial Position, Statement of Earnings, Statement of Change in Net Debt and Statement of Cash Flows.

Statement of Financial Position - Pro Forma								
Description	Actual 2012-2013	Current Forecast 2013-2014	Main Budget 2013-2014	Budget				
				2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<i>(in '000s of Dollars)</i>	\$	\$	\$	\$	\$	\$	\$	\$
FINANCIAL ASSETS								
Cash	21,820	24,457	15,318	24,457	24,457	24,457	24,457	24,457
Accounts receivable								
Due from FBCL	2,637	0	1,988	0	0	0	0	0
Due from Canada	16,943	16,943	8,437	16,943	16,943	16,943	16,943	16,943
Other	3,703	3,703	1,716	3,703	3,703	3,703	3,703	3,703
TOTAL OF FINANCIAL ASSETS	45,103	45,103	27,459	45,103	45,103	45,103	45,103	45,103
LIABILITIES								
Accounts Payable and Accrued Liabilities								
Due to FBCL	0	0	0	0	0	0	0	0
Other Suppliers	34,963	34,963	19,671	34,963	34,963	34,963	34,963	34,963
Employee future benefits	1,183	1,229	958	1,380	1,500	1,572	1,631	1,768
Holdbacks	7,071	7,071	4,954	7,071	7,071	7,071	7,071	7,071
Deferred revenues	330	330	336	330	330	330	330	330
Environmental Obligation (Technoparc)	33,200	42,500	27,249	41,013	23,709	20,740	17,651	14,439
TOTAL OF LIABILITIES	76,747	86,093	53,168	84,757	67,573	64,676	61,646	58,571
NET DEBT	(31,644)	(40,990)	(25,709)	(39,654)	(22,470)	(19,573)	(16,543)	(13,468)
NON-FINANCIAL ASSETS								
Capital Assets	289,327	403,627	429,376	517,787	552,513	588,488	565,962	556,327
Prepaid Expenses	639	639	349	639	639	639	639	639
TOTAL OF NON-FINANCIAL ASSETS	289,966	404,266	429,725	518,426	553,152	589,127	566,601	556,966
ACCUMULATED SURPLUS	258,322	363,276	404,016	478,772	530,682	569,554	550,058	543,498

Statement of Operations - Pro Forma

Description	Actual 2012-2013	Current Forecast 2013-2014	Main Budget 2013-2014	Budget				
				2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<i>(in '000s of Dollars)</i>	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES								
Leases and Permits	834	1,969	895	3,617	3,690	3,764	3,840	3,915
Interest	241	240	165	238	238	238	238	238
Other	12	0	0	0	0	0	0	0
TOTAL OF REVENUES	1,087	2,209	1,060	3,855	3,928	4,002	4,078	4,153
EXPENSES								
Maintenance	60,840	110,097	123,405	264,298	300,598	302,514	291,947	215,815
Operations	3,988	4,186	4,108	4,265	4,361	4,448	4,534	4,620
Administration	6,920	7,299	6,541	10,127	10,104	10,230	10,418	10,520
Environmental Obligation (Technoparc)	5,402	9,698	0	0	0	0	0	0
TOTAL EXPENSES	77,150	131,280	134,054	278,690	315,063	317,192	306,899	230,955
Deficit before Government Funding	(76,063)	(129,071)	(132,994)	(274,835)	(311,135)	(313,190)	(302,821)	(226,802)
Portion on the tranfert payments for operating expenses	58,743	88,169	119,399	50,028	43,081	28,225	27,926	15,961
Portion on the tranfert payments for capital assets	56,081	126,153	77,677	86,618	4,145	784	729	677
Subsidy from FBCL	2,637	1,574	2,689	0	0	0	0	0
Funding for strengthening of shore beams of Champlain Bridge financed by the special project of rehabilitation of Nun's Island Bridge	0	18,129	0	0	0	0	0	0
Required funding	0	0	57,433	253,685	315,819	323,053	254,670	203,604
Annual Surplus (deficit)	41,398	104,954	124,204	115,496	51,910	38,872	(19,496)	(6,560)
Accumulated Surplus (Deficit) at the beginning of the period	(10,150)	258,322	279,812	363,276	478,772	530,682	569,554	550,058
Reclassification of Deferred Contributions related to Capital Assets	227,074	0	0	0	0	0	0	0
Accumulated Surplus (deficit) at the end of the period	258,322	363,276	404,016	478,772	530,682	569,554	550,058	543,498

