



Ponts
JACQUES CARTIER +
CHAMPLAIN
Bridges
Canada



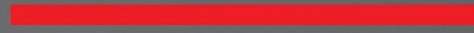
CORPORATE PLAN SUMMARY
2017-2018 to 2021-2022

OPERATING BUDGET 2017-2018 TO 2021-2022
CAPITAL BUDGET 2017-2018 TO 2021-2022

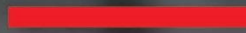
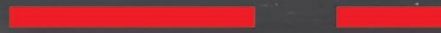
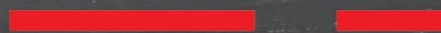


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+ JCCBI'S PROFILE





1. JCCBI'S PROFILE

1.1 STATUS

JCCBI was incorporated on November 3, 1978, under the *Canada Business Corporations Act*. Up to September 30, 1998, JCCBI was a 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).

1.2 INFRASTRUCTURES UNDER JCCBI'S RESPONSIBILITY

JCCBI manages all bridges and tunnels under federal jurisdiction located in the Greater Montreal metropolitan area. In this regard, the Corporation has made it its mission to use systemic management and a sustainable development approach to ensure the safety and longevity of the major infrastructure under its responsibility, mission for which JCCBI has made commitment, thoroughness, transparency, innovation and teamwork its values.

JCCBI is responsible for four (4) bridges and their approaches, namely the Jacques Cartier Bridge, the Champlain Bridge, the Île des Sœurs Bypass Bridge and the federal section of the Honoré Mercier Bridge, the Melocheville Tunnel and two (2) related infrastructures, namely the federal section of the Bonaventure Expressway and the Champlain Bridge Ice Control Structure.

JCCBI focuses on safety and durability. JCCBI's team is made up of seasoned professionals with extensive know-how and experience in bridge and road 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.

In the Montreal context and with the many issues related to infrastructure 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, ensuring the passage of goods and people.

1.3 MAP OF INFRASTRUCTURES

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



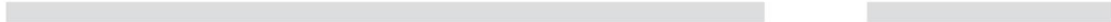

1.4 AREAS OF ACTIVITIES AND ORGANIZATIONAL STRUCTURE

JCCBI's main activities are divided into two (2) specific areas, namely the operations and the administrative departments. The operations include planning, engineering, an expert group, environment, the Champlain Project Office, construction, and operations and maintenance. These groups are supported by a project management expert and by an occupational health and safety advisor. The Champlain Project Office is responsible for carrying out the major maintenance program for the existing Champlain Bridge, and provides Infrastructure Canada (INFC) with support as part of the New Champlain Bridge Corridor (NCBC) project. Administrative departments such as Legal Affairs, Procurement, Finance, Information Technology, Human Resources and Communications support these sectors.

The Planning, Environment, Engineering, Projects and Construction departments plan and manage the activities pertaining to asset management and major construction, rehabilitation and repair projects related to the components of civil and road engineering structures, such as piers, girders, decks, steel structures, tunnel, foundations, paving and painting as well as the mechanical and electrical components and intelligent transportation system associated with these structures. The departments also carry out the asset life cycle cost analyses.

The Operations and Maintenance department oversees and manages, among others, 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, as well as maintenance and operations of lane control signal systems and surveillance cameras, counting systems, electrical distribution and road lighting.

The Corporation is currently carrying on various major projects such as the rehabilitation and reinforcement of the Champlain Bridge edge girders and the containment and treatment of groundwater in sectors of the Bonaventure Expressway. The Corporation awards contracts,



mainly to engineering consulting firms, for professional services in the fields of inspection, planning, engineering and work site supervision. Contracts for various activities related to its major maintenance program are awarded to contractors. In addition, many firms offering a variety of professional services assists the Corporation's various departments in carrying out their mandates.

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

Since 1978, a reserved bus lane (contraflow) has been in place on the Champlain Bridge during morning and evening rush hours. Since public transit comes under provincial jurisdiction, the reserved lane is operated by the Réseau de transport métropolitain (RTM), a Quebec government agency. A dedicated reserved bus lane has also been redirected to the Île des Sœurs Bypass Bridge.

1.5 CENTRE FOR INFRASTRUCTURE INNOVATION

In April 2015, the Corporation's Board of Directors approved the creation and start-up of a Centre for Infrastructure Innovation (CII).

VISION

The CII aims at helping make JCCBI a Canadian reference for innovative and sustainable management of major infrastructures.

MISSION

The CII's mission is to support JCCBI in developing innovative and sustainable solutions and deploying better practices to extend the useful life of the major infrastructures, in partnership with academic research groups and federal entities.

LINES OF ACTIVITY

The lines of activity related to the CII's mission and vision are the following:

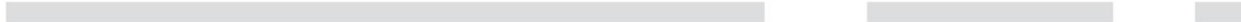

- + Technical line: Research and Development, Applications;
- + Promotion line: Technology Transfer, Knowledge Sharing.

In order to extend the service life of infrastructures, the CII aims at:

- + Analyzing the best practices that make it possible to generate applied research projects and technical development projects;
- + Strengthening innovation and research in the field of civil infrastructures;
- + Supporting JCCBI in developing the implementation of innovative solutions.

TECHNICAL LINE

This line is the CII's backbone and comprises the applied research and the technical development. This category fosters relations with JCCBI's engineering, academic researchers and internal and external expert engineers. Within this line, opportunities are



identified, studies are conducted and initiatives are launched in terms of behavioral analysis, applications of new materials and construction methods.

After barely one (1) year, the CII's technical line has taken off. Several university research projects related to the development of new concretes to improve the service life of the repairs made on bridge components have been carried out, notably ultra-high-performance fiber-reinforced concretes (UHPC). The results to date are conclusive and pilot projects are planned on our structures. The CII is also examining the assessment of the seismic performance and wind resistance of our structures.

Overall, the CII's technical activities are divided into two (2) parts:

1. Applied research projects;
2. Technical development projects.

PROMOTION LINE

With regard to the promotion line, the goal is to ensure a good technology transfer mode through knowledge sharing such as targeted meetings, conferences and publications, as well as organization of technical events. To optimize this transfer, it is important that relationships be developed with the external stakeholders such as associations, research funds, other infrastructure owners and federal entities. This approach allows for increased exchanges between the Corporation and external entities to seize research and development opportunities.

The CII proposes to prioritize the following initiatives:

- + Building a network and alliances with the academic and government communities and consulting-engineering to identify and select applied research and technical development projects in collaboration with the other departments of JCCBI;
- + Documenting the innovative initiatives carried out by JCCBI over the years since 1990 on all its bridges and other infrastructures in order to create a compendium that gathers information relevant to the Corporation's reputation;
- + Exchanging with the other project authorities in Canada and elsewhere to compare the bridge technical management practices used to target best practices.

