

**PPP Canada**

**Quarterly Financial Report**

First Quarter 2017-18

Three-month period ended June 30, 2017

August 29, 2017

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**PPP Canada**  
**Quarterly Financial Report Narrative Discussion**  
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**P3 Knowledge Development and Sharing**

With a continuous focus on learning, PPP Canada has translated our experience and expertise into an array of tools and guides to document lessons learned and further build public sector capacity to implement alternative infrastructure funding and financing approaches.

**Advancing Federal P3s**

PPP Canada supports federal departments and agencies in considering P3s for the delivery of public infrastructure. PPP Canada collaborates with the Treasury Board Secretariat and Public Services and Procurement Canada to assess opportunities for future federal P3s, and leverages each organization's expertise to achieve quality capital investments at the best value for Canadians. PPP Canada supports its clients from the application of the Federal P3 Screen, through the development of their Procurement Options Analysis, to procurement and construction, into operations.

**Advancing Provincial, Territorial, Municipal and First Nations P3s**

The P3 Canada Fund has invested in new and inexperienced jurisdictions who are considering the P3 model for their public infrastructure procurements. We have committed over \$1.3B to 25 large or complex infrastructure investments across the country in a variety of asset classes. These P3s have combined capital costs over \$6.8B and have resulted in savings of approximately \$1.9B compared to traditional procurement approaches.

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Targeted outreach efforts in urgently needed sectors: transportation, water/wastewater and solid waste management infrastructure, all priority sectors under the P3 Canada Fund, have greatly contributed to the growth of the Canadian market, especially at the municipal level.

The P3 Canada Fund was renewed for an additional \$1.2 billion over five years in the 2013 budget beginning in 2014–15. Round Seven, the second round launched under the renewed Fund closed on June 12, 2015. These projects were assessed for eligibility and for merit. On January 11, 2017, the Government of Canada announced an investment of up to 25% of the Tłı̨chǫ All-Season Road in the Northwest Territories.

In the fall of 2016, the Government of Canada announced that consideration of new projects under the P3 Canada Fund would be paused.

Round	Announced (\$M)	Payments (\$M)
Round 1	48.6	43.0
Round 2	72.8	59.5
Round 3	359.1	78.6
Round 4	437.1	50.7
Round 5	403.8	0.5
Round 7	53.3	0.9

### **Quarterly and Year-to-Date Results**

PPP Canada budgeted \$11.7 million in operating and \$100 thousand in capital disbursements for fiscal year 2017-18 and recorded \$2.95 million in year-to-date appropriations. PPP Canada earned \$0.3 million in fees from 5 different federal projects.

Total spending on operations in the first quarter amounted to \$2.335 million and represents 20% of the total annual budget.

Cash flows for the period reflected the ongoing operations of the organization. PPP Canada earned \$2.074 million in interest on P3 Canada Fund investments (see Deferred Appropriations table, page 7).

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**Risk Management**

The Board of Directors has oversight responsibility for risk management by ensuring the effectiveness of the Corporation's risk management practices. The Board provides oversight and carries out its mandate with respect to risk and capital management through its Investment and Audit Committees.

The management team, led by the Chief Executive Officer (CEO) and including the executives reporting directly to the CEO and all directors, provides management oversight of risk management by approving policies and procedures and overseeing execution of risk management activities both at the P3 Canada Fund project level and corporately.

The integration of risk management into the Corporation's business processes has led to better corporate planning, priority setting and has improved operational efficiency. It is fundamental to the achievement of PPP Canada's mandate to effectively manage risks associated with delivering P3 programs and advisory services. PPP Canada is committed to the ongoing and continuous improvement of its risk management practices.

In support of the Corporation's broader risk management practices, a Business Continuity Management (BCM) policy was implemented in 2014–15, which proactively endeavours to ensure that the Corporation's more time sensitive operations/activities can be delivered to its clients and stakeholders, with minimal disruption in the event of a significant incident (such as fire, flood, electrical outage, pandemic, systems failure or otherwise) that disrupts or threatens to disrupt any operational function. PPP Canada's policy sets out the broad framework for PPP Canada's business continuity management, including key roles and responsibilities.

