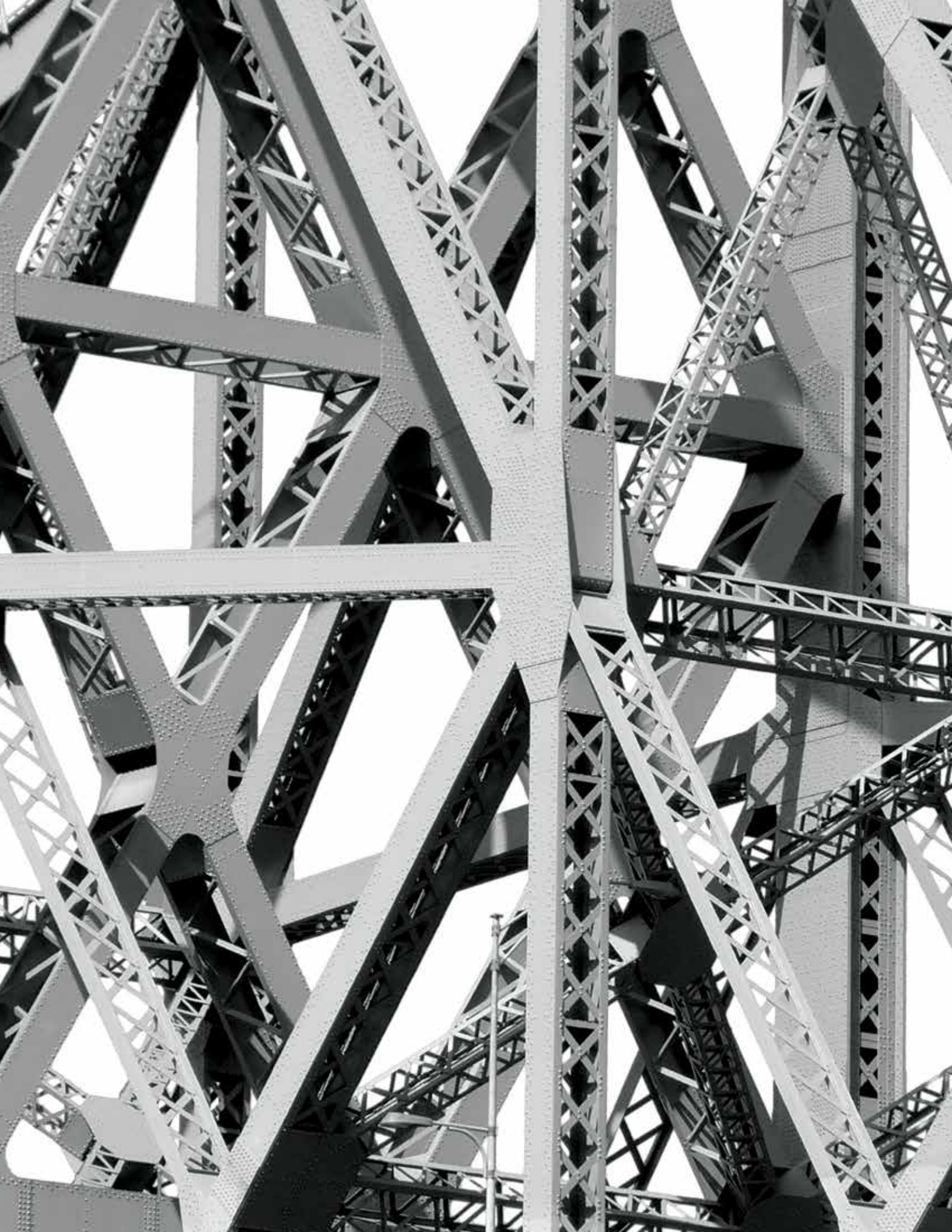


ANNUAL REPORT  
**2016.2017**

**INNOVATIVE EXPERT | MOBILITY LEADER | SOCIAL AND URBAN CONTRIBUTOR**



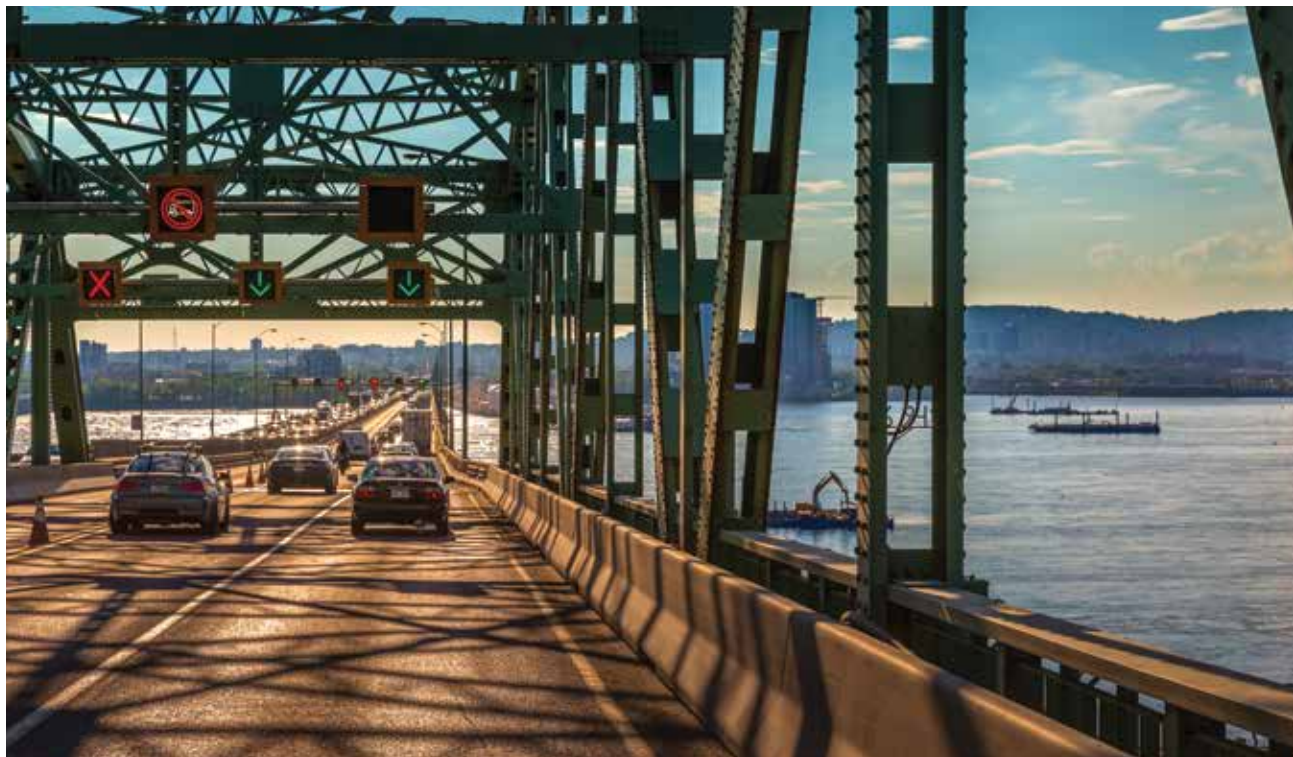
Ponts  
**JACQUES CARTIER +  
CHAMPLAIN**  
Bridges  
Canada



CRITICAL  
INFRASTRUCTURE  
THAT DRIVES THE  
GREATER MONTREAL  
COMMUNITY AND  
ECONOMY

# OVERVIEW

1



## ABOUT THE CORPORATION

### Mission

Use systemic management and a sustainable development approach to ensure the safety and longevity of the major infrastructure under its responsibility

### Vision

Become a leader in major infrastructure management as an innovative expert, a mobility leader, and a social and urban contributor.

### Values

- + Team work
- + Transparency
- + Thoroughness
- + Innovation
- + Commitment

As a manager of important infrastructure, The Jacques Cartier and Champlain Bridges Incorporated (JCCBI) is a federal Crown corporation established in 1978 that is responsible for the Jacques Cartier Bridge, the Champlain Bridge, the Champlain Bridge Ice Control Structure, the Île des Sœurs Bypass Bridge, the federal sections of the Bonaventure Expressway and the Honoré Mercier Bridge, as well as the Melocheville Tunnel.

The Corporation manages, maintains, and repairs these important Greater Montreal structures to ensure the safe passage of thousands of users every day. The Corporation also ensures that these critical structures remain safe, fully functional and aesthetically pleasing both today and in the future. It conducts construction, rehabilitation and reinforcement projects on the infrastructure under its responsibility and oversees the operation and maintenance of these structures.