1.6 FUNDING

JCCBI is entirely funded through parliamentary appropriations. Income from other sources, such as leases and permits, contributes to its funding, but only marginally.

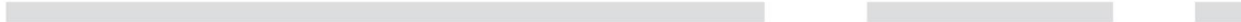

Public utilities and municipal authorities use JCCBI's structures and properties under permits and leases granted by JCCBI. These leases and permits are subject to rents, which are based on the market value of the properties occupied and/or according to a rate per linear metre.

1.7 ACCOUNTABILITY AND GOVERNANCE

JCCBI is accountable to Parliament for the conduct of its affairs through the Minister of Infrastructure and Communities.

JCCBI is governed by a Board of Directors which, since June 2017, consists of seven (7) 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 appointed for a five-year term ending November 5, 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*, which is responsible for evaluating all of JCCBI's governance means and practices. Its mandate is to propose the way in which JCCBI will address questions relating to its governance practices and 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 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*. Its 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, as well as with its strategic plan and its objectives.

The Board of Directors has also formed various committees (see Appendix A), including the Major Project Risks Committees. These advisory committees, which have no decision-making powers, ensure the smooth running of major projects.

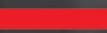
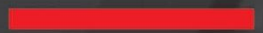
AUDIT REGIME

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 with the FAA in order to ensure that the financial statements are presented fairly on the basis of 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 produce these plans.



**+ OPERATING
CONTEXT,
RISKS AND
STRATEGIC ISSUES**





2. OPERATING CONTEXT, RISKS AND STRATEGIC ISSUES

Together with JCCBI's management team, the Board of Directors reviews JCCBI's performance against the current fiscal year Corporate Plan, discusses changes in the operating context and updates its strategic direction.

The operating context, risks and strategic issues outlined below reflect JCCBI's internal planning sessions and form the basis for this Corporate Plan.

2.1 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 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 system is a closely woven network. In fact, all South Shore bridges have an impact on one another, as each contributes to the development of metropolitan Montreal and the Montérégie Region. As many families have relocated to the South Shore, traffic has consequently increased.

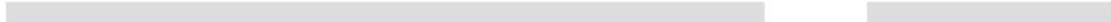

Bridges in the Greater Montreal area are thus heavily used. The network is, in many sectors in the area, operating beyond capacity. The major infrastructure is aging and, in some cases, showing advanced signs of deterioration. Any disruption, either due to planned work or to a specific incident, has significant repercussions across the entire network which leads to extended rush hours and requires infrastructure managers to carry out the major part of the work during non-peak hours, thus contributing to higher costs.

RELATIONSHIPS WITH PARTNERS

JCCBI must coordinate and plan its activities in collaboration with many partners, thus adding a level of complexity to its operations, in the establishment of its policies and in the execution of its projects. These partners include federal partners such as Infrastructure Canada (INFC) and Public Services and Procurement Canada (PSPC), provincial and municipal governments and agencies, and their regulatory bodies.

- 1. Adjacent Traffic Networks (provincial and municipal partners):** The bridges and structures managed by JCCBI play a key role in ensuring the mobility of goods and people in the Greater Montreal area. Because of the strategic location of its structures, it is important that JCCBI consult many stakeholders, including municipal and regional administrations and the provincial government, in order to coordinate all its activities, works and closures. These consultations and coordination are essential to maintaining an acceptable level of mobility for all users of the road networks and bridges.

Many meetings are coordinated on a regular basis with all these partners (including the MTMDET and the municipalities), as well as emergency services and the police (SPVM, Peacekeepers and SQ). These meetings also include public transit corporations (STM, RTM, RTL and CITSO), which support JCCBI in the implementation of mitigation measures during its major road works.



In addition, JCCBI participates at all four (4) levels (technical, communications, advisory and steering committees) of Mobility Montreal, whose principal mandate is to plan and coordinate road works and the different mitigation methods required because of the numerous construction sites (federal, provincial and municipal).

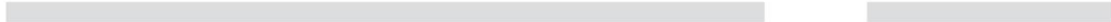

- 2. Labour Market (Planning/Engineering/Construction):** In the metropolitan Montreal area, municipal authorities and the Quebec government have major construction projects under way or in the planning stages. JCCBI must compete with these authorities in procuring professional engineering services and awarding contracts to engineering firms and contractors in order to carry out its work program. The duration and cost for same may be influenced by this market, where competition is very fierce in light of the large number of current and planned road works and scope thereof.
- 3. Media and Road Network Users:** It is essential that JCCBI build relationships with the media and consult with the users, affected residents and the municipalities. Regular, frequent and transparent communication is required to ensure the issues and challenges faced by the Corporation are clearly conveyed. 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 and the condition of the structures, and to reassure users about the safety of our infrastructure.
- 4. Aboriginal Community of Kahnawà:ke:** The Honoré Mercier Bridge spans the Mohawk territory of Kahnawà:ke. At the time when SLSA was responsible for the federal section of the Honoré Mercier Bridge, the repairs on this section of the bridge were carried out by the Mohawk contractors and workers of Kahnawà:ke. Now that this responsibility rests with JCCBI, the situation remains the same. This is due to a number of factors, including the fact that this section of the bridge traverses the Kahnawà:ke Reserve, the position consistently held by the Mohawk Council of Kahnawà:ke that it has full jurisdiction over the bridge and Order in Council P.C. 2675 dated December 7, 1932.
- 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 (3) stages: in the 1930s, 1950s, and early 1960s. Today, the bridge management and maintenance are shared by JCCBI and the MTMDDET. The Honoré Mercier Bridge has a colourful history: initially consisting of a two-lane bridge with a steel structure, built in 1934, it was transferred to the Quebec government around 1942.

In order to allow the construction of the new St. Lawrence Seaway in 1957-1958, SLSA extended the existing bridge over the St. Lawrence Seaway, including new raised approaches on the South Shore side, thus crossing the Kahnawà:ke Mohawk Territory.

Consequently, the section of the bridge spanning the St. Lawrence Seaway and adjacent island as well as the ramps built on the South Shore that span the Mohawk Territory are under federal jurisdiction. As for the section of the bridge over the St. Lawrence River, it is under provincial jurisdiction.

The increase in traffic in the sixties led to the widening of the bridge, thus allowing the creation of two (2) new traffic lanes along the old bridge upstream and attached to the federal section of the bridge. Thereupon, traffic has circulated in two (2) lanes in each direction. Furthermore, it should be noted that, pursuant to an agreement concluded at the time when the federal section of the bridge was built, the management of the road





on that section, including marking, paving, electrical signalling and systems, is the responsibility of the MTMDET.

