



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

Canada

## **The Jacques Cartier and Champlain Bridges Incorporated**

### **Summary of the 2015-2016 to 2019-2020 Corporate Plan**



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## **1. JCCBI's Profile**

### **1.1. Status**

The Jacques Cartier and Champlain Bridges Incorporated ("JCCBI") was incorporated on November 3, 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 Federal Bridge Corporation Limited ("FBCL"), an agent parent Crown Corporation listed in Part I of Schedule III of the *Financial Administration Act* ("FAA").

On February 13, 2014, JCCBI became a parent Crown Corporation listed 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 Crown corporation of Her Majesty under *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 teamwork its values.

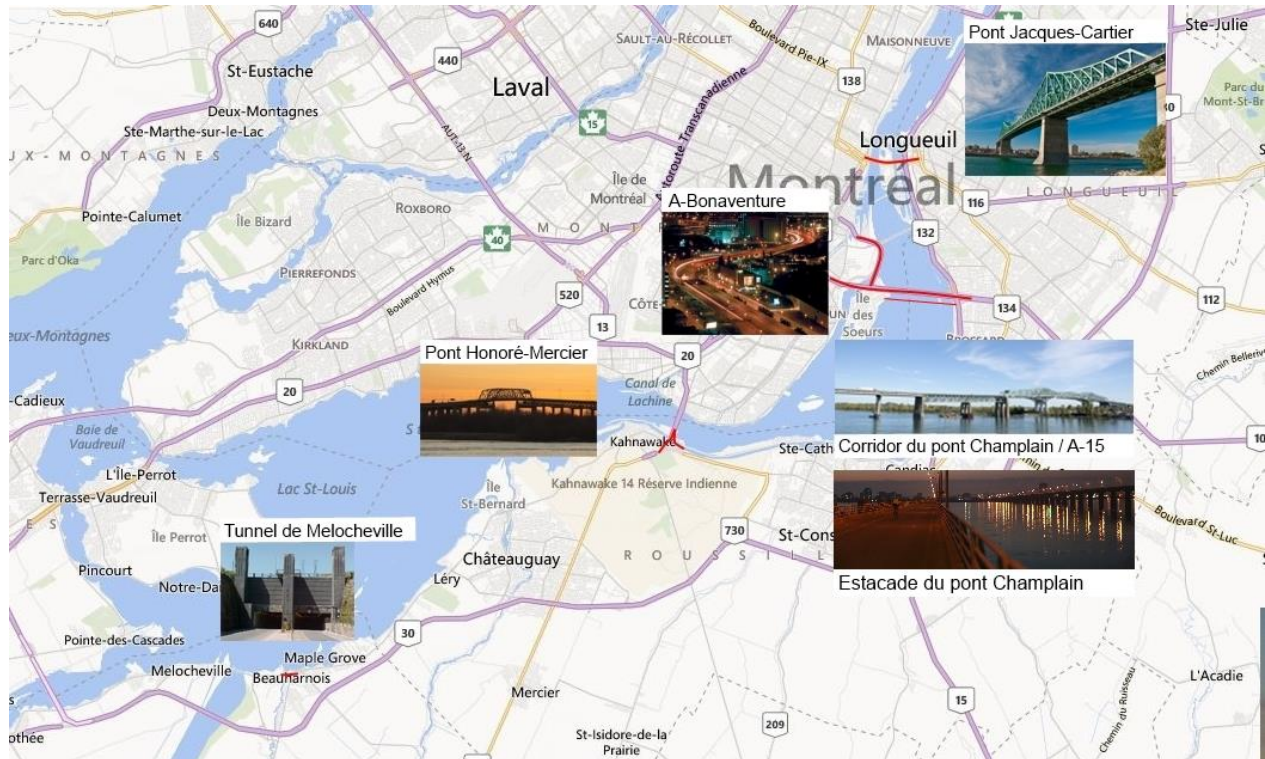
JCCBI focuses on safety and durability. JCCBI's team is made up of seasoned professionals who have extensive know-how and experience in bridge and highway infrastructures as well as in the engineering and management of bridges and structures. The strong partnerships JCCBI has established over the years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

JCCBI is responsible for four (4) bridges and their approaches, namely the Jacques Cartier Bridge, the Champlain Bridge, the Nun's Island temporary Causeway 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 (until July 1<sup>st</sup>, 2015), the Champlain Bridge Ice Control Structure and the Melocheville Tunnel.

In the Montreal 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 users. 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 Structures

The following map shows the geographic location of all infrastructures managed by JCCBI:



## 1.3. Areas of Activity and Organizational Structure

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

The Planning, Engineering and Construction departments plan and 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, spreading of abrasives, road cleaning and maintenance, landscaping, replacement of guardrails, sealing cracks and lubricating bearings, repairing potholes in the pavement and bridge decks, as well as maintenance and operations of lane signal control systems, surveillance cameras, electrical distribution and road lighting.

The Corporation currently manages various major projects, including the construction of Nuns' Island temporary causeway bridge, major rehabilitation and reinforcement of the Champlain Bridge edge girders, replacement of the deck on the federal portion of the Honoré Mercier

Bridge, replacement of certain viaducts on the Highway 15 Corridor and the containment and treatment of groundwater in sectors of the Bonaventure Expressway. The Corporation awards contracts for professional services in the fields of inspection, planning, engineering, and site supervision to engineering consulting firms. Construction contracts for the performance of various activities related to its major maintenance program are awarded to general contractors. In addition, many firms offering a variety of professional services support the different departments of the Corporation 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) is in place on the Champlain Bridge during morning and evening peak hours. 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 federal parliamentary appropriations. Income from other sources, such as leases and permits, contributes to its funding, but only marginally.