# BY THE NUMBERS

## KEY ROAD NETWORK



**25.5 Km**

Connecting the South Shore and Montreal

## ACTIVE TRANSPORTATION



**6.4 Km**

Of dedicated bicycle paths

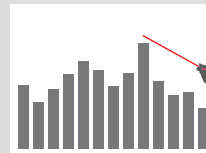
## MULTIDISCIPLINARY TEAM



**162 employees**

In engineering, operations, administration and senior management

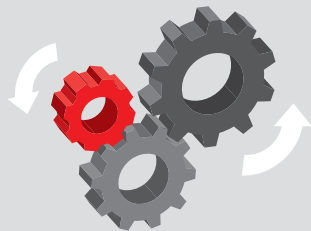
## BUDGET 2016-2017



**\$337M**

Including \$300M invested in major work

## ECONOMIC ENGINE



**6,000**

Up to 6,000 indirect jobs supported by this investment

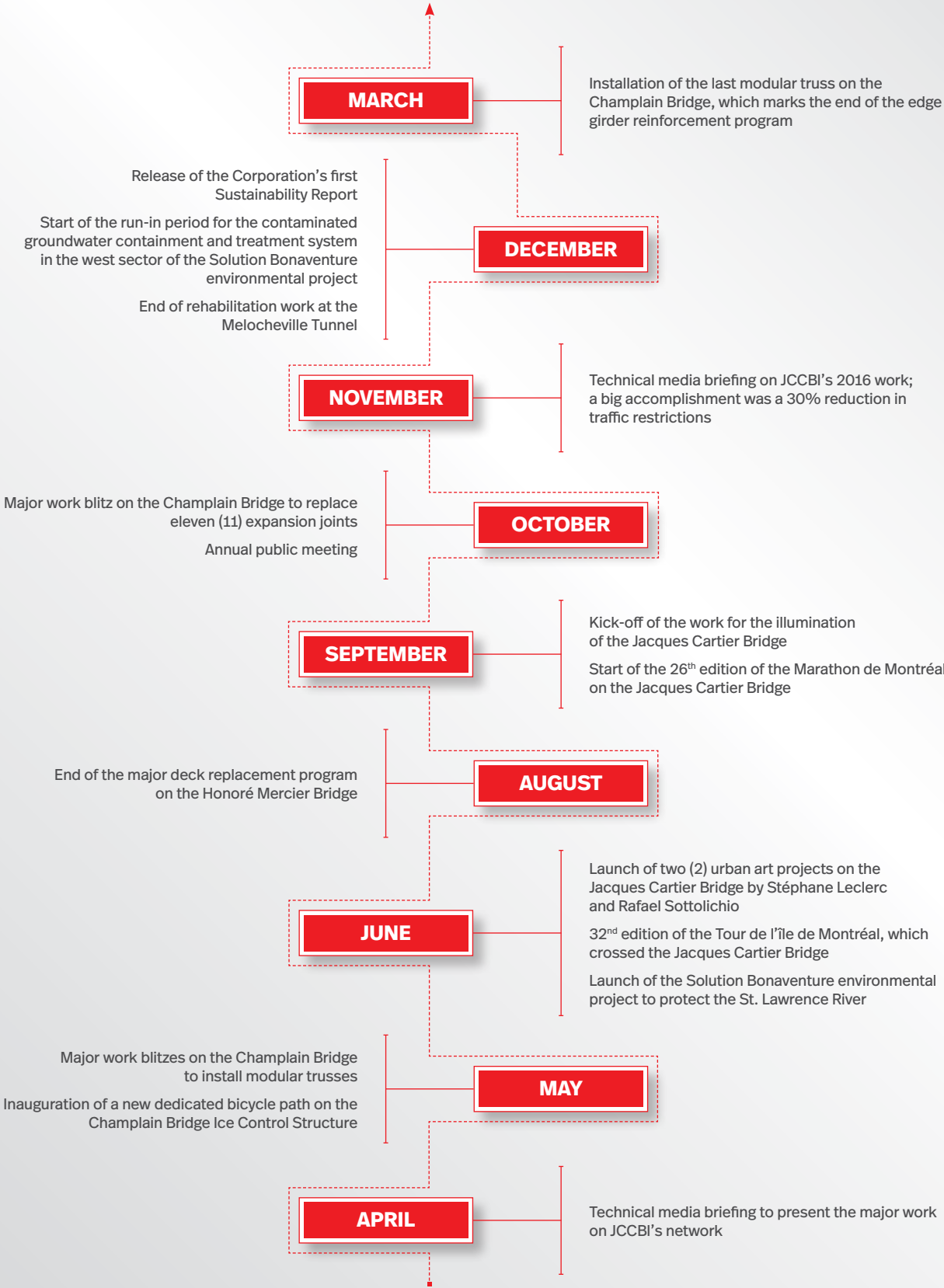
## MAJOR WORK



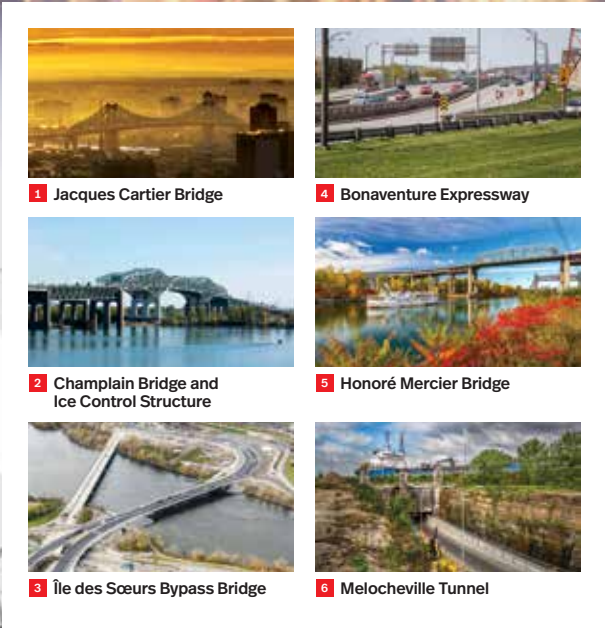
**38**

Projects to repair and maintain the structures

# HIGHLIGHTS 2016.2017



# NETWORK MAP





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Pont **Champlain** Bridge



# MESSAGES FROM SENIOR MANAGEMENT





**PAUL T. KEFALAS**  
CHAIRMAN

## MESSAGE FROM THE CHAIRMAN

Our Corporation ensures that the infrastructure under our responsibility, among the most critical for Greater Montreal, remains safe, fully functional and aesthetically pleasing so that users can get where they need to go and our economy can thrive. As Chairman of the Board of Directors, I am pleased to report that our senior management has fulfilled that mandate and has worked towards meeting the orientations set at our strategic planning exercises to support the Corporation's development.

Our sustained investment in major maintenance work shows our commitment to the safety and longevity of our structures. Through the responsible management of a large portfolio of assets and varied projects, we contribute to the government's orientations to provide communities with intermodal, green and social infrastructure, both today and in the future.

More than ever, our activities are based on a systemic and sustainable approach. We are implementing recognized asset management practices and continuing our process to structure our sustainable development initiatives. Our solutions to tackle these highly complex challenges to repair and operate our structures therefore take into account the full life cycle of these structures as well as environmental, economic and social criteria.

We are also developing unique technical expertise through the Centre for Innovation in Infrastructure, a research and technology transfer platform to extend the service life of our structures. This past year, we have also been getting ready for Canada's 150<sup>th</sup> anniversary, and our Corporation is proud to join these celebrations through different initiatives.

To ensure operational consistency and efficiency, we are also conducting our three-year audit plan and enhancing our management and information technology systems.

As you read this report, you will see how our teams are doing everything they can to implement our strategic vision and make JCCBI a leader in major infrastructure management.



**GLEN P. CARLIN**  
CHIEF EXECUTIVE OFFICER

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Again this year, our Corporation has delivered an impressive program to repair and operate the key structures under our responsibility. Through targeted action, we reduced the risks related to the Champlain Bridge edge girders and finished replacing the deck in the federal section of the Honoré Mercier Bridge. We also showed strong leadership to get federal, provincial and municipal authorities on board to protect the St. Lawrence River by launching the Solution Bonaventure environmental project.

In addition to these large-scale projects, our teams managed a variety of both regular and major maintenance work to upgrade our infrastructure. This long-term work requires detailed planning in light of inspection reports, studies and projects in progress as well as ongoing operations. We remain vigilant to the result of these activities that let us identify the nature and scope of the work required to ensure our structures last as long as possible. This is where we focus our efforts so as to ensure that work on our infrastructure and our practices are in line with our vision of responsible and proactive asset management.

As a good corporate citizen, we are carrying out forward-looking projects such as the Solution Bonaventure environmental project, the illumination of the Jacques Cartier Bridge, and work in collaboration with the Kahnawà:ke Mohawk community.

Last year, we continued to improve our processes for efficient project management, systemic risk analysis, optimized organizational performance, and individual development. By creating the Centre for Innovation in Infrastructure, enhancing communication platforms, and developing stakeholder relations, we are promoting and sharing the Corporation's expertise.

While last year was marked by major accomplishments, 2017-2018 is looking just as promising as we reinforce our position as an innovative expert, a mobility leader, and a social and urban contributor.



# ACTIVITY REPORT

3

## Jacques Cartier Bridge

16

# \$72.3 M

### INVESTED IN MAJOR WORKS

- + Reinforcement of the steel structure in sections 2, 4, 7 and 8
- + Rehabilitation work to the Île Sainte-Hélène Pavilion
- + Implementation of radars, variable message signs, passage counters, and fibre optics to modernize the intelligent transportation systems
- + Replacement of two (2) bridge bearings
- + Repairs to four (4) piers
- + Work to install 2,807 light fixtures and over 10,000 steel supports to illuminate the superstructure
- + Analysis of the winter viability of the multipurpose path
- + Prefeasibility study on the management of water drainage from the deck and development of the land under the bridge in the Montreal sector







# \$103.5 M

## INVESTED IN MAJOR WORKS

- + Installation of 56 trusses, two (2) shoring systems and two (2) support beams to reinforce the edge girders
- + Replacement of eleven (11) expansion joints
- + Repairs to six (6) piers and slabs
- + Ongoing surveillance of the structure through monitoring and annual inspections
- + Prefeasibility study on the deconstruction of the Champlain Bridge





## Honoré Mercier Bridge

20

# \$26.2 M

### INVESTED IN MAJOR WORKS

- + Replacement of the deck in the mixed section between the access ramps and the seaway
- + Start of the pier repair program





## Bonaventure Expressway

22

# \$8.5 M

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### INVESTED IN MAJOR WORKS

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- + Repairs to the non-elevated section in the sector of Pierre-Dupuy Avenue
- + Installation of variable message signs to modernize the intelligent transportation systems





PONT  
CHAMPLAIN  
BRIDGE

4



P.-E.-TRUDEAU  
MIRABEL

NORD NORTH OUEST WEST  
Aut. Décarie Expy  
St - Jérôme/Toronto



4



EST EAST SUD SOUTH EAST EAST  
Pont Champlain Bridge  
Sherbrooke  
U.S.A. / Québec



## Champlain Bridge Ice Control Structure

24

# \$19.5 M

### INVESTED IN MAJOR WORKS

- + Construction of a dedicated bicycle path, including the full replacement of street lights
- + Redevelopment of the approaches
- + Reinforcement of the footings of 24 piers







## Melocheville Tunnel

26

# \$8.7 M

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### INVESTED IN MAJOR WORKS

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- + Repairs to the tunnel structure
- + Installation of intelligent transportation and incident detection systems





# \$13.2 M

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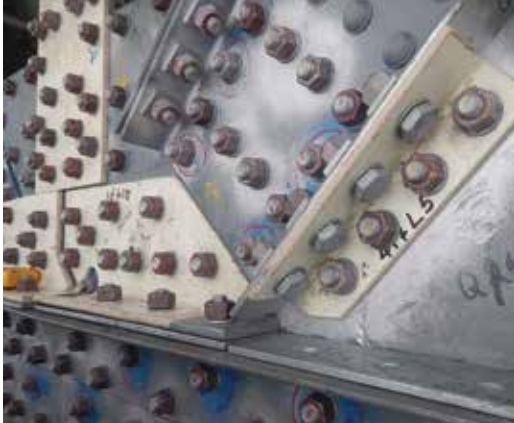
## INVESTED IN MAJOR WORKS

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- + Construction of a hydraulic barrier and a water treatment system in the west sector of the Solution Bonaventure project
- + Construction of a retaining wall and a hydrocarbon pumping system in the east sector of the Solution Bonaventure project
- + Several environmental studies performed (e.g., environmental impact assessment, soil and groundwater characterization, biodiversity inventory on the Corporation's land)







## MOBILITY LEADER

### Coordination at all stages

The structures under JCCBI's responsibility play an essential role in the transportation of goods and people in Greater Montreal. The Corporation goes to considerable effort throughout the year to keep traffic flowing despite major work on the network. To achieve this, regular meetings are held with public partners, public transit authorities, and emergency services to plan major road work and any related mitigation measures.

Since its creation, Mobility Montréal has been a forum for the region's different project authorities to share their work planning. JCCBI is involved at all four (4) levels (technical, communications, advisory and steering committees) of Mobility Montréal so as to prevent potential conflicts between different work sites and optimize the amount of work executed at the same time.

"We place great importance on planning and coordinating our projects with key resource people. Traffic restrictions, detour routes, and congestion on the network are major issues for our partners," explains Sandra Martel, Senior Director, Asset Management. "We proactively share information and coordinate between work and traffic teams. This lets us make adjustments as needed to reduce the impact on mobility."

### A new life for the steel structure of the Jacques Cartier Bridge

Built at the end of the 1920's, the Jacques Cartier Bridge has been undergoing major work to reinforce its metal structure. Seven (7) days a week, over 80 steelworkers are busy under the bridge's traffic lanes removing metal rivets, performing temporary and permanent boltings, putting up scaffolding, installing steel plates, jacking the bridge, painting the different sections, and more.

This priority work is necessary to reinforce and sometimes replace different structural elements through targeted interventions. Since the work is being done in an urban area, many mitigation measures have been set up to control noise levels and reduce inconveniences for nearby residents.

This program was launched last year and will continue in phases until 2027. With a goal to extend the structure's service life by 50 years, this is one of the largest repair programs in the bridge's history.

**+ 162,400 hours worked last year to reinforce the steel structure of the Jacques Cartier Bridge**

## Intelligent transportation systems that keep getting smarter

Intelligent transportation systems have optimized traffic flow and user safety. Since the program to upgrade these systems was launched in 2014, sensors, radars, cameras and dynamic information panels have been installed on the Corporation's infrastructure to modernize data collection and traffic management.

Over the past year, radar speed signs for vehicles and new variable message signs have been installed on the Jacques Cartier Bridge. A new counting system now gives access to real-time traffic data, such as numbers of crossings, vehicle types, number of passengers, speed, and average traffic flow.

Ten (10) surveillance cameras located at the approaches and in the tubes of the Melocheville Tunnel are now connected

to the Sûreté du Québec station. The installation of an over-height vehicle detection system has reduced damage in the tubes, and intelligent transportation equipment can quickly detect incidents. Remote monitoring in real-time has therefore reduced response times for emergency and towing services.

- + Real-time monitoring of the Champlain Bridge with 327 sensors installed on the girders
- + 80 cameras on JCCBI network to ensure user safety and traffic flow





### Reduced impact on users

Work on traffic lanes is inevitable during major projects. To meet its commitment to optimize traffic flow, the Corporation does as much work as possible during a single traffic hindrance.