The daily regular maintenance of the bridge, 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.

Discussions are underway with the MTMDET for the repatriation, by JCCBI, of the pavement, lighting and barriers maintenance on the federal section of the Honoré Mercier Bridge and at the Melocheville Tunnel.

- 6. Construction of the New Champlain Bridge Corridor:** As the manager and operator of the Champlain Bridge and Highway 15 since 1978, JCCBI has been, and still is, extensively and continuously solicited in connection with the new Champlain Bridge corridor (NCBC) project.

A Collaboration Agreement between JCCBI and Her Majesty the Queen in Right of Canada (represented by INFC), which forms an integral part of the Project Agreement (PA) between the federal government and the Private Partner (PP), was signed on March 4, 2015. This agreement provides for coordination mechanisms and establishes the responsibilities concerning the operation, inspection, maintenance and rehabilitation of the various structures located on and off the site of the NCBC project that fall to Her Majesty the Queen, JCCBI and the PP, and provides a framework for activities during the construction of the NCBC.

Several meetings have taken place with the PP to define strategies for this high-volume corridor in terms of snow removal, towing and major electrical maintenance, as well as the operational management of traffic hindrances and passage permits.

In 2015-2016, JCCBI finalized the agreement with the private partner Sanexen Services environnementaux inc. for the containment and treatment of contaminated groundwater project in the west sector of the Bonaventure Expressway. This project, which is being carried out at the same time as the NCBC project, requires considerable coordination and collaboration between the two (2) partners. This collaboration is one of the elements implemented to foster the cohabitation of JCCBI with the PP of the NCBC project, notably through the controlled use of lands in order to facilitate the operation thereof.

For the purposes of the NCBC project, JCCBI has set up an interface management team, which coordinates all the activities of the existing Champlain Bridge major maintenance program with those of the new bridge.

- 7. Existing Champlain Bridge:** Until the commissioning of the new Champlain Bridge, JCCBI must make sure that the existing Champlain Bridge is maintained safe for users. To this end, JCCBI continued its major maintenance program in 2016-2017 by investing more than \$84 million to maintain both the structure and the vital link between the South Shore and the Island of Montreal. The construction of the west and east jetties as part of the NCBC project brought home the need for effective coordination of on-site activities, and this coordination will intensify in 2017 as the PP will have reached its cruising speed in its various construction activities.
- 8. Neighbouring Municipalities:** In addition to road users, JCCBI must consider the people who live near the construction sites. The organization of information sessions is a good example of ways used to approach these residents. Meetings are also organized with companies whose offices are located close to the road network and that are liable to be impacted by JCCBI's work. Thus, JCCBI communicates on a regular basis with the Casino de Montréal, Via Rail and Bell Canada. (Île-des-Sœurs campus).



FRAUD AND CORRUPTION

Awarding 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. JCCBI has incorporated, in its tender documents for construction contracts, contract clauses regarding probity. In this regard, in April 2013, JCCBI signed a Memorandum of Understanding with PWGSC (now PSPC), regarding services to audit tenderers and directors/officers via their "Integrity Database" where required. Furthermore, the contract clauses provide for the rejection of a tenderer holding a restricted license within the meaning of the *Building Act* (Quebec) or ineligible for public contracts under the *Act respecting Contracting by Public Bodies* (Quebec), and also forbids a tenderer to retain the services of a subcontractor who holds a restricted license. Furthermore, JCCBI has implemented a guide designed to provide a framework for the committees that evaluate proposals where the calls for tenders are for professional services. 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, administration of construction, consultants or professional services contracts. In 2013, JCCBI updated its directive in order to establish clear rules of conduct regarding any form of payoffs, so that there are no misinterpretations. In addition, all employees are required to attest, on an annual basis, that they have acted in conformity with the conflict of interest rules.

ENVIRONMENTAL OBLIGATIONS

As a parent Crown corporation, JCCBI has become a "Federal Authority" within the meaning of the *Canadian Environmental Assessment Act (2012) (CEAA)*.

However, the repair and rehabilitation projects undertaken by JCCBI on its structures do not constitute "designated projects" within the meaning of the *Regulations Designating Physical Activities (SOR/2012-147)* and are therefore not subject to the environmental assessment process, unless they are the subject of a specific designation by the Minister of the Environment, as provided in the CEAA (projects which may cause adverse environmental effects or public concerns with regard to these effects). It should be noted in this regard that JCCBI's repair and rehabilitation projects, by nature, generally have little impact on the environment and are subject to mitigation measures.

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 (west and east sectors) in Montreal along the St. Lawrence River. JCCBI is also working with owners and stakeholders to study the contamination and implement mitigation plans in partnership, which increases the complexity of the file. The environmental plan for the east and west sectors is developed with these partners.



2.2 STRATEGIC ISSUES AND RISKS

This section identifies the strategic issues and risks JCCBI will face over the next five (5) years.

BRIDGE SAFETY

JCCBI's priority is to ensure safety at all times on all its structures. The age of the infrastructures managed by JCCBI and the funding for their maintenance and rehabilitation are real risks that the Corporation must monitor to ensure the safety of its bridges and structures, as well that of its daily users.

Indeed, the bridges and other structures managed by JCCBI are old and have been subjected to years of heavy traffic, harsh weather conditions and extensive use of road salt. In order to determine the actual condition of its structures and their damage level, JCCBI has developed a plan for their management and inspection. Inspections, load capacity studies and monitoring are the main sources of information that enable JCCBI to manage the risks associated with the safety of structures, prioritize interventions and prepare an investment plan over a ten-year period. The work is determined from a longer-term perspective to ensure the longevity of the structures and extend their useful life.

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

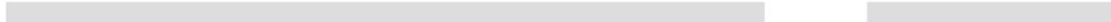

SUSTAINABLE FUNDING

Since JCCBI does not have funding beyond 2019-2020 nor for the deconstruction of the Champlain Bridge, its inadequate long-term expenditure and capital fund reserves impact JCCBI's ability to plan and award medium- and long-term contracts, thus increasing the risks associated with the degradation of the bridges and structures. The long-term funding needs are identified in the Corporate Plan's ten-year plan.

Despite significant investments in recent years, JCCBI continues to be challenged by critical long-term deficits with regards to infrastructure. The lack of funding beyond 2019-2020 limits JCCBI's ability to award multi-year contracts, which may incur delays in the planning of certain operations and increased costs. In this context, it becomes very difficult for JCCBI to plan and carry out its work aimed at ensuring the safety of structures, given the age of the infrastructures, which require major interventions to keep them in a condition conducive to operation.