Public utilities and municipal authorities use JCCBI’s structures and properties under permits and leases thereby granted. These leases and permits are subject to rents, which are determined 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 to the Jacques Cartier and the Champlain Bridges and along the Bonaventure Expressway and Highway 15. These billboards are owned and operated by CBS Canada Holdings Co. (now known as Outfront Media Canada LP), under a contract entered into in 2000 with The Federal Bridge Corporation Limited. This contract, which will end in May 2015, was assigned to JCCBI in 2014 by the FBCL and will, in 2015, be partially assigned to Infrastructure Canada (“INFC”) when the lands of the Champlain Bridge Corridor will be transferred for the construction of the New Bridge for the St. Lawrence (“NBSL”). The remainder of the billboards will be withdrawn in 2015 due to the contract’s termination. Given the end of the contract, other billboards will be removed in 2015.

#### **1.5. Accountability and Governance**

JCCBI accounts to Parliament for the conduct of its affairs through the President of Queen’s Privy Council for Canada, Minister of Infrastructure, Communities and Intergovernmental Affairs, and Minister for the Economic Development Agency of Canada for the Regions of Quebec.

JCCBI is governed by a Board of Directors made up of six (6) Directors, including the Chairman of the Board and the Chief Executive Officer. The Directors are appointed by the Minister, with the approval of the Governor in Council. The positions of Chairman of the Board and Chief Executive Officer were so appointed for a five-year term ending November 3, 2019 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 *Governance Committee*, that is responsible for evaluating all of JCCBI's governance practices. Its mandate is to propose the way in which JCCBI will address questions relating to its governance practices and the way in which it will implement the guidelines relating to the governance of Crown corporations issued by the Treasury Board Secretariat;
- The *Audit Committee*, whose responsibilities are as set out in the Financial Administration Act ("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 regards to the development of human resources policies, programs and practices that are consistent with JCCBI's mission, vision and values as well as with its Strategic Plan and objectives.

The Board of Directors has also formed the other committees listed in Appendix A, including Major Project Risk Committees. These committees, which are advisory and without decision-making powers, ensure the smooth running of major projects.

### **Audit Regime**

JCCBI's auditor is the Auditor General of Canada under *The Jacques Cartier and Champlain Bridges Inc. Regulations*. This body conducts an annual audit of JCCBI's operations in accordance to the FAA ensuring 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 JCCBI's statutes and bylaws.

JCCBI develops multi-year plans of internal audits for its operations in order to determine, among other things, 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 carry out these internal audits.

Given the administrative complexity of the project to replace the Honoré Mercier Bridge deck, namely that the project is executed in partnership with the ministère des Transports du Québec ("MTQ") whereby JCCBI assumes the role of project manager, the latter has hired an external

accounting firm to carry out the internal audit of the financial aspects as well as to support accounting services for the project.

## **2. Operating Context**

In carrying out its mission, JCCBI deals with internal and external factors which highlight its strengths, generate opportunities, create challenges and impact its key risks. After having identified these factors, JCCBI monitors them and realigns its planning in order 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, as each contributes to the development of the Montérégie Region. As many families have relocated to the South Shore, traffic has consequently increased. In this regard, we wish to point out that in 1962, the daily traffic on the Champlain Bridge saw approximately 5,000 to 7,000 vehicles, while today's traffic has skyrocketed to 150,000 to 160,000 vehicles daily.

Bridges in the Montreal area are thus heavily used. In general, the transport network is operating beyond capacity especially during peak hours. Major infrastructures are aging and, in some cases, show advanced signs of deterioration. Any disruptions, either due to planned work or to a particular incident, have significant consequences on vehicular traffic throughout the area. This leads to extended peak hours and requires bridge managers to carry out the major part of the work during non-peak hours, contributing to higher costs.

### Stakeholder Relationships

JCCBI coordinates and plans its activities in collaboration with several partners, thus adding a level of complexity to its operations, in the establishment of its policies and in 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, JCCBI must consult many stakeholders, including municipal and regional administrations and the provincial government, in order to coordinate all its activities, work and traffic lane closures. 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 procuring

professional engineering services and awarding construction contracts to engineering firms and contractors in order to carry out said work. The duration and costs for same may be influenced by this market, where competition can be very fierce in light of the large number and scope of current and planned road works.

- 3) **Media and Road Network Users:** It is essential for JCCBI to 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 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. Furthermore, this communication serves to explain the nature of the work, the condition of structures as well as to reassure the users as to 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 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 of ownership between the Federal and the Quebec governments.

Consequently, the portion of the bridge spanning the St. Lawrence Seaway and adjacent island and on the access ramps on the South Shore that span the Mohawk Reserve are of federal jurisdiction, while provincial jurisdiction is in place on the portion of the bridge over the St. Lawrence River. Furthermore, the bridge's maintenance, including traffic management, towing services, snow removal and de-icing operations are under provincial jurisdiction, for the entire bridge, both on the federal and on the provincial sides.

- 6) **Project of the new Bridge for the St. Lawrence Corridor:** As the manager and operator of the Champlain Bridge and Highway 15 since 1978, JCCBI has been extensively and continuously solicited in connection with the New Bridge for the St. Lawrence Corridor ("NBSLC") project.

Given the scope, schedule and procurement model for the construction of the corridor for the new bridge for the St. Lawrence, it is essential to JCCBI so that the Corporation can continue its mission in parallel with the eventual construction of this structure.