Major work blitzes, such as the ones done last fall to replace the expansion joints on the Champlain Bridge, combine different work from different teams and other project authorities to limit the impact on the network.

“When an expansion joint is removed and replaced, traffic lanes have to be completely closed. We therefore have to completely shut down one direction of the bridge to ensure the safety of users and workers too,” explains Pascal Levis, Project Director. “These weekend blitzes let multiple teams work simultaneously to replace the joints and carry out inspection activities or other minor work elsewhere on the structure.”

Thanks to planning and coordination with our contractors and mobility partners, JCCBI has considerably reduced the impact of its work on users in 2016. From over 8,000 interventions carried out on its network in 2015, JCCBI has decreased this number to 5,500 in 2016, for a reduction of 30%.

✚ Did you know that the different spans of the Champlain Bridge are independent?

Expansion joints are used to fill the space between two spans and prevent water infiltration. This space changes due to thermal dilation (from changing weather conditions) or because of the deformation of the spans adjacent to a single joint. The joints are installed in between the two ends of adjacent spans. The joints are approximately 24 metres long and weigh 8,566 pounds. The joints need to be replaced occasionally to prevent damage to the pavement, which would make the road unsafe for users. This work is part of the Champlain Bridge’s regular maintenance program.



## Safety first for the Melocheville Tunnel

Because of their design, underground structures pose a particular challenge. In the Melocheville Tunnel, various improvements were part of the 2015 repair program to manage the risks associated with this type of structure. JCCBI also wanted to address a number of priority problems: water infiltration and ice formation, overheight vehicles that damage equipment installed on the tunnel ceiling, as well as issues related to fire protection.

To improve waterproofing in the tunnel, a hydrological analysis and digitization of the structure were conducted to identify necessary repairs. The work therefore targeted repairs to the concrete walls, improvement to drainage at the approaches, and improvements to security instruments. Despite the amount of work that had to be done over three (3) phases, traffic was maintained in both directions throughout the project.

This major repair work should increase user safety thanks to a faster response from emergency services and reduce annual maintenance costs.



### Avoiding traffic jams thanks to mobile solutions

Traffic jams are often a reality in the Greater Montreal area. Given the high number of road structures currently undergoing repairs or being completely rebuilt, motorists have to navigate a network characterized by orange cones and detours. To address this issue, JCCBI developed digital platforms that provide integrated and transparent data to help users.

Motorists, truckers, cyclists and pedestrians can get email alerts about major upcoming work on the Corporation's network. Texts alerts also advise users of complete closures and emergency work. Many users appreciate these alerts, as they get the information they need, when they need it.

These tools complement JCCBI's website ([www.JacquesCartierChamplain.ca](http://www.JacquesCartierChamplain.ca)) which has a dashboard with very useful functionalities: live traffic conditions, traffic cameras, in-progress road closures or obstructions, and the seven (7)-day work schedule on the Corporation's structures. JCCBI also has a significant social media presence to inform people about restrictions on its structures and to post useful content about its activities.

+ 32,985 subscribers get information through the Corporation's digital platforms

+ Over 4,297,900 impressions of its messages on Twitter

## Year-round biking on the Jacques Cartier Bridge

Given the growing demand for year-round biking, the Corporation analyzed the feasibility of keeping the multipurpose path on the Jacques Cartier Bridge open in the winter while ensuring user safety. Maintenance of the path is a considerable challenge because of the bridge's grade; the path's geometry and the fact that it is enclosed; the climatic conditions above the river; the surface on which deicing salts can be spread; and the risks of falling ice from the steel superstructure.

As it is sensitive to the needs of the cycling community, JCCBI is conducting a pilot project to explore unconventional solutions adapted to the conditions of the Jacques Cartier Bridge path. More advanced methods will be tested during the winter of 2018 to identify the best maintenance program to allow cyclists to safely cross every month of the year.





## INNOVATIVE EXPERT

### Innovative program on the Champlain Bridge now complete

The installation of the last modular truss on the 100<sup>th</sup> edge girder of the Champlain Bridge marked the end of the edge girder reinforcement program. Developed after the emergency installation of the super beam on the Champlain Bridge, the modular trusses were the optimal reinforcement solution to address the premature degradation of the edge girders.

The modular trusses are additional steel structures that support the full load of the edge girders. They are installed under the girders and rest on the bridge piers. These structural elements fully compensate for any current or future deterioration of the edge girders. Each truss weighs 56,000 kg and is 4.7 metres high and 50 metres long.

“Our teams have overcome many engineering challenges to deploy this program over the entire structure. Each truss has unique dimensions and sometimes even a unique design so that they are all compatible with the other reinforcement systems in place,” says François Demers, Senior Director, Champlain/NCBC Projects.

This highly complex work, which was mainly executed from the St. Lawrence River, has required detailed planning with the experts responsible for monitoring the bridge, the field teams, and mobility partners.

Today, the bridge’s 100 edge girders are now reinforced with 94 modular trusses and six (6) shoring systems developed for low clearance areas. This reinforcement work has greatly decreased the risks posed by the edge girders. Thanks to this program, the bridge’s general condition has stabilized.

## Launch of the Solution Bonaventure environmental project

Formerly used as a landfill site for industrial and household waste, the shore of the St. Lawrence River in the sector of the Bonaventure Expressway faces major environmental challenges. The innovative Solution Bonaventure environmental project was launched in spring 2016 to protect the St. Lawrence River from groundwater contaminants.

As different pollutants were found in each sector, the Corporation led studies and working groups to identify the environmental issues, evaluate contaminant management scenarios, and coordinate their implementation.

In the west sector, near the Île des Sœurs Bypass Bridge, a hydraulic barrier of 32 pumping wells was put in place and a groundwater treatment system was built. The entire system, which contains the groundwater to remove contaminants (ammonia nitrogen, polycyclic aromatic hydrocarbons and dissolved metals), will be commissioned in fall 2017 after a run-in period.

In the east sector between Clément Bridge and the Victoria Bridge, an underground retaining wall will create a floating screen to capture hydrocarbons contaminated with

polychlorinated biphenyls (PCBs) that migrate into this area. Two (2) pumping stations at each end of the wall will collect the contaminants for disposal. Construction will continue in 2017 for a run-in period in fall 2017.

JCCBI rallied all three (3) levels of government and enlisted private sector expertise, to responsibly manage the complex environmental problems of this site.





### **Living Connections: The illumination of the Jacques Cartier Bridge**

An iconic architectural feature of the Montreal landscape, the Jacques Cartier Bridge will now have an ambitious and innovative lighting signature. The Jacques Cartier Bridge will be illuminated to celebrate Canada's 150<sup>th</sup> anniversary and Montreal's 375<sup>th</sup> anniversary thus becoming an iconic visual signature that will generate economic spin-offs by contributing to the city's reputation as a major international tourist destination.

"We are proud to lend our know-how to manage this project that will highlight Quebec's expertise. Over 200 people from various professions have contributed to this project that combines the creative genius of Moment Factory and its collaborators with the technical expertise of the Corporation and its consultants and contractors," explains Pascal Villeneuve, Project Director. "Conducting this complex work in winter weather conditions and under a tight deadline was without a doubt the greatest challenge of this project, but we did everything possible to get ready for the big day on May 17, 2017."

For this unique project, JCCBI carried out an environmental impact assessment pursuant to the Canadian Environmental Assessment Act (2012) (CEAA) to identify the appropriate mitigation measures and limit the impacts on biodiversity and on road, maritime and air traffic. Through the Centre for Infrastructure Innovation, the Corporation has also launched a university research project to create new references on human impacts (user safety; visual orientation; light pollution and human health; and overall assessment of the enhancement to the structure) and biological impacts.

✦ Thanks to intelligent programming, this first connected bridge will come alive every night and change with the rhythm of Montreal's seasons and energy. Lighting directed to four (4) areas of the bridge's steel superstructure will fluctuate every day based on data indicating Montreal's "energy." Weather, traffic, news and social media are some of the many sources of data that will create a distinctive, interactive and constantly changing light show.



## A research and technology transfer platform to extend the service life of the structures

With the main goal of extending the service life of the infrastructure, the Centre for Innovation in Infrastructure (CII) carries out research and development on the construction methods, materials and behaviour in the management of major structures. The Centre identifies opportunities through contracts or mandates granted to researchers, consultants and internal teams. These results help better identify long-term needs and minimize work costs thanks to a preventive approach that saves taxpayers money.



Although the Centre for Innovation in Infrastructure was just put in place recently, a number of projects are already underway:

- + A program devoted to extending the service life of the Jacques Cartier Bridge until 2070, including a wind load capacity study with wind tunnel tests on the main span; an evaluation of the seismic performance of the superstructure and piers; and a characterization of the main span assemblies.
- + Laboratory and in-situ research program on ultra high-performing concrete to reinforce and repair bridge piers, girders and slabs.
- + Study of alternatives to deicing salts, given their environmental impact and corrosive action on the infrastructure.

“Thanks to our team, who is dedicated to finding the right solutions, we intend to reinforce JCCBI’s position as a Canadian leader in the innovative and sustainable management of major structures,” explains Sylvie Boulanger, Senior Director, Centre for Innovation in Infrastructure.



## Success and team work on the Honoré Mercier Bridge

After eight (8) years of highly complex work, the program to replace the deck of the federal section of the Honoré Mercier Bridge was completed in summer 2016. Exposed over the years to heavy traffic, the weather, and an abundant use of road salt, the structure of the Honoré Mercier Bridge needed major repair work to increase its life span.

This work posed considerable technical challenges. The final design choice need to allow the accelerated work speed during the blitzes and to limit the overall weight of the deck so that it wouldn't generate an additional load that the structure could not withstand. After studying over a dozen options, the Corporation opted for factory precast/prestressed slabs. This effective solution optimized traffic restrictions, reduced the weight of the deck, and provided superior durability compared to other techniques.

Starting in 2008, a total of 982 panels were required to complete the new bridge deck and extend the bridge's service life for at least 75 years. This significant achievement would not have been possible without the contribution of Mohawk workers and the collaboration of the Mohawk Council of Kahnawà:ke, the MRC de Roussillon, and our mobility partners. Thanks to detailed and proactive planning, collaborative efforts from our partners, and work done day and night, seven (7) days a week, the deck replacement was a great success and completed one week ahead of schedule.

## Preparing to deconstruct the Champlain Bridge

The Champlain Bridge has reached the end of its service life. To help the government make an informed decision about its deconstruction, JCCBI conducted a prefeasibility study that included an analysis of the deconstruction methods and a preliminary environmental impact assessment.

Four (4) areas were studied and include the deconstruction methods, material transportation, material reuse, and asset enhancement. These areas were analyzed using a comprehensive approach that focused on sustainable development principles. For each area studied, different options or methods were compared using a set of evaluation criteria relating to technical feasibility, economic spin-offs and viability, environmental impacts, and social acceptability.

The prefeasibility study recommends different scenarios to deconstruct, transport and reuse the 253,000 tonnes of concrete, 17,000 tonnes of steel and 12,000 tonnes of asphalt that make up the Champlain Bridge. Different asset enhancement options have been proposed so that some of these spaces and infrastructure can be reused by the public. The proposed scenarios include rest stops for cyclists, the enhancement of the natural environment, a historical and artistic trail, and multipurpose docks. The final enhancement scenario may be developed after consultations with the public and stakeholders.





## SOCIAL AND URBAN CONTRIBUTOR

### A key player in Montreal's major events

The infrastructure under JCCBI's responsibility helps drive our city's social and cultural activities. Again this year, the Corporation was pleased to welcome the community to some very special events:

- + Nearly 25,000 cyclists crossed the Jacques Cartier Bridge for the 32<sup>nd</sup> edition of the Tour de l'île de Montréal
- + An exclusive tour of the Champlain Bridge and ice control structure during the 24 Hours of Science
- + Festive summer evening events on the Jacques Cartier Bridge for the International des Feux Loto-Québec
- + Start of the Oasis Rock 'n' Roll Marathon from the Jacques Cartier Bridge
- + An educational tour of the heritage and urban art of the Jacques Cartier Bridge during the Journées de la Culture



### A protected two-kilometre path for cyclists

In spring 2016, JCCBI inaugurated the new dedicated bicycle path on the Champlain Bridge Ice Control Structure. The addition of a separate path along the structure has made it safer for users and improved the experience for cyclists, pedestrians and runners.