For projects related to contaminated groundwater in the Bonaventure Expressway sector, JCCBI received funding in Budget 2014 for the following five (5) years. JCCBI has also received funding from the FCSAP, which was renewed in 2011 for a four-year period with FCSAP2. A Treasury Board submission for Phase 3 of FCSAP was approved in February 2016. The FCSAP, including FCSAP3, only allows projects that last a maximum of four (4) years, covering the period up to 2019-2020. This poses a real challenge for JCCBI, as the contaminated groundwater projects require a long-term action plan. Despite the funding received for years 2014-2015 to 2018-2019 and the FCSAP funding, the need for long-term funding over a 15-year period, starting in 2016-2017, is therefore imperative.

The Corporation is working with INFC to identify its financial requirements over the short and long term. JCCBI has received significant investment for specific needs related to



assets or short-term operating requirements, but upcoming major projects are not currently funded.

ASSET MANAGEMENT

Considering the recent transformations and organizational growth of JCCBI, in conjunction with the growing needs of the aging infrastructures under its management, it is appropriate to review the asset management processes and tools as well as the roles and responsibilities of the stakeholders within the framework of an integrated management system.

In that sense, an analysis of the gap between JCCBI's current management practices and ISO 55000 standard was carried out by an external firm on the basis of the criteria of the Institute of Asset Management (IAM) assessment guide to determine the maturity level of the Corporation and its potential for improvement in relation to this international standard.

Based on the analysis and findings, a series of value-generating projects have been identified to improve JCCBI's practices in physical asset management. This series of projects is the first step in a structured asset management approach towards reaching the target maturity level.

OCCUPATIONAL HEALTH AND SAFETY (OHS)

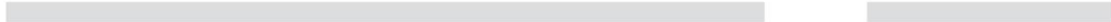

In view notably of the increase in the number of contracts awarded by JCCBI for the carrying out of major work on its structures and the increase in its workforce, JCCBI has adopted various tools to meet its legal obligations under *Part II, Occupational Health and Safety*, of the *Canada Labour Code*. In addition to having developed an employee prevention program, JCCBI has improved its work supervision contracts by adding resources dedicated to health and safety. A comprehensive occupational health and safety (OHS) management contract has also been awarded to assist JCCBI in the many files that require specialized expertise in occupational health and safety.

In February 2016, with a view to continuing the efforts to reduce the risks related to occupational health and safety, JCCBI hired an in-house occupational health and safety advisor. In September 2016, a framework program was endorsed by the Board of Directors. The main objective of the 2016-2019 framework program is to define the guidelines and help clarify and consolidate the basis for action and the requirements to implement; it contains the guiding principles and an approach to enable the achievement of objectives. It is also an opportunity to identify the best available practices and the characteristics of successful organizations.

JCCBI management confirms its high level of commitment to the development of the occupational health and safety culture at all levels of the organization. To illustrate its commitment and facilitate employee involvement, new consultation mechanisms have been put in place to define the objectives of the local occupational health and safety committee and to guide and advise JCCBI's management committee on OSH matters.

HUMAN RESOURCES MANAGEMENT

The Corporation integrates human resource management strategies to fulfill its mission and strategies to ensure its success while meeting the needs of its employees and business partners.



Given the size and rapid growth of the management of its operations, JCCBI works in partnership with all employees to improve performance. In 2016, JCCBI decided to implement several initiatives, which are currently under way, to further optimize the organizational performance in order to develop an enhanced capacity to achieve its strategic objectives.

The collective agreement for its blue-collar employees (*Syndicat des travailleuses et travailleurs (CSM)*) was signed in June 2017. The collective agreement for its white-collar employees (Canadian Union of Public Employees, local 4102) was signed in December 2016. A performance management process is provided in the collective agreement for our white-collar employees, ensuring efficient management of their performance.

In order to compensate for the vulnerabilities of expertise caused by the actual or announced departure of a key individual in the organization, JCCBI updates its contingency plan to develop the learning activities and performance support. JCCBI must also plan in 2017 to update its succession and development plan for its employees and managers.

The prevention of mental health in the workplace is becoming increasingly important within our organization. A health and wellness program has been developed and activities are planned throughout the year.

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 that are effective and tailored to meet the realities of the Corporation. The implementation of the SAP By Design software package was completed in 2016 with the implementation of the project-based management module. Since then, improvements and additions of functionalities are gradually made to ensure a good integration and control of the tools by the users. Various developments have been identified and are expected to be carried out in collaboration with specialized firms during 2017-2018.


To ensure sound governance of information technologies and intelligent transportation systems as well as business continuity in the event of a failure, JCCBI has planned to implement various tools for managing and monitoring network components. The existing backup strategy will also be reviewed and improved during this period and a tool for managing requests and incidents will be implemented and made available to all employees and collaborators of the Corporation.

With the assistance of specialized firms, JCCBI has implemented the most appropriate solutions to support its processes and ensure that all information technology components (technology infrastructures, systems and data) are aligned in order to ensure the achievement of its strategic goal.

TRAVEL, HOSPITALITY, CONFERENCE AND EVENT EXPENDITURES

On July 16, 2015, under Order in Council P.C. 2015-1112, His Excellency the Governor General in Council directed JCCBI, under Section 89 of the FAA:

- a) to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with the Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations;
- b) to report on the implementation of this directive in its next Corporate Plan.



The Corporation therefore began amending its travel, hospitality, conference and event expenditure directives and practices so as to align them with applicable Treasury Board policies and instruments. JCCBI has not identified any inconsistencies with its legal obligations. In December 2015, the Corporation completed its implementation strategy, detailed in the 2016-2021 Corporate Plan.





**+ OBJECTIVES,
ACTIVITY AND
PERFORMANCE
MEASURES**

3. OBJECTIVES, ACTIVITY AND PERFORMANCE MEASURES

3.1 ARCHITECTURE BY PROGRAM ACTIVITY



3.2 ACTIVITY

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

Management of federal bridge, highway, tunnel infrastructures and 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;
- + Improve maintenance by adopting innovative measures in structural inspection methods, construction techniques and materials, and tools.

BACKGROUND

The transportation network managed and operated by JCCBI consists of various infrastructures such as bridges, viaducts, one highway and one tunnel ranging in age from 3 to 87 years. It is estimated that every year, 110 million vehicles cross the bridges under JCCBI's responsibility. In that context, the work on all infrastructures needs to be carefully planned in order to ensure the efficient and safe movement of vehicles, particularly during rush hours, when the fluidity of traffic is essential to the mobility of workers and merchandise.