- 7) **Contract Management of Projects Related to the New Bridge for the St. Lawrence:** With regard to the new bridge for the St. Lawrence project, JCCBI was mandated to coordinate related projects, including the construction of a temporary causeway bridge to replace the existing Nuns' Island Bridge.
- 8) **Neighbouring Municipalities:** In addition to users, JCCBI must consider the people who live near the construction sites. Meetings are organized with companies whose offices are located close to the network and liable to be impacted by JCCBI's work. Meetings were also held with mayors of municipalities neighbouring our major construction projects.

### Fraud and Corruption

**Award of Contracts to Engineering Firms and Contractors:** Control 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 from the *Code of Conduct for Procurement* issued by PWGSC. Furthermore, contract clauses provide for the rejection of the tender submitted by a tenderer who holds a "restricted" license within the meaning of the *Building Act* (Quebec) or who would be ineligible for public contracts (Quebec) under the *Act respecting Contracting by Public Bodies* (Quebec), and the prohibition for a tenderer to retain the services of a subcontractor who holds such a "restricted" license. Furthermore, JCCBI has implemented a guide for the committees that evaluate proposals where the calls for tenders are 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 on the 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 its directive in order to establish clear rules of conduct regarding all forms of payoffs so that there are no misinterpretations. In addition, all employees are required to attest, every year, that they have acted in conformity with the conflict of interest rules.

## Environmental Obligations

With the change in status from subsidiary Crown corporation to parent Crown corporation, JCCBI becomes a “federal authority” within the meaning of the *Canadian Environmental Assessment Act (2012)* (“CEAA”).

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 groundwater on lands in the Bonaventure Expressway Sector in Montreal and along the St. Lawrence River. JCCBI is partnering with owners and stakeholders to study the contamination of the groundwater in this area and implement mitigation plans. The Environmental Plan for the East and West Sectors of the Bonaventure Expressway (adjacent to the lands commonly referred to as “Technoparc”) is developed with these partners.

### **3. Strategic Issues and Risks**

#### Bridge Safety

The age of the infrastructures managed by JCCBI and the funding for maintenance and rehabilitation thereof are real risks for the safety of JCCBI’s bridges and structures, as well as for its users.

The bridges are old and have been subjected to years of heavy traffic, climatic conditions and heavy use of road salt. In addition to major work completed or underway according to the approved 2015-2016 to 2019-2020 Corporate Plan for the next four (4) years, 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 work. Major rehabilitation work is planned or underway on all the structures where signs of degradation increase safety risks. Long-term planning as well as communication and sharing of information on the issues are ongoing.

Intentional acts such as terrorism, protests and vandalism generate a risk for users of the bridges and related structures. Regular follow-up meetings and collaboration plans with the police address these specific issues. JCCBI has set up contingency plans for emergency situations and several bridges and structures are equipped with monitoring systems.

#### Sustainable Funding

Since JCCBI does not yet have funding beyond 2018-2019, the inadequate long-term funding and capital fund reserves could impact JCCBI’s ability to carry out inspections and perform maintenance work on the bridges and structures.

Despite significant investments in recent years, JCCBI continues to be challenged by long-term deficits for its infrastructure. The lack of long-term funding beyond 2018-2019 will limit JCCBI’s power to award multi-year contracts, which may incur delays in the planning of certain operations as well as an increase in costs. In this context, it becomes very difficult for JCCBI to

plan and carry out its work aimed at ensuring the safety of structures, especially given the age of the infrastructure, which require major interventions to keep them in a condition conducive to its operation.

For the file relating to the contaminated lands in the Bonaventure Expressway Sector, JCCBI received funding from the FCSAP, which was renewed in 2011 for a period of four (4) years. The terms of this program have not been structured to accommodate the needs of long-term projects, as funding by the FCSAP only allows projects of a maximum duration of four (4) years. This poses a real challenge to JCCBI, as these lands require a longer action plan. Despite funding received for years 2014-2015 to 2018-2019, the need for long-term funding over a fifteen-year period, which is the scheduled term of the Design-Build-Finance-Maintain-Operate (“DBFMO”) contract for the West Sector, currently in the tendering process, is imperative.

The Corporation is working with INFC to identify its financial requirements over the short and long-term. JCCBI receives significant investment for specific needs related to operating requirements until 2018-2019, but upcoming major projects are currently unfunded.

### JCCBI’s Status

Having become a parent Crown corporation, JCCBI must be in a position to meet the requirements of and to comply with the obligations prescribed in the 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, JCCBI added several positions within its various departments, both operating and support services, in order to provide an increased capacity to achieve its strategic outcome. In order to implement the project-based management, JCCBI decided, in 2014, to transform the organization from a functional structure to a matrix structure and project based management. JCCBI uses the reference groups of the public and private sectors operating in the metropolitan area of Montreal in its strategies for staffing and staff retention.

Furthermore, JCCBI must ensure it updates employees’ and managers’ succession and continuous development plans.