The new dedicated path is two (2) kilometres long and has an anti-skid surface made of lightweight and durable material. A LED street light system has considerably improved lighting quality while decreasing energy consumption.

"We are proud to help improve Greater Montreal's bicycle and pedestrian network and make it safer," says Catherine Tremblay, Senior Director, Projects, Construction, and Operations and Maintenance. "This segment of the Route verte offers incredible views of the river and allows active people to reach the St. Lawrence Seaway and the Parc Jean-Drapeau network."

After the work, trees were gradually replanted near the ice control structure. Three strata of indigenous vegetation were planted to replenish the sector's green space. A winter refuge for brown snakes was set up close to the north approach (in the Île des Sœurs sector) so that this local species, which is on the endangered and threatened species list, could be studied and protected.

- + 931 trees, shrubs and grasses were planted near the ice control structure

## Experience and knowledge sharing

This year, employees from the Corporation gave no fewer than seventeen (17) presentations to external audiences—such as schools, the community, and professionals—to showcase its activities and promote its expertise. These talks presented JCCBI's projects and achievements, the engineering of its structures, its sustainable development approach, as well as the engineering profession.



## Good neighbourly relations near the Jacques Cartier Bridge

Aware of the impacts of the major reinforcement work to the steel structure, JCCBI created a Good Neighbourly Relations Committee for residents and business owners near the Jacques Cartier Bridge. The goal of this public forum is to open a dialogue that focuses on solutions so that the work site can co-exist with people in the neighbourhood.

Many citizens and owner groups in the sector have gotten involved as well as key stakeholders (contractors, work supervision consultant, police services, municipal officers). This platform has helped the Corporation effectively communicate about the work and its related preventive measures and to identify any annoyances or problems created by the work so that adapted solutions can be found together.

## Community investment

Since its creation, the Corporation has played an active role in improving the quality of life of the communities it operates in by responsibly managing the structures under its responsibility. The Corporation recently developed a structured investment strategy to optimize JCCBI's contribution to its target communities.

The preferred activity sectors include organizations and municipalities that work operating near JCCBI infrastructure, First Nations, mobility related organizations, the engineering industry and related sectors, and the academic community. Note that donations and financial sponsorships come only from revenue generated by leases and permits.

During the last fiscal year, the Corporation invested in many areas:

- + Syringe recovery program in the areas around the Jacques Cartier Bridge (Montreal side)
- + Occupancy permit for land under the Jacques Cartier Bridge to Sentier urbain for educational and urban horticulture purposes
- + Financial partnership for the President's Gala during the symposium of the Association québécoise des Transports
- + Annual contribution to the Canadian Society for Civil Engineering and a conference on the Champlain Bridge for the members of the Montreal chapter
- + Creation of an educational panel on the heritage character of the Jacques Cartier Bridge that has added to the development of the Village au Pied-du-Courant
- + Support for the École de technologie supérieure (ETS) team for the Pont d'acier Hercule student competition
- + Participation as a judge and sponsor of the Quebec Engineering Competition
- + Permit to the Marathon de Montréal for the race to start on the Jacques Cartier Bridge
- + Participation as a judge and sponsor of the Compétition Pont-POP
- + Financial contribution to the Fonds d'action Saint-Laurent for projects that support sustainable ecosystems
- + Participation as a judge in the "cardboard bridge" competition at École Polytechnique de Montréal
- + Permit to the Tour de l'île de Montréal to let cyclists cross the Jacques Cartier Bridge



## Rich biodiversity near JCCBI's infrastructure

Over the year, JCCBI conducted a biodiversity inventory so that its teams could gain a comprehensive understanding of the territory and its wildlife and plant species. This referring exercise included mapping for wildlife communities and vegetation units on the land managed by the Corporation, location of species with a particular status that are present or likely to be present on the land, identification of habitats of great environmental value, and development of good practices in order to preserve species and their habitats.

This exercise is a good example of how the Corporation has applied its precautionary principle to identify, assess and reduce the risks of its activities on the environment.

- + 11 wildlife species and 3 plant species with a particular status were inventoried on JCCBI's land
- + 2 pairs of falcons used the nesting boxes on the Corporation's structures to successfully lay their eggs, and 550 cliff swallows nests were inventoried
- + 1.35 km<sup>2</sup> of the Corporation's sites that are located in, are adjacent to, or contain protected areas or areas of high environmental value outside of protected areas



## Employees help create more user-friendly infrastructure

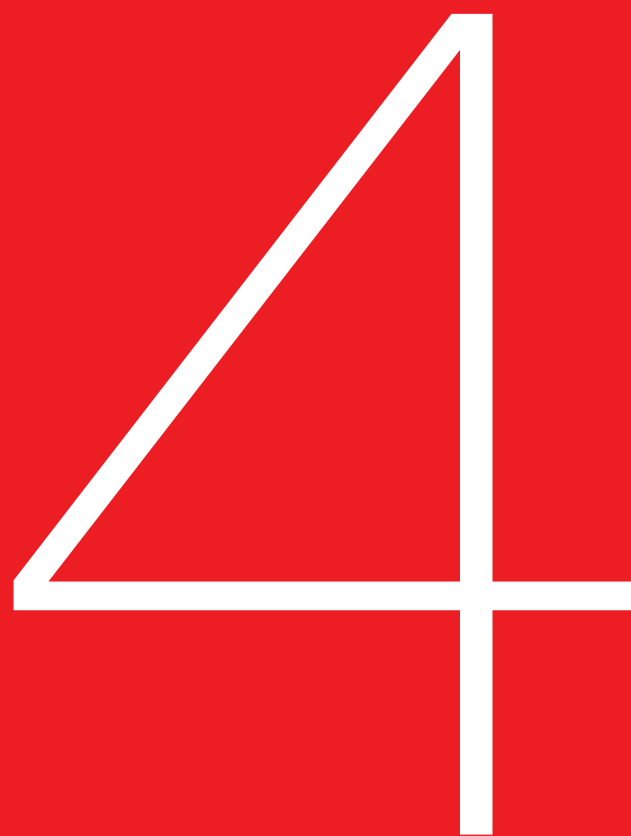
The Asset Development Committee harnesses our staff members' motivation to enhance the appeal and urban integration of the Corporation's infrastructure. This year, thanks to their work, two (2) art projects were carried out on the Jacques Cartier Bridge.

The Île Sainte-Hélène Pavilion pedestrian crossing allows pedestrians and cyclists to cross under the Jacques Cartier Bridge deck to access the multipurpose path and sidewalk. To enhance the appeal of this route, JCCBI commissioned a mural from nonprofit arts organization MU to take users on a trip through time. Through a sequence of canvas images of the city at a time when it was humming to the sound of one of its biggest projects, these two (2) murals by Rafael Sottolichio make users feel like they are going back in time as they gain a new appreciation of this historic monument.

The Corporation also renewed its collaboration with Montreal artist Stéphane Leclerc for the second phase of the Veduta project. This urban work of art creates a modulated effect with multicoloured strips attached to the posts of the multipurpose path. This year, the project was extended to both entrances of the multipurpose path on the Montreal and Longueuil sides. It has had very positive results in terms of improving the user experience.



# GOVERNANCE





BOARD OF DIRECTORS: **Guy Martin**, Director – **Paul T. Kefalas**, Chairman of the Board of Directors – **Glen P. Carlin**, Chief Executive Director – **Denise Hébert**, Director – **Serge Martel**, Vice Chair of the Board of Directors – **Dominique Bouchard**, Director.

## ACCOUNTABILITY

The Jacques Cartier and Champlain Bridges Incorporated is a parent Crown corporation agent of the Crown pursuant to The Jacques Cartier and Champlain Bridges Inc. Regulations (SOR/98-568). It is subject to Part X of the Financial Administration Act (FAA).

The Corporation reports to Parliament through the Minister of Infrastructure and Communities. It is mainly financed through parliamentary appropriations, but it also receives revenue to a lesser extent from other sources, such as leases and permits.

## BOARD OF DIRECTORS

The Corporation's Board of Directors is made up of six (6) members including the Chief Executive Officer. The Board members are appointed by the Minister, with the approval of the Governor in Council. The Chair of the Board of Directors and the Chief Executive Officer are appointed by the Governor in Council upon the recommendation of the Minister. The Chair of the Board of Directors has no executive role on the management team.

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

- + **The Governance Committee, which is responsible for assessing all of JCCBI's governance aspects and practices. Its mandate is to advise the Board of Directors on how JCCBI will address issues related to its governance practices and apply the guidelines related to the governance of Crown corporations issued by the Treasury Board Secretariat.**

- + **The Audit Committee, whose responsibilities are set out in the FAA. These include monitoring JCCBI's integrity and behaviour standards, the integrity and credibility of its financial statements, and its internal control systems and practices.**
- + **The Human Resources Committee, whose main role is to provide guidance for 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 other advisory committees without decision-making powers to help ensure that major projects run smoothly. Quarterly presentations also allow the Board of Directors to address different topics, such as issues surrounding sustainable development.

Overall, 64% of Board positions and senior management positions are filled by men and 36% are filled by women.



+ 17 Board of Directors meetings in 2016-2017

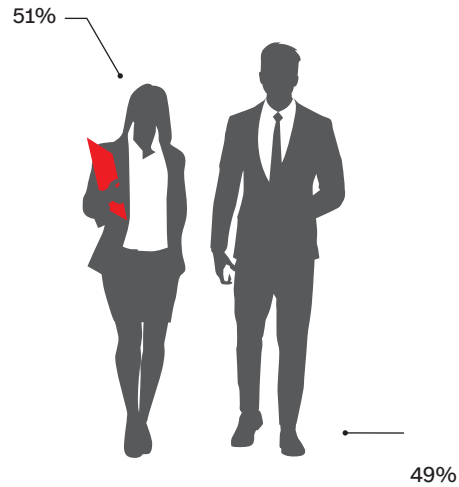
# HUMAN CAPITAL

JCCBI's multidisciplinary team is made up of over 160 people from various professions and trades.

The Corporation is committed to investing in the development of its employees and to providing them with a positive work environment that is stimulating, respectful, healthy and safe and where they can develop their talents. This year, JCCBI continued overall staff development by investing in training, knowledge transfer, awareness about different workplace well-being aspects, and initiatives to promote team commitment and involvement. In this area, the Corporation has made the following significant progress:

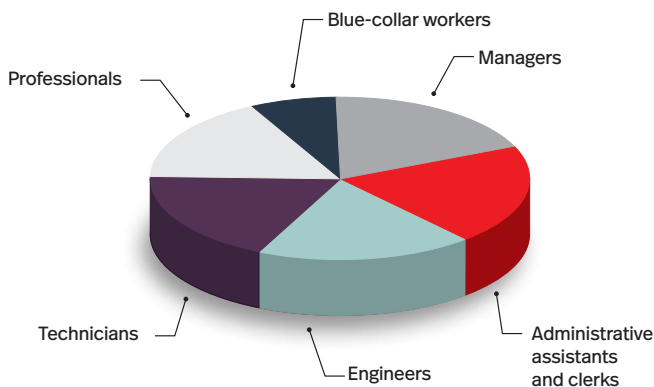
- + Development of contingency plans in case of sudden and unexpected employee departures
- + Enhancement to the performance plan and inclusion of skills management
- + Process on managing high-potential employees
- + Implementation of a workplace health and wellness program based on themes including stress management, employee recognition, and healthy lifestyles
- + Documentation and standardization of the processes and procedures of our business practices

## DISTRIBUTION OF EMPLOYEES BY GENDER

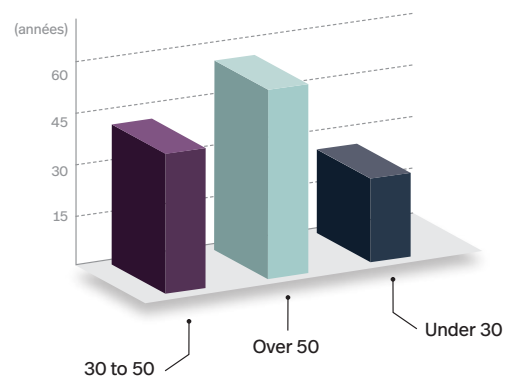


+ Average of 36 hours of training given to employees in 2016-2017

## DISTRIBUTION OF EMPLOYEES BY POSITION



## DISTRIBUTION OF EMPLOYEES BY AGE





MANAGEMENT TEAM: **Julie Paquet**, MA, Director, Communications – **Claude Lachance**, CPA, CMA, MBA, ASC, Senior Director, Administration – **Sylvie Boulanger**, Eng., P.Eng., Ph.D., Senior Director, Centre for Innovation in Infrastructure – **Glen P. Carlin**, Eng., F.CAE, F.EIC, Chief Executive Officer – **Catherine Tremblay**, Eng., Senior Director, Projects, Construction and Operations – **Sandra Martel**, Eng., Senior Director, Asset management – **François Demers**, Eng., M.Eng., Senior Director, Champlain Project/NCBC

### Renewal of the collective agreement for white-collar workers

The Canadian Union of Public Employees (local 4102) covers 62% of employees on JCCBI's operations and administrative teams. In December 2016, union representatives and the Corporation's management signed a new collective agreement for the period from January 1, 2016, to December 31,

2020. The new provisions of this agreement include salary increases, adjustments to flexible schedules, a new short-term disability plan, and adjustments to the performance evaluation system.