Since their construction, the structures managed by JCCBI have undergone various repairs, always with the aim of ensuring their longevity and the safety of their users. Today, and despite JCCBI's efforts, certain structures and roads have already reached or will reach the end of their useful life and will need to be reconstructed. Furthermore, the accessibility and mobility needs identified during the construction of these structures often differ from current needs. Let us note the reconfiguration of the new Champlain Bridge corridor and of the section of the Bonaventure Expressway under the management of the City of Montreal, which requires that the configuration of the Bonaventure Expressway located between these two (2) major construction projects be reviewed.

In addition, the City of Longueuil and the City of Montreal have grown at each end of the Jacques Cartier Bridge and planning to integrate the structure into these new environments is essential to ensure that it is safe and accessible. This Corporate Plan incorporates these new realities, which require reflection on future investments in order to ensure that they will meet the current and future needs in a context of sustainable development. It is no longer a question of repairing or redoing as the existing, but of improving the service offer and of proposing solutions that will be viable for the next fifty (50) years.

FUNDING

Cost estimates are based on previous contracts, experience, life cycle of the various components, inspections and various studies, all combined with the inflation and indexing factors, as well as with a provision for risk mitigation for every structure. To these elements must be added the contribution of JCCBI's engineers and of consultants and technical experts, in addition to inputs from planning and project prioritization. As the structures are aging, additional major work to be carried out every year is being identified through inspections. JCCBI combines this work, to the extent possible, in order to achieve savings and promote the efficiency and functionality of construction sites. It is imperative that the 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 by the engineers from the Corporation's Engineering, Operations and Maintenance, Construction, Projects, Inspection and Expertise and Planning 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 have occurred during the previous year. The Corporate Plan includes different types of work that are classified according to a minimum and essential scope (hereinafter "**minimum work**") and a maximum scope (hereinafter "**maximum work**").

The criteria for the works classified as "minimum" are the following:

- + The components associated with the work have reached their minimum level of structural performance;
- + The work is required to ensure the safety of users using the infrastructure and cannot be postponed;
- + The work is required to ensure the longevity of the structure and minimize long-term costs in a sustainable development perspective;
- + The work is required to improve the social and urban integration of the infrastructures.

The criteria for the works classified as "maximum" are the following:

- + The work that is moved up compared to the theoretical life of the components with a view to coordinating with external factors;
- + Work that is not absolutely required according to the standards associated with the classification of the structure.

Annual inspections constitute an important source of information with regard to the prioritization of components to repair and rehabilitate. They are used in conjunction with the surveys and additional detailed investigations performed in order to provide a greater understanding of the extent of work required. These surveys and additional investigations may be used when issues are detected during annual inspections, or when studies or design work requires more detailed information.

JCCBI develops, on an ongoing basis, lifecycle cost analyzes for its infrastructures, which are subsequently used as investment decision support tools. Thus, JCCBI's investment planning also takes into account the theoretical service life of the various structures and respective components thereof.

Most of the work is planned according to the theoretical service life of its components. However, several components of the structures managed by JCCBI are now well beyond their theoretical service life, which significantly increases the scope of the rehabilitation work required. In some cases, it has become necessary to proceed with the complete replacement of the structures, as they cannot, through simple rehabilitation work, be restored to an acceptable condition because the repairs that were required have not, for various reasons, been carried out in due course.

3.3 2017-2018 PERFORMANCE MEASURES

ACTIVITY

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

OUTCOME	STRATEGIC OUTCOME	PERFORMANCE INDICATOR	EXPECTED OUTCOME
A strong economic growth.	Efficient and safe passage on the infrastructures maintained, operated and managed by JCCBI.	Number of lane reductions on the structures during rush hours.	Maintenance or reduction of the number of closures compared to the previous year.
		Number of road accidents.	Maintenance or reduction of the number of road accidents compared to the previous year.
		Funding requested corresponds to planned work.	<ul style="list-style-type: none"> ▪ Reprofiling of funds requested; ▪ The funding requests are made.
		Start-up of projects planned according to the Corporate Plan.	Projects fully started.
		Completion of annual inspections according to the Corporate Plan.	Inspections 100% completed.
		Carrying out of the annual work program.	90% of the annual work program completed.

JCCBI will continue to conduct its operations in accordance with applicable government policies and regulations. JCCBI will collaborate with INFC, through which JCCBI reports, as well as with central agencies and other stakeholders, and will remain responsive in order to achieve its strategic outcome. Based on best practices and policy trends in government policies, JCCBI will continue to improve its processes and procedures for planning and reporting.

JCCBI is establishing its Corporate Risk Management process in order to manage risks with a more systemic approach and strengthen accountability at all levels of the Corporation. JCCBI will engage in its activities in compliance with the applicable legislation such as the *FAA*, *Official Languages Act*, *Access to Information Act* and *Privacy Act*. JCCBI will also monitor, on an ongoing basis, the changes to applicable Treasury Board and central agencies' policies and will assess opportunities to streamline its systems and functional activities. JCCBI will continue to exercise caution to ensure optimal use of public funds.



SUPPORT OF THE GOVERNMENT DIRECTION FOR EXPENDITURE RESTRAINT

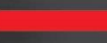
The Government of Canada is committed to being fiscally prudent and accountable and it expects all federal organizations to adopt the spirit and intent behind its initiatives. JCCBI continues to be vigilant with regard to the use of public funds and aligns with the government direction for expenditure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

1. Changes to Voluntary Severance Benefits – JCCBI adopted to end voluntary severance benefits for managers and non-unionized employees and, in addition, negotiated this change with the white collar workers bargaining unit;
2. Salaries and Other Benefits – JCCBI will continue to take the federal government directions into consideration when reviewing compensation issues;
3. Return to Balanced Budgets – As part of the savings identified in Budget 2012, JCCBI has, starting in 2013-2014, reduced expenditures by \$0.527 million annually and will continue to do so in the years to come through the non-renewal of property insurance policies covering structures. In the event of an incident, the loss of any structures managed by JCCBI as an agent corporation will have to be assumed by The Crown, who owns the structures.