### Information Technologies

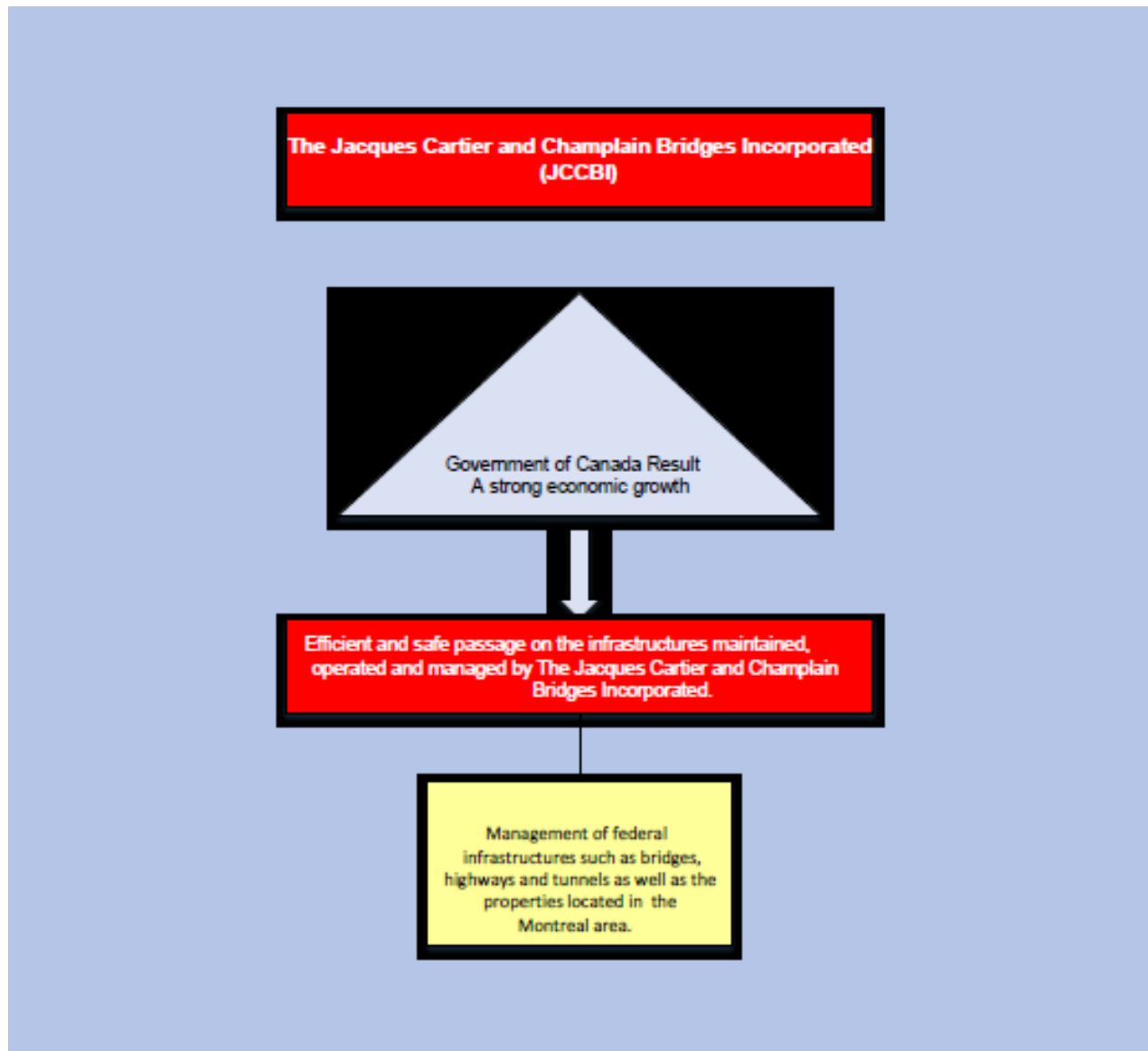
In order to generate timely and reliable financial and management information, the processes of the Corporation’s various functions must be based on tools which are effective and tailored to meet the realities of the Corporation. For these reasons, the implementation of integrated software (PGI or ERP) is underway.

The Finance and Procurement functions have been operational since July 2014. Since the fall of 2014, a geomatics information system is also functional. The introduction of new management software tools is imperative to ensure the Corporation can fulfill its mandate but also to reduce the pressure on JCCBI’s current humane resources.

In the fall of 2015, JCCBI will complete the implementation of an integrated management information system for the main functions of project-based management and, subsequently, implement the Operations and Maintenance department functions. In 2015, an electronic document management software will also be deployed, 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 infrastructures such as bridges, highways, tunnels as well as the properties located in the Montreal area.

### Strategies:

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

**Funding** – Funding requirements, as determined by JCCBI, increase due to the value of the work, involving different factors and sources of information. The cost estimates are based on previous contracts, experience, life cycle of the various components, inspection and various studies, combined with the inflation and indexing factors, as well as a provision for risk mitigation for every structure. This is in addition to the contribution of JCCBI's engineers, consultants and technical experts and includes the planning and prioritization of projects. 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 savings and ensure efficiency. It is imperative that appropriate multi-year funding levels be implemented to enable JCCBI to fulfill its mission effectively and efficiently.

**Planning and Prioritization of Projects** – Budget planning is carried out annually by engineers from the Planning departments in collaboration with the other departments. Every year, the previous year's budget planning 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 useful life, which significantly increases the scope of the rehabilitation work required. 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.

The maintenance and rehabilitation work planned over the next five (5) years is even more important due to the rehabilitation, both ongoing or to be initiated, on important major projects:

1. In order to maintain the Jacques Cartier Bridge in the long term, JCCBI has developed plans to both revitalize and replace various components of the structure;

2. For the Champlain Bridge, the repairs planned in the Ten-Year Program will continue to be performed. In addition, investments in the area of \$389 M have been approved for the four years started in 2014-2015 in order to mitigate the risks associated with the condition of the edge girders;
3. Work, both required and necessary for the maintenance of assets, is 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 are required to contain and treat contaminated groundwater on lands owned by JCCBI within the Bonaventure Expressway area (West and East Sectors);
5. Given the eventual demolition of the Champlain Bridge plaza as part of the project to build the new bridge for the St. Lawrence, the condition of the Jacques Cartier plaza and adjoining buildings, and the lease termination date for JCCBI office space. JCCBI is studying the feasibility of centralizing its administrative and operations departments into one new multifunctional building at the location and in replacement of the Jacques Cartier plaza.