Statement of Change in Net Debt - Pro Forma

Description	Actual 2012-2013	Current Forecast 2013-2014	Main Budget 2013-2014	Budget				
				2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<i>(in '000s of Dollars)</i>	\$	\$	\$	\$	\$	\$	\$	\$
Annual Surplus (Deficit)	41,398	104,954	124,204	115,496	51,910	38,872	(19,496)	(6,560)
Acquisitions of Capital Assets	(57,313)	(126,153)	(135,110)	(152,204)	(85,859)	(89,591)	(32,866)	(47,547)
Amortization of Capital Assets	9,819	11,853	11,583	38,044	51,133	53,616	55,392	57,182
Subtotal	(47,494)	(114,300)	(123,527)	(114,160)	(34,726)	(35,975)	22,526	9,635
Acquisitions of Prepaid Expenses	(1,462)	0	0	0	0	0	0	0
Use of Prepaid Expenses	1,172	0	0	0	0	0	0	0
Subtotal	(290)	0	0	0	0	0	0	0
(Increase) Decrease in Net Debt	(6,386)	(9,346)	677	1,336	17,184	2,897	3,030	3,075
Net Debt at the Beginning of the period	(252,332)	(31,644)	(26,386)	(40,990)	(39,654)	(22,470)	(19,573)	(16,543)
Reclassification of Deferred Contributions related to Capital Assets	227,074	0	0	0	0	0	0	0
Net Debt at the End of the period	(31,644)	(40,990)	(25,709)	(39,654)	(22,470)	(19,573)	(16,543)	(13,468)

Statement of Cash Flows - Pro Forma

Description	Actual 2012-2013	Current Forecast 2013-2014	Main Budget 2013-2014	Budget				
				2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<i>(in '000s of Dollars)</i>	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING TRANSACTIONS								
Annual surplus	41,398	104,954	124,204	115,496	51,910	38,872	(19,496)	(6,560)
Non-cash items								
Amortization of Capital Assets	9,819	11,853	11,583	38,044	51,133	53,616	55,392	57,182
Increase of Employee Future Benefits	997	46	0	151	120	72	59	137
Increase of Environmental Obligation	5,100	9,300	(677)	(1,487)	(17,304)	(2,969)	(3,089)	(3,212)
Variation on non-cash working capital items								
(Increase) Decrease in accounts receivable	(10,109)	2,637	0	0	0	0	0	0
Increase (Decrease) in Accounts Payable and Accrued Expenses	15,732	0	0	0	0	0	0	0
Increase of Employee Future Benefits	(942)	0	0	0	0	0	0	0
Increase (Decrease) in Contract Holdbacks	2,116	0	0	0	0	0	0	0
Increase (Decrease) in Deferred Revenue	(6)	0	0	0	0	0	0	0
(Increase) Decrease in Prepaid Expenses	(289)	0	0	0	0	0	0	0
Net cash provided by Operating transactions	63,816	128,790	135,110	152,204	85,859	89,591	32,866	47,547
CAPITAL TRANSACTIONS								
Proceeds on sale of Tangible Capital Assets	0	0	0	0	0	0	0	0
Acquisition of Capital Assets	(57,314)	(126,153)	(135,110)	(152,204)	(85,859)	(89,591)	(32,866)	(47,547)
Net cash provided by Capital transactions	(57,314)	(126,153)	(135,110)	(152,204)	(85,859)	(89,591)	(32,866)	(47,547)
Net Increase (Decrease) in Cash	6,502	2,637	0	0	0	0	0	0
Cash at the Beginning of the period	15,318	21,820	15,318	24,457	24,457	24,457	24,457	24,457
Cash at the End of the period	21,820	24,457	15,318	24,457	24,457	24,457	24,457	24,457