**+ PRO FORMA
FINANCIAL
STATEMENTS**



4. JCCBI'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

in thousands	Actual 2015-16	Current Forecasts 2016-17 (1)	Main Budget 2016-17	Budget				
				2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$	\$	\$
FINANCIAL ASSETS								
+ Cash flow	73,996	73,996	65,138	73,996	73,996	73,996	73,996	73,996
+ Accounts receivable								
o Amount due from Canada	13,824	13,824	14,302	13,824	13,824	13,824	13,824	13,824
o Other	12,542	12,542	9,911	12,542	12,542	12,542	12,542	12,542
TOTAL FINANCIAL ASSETS	100,362	100,362	89,351	100,362	100,362	100,362	100,362	100,362
LIABILITIES								
+ Accounts payable and accrued liabilities	84,258	84,258	75,052	84,258	84,258	84,258	84,258	84,258
+ Employee future benefits	1,288	1,470	1,823	1,613	1,840	2,060	2,307	2,624
+ Contract holdbacks	12,810	12,810	11,283	12,810	12,810	12,810	12,810	12,810
+ Deferred revenue	269	269	282	269	269	269	269	269
+ Environmental obligations	43,170	26,563	17,319	24,770	23,032	21,313	19,577	17,824
TOTAL LIABILITIES	141,795	125,370	105,759	123,720	122,209	120,710	119,221	117,785
NET DEBT	(41,433)	(25,008)	(16,408)	(23,358)	(21,847)	(20,348)	(18,859)	(17,423)
NON-FINANCIAL ASSETS								
+ Capital assets	502,182	569,188	569,974	643,781	729,770	803,476	865,417	976,487
+ Prepaid expenses	671	671	851	671	671	671	671	671
TOTAL NON-FINANCIAL ASSETS	502,853	569,859	597,825	644,452	730,441	804,147	866,088	977,158
ACCUMULATED SURPLUS	461,420	544,851	581,417	621,094	708,594	783,799	847,229	959,735

(1) Forecasts as at September 21, 2016

Statement of Operations – Pro forma

in thousands	Actual 2015-16	Current Forecasts 2016-17 (1)	Main Budget 2016-17	Budget				
				2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES								
+ Leases and permits	738	586	586	599	611	623	636	648
+ Interest	834	500	500	500	500	500	500	500
+ Other sources	35	-	-	-	-	-	-	-
TOTAL REVENUES	1,607	1,086	1,086	1,099	1,111	1,123	1,136	1,148
EXPENSES								
+ Maintenance	171,641	220,909	252,038	232,197	278,363	313,005	290,652	274,730
+ Operations	3,176	3,476	4,315	3,520	3,590	2,755	2,810	2,867
+ Administration	12,528	15,440	13,503	15,891	15,084	14,569	14,686	14,897
+ Environmental obligations	12,913	(16,607)	(11,780)	(1,793)	(1,738)	(1,719)	(1,736)	(1,753)
+ Losses on asset disposal	30,691	-	-	-	-	-	-	-
TOTAL EXPENSES	230,949	223,218	258,076	249,815	295,299	328,610	306,412	290,741
Deficit before government funding	(229,342)	(222,132)	(256,990)	(248,716)	(294,188)	(327,487)	(305,276)	(289,593)
Government of Canada funding – expenditures	157,891	270,248	270,248	218,409	192,054	130,271	4,046	4,046
Government of Canada funding – capital assets	87,457	97,277	97,277	113,368	58,073	81,910	2,641	2,641
Required funding (potential reprofiling)	-	(61,962)	(29,527)	(6,818)	131,561	190,511	362,019	395,412
Surplus (Deficit)	16,006	83,431	81,008	76,243	87,500	75,205	63,430	112,506
Accumulated operating surplus (deficit) – beginning of the fiscal year	445,414	461,420	500,409	544,851	621,094	708,594	783,799	847,229
Accumulated operating surplus (deficit) – end of the fiscal year	461,420	544,851	581,417	621,094	708,594	783,799	847,229	959,735

(1) Forecasts as at September 21, 2016

Statement of Change in Net Debt – Pro forma

in thousands	Actual 2015-16	Current Forecasts 2016-17 (1)	Main Budget 2016-17	Budget				
				2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$	\$	\$
Annual surplus (deficit)	16,006	83,431	81,008	76,243	87,500	75,205	63,430	112,506
Acquisition of capital assets	(87,457)	(98,113)	(110,744)	(111,482)	(128,269)	(121,916)	(114,533)	(146,353)
Amortization of capital assets	28,926	31,107	41,396	36,889	42,280	48,210	52,592	35,283
+ (Gain) loss on asset disposal	30,691	-	-	-	-	-	-	-
+ (Gain) loss on sale of capital assets	(22)	-	-	-	-	-	-	-
+ Proceeds from the sale of capital assets	30	-	-	-	-	-	-	-
Subtotal	(27,832)	(67,006)	(69,348)	(74,593)	(85,989)	(73,706)	(61,941)	(111,070)
Acquisition of prepaid expenses	(2,139)	-	-	-	-	-	-	-
Use of prepaid expenses	2,319	-	-	-	-	-	-	-
Subtotal	180	-	-	-	-	-	-	-
(Increase) decrease in net debt	(11,646)	16,425	11,660	1,650	1,511	1,499	1,489	1,436
Net debt at the beginning of the fiscal year	(29,787)	(41,433)	(28,068)	(25,008)	(23,358)	(21,847)	(20,348)	(18,859)
Net debt at the end of the fiscal year	(41,433)	(25,008)	(16,408)	(23,358)	(21,847)	(20,348)	(18,859)	(17,423)

(1) Forecasts as at September 21, 2016

Statement of Cash Flows – Pro forma

in thousands	Actual 2015-16	Current Forecasts 2016-17 (1)	Main Budget 2016-17	Budget				
				2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING TRANSACTIONS								
+ Annual surplus related to activities	16,006	83,431	81,008	76,243	87,500	75,205	63,430	112,506
+ Non-cash items								
o Amortization of capital assets	28,926	31,107	41,396	36,889	42,280	48,210	52,592	35,283
o (Gain) loss on capital asset disposal	30,669	-	-	-	-	-	-	-
o Increase (decrease) in employee future benefits	(134)	182	120	143	227	220	247	317
o Increase (decrease) in environmental obligations	12,070	(16,607)	(11,780)	(1,793)	(1,738)	(1,719)	(1,736)	(1,753)
+ Variation of non-cash working capital items								
o Increase (decrease) in accounts receivable	(2,153)	-	-	-	-	-	-	-
o Increase (decrease) in accounts payable and accrued liabilities	9,090	-	-	-	-	-	-	-
o Increase (decrease) in contractual holdbacks	1,527	-	-	-	-	-	-	-
o Increase (decrease) in deferred revenue	(12)	-	-	-	-	-	-	-
o Increase (decrease) in prepaid expenses	180	-	-	-	-	-	-	-
Net cash provided by operating transactions	96,169	98,113	110,744	111,482	128,269	121,916	114,533	146,353
TANGIBLE CAPITAL ASSET INVESTMENT TRANSACTIONS								
+ Proceeds from the sale of tangible capital assets	30	-	-	-	-	-	-	-
+ Cash outflows related to the acquisition of tangible capital assets	(87,340)	(98,113)	(110,744)	(111,482)	(128,269)	(121,916)	(114,533)	(146,353)
Net cash provided by capital transactions	(87,310)	(98,113)	(110,744)	(111,482)	(128,269)	(121,916)	(114,533)	(146,353)
Net increase (decrease) of cash	8,859	-	-	-	-	-	-	-
Cash at the beginning of the fiscal year	65,137	73,996	65,138	73,996	73,996	73,996	73,996	73,996
Cash at the end of the fiscal year	73,996	73,996	65,138	73,996	73,996	73,996	73,996	73,996