PPP Canada follows the principles of the Treasury Board of Canada Secretariat's *Policy on Government Security* which requires government institutions to establish a Business Continuity Management Program (BCMP) to assure the continued delivery of government services through baseline security requirements, business continuity planning, including records management, information technology and disaster recovery planning.

**Financial Risk Management**

Financial commitments made from the P3 Canada Fund in support of approved projects are generally not paid until a project reaches substantial completion; which effectively means that the project is in operation with only minor aspects to complete.

During the time from when a project is ultimately approved for funding by the Minister of Finance, the appropriations received are invested in highly liquid, investment grade securities, such as treasury bills, guaranteed investment certificates (GICs) and short-term provincial bonds as mandated by the Board of Directors through our *Treasury Risk Management Policy and Investment Strategy* to mitigate the risk of financial loss. Significant financial risks that arise from transacting and holding financial instruments include credit, liquidity and market risks. The Corporation was compliant with all policy requirements during the reporting period.

**PPP Canada**  
**Quarterly Financial Report Narrative Discussion**  
For the three-month period ended June 30, 2017

**Report on the Use of Appropriations**

For the identified period with comparative figures for 2016 (in thousands of dollars)

<b>Appropriations included in Estimates</b>	<b>Fiscal year 2017-18</b>	<b>Fiscal year 2016-17</b>
Appropriations for operations	11,800	11,800
Appropriations for P3 Canada Fund	267,700	267,700
<b>Total Appropriations</b>	<b>279,500</b>	<b>279,500</b>

<b>Use of Appropriations</b>	<b>Three month period ended June 30,</b>	
	<b>2017</b>	<b>2016</b>
Operating appropriations received	2,950	2,950
<b>Parliamentary appropriations recognized as revenue</b>	<b>2,950</b>	<b>2,950</b>

<b>Deferred Appropriations</b>	<b>Three month period ended June 30,</b>	
	<b>2017</b>	<b>2016</b>
Beginning balance	1,267,843	1,415,142
P3 Canada Fund appropriations received	-	-
P3 Canada Fund revenue earned	(900)	(11,524)
Interest received	2,074	3,551
Increase in accrued interest	3,462	1,507
<b>Ending balance</b>	<b>1,272,479</b>	<b>1,408,676</b>

**PPP Canada  
Statement of Management Responsibility**

Management is responsible for the preparation and fair presentation of these quarterly financial statements in accordance with the Treasury Board of Canada Standard on Quarterly Financial Reports for Crown Corporations and for such internal controls as management determines is necessary to enable the preparation of quarterly financial statements that are free from material misstatement. Management is also responsible for ensuring all other information in this quarterly financial report is consistent, where appropriate, with the quarterly financial statements. These quarterly financial statements have not been audited or reviewed by our external auditors.

Based on our knowledge, these unaudited quarterly financial statements present fairly, in all material respects, the financial position, results of operations and cash flows of the corporation, as at the date of and for the periods presented in the quarterly financial statements.



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John McBride  
Chief Executive Officer  
PPP Canada Inc.



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Gregory Smith, CPA, CA  
Chief Financial Officer  
PPP Canada Inc.

Ottawa, Canada  
August 29, 2017

**PPP Canada**  
**Statement of Financial Position (unaudited)**

*As at June 30, 2017 with comparative figures for March 31, 2017 (in thousands of dollars)*

	June 30, 2017	March 31, 2017
<b>FINANCIAL ASSETS:</b>		
Cash and cash equivalents	\$ 9,775	\$ 8,594
P3 Canada Fund accrued interest	24,492	21,030
P3 Canada Fund investments	1,245,424	1,244,250
P3 Canada Fund loan receivable	2,563	2,563
Accounts receivable	533	1,405
<b>TOTAL FINANCIAL ASSETS</b>	<b>1,282,787</b>	<b>1,277,842</b>
<b>LIABILITIES:</b>		
Accounts payable and accrued liabilities	828	1,643
Employee future benefits	1,793	1,704
Deferred P3 Canada Fund revenue	1,272,479	1,267,843
<b>TOTAL LIABILITIES</b>	<b>1,275,100</b>	<b>1,271,190</b>
<b>NET FINANCIAL ASSETS</b>	<b>7,687</b>	<b>6,652</b>
<b>NON-FINANCIAL ASSETS:</b>		
Tangible capital assets	499	600
Prepaid expenses	129	149
<b>TOTAL NON-FINANCIAL ASSETS</b>	<b>628</b>	<b>749</b>
<b>ACCUMULATED SURPLUS</b>	<b>\$ 8,315</b>	<b>\$ 7,401</b>

The accompanying notes are an integral part of these financial statements.