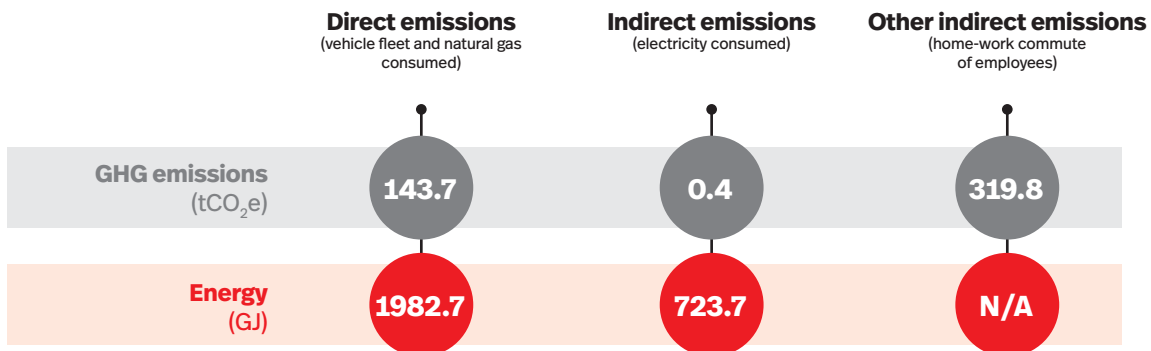
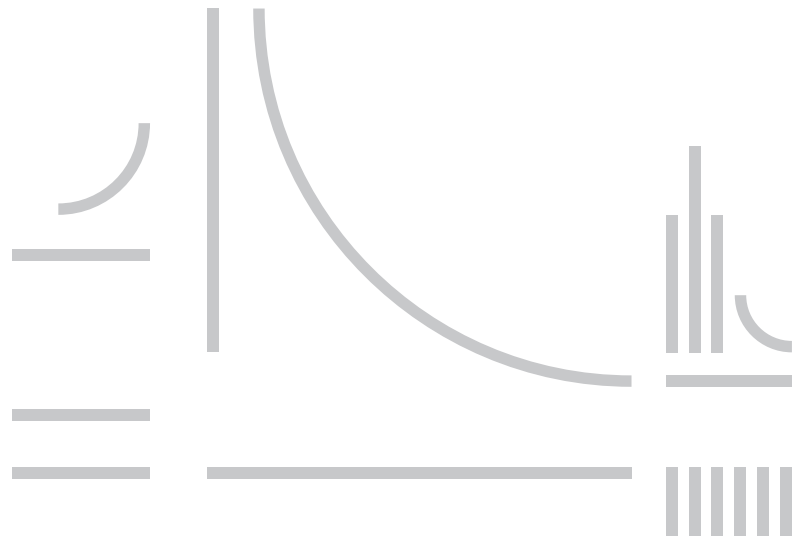
### Efforts to reduce our environmental footprint

When the lease was up on its administrative offices, JCCBI took the opportunity to bring together most of its teams at new offices in the SSQ Tower in Longueuil. In July 2016, the Corporation’s headquarter and main place of business was relocated to a bright, open-concept office shared by the project teams to promote effectiveness and team work.

The Corporation performed two (2) exercises to quantify the impact of its office activities and thereby reduce its environmental footprint. The following measures are making a difference on greenhouse gas emissions, consumable office supplies, waste production, and water use:

- + Building with LEED silver certification
- + Proximity to public transit (metro, buses) and carpooling areas
- + Bicycle racks and showers inside the building
- + JCCBI vehicle fleet for professional travel
- + Renewable energy sources for the administrative offices and intelligent transportation systems
- + Building equipped with an automatic light shut-off system
- + Paper use reduced through a cloud-based printing system
- + Responsible management of writing instruments at the procurement stage (certified environmentally friendly) and at the end of use (recycling and reuse program)
- + Installation of a recyclable materials sorting system
- + Elimination of bottled water dispensers and increase in the number of water fountains connected directly to the aqueduct that draws water from the St. Lawrence River

Currently, JCCBI only tracks the environmental footprint of its administrative operations, but this initiative will be extended to all activities in the coming years.



**Notes**

a) The "GHG Protocol" methodology was used; gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O  
 b) The emission factors are mainly from Canada’s Greenhouse Gas Inventory (1990-2015)



## CORPORATE SOCIAL RESPONSIBILITY

### Sustainable development orientations

Sustainable development is an integral part of the Corporation's mission and vision. Beyond its infrastructure projects, its commitment to sustainability extends to organizational management and its desire to have a positive impact on the community.

During the 2015-2016 fiscal year, JCCBI launched a sustainable development process that is more systemic and integrated. To support the internal policy, a first five-year action plan (2016-2021) was prepared to consider the environmental, social and economic aspects of JCCBI's activities and asset management.

The Corporation's sustainable development process is based on eight (8) themes, 33 goals and 123 actions. Progress is measured through the Corporation's commitment, the programs implemented, performance measurement, and communication.

"After laying the foundation for our approach, we started many initiatives this year and made great progress in six (6) of our eight (8) key themes," said Martin Chiasson, Director, Environment. "The combined publication of our financial and non-financial information in a single report is a major milestone as we incorporate sustainable development principles into all of the Corporation's activities."

# UPDATE ON THE SUSTAINABLE DEVELOPMENT ACTION PLAN

## RESPONSIBLE BUSINESS MANAGEMENT

THEMES	OBJECTIVES	MAJOR ACCOMPLISHMENTS 2016-2017
<p><b>Responsible governance and strategy</b></p> <p>Integrating sustainable development principles into governance, strategic planning and administration processes</p>	<p>Integrate sustainable development aspects into the corporate strategy</p> <p>Be able to assess global performance (both financial and non-financial results)</p> <p>Manage risks in a preventive and systemic manner, covering all economic, social and environmental risks</p> <p>Consider stakeholders' expectations in the Corporation's strategy and interact with them</p> <p>Communicate transparently on JCCBI's strategy, challenges and global financial and non-financial performance</p>	<p>Create an action plan that meets the defined strategic orientations</p> <p>Draft a policy that clarifies the Corporation's sustainable development vision, strategic orientations and goals/commitments</p> <p>Draft and publish a first sustainability report</p> <p>Enhance the sustainable development section of the Corporation's website</p> <p>Identify the relevant stakeholders in JCCBI's activities</p>
<p><b>Integrity and financial stewardship</b></p> <p>Managing funds with integrity and in a responsible and efficient way</p>	<p>Carry out activities in accordance with the Law and the Values and Ethics Code for the Public Sector</p> <p>Award contracts fairly and equitably, and fight against corruption in all its forms</p> <p>Communicate transparently on government funding and the use of public funds</p>	<p>Reporting on the use of funds in quarterly reports and the annual report</p>
<p><b>Responsible procurement</b></p> <p>Ensuring that the Corporation's partners act in accordance with the same ethical values and contribute to sustainability</p>	<p>Make sure that JCCBI's suppliers act responsibly</p> <p>Use more sustainable products and equipment</p>	<p>Request for proposals for a contract to develop a responsible procurement approach by incorporating environmental, social and economic criteria into the process to buy goods and services</p>





## SUSTAINABLE INFRASTRUCTURE

THEMES	OBJECTIVES	MAJOR ACCOMPLISHMENTS 2016-2017
<p><b>Infrastructure and user safety</b></p> <p>Providing a reliable and safe service for the users of the infrastructure managed by the Corporation</p>	<p>Manage infrastructure safety aspects in a systemic and preventive approach</p> <p>Respond efficiently to emergency situations</p> <p>Provide a safe and healthy work environment</p>	<p>Conduct a study on the sector's best practices and standards in relation to infrastructure inspections</p> <p>Review the infrastructure inspection and management policy</p> <p>Develop an occupational health and safety (OHS) culture by: a) creating a multi-year framework program to ensure that JCCBI's obligations are met; (b) developing a governance and operational structure through internal committees; and (c) developing OHS skills both internally and contractually with contractors and consultants</p>
<p><b>Sustainable infrastructure design</b></p> <p>Designing and developing transport infrastructure with a sustainability approach</p>	<p>Optimize the social, economic and environmental aspects throughout the infrastructure life cycle</p> <p>Promote environmentally friendly modes of transport (such as walking, cycling, public transit)</p> <p>Minimize the impact of work on the quality of service to users</p>	<p>Develop and apply a multicriteria framework analysis to study project scenarios based on technical, environmental, social and economic criteria</p> <p>Enhance the social and environmental aspects of many projects</p>
<p><b>Environmental stewardship</b></p> <p>Reducing the impact of operations and contributing positively to ecosystem conservation</p>	<p>Manage environmental approach in a systemic manner to support continued improvement</p> <p>Protect and preserve natural species on and in the vicinity of JCCBI's infrastructure</p> <p>Responsibly manage the assets under JCCBI's management with regards to their contamination</p> <p>Limit the Corporation's environmental footprint</p>	<p>Conduct a comprehensive biodiversity inventory on and near JCCBI lands</p> <p>Quantify the initial environmental footprint of administrative activities in the Corporation's new offices</p> <p>Launch the Solution Bonaventure for the management of contaminated groundwater</p>



## CREATING VALUE FOR SOCIETY

THEMES	OBJECTIVES	MAJOR ACCOMPLISHMENTS 2016-2017
<p><b>Human capital</b></p> <p>Providing a fair, equitable, safe and healthy work environment for the Corporation's employees, enabling them to excel</p>	<p>Sustain a quality social dialogue</p> <p>Offer competitive compensation</p> <p>Support employee well-being by implementing attraction and retention measures</p> <p>Provide employees with opportunities for learning and development</p> <p>Build a healthy and respectful workplace that emphasizes mental health</p>	<p>Create an ongoing action plan in response to the employee engagement survey</p> <p>Sign the collective agreement with white-collar employees</p> <p>Launch the "JCCBI Academy" to offer internal training programs</p> <p>Develop and implement an annual health and well-being program</p>
<p><b>Socio-economic contribution</b></p> <p>Contributing to the economic development and quality of life of people in the communities where the Corporation operates</p>	<p>Maintain an open dialogue with local communities</p> <p>Respect Indigenous rights and collaborate with local First Nations communities</p> <p>Contribute to the socio-economic development of the area</p> <p>Actively contribute to the development of knowledge on infrastructure engineering</p> <p>Support community initiatives around our infrastructure</p>	<p>Adopt guidelines for community investment</p> <p>Enhance communication platforms and practices</p> <p>Promote the Corporation's expertise through external presentations and an increased presence with faculties of engineering at Quebec universities</p> <p>In collaboration with the Mohawk community of Kahnawà:ke, plan two (2) asset enhancement projects at the Honoré Mercier Bridge</p>

**QUICK FACTS:**

- + \$9.5M dedicated to inspections and studies
- + Rate of accidents with the loss of time: 2.30 accidents / 200,000 hours worked
- + 1059 user comments and complaints handled
- + 103 decision-making indicators for sustainable development created for the Corporation's projects
- + 351 media requests and opportunities to inform the public about its activities and share its expertise
- + 100% of employees who take parental leave come back to work



## AUDIT REGIME

JCCBI's auditor is the Auditor General of Canada pursuant to The Jacques-Cartier and Champlain Bridges Inc. Regulations and Order in Council P.C. 2016-0219. The Auditor General conducts an annual audit of the Corporation's operations in accordance with the FAA to ensure that the financial statements accurately represent the Corporation's financial results as per recognized accounting principles and that JCCBI's operations have been conducted in accordance with the FAA, the Charter and by-laws.