### 4.3. Performance Measures

**Activity:**

Management of federal infrastructures such as bridges, highways and tunnels as well as the properties in the Montreal area.

Performance Measures in 2015-2016	Performance Indicators	Timeline
Request approval of long-term funding to counter major risks for the bridges and structures in Montreal	• Allocation of long-term funding to JCCBI to counter major risks for domestic bridges and for structures	2015-2016
	• Allocation of long-term funding to JCCBI for the West and East Sectors of the Bonaventure Expressway environmental project	2015-2016
Carry out the regular major inspection and maintenance program	Carrying out of the maintenance program on the basis of annual inspections and daily operational review	2015-2016
Carry out funded projects on time and on budget	Honoré Mercier Bridge rehabilitation program	2013-2017
	Champlain Bridge rehabilitation program	2013-2018
	Champlain Bridge girder reinforcement program	2013-2018
	Construction of Nuns' Island temporary causeway bridge and of the new snow storage facility	2013-2015
	Measures to mitigate the contaminated groundwater of the Bonaventure Expressway Sector	2013-2017

### 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 in the use of public funds and aligns with the government direction for expenditure restraint. As such, JCCBI prioritizes the following measures:

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



## 5. JCBBI's Pro Forma Financial Statements

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

Statement of Financial Position - Pro forma								
Description	Actual 2013-2014	Current Forecasts 2014-2015 (1)	Main Budget 2014-2015	Budget				
				2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
<b>FINANCIAL ASSETS</b>								
Cash Flow	14,274	16,859	24,457	16,858	16,858	16,857	16,857	16,857
Accounts Receivable								
Due from FBCL	3,006	0	0	0	0	0	0	0
Due from Canada	23,668	23,668	16,943	23,668	23,668	23,668	23,668	23,668
Other	10,318	10,318	3,703	10,318	10,318	10,318	10,318	10,318
<b>TOTAL FINANCIAL ASSETS</b>	<b>51,266</b>	<b>50,845</b>	<b>45,103</b>	<b>50,844</b>	<b>50,844</b>	<b>50,843</b>	<b>50,843</b>	<b>50,843</b>
<b>LIABILITIES</b>								
Accounts Payable and Accrued Liabilities								
Due to FBCL	422	0	0	0	0	0	0	0
Other Suppliers	38,393	38,393	34,963	38,393	38,393	38,393	38,393	38,393
Employee Future Benefits	1,161	1,302	1,380	1,447	1,433	1,408	1,516	1,636
Contract Holdbacks	9,537	9,537	7,071	9,537	9,537	9,537	9,537	9,537
Deferred Revenue	352	352	330	352	352	352	352	352
Environmental Obligations	35,861	35,861	41,013	29,766	13,768	10,680	7,467	4,126
<b>TOTAL LIABILITIES</b>	<b>85,726</b>	<b>85,445</b>	<b>84,757</b>	<b>79,495</b>	<b>63,483</b>	<b>60,370</b>	<b>57,265</b>	<b>54,044</b>
<b>NET DEBT</b>	<b>(34,460)</b>	<b>(34,600)</b>	<b>(39,654)</b>	<b>(28,651)</b>	<b>(12,639)</b>	<b>(9,527)</b>	<b>(6,422)</b>	<b>(3,201)</b>
<b>NON-FINANCIAL ASSETS</b>								
Capital Assets	382,221	468,773	527,491	588,719	665,108	670,413	667,640	668,434
Prepaid Expenses	788	788	639	788	788	788	788	788
<b>TOTAL NON-FINANCIAL ASSETS</b>	<b>383,009</b>	<b>469,561</b>	<b>528,130</b>	<b>589,507</b>	<b>665,896</b>	<b>671,201</b>	<b>668,428</b>	<b>669,222</b>
<b>ACCUMULATED SURPLUS</b>	<b>348,549</b>	<b>434,961</b>	<b>488,476</b>	<b>560,856</b>	<b>653,257</b>	<b>661,674</b>	<b>662,006</b>	<b>666,021</b>

(1) Forecasts as at September 30, 2014

**Statement of Operations - Pro forma**

Description	Actual 2013-2014	Current Forecast 2014-2015 (1)	Main Budget 2014-2015	Budget				
				2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
<b>REVENUES</b>								
Leases and Permits	1 329	3 772	3 617	2 559	2 323	2 381	2 441	2 502
Interest	355	124	238	200	205	210	215	221
Other Sources	19	13	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>1 703</b>	<b>3 909</b>	<b>3 855</b>	<b>2 759</b>	<b>2 528</b>	<b>2 591</b>	<b>2 656</b>	<b>2 723</b>
<b>EXPENSES</b>								
Maintenance	76 857	167 812	276 369	290 694	308 097	273 886	229 680	265 659
Operations	4 171	4 211	4 265	4 354	4 442	4 526	4 612	4 700
Administrative	8 995	12 403	10 127	14 711	14 097	14 028	14 033	14 336
Environmental Obligations (TechnoParc)	2 990	0	0	(6 095)	(15 999)	(3 088)	(3 213)	(3 341)
<b>TOTAL EXPENSES</b>	<b>93 013</b>	<b>184 426</b>	<b>290 761</b>	<b>303 664</b>	<b>310 637</b>	<b>289 352</b>	<b>245 112</b>	<b>281 354</b>
Deficit before Government Funding	(91 310)	(180 517)	(286 906)	(300 905)	(308 109)	(286 761)	(242 456)	(278 631)
Portion of the transfer payments for operating expenses	76 329	257 486	250 198	270 992	254 642	242 564	168 060	4 046
Portion on the transfert payments for capital assets	102 949	154 620	161 908	97 745	97 277	40 677	52 426	2 641
Subsidy from FBCL	2 259	0	0	0	0	0	0	0
Required Funding (Potential Reprofiling)	0	(145 177)	0	58 064	48 592	11 936	22 303	275 959
<b>Annual Surplus (Deficit)</b>	<b>90 227</b>	<b>86 412</b>	<b>125 200</b>	<b>125 895</b>	<b>92 401</b>	<b>8 416</b>	<b>332</b>	<b>4 015</b>
Accumulated Surplus at the Beginning of the Period	258 322	348 549	363 276	434 961	560 856	653 258	661 674	662 006
<b>Accumulated Surplus at the end of the Period</b>	<b>348 549</b>	<b>434 961</b>	<b>488 476</b>	<b>560 856</b>	<b>653 258</b>	<b>661 674</b>	<b>662 006</b>	<b>666 022</b>