(1) Forecasts as at September 21, 2016



+ OPERATING AND CAPITAL BUDGETS

5. OPERATING AND CAPITAL BUDGETS

5.1 OPERATING BUDGET – PRO FORMA

in thousands	Budget					2016-2017			2015-2016		
	2017-18	2018-19	2019-20	2020-21	2021-22	Budget	Forecasts (1)	Variance	Budget	Actual	Variance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES											
+ Parliamentary appropriations for operating expenses	218,409	192,054	130,271	4,046	4,046	270,248	270,248	-	270,992	157,891	(113,101)
+ Leases and permits	599	611	623	636	648	586	586	-	2,559	738	(1,821)
+ Interest	500	500	500	500	500	500	500	-	200	834	634
+ Other sources	-	-	-	-	-	-	-	-	-	35	35
TOTAL REVENUES	219,508	193,165	131,394	5,182	5,194	271,334	271,334	-	273,751	159,498	(114,253)
EXPENSES											
+ Maintenance	232,197	278,363	313,005	290,652	274,730	252,038	220,909	(31,129)	290,694	171,641	(119,053)
+ Operations	3,520	3,590	2,755	2,810	2,867	4,315	3,476	(839)	4,354	3,176	(1,178)
+ Administration	15,891	15,084	14,569	14,686	14,897	13,503	15,440	1,937	14,711	12,528	(2,183)
+ Environmental obligations	(1,793)	(1,738)	(1,719)	(1,736)	(1,753)	(11,780)	(16,607)	(4,827)	(6,095)	12,913	19,008
+ Non-cash items	(35,239)	(40,769)	(46,711)	(51,103)	(33,847)	(29,736)	(14,682)	15,054	(29,913)	(40,760)	(10,847)
TOTAL EXPENSES	214,576	254,530	281,899	255,309	256,894	228,340	208,536	(19,804)	273,751	159,498	(114,253)
POTENTIAL OPERATIONS REPROFILING (FUNDING REQUIRED)	4,932	(61,365)	(150,505)	(250,127)	(251,700)	42,994	62,798	19,804	-	-	-

(1) Forecasts as at September 21, 2016

5.2 CAPITAL BUDGET – PRO FORMA

in thousands	Budget					2016-2017			2015-2016		
	2017-18	2018-19	2019-20	2020-21	2021-22	Budget	Forecasts (1)	Variance	Budget	Actual	Variance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES											
+ Parliamentary appropriations for capital assets	113,368	58,073	81,910	2,641	2,641	97,277	97,277	-	155,809	87,457	(68,352)
TOTAL REVENUES	113,368	58,073	81,910	2,641	2,641	97,277	97,277	-	155,809	87,457	(68,352)
CAPITAL ASSETS											
+ Jacques Cartier Bridge	54,247	65,202	70,079	59,625	45,296	63,322	50,924	(12,398)	41,512	28,703	(12,809)
+ Champlain Bridge	-	-	-	-	-	-	-	-	2,261	788	(1,473)
+ Honoré Mercier Bridge	25,345	14,817	3,529	18,018	11,479	36,170	27,542	(8,628)	27,590	15,998	(11,592)
+ Melocheville Tunnel	568	2,106	1,445	9,032	2,754	163	2,914	2,751	1,740	2,193	453
+ Bonaventure Expressway	558	7,195	10,846	21,838	86,668	1,739	5,584	3,845	2,478	14,124	11,646
+ Highway 15	-	-	-	-	-	-	-	-	11,465	(3,360)	(14,825)
+ Ice Control Structure	30,087	38,331	35,743	6,020	-	7,134	11,074	3,940	62,721	27,372	(35,349)
+ Bypass Bridge	-	-	-	-	-	-	59	59	4,154	1,254	(2,900)
+ Other capital assets	677	618	274	-	156	2,216	16	(2,200)	1,888	385	(1,503)
TOTAL CAPITAL ASSETS	111,482	128,269	121,916	114,533	146,353	110,744	98,113	(12,631)	155,809	87,457	(68,352)
POTENTIAL REPROFILING OF CAPITAL ASSETS (FUNDING REQUIRED)	1,886	(70,196)	(40,006)	(111,892)	(143,712)	(13,467)	(836)	12,631	-	-	-

(1) Forecasts as at September 21, 2016

TOTAL POTENTIAL REPROFILING OF OPERATIONS AND CAPITAL ASSETS (FUNDING REQUIRED)	6,818	(131,561)	(190,511)	(362,019)	(395,412)	29,527	61,962	32,435	-	-	-
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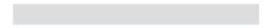
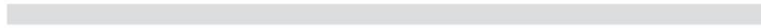
**+ PERFORMANCE
REVIEW OF THE
2016-2017 TO
2020-2021
CORPORATE PLAN**

6. PERFORMANCE REVIEW OF THE 2016-2017 TO 2020-2021 CORPORATE PLAN

Activity 1 – Manage and Maintain																					
Management of federal bridge, highway and tunnel infrastructures and properties in the Montreal area.																					
Performance Measures 2016-2017	Performance Indicators	Timeline	Status																		
Carry out the regular major maintenance and inspection program.	Carrying out of the maintenance program on the basis of annual inspections and daily operational review.	Once a year	<table border="1"> <thead> <tr> <th><u>Axis</u></th> <th><u>% completed</u></th> </tr> </thead> <tbody> <tr> <td>Bonaventure Expressway</td> <td>98</td> </tr> <tr> <td>Bypass Bridge</td> <td>100</td> </tr> <tr> <td>Jacques Cartier Bridge</td> <td>80</td> </tr> <tr> <td>Champlain Bridge Ice Control Structure</td> <td>98</td> </tr> <tr> <td>Honoré Mercier Bridge</td> <td>98</td> </tr> <tr> <td>Melocheville Tunnel</td> <td>98</td> </tr> <tr> <td>Signage and lighting structures</td> <td>100</td> </tr> <tr> <td>Champlain Bridge</td> <td>98</td> </tr> </tbody> </table>	<u>Axis</u>	<u>% completed</u>	Bonaventure Expressway	98	Bypass Bridge	100	Jacques Cartier Bridge	80	Champlain Bridge Ice Control Structure	98	Honoré Mercier Bridge	98	Melocheville Tunnel	98	Signage and lighting structures	100	Champlain Bridge	98
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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 structures.	2016-2017	The 2015-2016 to 2019-2020 Corporate Plan has been revised.																		
	Allocation of long-term funding to JCCBI for the environmental project of the west and east sectors of the Bonaventure Expressway.	2016-2017	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	Deck reinforcement completed. 86% of budgeted work has been carried out.																		
	Champlain Bridge rehabilitation program.	2013-2018	Achieved. The eighth year of the ten-year plan is under way. 95% of budgeted work has been carried out.																		
	Major maintenance program of the following: Jacques Cartier Bridge, federal section of the Bonaventure Expressway, Champlain Bridge Ice Control Structure and Melocheville Tunnel.	2014-2019	Work is continuing in collaboration with the various stakeholders. 76% of budgeted work has been carried out.																		
	Champlain Bridge edge girder reinforcement program.	2014-2019	100% completed including work planned in 2017-2018.																		
	Mitigation measures for the contaminated groundwater of the Bonaventure Expressway sector.	2013-2017	Work is continuing in collaboration with the various stakeholders. Work was completed in the fall of 2017.																		