Operating Budget

Operating Budget - Pro Forma

Description	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2013-2014			2012-2013		
	Budget					Budget	Forecast	Variances	Budget	Actual Cost	Variances
(in '000s of Dollars)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Funding											
Parliamentary Appropriations for Operating Expenses	50,028	43,081	28,225	27,926	15,961	119,399	106,298	(13,101)	86,697	58,743	(27,954)
Funding from FBCL	0	0	0	0	0	2,689	1,574	(1,115)	0	1,404	1,404
Leases and Permits	3,617	3,690	3,764	3,840	3,915	895	1,969	1,074	868	834	(34)
Interest	238	238	238	238	238	165	240	75	127	241	114
Other Sources	0	0	0	0	0	0	0	0	30	12	(18)
Total funding	53,883	47,009	32,227	32,004	20,114	123,148	110,081	(13,067)	87,722	61,234	(26,488)
EXPENSES											
Maintenance	264,298	300,598	302,514	291,947	215,815	123,405	110,097	(13,308)	85,733	60,840	(24,893)
Operations	4,265	4,361	4,448	4,534	4,620	4,108	4,186	78	3,991	3,988	(3)
Administration	10,127	10,104	10,230	10,418	10,520	6,541	7,299	758	6,621	6,920	299
Environmental Obligation (Technoparc)	0	0	0	0	0	0	9,698	9,698	0	5,402	5,402
Items not Affecting Cash	(36,708)	(33,949)	(50,719)	(52,362)	(54,107)	(10,906)	(21,199)	(10,293)	(8,623)	(15,916)	(7,293)
TOTAL EXPENSES	241,982	281,114	266,473	254,537	176,848	123,148	110,081	(13,067)	87,722	61,234	(26,488)
DEFICIT OF FUNDING ON EXPENSES	(188,099)	(234,105)	(234,246)	(222,533)	(156,734)	0	0	0	0	0	0

Capital Budget

Capital Budget - Pro Forma

Description	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2013-2014			2012-2013		
	Budget					Budget	Forecast	Variances	Budget	Actual Cost	Variances
<i>(in '000s of Dollars)</i>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FUNDING											
Approved Appropriations											
Jacques Cartier Bridge	12 849	33 446	73 273	18 367	30 840	6 275	5 748	(527)	1 244	6 972	5 728
Champlain Bridge	4 980	1 481	1 404	401	2 029	4 498	25 170	20 672	23 253	17 498	(5 755)
Pont Honoré-Mercier	41 360	32 713	9 369	10 264	12 036	21 164	26 675	5 511	34 693	26 738	(7 955)
Melocheville Tunnel	2 225	3 532	880	237	174	507	216	(291)	77	708	631
Bonaventure Expressway	763	1 952	1 331	798	538	279	2 068	1 789	16 163	102	(16 061)
Highway 15	28 846	11 465	2 527	2 130	1 234	12 275	5 048	(7 227)	11 037	291	(10 746)
Ice Control Structure	33	29	23	18	19	2 994	3 234	240	30	144	114
Nuns' Island Bridge	59 375	0	0	0	0	86 940	56 940	(30 000)	0	1 585	1 585
Environment - Technoparc (West and East Sectors)	0	0	0	0	0	0	0	0	0	0	0
Other Capital Assets	1 773	1 241	784	651	677	178	1 054	876	229	2 043	1 814
Total of Approved Appropriations	152 204	85 859	89 591	32 866	47 547	135 110	126 153	(8 957)	86 726	56 081	(30 645)
Required Appropriations											
Jacques Cartier Bridge	12 849	33 446	73 273	18 367	30 840	6 275	5 748	(527)	1 244	6 972	5 728
Champlain Bridge	4 980	1 481	1 404	401	2 029	4 498	25 170	20 672	23 253	17 498	(5 755)
Pont Honoré-Mercier	41 360	32 713	9 369	10 264	12 036	21 164	26 675	5 511	34 693	26 738	(7 955)
Melocheville Tunnel	2 225	3 532	880	237	174	507	216	(291)	77	708	631
Bonaventure Expressway	763	1 952	1 331	798	538	279	2 068	1 789	16 163	102	(16 061)
Highway 15	28 846	11 465	2 527	2 130	1 234	12 275	5 048	(7 227)	11 037	291	(10 746)
Ice Control Structure	33	29	23	18	19	2 994	3 234	240	30	144	114
Nuns' Island Bridge	59 375	-	-	-	-	86 940	56 940	(30 000)	-	1 585	1 585
Environment - Technoparc (West and East Sectors)	-	-	-	-	-	-	-	-	-	-	-
Other Capital Assets	1 773	1 241	784	651	677	178	1 054	876	229	2 043	1 814
Total of Required Appropriations	152 204	85 859	89 591	32 866	47 547	135 110	126 153	(8 957)	86 726	56 081	(30 645)
DEFICIT OF FUNDING ON CAPITAL EXPENDITURES	-	-	-	-	-	-	-	-	-	-	-