JCCBI develops multi-year internal audit plans to determine, among other things, whether its risk management, control and governance systems allow it to carry out its mission in a fiscally responsible, efficient and effective way in accordance with the applicable legislation. To develop these plans, JCCBI retains the services of external firms.

## ACCESS TO INFORMATION AND PROTECTION OF PERSONAL INFORMATION

The Corporation processes all requests for access to information and access to personal information in accordance with the Access to Information Act and the Privacy Act. Through the Info Source portal, the Corporation provides information about its functions, programs, activities and related information holdings.

+ 6 access to information requests were processed during the fiscal year



## REMUNERATION

The Governor in Council determines the salary ranges for the Chairman, other Board members, and the Chief Executive Officer. Remuneration for the Chairman and other Board members follows the Remuneration Guidelines for Part-time Governor in Council Appointees in Crown Corporations and section 108 of the FAA. The Chairman receives an annual retainer of \$7,500 and a per diem of \$300 to attend the meetings of the Board of Directors and its committees, while other Board members receive an annual retainer of \$3,800 and receive a per diem of \$300. Board members are reimbursed for reasonable expenses incurred as part of their duties, such as travel, accommodation and meals.

The conditions of employment for the Chief Executive Officer are set out in the Terms and Conditions of Employment for Full-Time Governor in Council Appointees. The salary range for the Chief Executive Officer (CEO 3) is \$179,200 to \$210,800. The Chief Executive Officer does not receive a per diem to attend Board meetings.

The Governor in Council may also award the Chief Executive Officer a performance bonus of up to 15% of his or her base salary based on the achievement of key performance objectives.

## TRAVEL, HOSPITALITY AND CONFERENCE COSTS

In accordance with Order in Council P.C. 2015-1112 and section 89 of the FAA, the following table lists the annual travel, hospitality, conference and event costs for the 2016-2017 fiscal year.

COSTS	(IN THOUSANDS \$)
Travel	52
Hospitality	17
Conferences	47
<b>Total</b>	<b>116</b>

# PERFORMANCE ANALYSIS

5



## STRATEGIC ISSUES AND RISKS

### Infrastructure safety and security

The infrastructure that JCCBI operates and maintains has been subjected to heavy traffic, climate conditions, and an abundant use of road salt. The age of the infrastructure, the funding required to maintain and repair it, as well as deliberate acts, such as terrorism, vandalism or even protests, all represent real risks.

Any closure to lanes, a bridge, or the seaway could impact:

- + User safety
- + The regional and national economy
- + The reputation of JCCBI and Canada

Through funding received in the 2014 Budget, JCCBI started a major repair and maintenance program to extend the service life of its structures.

In 2016-2017, the Corporation completed 83% of the planned work in its major repair program and 63.1 M\$ unbudgeted work. JCCBI soundly administers this major repair program to extend the service life of its infrastructure as much as possible.

The Corporation also has an emergency measures plan and works with other partners to coordinate emergency procedures and approaches. JCCBI holds periodic follow-up and coordination meetings with police services to manage the risks related to terrorism, vandalism and protests. Systems have also been installed for ongoing monitoring.

### Sustainable funding

JCCBI does not have funding beyond 2019-2020. If this lack of funding is not addressed, there could be an impact on JCCBI's ability to carry out inspections and perform maintenance work, thus increasing the risk associated with the degradation of the bridges and structures.

JCCBI is continuing to work with Infrastructure Canada to define short- and long-term funding needs with a ten-year funding plan that is reviewed annually. A source of funding must be determined beyond 2019-2020.

Risk reserves have been set aside to cover construction costs and should be sufficient to cover any unexpected work or events. JCCBI is reusing any freed-up funds as it executes its maintenance program in order to speed up priority work.

## Organizational change management

JCCBI must ensure that it has the operational capacity to carry out its major repair program and fulfill its legal obligations. The risks related to organizational change management may have an impact on costs if the Corporation does not have information and management systems that are efficient and integrated.

JCCBI has completed a pre-feasibility study to implement electronic document management (EDM), collaborative work tools, the intranet, and electronic document signatures. These tools will be implemented over two (2) fiscal years starting in June 2017.

The Corporation has also begun implementing a tool to manage requests and incidents about its technological environment.

## Occupational health and safety

JCCBI must ensure that it has the tools in place to meet its occupational health and safety (OHS) obligations in a complex legal environment.

Considering the increase in contracts granted by the Corporation for major work on its structures and the increase in its staff, JCCBI has acquired various tools to meet its legal obligations in accordance with Part II – Occupational Health and Safety of the *Canadian Labour Code*.

In September 2016, a framework program was ratified by the Board of Directors. The goal of the 2016-2019 framework program is to define the orientations and clarify and reinforce the basis for action and the requirements to put in place. The guidelines and a process have been defined to allow us to reach these goals. This is also an opportunity to identify recognized best practices and the characteristics of effective organizations.

The vision of the OHS framework program is to create the conditions for progress toward a culture of “zero injury by choice.” JCCBI’s senior management has reconfirmed its high-level commitment to developing an OHS culture at all levels of the organization. To demonstrate its commitment and help get employees involved, the Corporation created new dialogue mechanisms. These include an orientation committee to define the goals of the local OHS committee and an advisory committee to guide JCCBI’s Management Committee on OHS issues.

## Coordination with the construction of the NCBC

The Corporation must manage its repair and maintenance projects in the Champlain Bridge sector in close collaboration with Infrastructure Canada (INFC) and the private partner working on the NCBC project.

INFC has reached an agreement with the private partner and with JCCBI to clearly define the role of each party. JCCBI has dedicated coordination resources through its Champlain Bridge Project Office, which is overseeing the major repair program for the current Champlain Bridge and is providing support to both INFC and the private partner.

## Asset management

JCCBI is dedicated to the proactive and systemic management of its assets. It is also committed to sustainable development in its investment choices to ensure the longevity of its infrastructure. The Corporation hired an external firm to conduct an initial evaluation of its asset management business practices in accordance with the ISO 55000 standard. Note that, to date, only a few organizations in Quebec have conducted this type of evaluation. This demonstrates JCCBI’s desire to be a leader in the management of the types of major infrastructure under its administration.

During this initial evaluation, JCCBI noted that systemic and integrated methods are already being used to manage its assets and plan its projects. This evaluation has allowed the Corporation to target the specific development actions that will help it manage its structures according to best practices and get an overall and long-term view of its required investments and the condition of its structures.

In the coming years, JCCBI will gradually implement best asset management practices to extend the service life of its assets through optimal management.



# ANALYSIS OF RESULTS

## STATEMENT OF FINANCIAL POSITION

### Financial assets

Total financial assets amounted to \$101.1M as of March 31, 2017 (2016 – \$100.3M). The cash position remains closely linked to payments of federal government parliamentary appropriations. The main reason for the \$0.8M increase in financial assets is the increase in commercial accounts receivable arising from new agreements with one of our business partners. As of March 31, 2017, the amount receivable from federal departments and agencies totalled \$46.4M (2016 – \$17.2M).

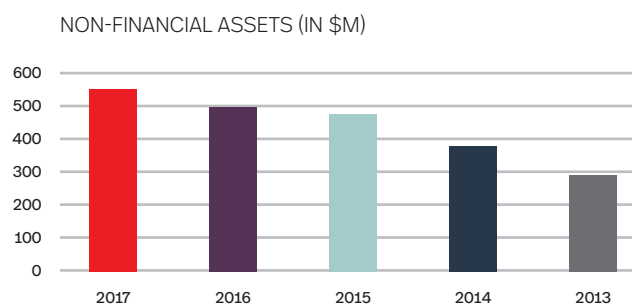
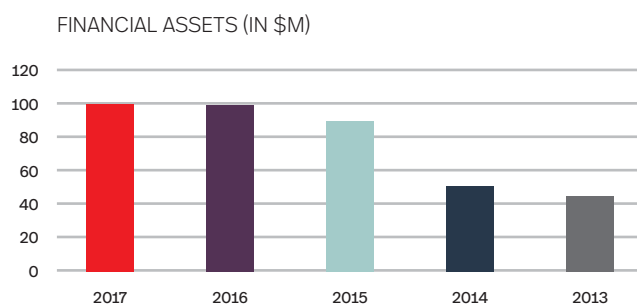
### Non-financial assets

Non-financial assets totalled \$562.3M (2016 – \$502.9M), a \$59.4M increase during the period (2016 – \$27.7M). This increase is mostly due to tangible capital assets of \$561.8M (2016 – \$502.2M), a \$59.6M increase over the previous fiscal year (2016 – \$27.8M). Major investments for the year mainly included capital asset work on the Jacques Cartier Bridge of \$61.4M, on the Honoré Mercier Bridge of \$23.2M, work on the Bonaventure Expressway of \$1.2M, and work on the Champlain Bridge Ice Control Structure of \$8.5M. During the 2014-2015 fiscal year, the Corporation stopped treating new investments related to the Champlain Bridge as capital assets. As a result, major work expenditures on this structure totalling \$103,5M were charged to operations. Almost all capital assets are paid through parliamentary appropriations from the Government of Canada. The amortization for the period, totalling \$33.4M (2016 – \$28.9M), reduces investments for the period with respect to tangible capital assets. Note also that following the transfer of some land to the Minister of Infrastructure, Communities and Intergovernmental Affairs, the Corporation had to dispose of a tangible asset and recorded a loss of \$1.3M.

### Tangible capital assets

Tangible capital assets, which include bridges, roads, and related structures and whose useful life is limited, are amortized over their service life. This life span is based on estimates made by management as to the service life of these assets and is subject to periodic review to confirm their validity. Due to the long service life of tangible capital assets and to the amounts involved, any changes in estimates could have a material effect on the Financial Statements. The degradation of long-lived assets is subject to verification when events or circumstances indicate that it is impossible to recover their carrying value from future cash flows. If future conditions were to deteriorate compared to management's best estimate on key economic assumptions and if associated cash flows were to decrease significantly, the Corporation could have to recognize contingent and significant expenses as a result of the writedown of its tangible capital assets.

The Corporation incurs expenses to maintain its tangible capital assets. Many of these expenses fall within the context of major multi-year infrastructure projects. To recognize these expenses, management must make significant estimates of the progress of work performed to be able to value liabilities at year end. A change in the estimated percentage of work progress could have a significant impact on the estimated value of recognized expenses or tangible capital assets.



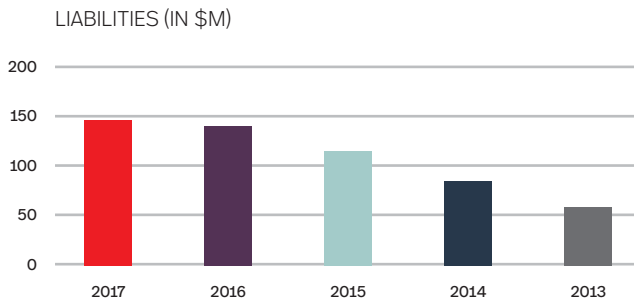
## Liabilities

Liabilities of \$145.8M (2016 – \$141.8M) increased by \$4M during the period (2016 – \$22.7M). This increase is mainly due to the increase in contractual holdbacks payable and the increase in Environmental Obligations.