(1). Forecasts as at September 30, 2014

**Statement of Change in Net Debt - Pro forma**

Description	Actual 2013-2014	Current Forecast 2014-2015 (1)	Main Budget 2014-2015	Budget				
				2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
Annual Surplus (Deficit)	90,227	86,412	125,200	125,895	92,401	8,416	332	4,015
Acquisitions of Capital Assets	(105,208)	(107,390)	(161,908)	(155,809)	(120,577)	(52,001)	(45,290)	(52,017)
Amortization of Capital Assets	12,314	20,838	38,044	35,863	44,188	46,696	48,063	51,223
Subtotal	(92,894)	(86,552)	(123,864)	(119,946)	(76,389)	(5,305)	2,773	(794)
Acquisitions of Prepaid Expenses	(1,338)	0	0	0	0	0	0	0
Use of Prepaid Expenses	1,189	0	0	0	0	0	0	0
Subtotal	(149)	0	0	0	0	0	0	0
(Increase) Decrease in Net Debt	(2,816)	(140)	1,336	5,949	16,012	3,111	3,105	3,221
Net Debt at the Beginning of the Period	(31,644)	(34,460)	(40,990)	(34,600)	(28,651)	(12,638)	(9,527)	(6,422)
Net Debt at the End of the Period	(34,460)	(34,600)	(39,654)	(28,651)	(12,638)	(9,527)	(6,422)	(3,200)

(1) Forecasts as at September 30, 2014

**Statement of Cash Flows - Pro forma**

Description	Actual 2013-2014	Current Forecast 2014-2015 (1)	Main Budget 2014-2015	Budget				
				2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
<b>OPERATING TRANSACTIONS</b>								
Annual Surplus related to Activities	90,227	86,412	125,200	125,895	92,401	8,416	332	4,015
Non-Cash Items								
Amortization of Capital Assets	12,314	20,838	38,044	35,863	44,188	46,696	48,063	51,223
Gain / (Loss) at disposal of capital assets	0	0	0	0	0	0	0	0
Increase in Employee Future Benefits	(22)	141	151	145	(14)	(25)	108	120
Increase of Environmental Obligations	2,661	0	(1,487)	(6,095)	(15,999)	(3,088)	(3,213)	(3,341)
Variation on Non-Cash Working Capital Items								
(Increase) Decrease in Accounts receivable	(13,709)	3,006	0	0	0	0	0	0
Increase (Decrease) in Accounts Payable and Accrued Expenses	3,851	(422)	0	0	0	0	0	0
Increase (Decrease) in Contract Holdbacks	2,466	0	0	0	0	0	0	0
Increase (Decrease) in Deferred Revenue	22	0	0	0	0	0	0	0
(Increase) Decrease in Prepaid Expenses	(149)	0	0	0	0	0	0	0
<b>Net Cash Provided by Operating Transactions</b>	<b>97,661</b>	<b>109,975</b>	<b>161,908</b>	<b>155,809</b>	<b>120,577</b>	<b>51,999</b>	<b>45,291</b>	<b>52,017</b>
<b>CAPITAL INVESTMENT TRANSACTIONS</b>								
Proceeds for the Sale of Tangible Capital Assets	0	0	0	0	0	0	0	0
Acquisitions of Capital Assets	(105,208)	(107,390)	(161,908)	(155,809)	(120,577)	(52,001)	(45,290)	(52,017)
<b>Net Cash provided by Capital Transactions</b>	<b>(105,208)</b>	<b>(107,390)</b>	<b>(161,908)</b>	<b>(155,809)</b>	<b>(120,577)</b>	<b>(52,001)</b>	<b>(45,290)</b>	<b>(52,017)</b>
<b>Net Increase (Decrease) in Cash</b>	<b>(7,547)</b>	<b>2,585</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(2)</b>	<b>1</b>	<b>(0)</b>
Cash at the Beginning of the Period	21,821	14,274	24,457	16,859	16,858	16,858	16,857	16,857
<b>Cash at the End of the Period</b>	<b>14,274</b>	<b>16,859</b>	<b>24,457</b>	<b>16,858</b>	<b>16,858</b>	<b>16,857</b>	<b>16,857</b>	<b>16,857</b>