Note: The funding takes into account potential reclassifications between capital assets and expenditures in order to reflect the budgeted amounts.

6. Performance Review of the 2013-2014 to 2017-2018 Corporate Plan

Activity 1 – Manage and Maintain			
Management of federal bridge, highway and tunnel infrastructure and properties in the Montreal area.			
Performance Measures 2014-2015	Performance Indicators	Timeline	Status
Ensure bridge safety by continuing the review of inspection reports and producing reports on high-risk sectors	Carrying out of the maintenance program on the basis of annual inspections and daily operational inspections	Once a year	Inspections have been improved and completed on schedule. Reports have been produced on high-risk components in the case of the Jacques Cartier, Nuns' Island and Champlain Bridges and corridor thereof, including the Bonaventure Expressway.
Request approval of long-term funding to counter major risks for the bridges and structures in Montreal	Allocation of long-term funding to JCCBI	2013-2014	Ongoing – The 2013-2014 to 2017-2018 Corporate Plan was approved for one year namely 2013-2014.
Request approval of funding for the West and East Sectors of the Bonaventure Expressway containment and treatment of ground-waters	Allocation of long-term funding to JCCBI	2013-2014	Ongoing – The need for funding over fifteen (15) years was sent to TC and is included in this Corporate Plan.
Carry out funded projects on time and on budget	Honoré Mercier Bridge rehabilitation program	2013-2016	Achieved in part – Work continues on the federal portion of the bridge and is expected to be completed in 2016
	Champlain Bridge rehabilitation program	2013-2018	Achieved – The fifth year of the Ten-Year Plan was completed.
	Construction of Nuns' Island temporary causeway-bridge and of the new snow storage facility	2013-2015	Achieved – Planning and construction are carried out as scheduled.

APPENDIX

Appendix A – List of Abbreviations

Appendix A – List of Abbreviations

ASPSE	ACCOUNTING STANDARDS FOR PUBLIC SECTOR ENTITIES
CBCA	CANADA BUSINESS CORPORATIONS ACT
CICA	CANADIAN INSTITUTE OF CHARTERED ACCOUNTANTS
FAA	FINANCIAL ADMINISTRATION ACTR
FBCL	FEDERAL BRIDGE CORPORATION LIMITED
FCSAP	FEDERAL CONTAMINATED SITES ACTION PLAN
IBTA	INTERNATIONAL BRIDGES AND TUNNELS ACT
INFC	INFRASTRUCTURE CANADA
JCCBI	THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED
MTQ	MINISTÈRE DES TRANSPORTS DU QUÉBEC
OAG	OFFICE OF THE AUDITOR GENERAL
PWGSC	PUBLIC WORKS AND GOVERNMENT SERVICES CANADA
SIBC	THE SEAWAY INTERNATIONAL BRIDGE CORPORATION LIMITED
SLSA	THE ST. LAWRENCE SEAWAY AUTHORITY
SLSMC	THE ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION
SOR	STRATEGIC AND OPERATIONAL REVIEW
TBS	TREASURY BOARD SECRETARIAT
TC	TRANSPORT CANADA