The Environmental Obligations for contaminated land, which are explained in Note 7 to the Financial Statements, increased by \$3.5M during the current fiscal year (2016 – \$12.1M) and amounted to \$46.7M (2016 – \$43.2M). Construction work in the east and west sectors of the Bonaventure Expressway began in summer 2016. In the west sector, a decrease in Environmental Obligations was recorded at the start of work and therefore as costs have been incurred in recent years. For the east sector, a significant increase in future obligations has been recorded following a clarification of assumptions and changes to the selected work methods.

To perform the work on its structures, the Corporation awarded construction contracts that provide for the withholding of a portion of the amounts payable until some work is completed in compliance with the requirements of the construction contract, or as warranty. These contractual holdbacks totalled \$19.1M as of March 31, 2017 (2016 – \$12.8M) mainly for projects at the Honoré Mercier Bridge, Champlain Bridge and Jacques Cartier Bridge. The increase of \$6.3M (2016 – \$1.5M) recorded during the fiscal year is directly linked to the increase in maintenance expenses as well as acquisitions of tangible capital assets. A portion of these amounts will become payable when Interim Certificates of Completion are issued, and another portion will become due about one year later, after the expiration of the warranty period.

Accounts Payable and Accrued Liabilities decreased by \$5.1M during the current fiscal year (2016 – increase of 9.2M\$) and reached \$79.2M (2016 – \$84.3M). The change is mainly due to a decrease in the number of claims payable to contractors.



## Environmental Obligations

The Corporation recognized a major liability for Environmental Obligations for the project to contain and treat contaminated groundwater in the land in the sector of the Bonaventure Expressway, as indicated in Note 7 to the Financial Statements. The estimates for this liability account for the long-term nature of the required containment and water treatment measures. Changes in terms of the scope of the estimated costs could have a major impact on the Financial Statements. Note that the Environmental Obligation of \$46.7M shown in the Statement of Financial Position is based on contracts that have been signed or that are currently in tender.

### Change in accounting policy

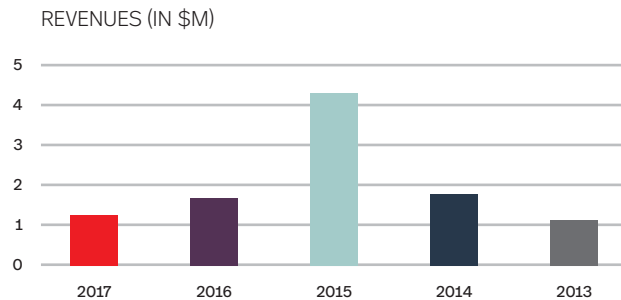
The Public Sector Accounting Board periodically issues new accounting standards that management reviews to determine whether they may apply to the Corporation. No new accounting standards affecting the Corporation were adopted during the fiscal year.

## STATEMENT OF OPERATIONS

### Revenues

The Corporation's income in 2017 was \$1.2M (2016 – \$1.6M), a \$0.4M decrease over the previous fiscal year (2016 – \$2.7M).

Income from leases and permits decreased by \$0.1M in 2017 (2016 – \$3M) to total \$0.6M (2016 – \$0.7M). Although impacted by the conditions and purposes of different commercial engagements, income has remained relatively stable.





## Parliamentary appropriations

The parliamentary appropriations allotted in the Statement of Operations totalled \$286.2M in 2017 and \$245.3M in 2016. These appropriations were divided between operating expenses of \$191.9M (2016 – \$157.9M), and capital assets of \$94.3M (2016 – \$87.4M).

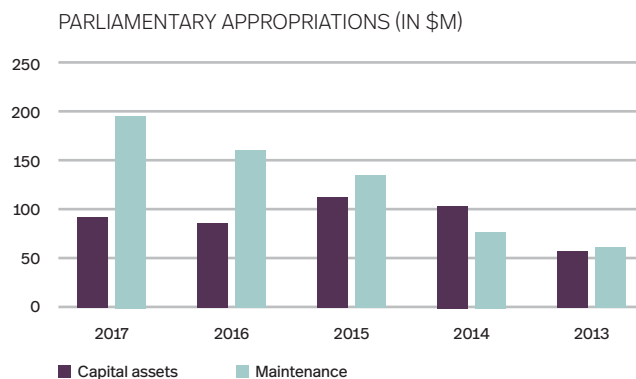
Parliamentary appropriations support almost all of the Corporation’s activities. For 2016-2017, the appropriations allotted in JCCBI’s budget total \$338M (2016 – \$426.8M). The use of parliamentary appropriations in the payment of the expenses for the year was 84.7%, or \$286.2M (2016 – 57.5% or \$245.3M).

The use of parliamentary appropriations attributable to operating transactions, regular maintenance, administration and engineering is below 9.2% of the budgeted appropriations allotted for these types of expenses.

Budgeted appropriations for major works in 2016-2017 totalled \$300.3M, which included \$125.6M for the Champlain Bridge. The value of the major work carried out during the year was \$252.2M, which included \$103.5M for the Champlain Bridge.

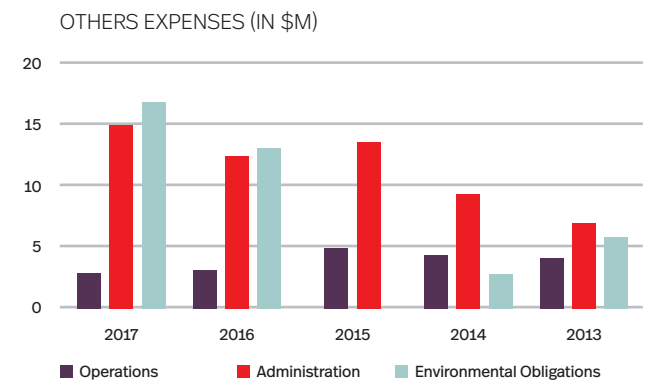
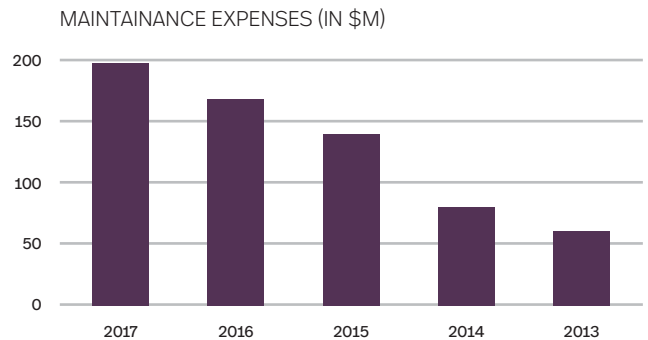
Excluding the Champlain Bridge, unused funds amount to \$26M, or 14.9% of the planned budget of \$174.7M. The variance is mainly due to the additional amounts of \$2.9M for the unbudgeted partial payment of the Goods and Services Tax; \$33.7M for unbudgeted work that was carried out; \$35.9M for the value of professional services and work that was budgeted but not provided; as well as \$26.7M of unused budgeted funds for professional services and work to be determined and completed to establish risk mitigation strategies.

For the Champlain Bridge, unused funds amount to \$22M, or 17.5% of the \$125.6M planned budget. The variance is mainly due to the additional amounts of \$1.2M for the unbudgeted partial payment of the Goods and Services Tax; \$29.4M for unbudgeted work that was carried out; \$4.4M for the value of professional services and work that was budgeted but not provided; \$4.7M in provisions for contractor claims; and \$43.5M in unused budgeted funds for professional services and work to be determined and completed to establish risk mitigation strategies.



## Expenses

The Corporation’s expenses totalled \$231.3M (2016 – \$230.9M). The \$0.4M increase in expenditures (2016 – \$77.2M) is due to an increase in maintenance expenses of \$24M (2016 – \$31.3M) and the removal of the loss (\$29.4M) due to the disposal of assets on April 1, 2015. Finally, modifications to the assumptions used for the variation of the environmental liability translated into an increase in Environmental Obligations of \$3.8M. Operating and administration expenses increased overall by \$2.2M.



## Maintenance

The \$195.4M in maintenance expenses (2016 – \$171.6M) represent a 14% increase over the previous year's expenses (2016 – 22.3%). The variance is mainly due to the increase in the Corporation's major maintenance program and the application of the Corporation's capitalization policy, which is directly related to the nature of the work performed.

## Operations

Operating expenses totalled \$3.1M (2016 – \$3.2M), a decrease of 3% over the previous year (2016 – 33%). As operating expenses include police patrol services on the infrastructure and are governed by contract, they have remained stable.

## Administration

Administration expenses totalled \$14.8M (2016 – \$12.5M), an increase of 18.4% over the previous fiscal year (2016 – 0.1%). The change is mainly due to wage increases and increases in employee benefits as well as costs for professional services and office expenses.

## Environmental Obligations

Expenses for Environmental Obligations totalled \$16.7M (2016 – \$12.9M). These were mainly comprised of the adjustment due to the \$20.2M increase in environmental obligations following a review of assumptions and the variance between actual expenses for the 2017 fiscal year, which were \$3.5M lower than the corresponding obligation estimated in 2016.

As mentioned previously, this variance is due in particular to the start of construction work in the east and west sectors of the Bonaventure Expressway, which has clarified the assumptions underlying the assessment of the environmental liability.

## STATEMENT OF CASH FLOW

The Corporation's cash flow depends primarily on the moment when funding is received from the Government of Canada for expenditures related to projects and maintenance work. This funding is issued only upon request, after recognition of the assets acquired for the work, as well as of the goods and services received.

## FIVE-YEAR FINANCIAL REVIEW

FOR THE YEAR ENDED MARCH 31, 2017  
(IN MILLIONS OF DOLLARS)

	2017	2016	2015	2014	2013
<b>REVENUES</b>					
Leases and permits	\$0.6	\$0.7	\$3.7	\$1.3	\$0.8
Interest	\$0.6	\$0.9	\$0.6	\$0.4	\$0.3
<b>Total Revenues</b>	<b>\$1.2</b>	<b>\$1.6</b>	<b>\$4.3</b>	<b>\$1.7</b>	<b>\$1.1</b>
<b>EXPENSES</b>					
Maintenance	\$195.4	\$171.6	\$140.3	\$76.8	\$60.8
Operations	\$3.1	\$3.2	\$4.8	\$4.2	\$4.0
Administration	\$14.8	\$12.5	\$13.0	\$9.0	\$6.9
Environmental Obligations	\$16.7	\$12.9	\$(4.4)	\$3.0	\$5.4
Loss on disposal of assets	\$1.3	\$30.7			
<b>Total Expenses</b>	<b>\$231.3</b>	<b>\$230.9</b>	<b>\$153.7</b>	<b>\$93.0</b>	<b>\$77.1</b>
Deficit before Government of Canada funding	\$(230.1)	\$(229.3)	\$(149.4)	\$(91.3)	\$(76.0)
Parliamentary appropriations for operating expenses	\$191.9	\$157.9	\$131.2	\$76.3	\$58.7
Portion of transfer payments for tangible capital assets*	\$94.3	\$87.4	\$115.0	\$102.9	\$56.1
Funding from FBCL	–	–	–	2.3	2.6
<b>Operating surplus**</b>	<b>\$56.1</b>	<b>\$16.0</b>	<b>\$96.8</b>	<b>\$90.2</b>	<b>\$41.4</b>

### NOTES

\* The presentation of transfer payments for capital assets changed in 2013 in order to be presented in the results instead of being presented under Deferred Contributions Related to Tangible Capital Assets in the Statement of Financial Position, as indicated in Section PS 3410 (Government Transfers) of the CPA Canada Public Sector Accounting Handbook.