(1) Forecasts as at September 30, 2014

## Operating Budget

Operating Budget - Pro forma											
Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2014-2015			2013-2014		
	Budget					Budget	Forecast (1)	Variance	Budget	Actual	Variance
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>REVENUES</b>											
Parliamentary Appropriations for Operating Costs	270,992	254,642	242,564	168,060	4,046	250,198	257,486	7,288	119,399	76,329	(43,070)
Subsidy from FBCL	-	-	-	-	-	-	-	-	2,689	-	(2,689)
Leases and Permits	2,559	2,323	2,381	2,441	2,502	3,617	3,772	155	895	1,329	434
Interest	200	205	210	215	221	238	124	(114)	165	355	190
Other	-	-	-	-	-	-	13	13	-	19	19
<b>TOTAL REVENUES</b>	<b>273,751</b>	<b>257,170</b>	<b>245,155</b>	<b>170,716</b>	<b>6,769</b>	<b>254,053</b>	<b>261,395</b>	<b>7,342</b>	<b>123,148</b>	<b>78,032</b>	<b>(45,116)</b>
<b>EXPENSES</b>											
Maintenance	290,694	308,097	273,886	229,680	265,659	276,369	167,812	(108,557)	123,405	76,857	(46,548)
Operations	4,354	4,442	4,526	4,612	4,700	4,265	4,211	(54)	4,108	4,171	63
Administrative	14,711	14,097	14,028	14,033	14,336	10,127	12,403	2,276	6,541	8,995	2,454
Environmental Obligations	(6,095)	(15,999)	(3,088)	(3,213)	(3,341)	-	-	-	-	2,990	2,990
Non-Cash Items	(29,913)	(28,175)	(43,583)	(44,958)	(48,002)	(36,708)	(20,979)	15,729	(10,906)	(14,981)	(4,075)
<b>TOTAL EXPENSES</b>	<b>273,751</b>	<b>282,462</b>	<b>245,769</b>	<b>200,154</b>	<b>233,352</b>	<b>254,053</b>	<b>163,447</b>	<b>(90,606)</b>	<b>123,148</b>	<b>78,032</b>	<b>(45,116)</b>
<b>POTENTIAL REPROFILING (REQUIRED FUNDING) OF OPERATIONS</b>	<b>-</b>	<b>(25,292)</b>	<b>(614)</b>	<b>(29,438)</b>	<b>(226,583)</b>	<b>-</b>	<b>97,948</b>	<b>97,948</b>	<b>-</b>	<b>-</b>	<b>-</b>

(1) Forecasts as at September 30, 2014

## Capital Budget

Capital Budget - Pro forma											
Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2014-2015			2013-2014		
	Budget					Budget	Projection (1)	Variance	Budget	Actual	Variance
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>REVENUES</b>											
Parliamentary Appropriations for Capital Assets	97,745	97,277	40,677	52,426	2,641	161,908	154,620	(7,288)	135,110	102,949	(32,161)
Subsidy from FBCL	-	-	-	-	-	-	-	-	-	2,259	2,259
<b>TOTAL REVENUES</b>	<b>97,745</b>	<b>97,277</b>	<b>40,677</b>	<b>52,426</b>	<b>2,641</b>	<b>161,908</b>	<b>154,620</b>	<b>(7,288)</b>	<b>135,110</b>	<b>105,208</b>	<b>(29,902)</b>
<b>CAPITAL ASSETS</b>											
Jacques Cartier Bridge	41,512	73,005	18,684	25,829	31,628	12,816	13,585	769	6,275	15,424	9,149
Champlain Bridge	2,261	1,990	579	2,317	4,562	4,980	7,784	2,804	4,498	16,026	11,528
Honoré Mercier Bridge	27,590	39,389	25,180	13,527	13,558	53,212	29,406	(23,806)	21,164	19,760	(1,404)
Melocheville Tunnel	1,740	299	279	329	598	2,225	1,129	(1,096)	507	2,026	1,519
Bonaventure Expressway	2,478	2,192	4,496	1,491	700	763	2,118	1,355	279	12,647	12,368
Highway 15	11,465	2,527	2,130	1,234	634	28,846	13,259	(15,587)	12,275	6,312	(5,963)
Ice Control Structure	62,721	1	1	1	1	33	1,130	1,097	2,994	3,592	598
Nuns' Island	4,154	-	-	-	-	57,260	37,718	(19,542)	86,940	28,547	(58,393)
Environment - Technoparc (West and East Sectors)	-	-	-	-	-	-	-	-	-	-	-
Other Capital Assets	1,888	1,174	652	562	335	1,773	1,261	(512)	178	874	696
<b>TOTAL CAPITAL ASSETS</b>	<b>155,809</b>	<b>120,577</b>	<b>52,001</b>	<b>45,290</b>	<b>52,016</b>	<b>161,908</b>	<b>107,390</b>	<b>(54,518)</b>	<b>135,110</b>	<b>105,208</b>	<b>(29,902)</b>
<b>POTENTIAL REPROFILING (REQUIRED FUNDING) OF CAPITAL ASSETS</b>	<b>(58,064)</b>	<b>(23,300)</b>	<b>(11,324)</b>	<b>7,136</b>	<b>(49,375)</b>	<b>-</b>	<b>47,230</b>	<b>47,230</b>	<b>-</b>	<b>-</b>	<b>-</b>

(1) Forecasts as at September 30, 2014

<b>POTENTIAL REPROFILING (REQUIRED FUNDING) - TOTAL OPERATIONS AND CAPITAL ASSETS</b>	<b>(58,064)</b>	<b>(48,592)</b>	<b>(11,938)</b>	<b>(22,302)</b>	<b>(275,958)</b>	<b>-</b>	<b>145,178</b>	<b>145,178</b>	<b>-</b>	<b>-</b>	<b>-</b>
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This deferral request was made under Supplementary Estimates A (2015-2016)