+ APPENDICES



7. APPENDICES

APPENDIX A – List of Board Committees

APPENDIX B – List of Abbreviations



APPENDIX A – LIST OF BOARD COMMITTEES

As of January 25, 2018

DIRECTORS

BOUCHARD, Dominique
 CARLIN, Glen P.
 HÉBERT, Denise
 KEFALAS, Paul T.
 LAVOIE, Catherine
 VILLIARD, Sylvain
 WILLIAMS, Dale Ellen

OFFICERS

Chairman KEFALAS, Paul T.
 Vice Chair HÉBERT, Denise
 Acting Corporate Secretary PAPAGIANNIS, John
 Chief Executive Officer CARLIN, Glen P.
 Counsel LEFEBVRE, Sylvie
 Treasurer LACHANCE, Claude

AUDIT COMMITTEE

HÉBERT, Denise/President
 VILLIARD, Sylvain
 WILLIAMS, Dale Ellen

GOVERNANCE COMMITTEE

KEFALAS, Paul T./President
 BOUCHARD, Dominique
 VILLIARD, Sylvain
 LAVOIE, Catherine
 WILLIAMS, Dale Ellen

RISK COMMITTEE – STRUCTURES

LAVOIE, Catherine/President
 KEFALAS, Paul T.
 HÉBERT, Denise
 BOUCHARD, Dominique

HUMAN RESOURCES COMMITTEE

HÉBERT, Denise/President
 BOUCHARD, Dominique
 WILLIAMS, Dale Ellen

RISK COMMITTEE CHAMPLAIN AND ICE CONTROL STRUCTURE

BOUCHARD, Dominique/President
 KEFALAS, Paul T.
 LAVOIE, Catherine

MANAGEMENT SYSTEMS COMMITTEE

VILLIARD, Sylvain/President
 BOUCHARD, Dominique
 KEFALAS, Paul T.
 HÉBERT, Denise
 WILLIAMS, Dale Ellen

STRATEGY AND SPECIAL PROJECTS COMMITTEE

KEFALAS, Paul T./President
 CARLIN, Glen P.

TECHNICAL COMMITTEE – CHAMPLAIN

CARLIN, Glen P./President
 KEFALAS, Paul T.

APPENDIX B – LIST OF ABBREVIATIONS

ARTM.....	AUTORITÉ RÉGIONALE DE TRANSPORT MÉTROPOLITAIN
ASPSE	ACCOUNTING STANDARDS FOR PUBLIC SECTOR ENTITIES
BSI	BRITISH STANDARD INSTITUTION
CII	CENTRE FOR INFRASTRUCTURE INNOVATION
CDPQ.....	CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC
CEAA	CANADIAN ENVIRONMENTAL ASSESSMENT ACT
CFRP	CARBON FIBER REINFORCED POLYMERS
CITSO.....	CONSEIL INTERMUNICIPAL DE TRANSPORT DU SUD-OUEST
DBFMO.....	DESIGN-BUILD-FINANCE-MAINTAIN-OPERATE
EDM.....	ELECTRONIC DOCUMENT MANAGEMENT
FAA.....	FINANCIAL ADMINISTRATION ACT
FBCL.....	THE FEDERAL BRIDGE CORPORATION LIMITED
FCSAP	FEDERAL CONTAMINATED SITES ACTION PLAN
GST.....	GOODS AND SERVICES TAX
IAM.....	INSTITUTE OF ASSET MANAGEMENT
INFC.....	INFRASTRUCTURE CANADA
ISO.....	INTERNATIONAL ORGANIZATION FOR STANDARDIZATION
ITS	INTELLIGENT TRANSPORTATION SYSTEM
JCCBI.....	THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED
LRS.....	LIGHT RAIL SYSTEM
MDDELCC	MINISTÈRE DU DÉVELOPPEMENT DURABLE, DE L'ENVIRONNEMENT ET DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES DU QUÉBEC
MTMDET	MINISTÈRE DES TRANSPORTS, DE LA MOBILITÉ DURABLE ET DE L'ÉLECTRIFICATION DES TRANSPORTS
NCB	NEW CHAMPLAIN BRIDGE
NCBC.....	NEW CHAMPLAIN BRIDGE CORRIDOR
NHB	NATIONAL HARBOURS BOARD
OAGC	OFFICE OF THE AUDITOR GENERAL OF CANADA
OHS	OCCUPATIONAL HEALTH AND SAFETY
PP	PRIVATE PARTNER (FOR THE NCBC PROJECT)
PSPC	PUBLIC SERVICES AND PROCUREMENT CANADA
PWGSC	PUBLIC WORKS AND GOVERNMENT SERVICES CANADA
QST.....	QUEBEC SALES TAX
RTL	RÉSEAU DE TRANSPORT DE LONGUEUIL
RTM	RÉSEAU DE TRANSPORT MÉTROPOLITAIN
SLSA.....	THE ST. LAWRENCE SEAWAY AUTHORITY
SLSMC	THE ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION
SOR	STRATEGIC AND OPERATIONAL REVIEW
SPVM.....	SERVICE DE POLICE DE LA VILLE DE MONTRÉAL
SQ.....	SÛRETÉ DU QUÉBEC
SSL.....	SIGNATURE ON THE ST. LAWRENCE GROUP
STM	SOCIÉTÉ DE TRANSPORT DE MONTRÉAL
TBS.....	TREASURY BOARD SECRETARIAT
UHPRC	ULTRA-HIGH-PERFORMANCE FIBER-REINFORCED CONCRETES