**PPP Canada**  
**Statement of Operations (unaudited)**

*For the identified period with comparative figures for 2016 (in thousands of dollars)*

	Three month period ended June 30,	
	2017	2016
<b>OPERATING REVENUES:</b>		
Parliamentary appropriations	\$ 2,950	\$ 2,950
Fees from federal P3 advice	304	169
Interest income	15	13
	<b>3,269</b>	<b>3,132</b>
<b>OPERATING EXPENSES:</b>		
Salaries	1,075	1,439
Benefits	166	228
Professional services	115	123
P3 Canada Fund project due diligence	173	-
P3 knowledge and best practices	-	67
Federal P3 project consultants	45	71
Shared administrative services	162	162
Rent	261	257
Directors' fees and expenses	16	27
Travel	25	47
Amortization of tangible capital assets	101	108
Information and communications	40	41
Maintenance and equipment	64	81
Custodial fees	47	52
Other services	65	67
	<b>2,355</b>	<b>2,770</b>
Operating surplus	914	362
<b>P3 CANADA FUND:</b>		
Revenue	900	11,524
Less: Payments to eligible recipients	900	11,524
P3 Canada Fund surplus	-	-
Surplus	914	362
Accumulated surplus, beginning of period	7,401	5,289
<b>Accumulated surplus, end of period</b>	<b>\$ 8,315</b>	<b>\$ 5,651</b>

**PPP Canada**  
**Statement of Changes in Net Financial Assets (unaudited)**

*For the identified period with comparative figures for 2016 (in thousands of dollars)*

	Three month period ended June 30,	
	2017	2016
Surplus	\$ 914	\$ 362
Tangible capital assets:		
Acquisition of tangible capital assets	-	(83)
Amortization of tangible capital assets	101	108
	101	25
Non-financial assets:		
Decrease in prepaid expenses	20	36
Increase in net assets	1,035	423
Net financial assets, beginning of period	6,652	4,209
<b>Net financial assets, end of period</b>	<b>\$ 7,687</b>	<b>\$ 4,632</b>

The accompanying notes are an integral part of these financial statements.

**PPP Canada**  
**Statement of Cash Flows (unaudited)**

*For the identified period with comparative figures for 2016 (in thousands of dollars)*

	Three month period ended	
	June 30,	
	2017	2016
<b>Cash flow provided by (used in) operating activities:</b>		
Surplus	\$ 914	\$ 362
Items not involving cash:		
Amortization of tangible capital assets	101	108
Increase in employee future benefits	89	62
Decrease in amounts receivable and prepaid expenses	892	133
Decrease in accounts payable and accrued liabilities	(815)	(71)
	1,181	594
<b>Cash flow provided by (used in) investing activities:</b>		
Net purchases and redemptions of investments	(1,174)	7,973
Repayment of (investment in) P3 Canada Fund loan receivable	-	-
Interest received and allocated to Deferred P3 Canada Fund revenue	2,074	3,551
	900	11,524
<b>Cash flow used in capital activities:</b>		
Acquisition of tangible capital assets	-	(83)
<b>Cash flow provided by (used in) financing activities:</b>		
Payments to eligible recipients	(900)	(11,524)
	(900)	(11,524)
Increase in cash and cash equivalents	1,181	511
Cash and cash equivalents, beginning of period	8,594	6,567
<b>Cash and cash equivalents, end of period</b>	<b>\$ 9,775</b>	<b>\$ 7,078</b>

The accompanying notes are an integral part of these financial statements.

**PPP Canada**  
**Notes to Quarterly Financial Statements (unaudited)**  
For the three-month period ended June 30, 2017  
(in thousands of dollars)

These quarterly financial statements and associated notes must be read in conjunction with the most recent annual audited financial statements and with the narrative discussion included within this quarterly financial report.