## 6. Performance Review of the 2014-2015 to 2018-2019 Corporate Plan

<b>Activity 1 – Manage and Maintain</b>			
Management of federal infrastructures such as bridges, highways and tunnels as well as the properties in the Montreal area.			
<b>Performance Measures 2014-2015</b>	<b>Performance Indicators</b>	<b>Timeline</b>	<b>Status</b>
Carry out the regular Major Maintenance and Inspection Program.	Carrying out the maintenance program on the basis of annual inspections and daily operational review	Once a year	Inspections have been improved and in the process of being completed according to schedule
Request approval of long-term funding to counter major risks for the bridges and structures of Montreal.	- Allocation of long-term funding to JCCBI to counter major risks for domestic bridges and structures	2014-2015	- The 2014-2015 to 2018-2019 Corporate Plan has been revised in this Corporate Plan
	- Allocation of long-term funding to JCCBI for the environmental project of the West and East Sectors of the Bonaventure Expressway.	2014-2015	- Ongoing - The 2014-2015 to 2018-2019 Corporate Plan has been approved. The need for funding over a 15-year period was sent to INFC and is included in this Corporate Plan
Carry out funded projects on time and on budget.	Honoré Mercier Bridge rehabilitation program.	2013-2017	Achieved in part – Work continues on the federal portion of the bridge and is expected to be completed in 2017.
	Champlain Bridge rehabilitation program.	2013-2018	Achieved – The sixth year of the Ten-Year Plan is underway.
	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.
	Champlain Bridge Edge Girder Reinforcement Program.	2013-2018	Work continues according to the revised program.
	Mitigation measures for the contaminated groundwater of the Bonaventure Expressway Sector.	2013-2017	Work continues in collaboration with the various stakeholders.

## **APPENDICES**

Appendix A – List of Board Committees

Appendix B – List of Abbreviations

**Appendix A**  
**List of Board Committees**

**DIRECTORS**

CARLIN, Glen P.  
HÉBERT, Denise  
KEFALAS, Paul T.  
MARTEL, Serge  
MARTIN, Guy  
Mc KENZIE, Guy

**OFFICERS**

**Chairman**

**Vice Chair**

**Acting Corporate Secretary**

**Chief Executive Officer**

**Counsel**

**Treasurer**

KEFALAS, Paul

MARTEL, Serge

PAPAGIANNIS, John (Dentons)

CARLIN, Glen P.

LEFEBVRE, Sylvie

LACHANCE, Claude

**AUDIT COMMITTEE**

HÉBERT, Denise / Chair  
MARTEL, Serge  
Mc KENZIE, Guy

**GOVERNANCE COMMITTEE**

KEFALAS, Paul / Chair  
HÉBERT, Denise  
MARTEL, Serge  
MARTIN, Guy  
Mc KENZIE, Guy

**RISK COMMITTEE – INFRASTRUCTURES**

MARTIN, Guy / Chair  
HÉBERT, Denise  
MARTEL, Serge

**HUMAN RESOURCES COMMITTEE**

HÉBERT, Denise / Chair  
MARTEL, Serge  
MARTIN, Guy

**RISK COMMITTEE – CHAMPLAIN PROJECT**

MARTEL, Serge / Chair  
HÉBERT, Denise  
MARTIN, Guy  
KEFALAS, Paul (Observer)

**INFORMATION TECHNOLOGY AND CHANGE  
MANAGEMENT COMMITTEE**

MARTEL, Serge / Chair  
KEFALAS, Paul (Observer)

**EXPERTS COMMITTEE – CHAMPLAIN BRIDGE**

MARTEL, Serge / Chair  
MARTIN, Guy  
Mc KENZIE, Guy  
HÉBERT, Denise (Observer)  
KEFALAS, Paul (Observer)

**COMMITTEE OF ISSUES – LEGAL,  
COMMUNICATIONS, ENVIRONMENT**

MARTIN, Guy / Chair  
MARTEL, Serge  
KEFALAS, Paul (Observer)



## Appendix B – List of Abbreviations

APA	ARCHITECTURE BY PROGRAM ACTIVITY
ASPSE	ACCOUNTING STANDARDS FOR PUBLIC SECTOR ENTITIES
CBCA	CANADA BUSINESS CORPORATIONS ACT
CICA	CANADIAN INSTITUTE OF CHARTERED ACCOUNTANTS
FAA	FINANCIAL ADMINISTRATION ACT
FBCL	THE FEDERAL BRIDGE CORPORATION LIMITED
FCSAP	FEDERAL CONTAMINATED SITES ACTION PLAN
GST	GOODS AND SERVICES TAX
INFC	INFRASTRUCTURE CANADA
JCCBI	THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED
MDDELCC	MINISTÈRE DU DÉVELOPPEMENT DURABLE, DE L'ENVIRONNEMENT ET DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES
MTQ	MINISTÈRE DES TRANSPORTS DU QUÉBEC
NBSL	NEW BRIDGE FOR THE ST. LAWRENCE CORRIDOR
OAGC	OFFICE OF THE AUDITOR GENERAL
PWGSC	PUBLIC WORKS AND GOVERNMENT SERVICES CANADA
QST	QUEBEC SALES TAX
SIBC	THE SEAWAY INTERNATIONAL BRIDGE CORPORATION LIMITED
SLSA	THE ST. LAWRENCE SEAWAY AUTHORITY
SLSMC	THE ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION
TBS	TREASURY BOARD SECRETARIAT
TC	TRANSPORT CANADA