**1. Description of operations**

On February 12, 2008, PPP Canada Inc. (PPP Canada) was incorporated pursuant to the *Canada Business Corporations Act*. On May 8, 2008, the Governor in Council declared PPP Canada a parent Crown corporation for the purposes of Part X, except Section 90, of the *Financial Administration Act*. Effective July 8, 2016, the Governor in Council made the Minister of Infrastructure and Communities the appropriate minister for the Corporation which will now report to Parliament through said minister.

PPP Canada was created to spearhead the Government of Canada's efforts to promote the use of public-private partnerships (P3s) within the federal government. PPP Canada also promotes the use of P3s to other levels of government through the use of the P3 Canada Fund which was created to fund the delivery of infrastructure investments through P3s.

PPP Canada's objects as outlined in its articles of incorporation include:

- Assess P3s at the federal level in accordance with criteria established by the Treasury Board of Canada;
- Assess the suitability of P3 projects seeking funding from federal infrastructure programs in accordance with criteria established by or pursuant to Treasury Board of Canada authorities;
- Advise on the execution of P3s at the federal level;
- Manage the P3 Canada Fund in accordance with the policies and authorities established by the Treasury Board of Canada;
- Negotiate, sign and administer agreements to be funded through the P3 Canada Fund in accordance with the policies and authorities established by the Treasury Board of Canada; and
- Act as a source of expertise and advice on P3 matters.

In July 2015, the Corporation was issued a directive (P.C. 2015-1107) pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in the Corporation's next corporate plan. PPP Canada has fully implemented the requirements including expanded proactive disclosure on its website.

## 2. Summary of significant accounting policies

These financial statements have been prepared in accordance with Canadian Public Sector accounting standards. For the purposes of Section PS 1201, Financial Statement Presentation, PPP Canada considers the promotion of P3s at all levels of government as its program. The significant accounting policies used in the preparation of these financial statements are as follows:

### (a) Revenue recognition

#### (i) Parliamentary appropriations

Parliamentary appropriations for operating purposes and for the purchase of tangible capital assets are without stipulations restricting their use and are recognized as revenue in the Statement of Operations when the appropriations are authorized.

Parliamentary appropriations for the P3 Canada Fund have stipulations, which meet the definition of a liability, restricting their use for payments to recipients and are recorded as deferred P3 Canada Fund revenue which will be recognized as revenue in the Statement of Operations in accordance with accounting policy 2(a)(iv), Deferred P3 Canada Fund revenue.

#### (ii) Interest income

Interest income earned on cash and cash equivalents is recognized as revenue in the Statement of Operations using the effective interest rate method.

Interest earned on P3 Canada Fund investments and loan receivable, which meets the definition of a liability, is credited directly to deferred P3 Canada Fund revenue using the effective interest rate method.

#### (iii) Fees from federal P3 advice

Revenue earned from federal government departments and agencies is recognized in the Statement of Operations when it is measurable and services rendered.

#### (iv) Deferred P3 Canada Fund revenue

Deferred P3 Canada Fund revenue is recognized in the Statement of Operations in the year in which PPP Canada is required to expend funds under the terms and conditions of PPP Canada financial agreements entered into with eligible recipients. Revenue is not recognized for loan agreements since repayment is required.

### (b) Financial instruments

Cash and cash equivalents, P3 Canada Fund accrued interest, P3 Canada Fund

investments and P3 Canada Fund loan receivable are classified in the cost or amortized cost category. Gains and losses on these financial assets are recognized in the Statement of Operations when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are included in the cost of the related investments. Accounts receivable, and accounts payable and accrued liabilities are classified in the amortized cost category.

(i) Cash and cash equivalents

Cash and cash equivalents are comprised of cash and money market instruments with maturities that are capable of prompt liquidation. Cash equivalents are cashable on demand and are recorded at cost based on the transaction price on the trade date.

(ii) P3 Canada Fund investments

P3 Canada Fund investments are comprised of cash and money market instruments that are capable of prompt liquidation. P3 Canada Fund investments are recorded at cost based on the transaction price on the trade date.

(iii) P3 Canada Fund loan receivable

P3 Canada Fund loan receivable is recognized at amortized cost using the effective interest rate method. Valuation allowances are recorded to reflect loans receivable at the lower of cost and net recoverable value where recovery is uncertain.

(iv) Accounts receivable

Accounts receivable are measured at amortized cost using the effective interest method.

(v) Accounts payable and accrued liabilities

Accounts payable and accrued liabilities are measured at amortized cost using the effective interest method. Any gains, losses or interest expense is recorded in the Statement of Operations depending on the nature of the financial liability that gave rise to the gain, loss or expense.

(c) Employee future benefits

(i) Pension benefits

Eligible employees of PPP Canada are covered by the Public Service Pension Plan, a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the

employees and PPP Canada to cover current service cost. Pursuant to legislation currently in place, PPP Canada has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of PPP Canada.

(ii) Severance benefits

As established by the Governor in Council, the Chief Executive Officer (CEO) is entitled to severance benefits, the cost of which is accrued as the employee renders the service necessary to earn them. The projected accrued benefit obligation is determined using a projected benefit method prorated on services which incorporates management's best estimate of salary, retirement age and discount rate. The majority of this benefit represents an obligation of PPP Canada assumed from the Public Service when the CEO was hired and entails settlement by future payments.

(iii) Retirement benefits

PPP Canada provides for extended health care and dental benefits for its eligible retired employees. The plan is unfunded and retirees are required to pay a portion of the premiums consistent with premiums paid by public service employees. PPP Canada accrues its obligations as the employees render the services necessary to earn these benefits. The cost of these benefits earned by employees has been estimated using the projected benefit method prorated on services. The most recent valuation of these benefits was as at March 31, 2017.

Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Actuarial gains (losses) are amortized over the average remaining service period of active employees.

Adjustments arising from plan amendments other than those relating to past service, experience gains and losses, and changes in assumptions are amortized over the expected average remaining service period. Adjustments arising from plan amendments relating to past service are recognized in the period of the plan amendment.

(iv) Sick leave benefits

Effective January 1, 2013, employees of PPP Canada are entitled to non-accumulating, non-vesting sick leave benefits. The CEO is the only employee to maintain a balance for sick leave benefits earned under the previous policy. PPP Canada recognizes a liability for the cost of the accrued benefit obligation

related to the CEO's sick leave benefit which is actuarially determined using the projected benefit method prorated on service with estimates for salary increases, retirement age, mortality, incidence rate and discount rate. The majority of this benefit represents an obligation of PPP Canada assumed from the Public Service when the CEO was hired. The most recent valuation of these benefits was as at March 31, 2015. Actuarial gains (losses) are amortized over the remaining service period of two years.

(d) Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization. Amortization is provided for over the estimated useful lives of the assets using the following annual basis rates:

Asset	Basis	Rate
Equipment	Straight-line	3 years
Computer software	Straight-line	3 years
Furniture and fixtures	Straight-line	5 years
Leasehold improvements	Straight-line	Lesser of lease term or estimated useful life

Useful life is assessed annually and revisions are made as required.

Amortization commences when the asset is put into use and ceases when it no longer provides any further economic benefit to PPP Canada or when it is no longer in service. In such circumstances the asset and accumulated amortization is eliminated.

(e) Measurement uncertainty

The preparation of financial statements in accordance with Canadian Public Sector accounting standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Key areas where management has made estimates and assumptions include those related to the fair value of financial instruments, useful life of tangible capital assets, the liability for employee future benefits, contractual obligations and contingent liabilities. Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed regularly to reflect new information as it becomes available. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

**3. Contractual Obligations:**

The nature of PPP Canada's activities can result in multiyear contracts and obligations whereby PPP Canada will be committed to make future payments. Significant contractual obligations related to the P3 Canada Fund that can be reasonably estimated

are as follows:

P3 Canada Fund obligations	2018	2019	2020	2021	2023	Total
As at June 30, 2017	\$290,951	\$168,000	\$573,095	\$22,900	53,300	\$1,108,246
Subsequent to June 30, 2017	-	-	-	-	-	-
Total P3 Canada Fund obligations	\$290,951	\$168,000	\$573,095	\$22,900	\$53,300	\$1,108,246

P3 Canada Fund obligations will be funded by deferred P3 Canada Fund revenue.