\*\* Pursuant to Revenu Québec's review of the Corporation's status, which took effect on October 1, 2016, JCCBI's status of "municipality" for the purposes of the Goods and Services Tax ("GST") and the Quebec Sales Tax ("QST") was revoked. Since October 1, 2016, the Corporation has qualified as a non-profit organization (NPO) for the application of these two taxes. JCCBI has therefore been entitled to partial GST and QST rebates of 50% as of October 1, 2016.

# PERFORMANCE REVIEW 2016-2017

## Activity 1 – Manage and Maintain

Manage federal infrastructure such as bridges, highways and tunnels as well as properties in the Montreal region.

Performance measures in 2016-2017	Performance indicators	Timeline	Status																		
Carry out the major inspection and regular repair program.	Carrying out the repair program based on annual inspections and daily operational reviews.	Once a year	<table border="1"> <thead> <tr> <th>Structure</th> <th>% complete</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>Signal and lighting structures</td> <td>100</td> </tr> <tr> <td>Champlain Bridge</td> <td>98</td> </tr> </tbody> </table>	Structure	% complete	Bonaventure Expressway	98	Bypass Bridge	100	Jacques Cartier Bridge	80	Champlain Bridge Ice Control Structure	98	Honoré Mercier Bridge	98	Melocheville Tunnel	98	Signal and lighting structures	100	Champlain Bridge	98
			Structure	% complete																	
Bonaventure Expressway	98																				
Bypass Bridge	100																				
Jacques Cartier Bridge	80																				
Champlain Bridge Ice Control Structure	98																				
Honoré Mercier Bridge	98																				
Melocheville Tunnel	98																				
Signal and lighting structures	100																				
Champlain Bridge	98																				
Request approval for long-term funding to counter major risks for Montreal's bridges and structures.	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 fifteen (15)-year period was sent to INFC.																		
Carry out funded projects on time and on budget.	Honoré Mercier Bridge repair program.	2013-2017	Deck reinforcement complete. 86% of the budgeted work is complete.																		
	Champlain Bridge rehabilitation program.	2013-2018	Achieved. The eighth year of the ten (10)-year plan is currently underway. 95% of the budgeted work is complete.																		
	Major repair program for the Jacques Cartier Bridge, the federal section of the Bonaventure Expressway, the Champlain Bridge Ice Control Structure and the Melocheville Tunnel.	2014-2019	Work is continuing in collaboration with various stakeholders. 76% of the budgeted work is complete.																		
	Champlain Bridge edge-girder reinforcement program.	2014-2019	Work is ahead of schedule according to the revised program. 100% complete.																		
	Mitigation measures for contaminated groundwater in the Bonaventure Expressway sector.	2013-2017	Work is continuing in collaboration with various stakeholders. The work should be completed in fall 2017.																		

# FINANCIAL STATEMENTS



## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL INFORMATION

The management of The Jacques Cartier and Champlain Bridges Incorporated ("The Corporation") is responsible for preparing the Financial Statements in accordance with the Canadian Public Sector Accounting Standards ("CPSAS"). This responsibility requires the selection of appropriate accounting principles and the ability to exercise judgment in establishing reasonable estimates.

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The Corporation's management maintains appropriate financial systems and internal controls. These systems and practices are designed to provide reasonable assurance as to the reliability of financial information and to ensure that the Corporation's assets are adequately safeguarded, that its resources are managed economically and efficiently, and that its transactions are conducted efficiently. These systems and practices are also designed to provide reasonable assurance that the Corporation's transactions are duly authorized and conducted in accordance with section 89 and Part X of the *Financial Administration Act* and its regulations, the *Canada Business Corporations Act*, *The Jacques Cartier and Champlain Bridges Inc. Regulations*, the *Canada Marine Act*, as well as the Corporation's articles and by-laws.

The Board of Directors is made up of five Directors and the Corporation's Chief Executive Officer. Through the Audit Committee, the Board of Directors ensures that management fulfills its responsibilities for financial reporting and internal controls. The Audit Committee meets with management and the auditors to review the manner in which these groups are fulfilling their responsibilities as well as to discuss the audit, internal controls, and other relevant financial issues. The Financial Statements are reviewed and approved by the Board of Directors on the recommendation of the Audit Committee.

The Auditor General of Canada audits the Financial Statements of the Corporation and his report indicates the scope of the audit and his opinion on the Financial Statements.

The Chief Executive Officer,



**Glen P. Carlin, Eng.**

June 20, 2017

# INDEPENDENT AUDITOR'S REPORT



Office of the  
Auditor General  
of Canada

Bureau du  
vérificateur général  
du Canada

## INDEPENDENT AUDITOR'S REPORT

To the Minister of Infrastructure and Communities

### Report on the Financial Statements

I have audited the accompanying financial statements of The Jacques Cartier and Champlain Bridges Incorporated, which comprise the statement of financial position as at 31 March 2017, and the statement of operations, statement of change in net debt and statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### *Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of The Jacques Cartier and Champlain Bridges Incorporated as at 31 March 2017, and the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of The Jacques Cartier and Champlain Bridges Incorporated that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Canada Business Corporations Act*, *The Jacques Cartier and Champlain Bridges Inc. Regulations of the Canada Marine Act*, the articles and by-laws of The Jacques Cartier and Champlain Bridges Incorporated, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

Tina Swiderski, CPA auditor, CA  
Principal  
for the Auditor General of Canada

20 June 2017  
Montréal, Canada

# STATEMENT OF FINANCIAL

POSITION AS OF MARCH 31

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	March 31, 2017	March 31, 2016
	\$	\$
<b>Financial Assets</b>		
Cash	40,360,557	73,996,315
Accounts receivable (Note 3)	60,729,006	26,365,791
<b>Total Financial Assets</b>	<b>101,089,563</b>	<b>100,362,106</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 4)	79,156,586	84,257,787
Employee future benefits (Note 5)	666,898	1,288,041
Contractual holdbacks (Note 6)	19,097,776	12,810,568
Deferred revenue	229,813	269,591
Environmental Obligations (Note 7)	46,675,271	43,170,000
<b>Total Liabilities</b>	<b>145,826,344</b>	<b>141,795,987</b>
<b>Net Debt</b>	<b>(44,736,781)</b>	<b>(41,433,881)</b>
<b>Non-Financial Assets</b>		
Tangible capital assets (Note 8)	561,811,621	502,181,579
Prepaid expenses	498,049	671,643
<b>Total Non-Financial Assets</b>	<b>562,309,670</b>	<b>502,853,222</b>
<b>Accumulated Surplus</b>	<b>517,572,889</b>	<b>461,419,341</b>

## CONTINGENCIES AND CONTINGENT LIABILITIES RELATED TO TANGIBLE CAPITAL ASSETS AND CONTRACTUAL COMMITMENTS (NOTES 10, 11 ET 12).

The accompanying notes form an integral part of the Financial Statements.

Approved by the Board of Directors:

  
Director

  
Director



# STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31

	2017		2016
	Budget	Actual	Actual
	\$	\$	\$
<b>Revenues</b>			
Leases and permits	586,000	566,434	737,464
Interest	500,000	623,358	834,101
Other sources		21,722	35,464
<b>Total Revenues</b>	<b>1,086,000</b>	<b>1,211,514</b>	<b>1,607,029</b>
<b>Expenses (Note 14)</b>			
Maintenance	252,038,000	195,411,473	171,640,690
Operations	4,315,000	3,067,258	3,176,198
Administration	13,503,000	14,795,052	12,528,145
Environmental Obligations	(11,780,000)	16,710,984	12,913,231
Loss on disposal of assets		1,271,743	30,690,408
<b>Total Expenses</b>	<b>258,076,000</b>	<b>231,256,510</b>	<b>230,948,672</b>
Deficit before Government of Canada funding	(256,990,000)	(230,044,996)	(229,341,643)
Parliamentary appropriations for operating expenses	227,253,000	191,852,576	157,891,531
Parliamentary appropriations for tangible capital assets	110,745,000	94,345,968	87,455,670
<b>Annual Operating Surplus</b>	<b>81,008,000</b>	<b>56,153,548</b>	<b>16,005,558</b>
<b>Accumulated Operating Surplus, Beginning of the Year</b>	<b>500,409,000</b>	<b>461,419,341</b>	<b>445,413,783</b>
<b>Accumulated Operating Surplus, End of the Year</b>	<b>581,417,000</b>	<b>517,572,889</b>	<b>461,419,341</b>

The accompanying notes form an integral part of the Financial Statements.

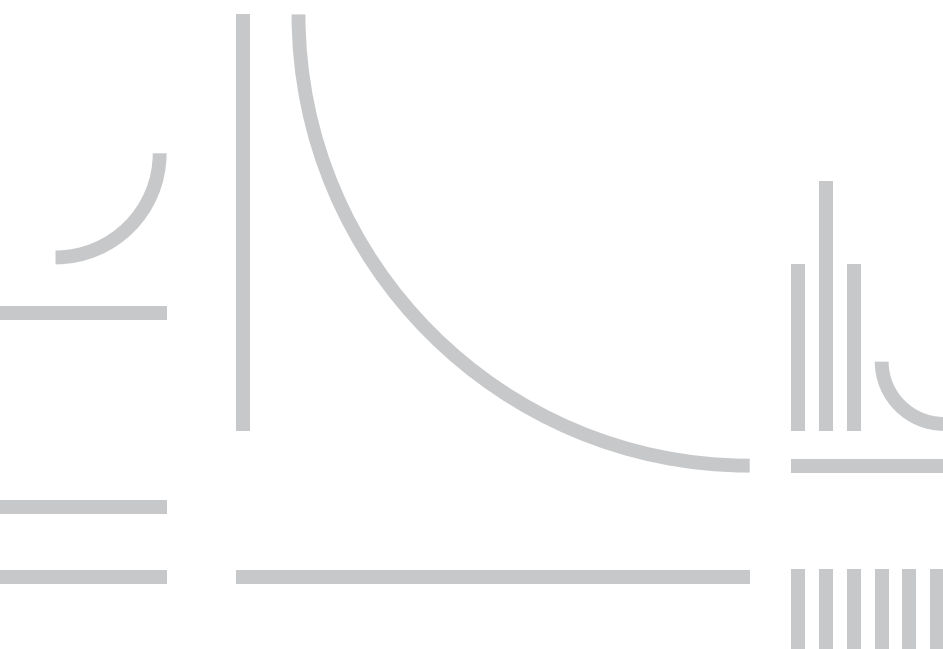
# STATEMENT OF CHANGE IN NET DEBT

FOR THE YEAR ENDED MARCH 31

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	2017		2016
	Budget	Actual	Actual
	\$	\$	\$
<b>Annual Operating Surplus</b>	<b>81,008,000</b>	56,153,548	<b>16,005,558</b>
Acquisition of tangible capital assets (Note 8)	(110,744,000)	(94,345,968)	(87,455,670)
Amortization of tangible capital assets (Note 8)	41,396,000	33,444,183	28,926,167
Loss on disposal of assets	–	1,271,743	30,690,408
Gain on sale of tangible capital assets	–	–	(22,454)
Proceeds on sale of tangible capital assets	–	–	30,447
<b>Total Variation Due to Total Tangible Capital Assets</b>	<b>(69,348,000)</b>	(59,630,042)	<b>(27,831,102)</b>
Acquisition of prepaid expenses	–	(3,400,685)	(2,139,448)
Use of prepaid expenses	–	3,574,279	2,318,938
<b>Total Variation Due to Prepaid Expenses</b>	<b>–</b>	<b>173,594</b>	<b>179,490</b>
Decrease (increase) in net debt	11,660,000	(3,302,900)	(11,646,054)
Net debt, beginning of the year	(28,068,000)	(41,433,881)	(29,787,827)
<b>Net Debt, End of the Year</b>	<b>(16,408,000)</b>	<b>(44,736,781)</b>	<b>(41,433,881)</b>

The accompanying notes form an integral part of the Financial Statements.



# STATEMENT OF CASH FLOW

FOR THE YEAR ENDED MARCH 31

	2017	2016
	\$	\$
<b>Operating Transactions</b>		
Annual operating surplus	56,153,548	16,005,558
Non-cash items		
Amortization of tangible capital assets (Note 8)	33,444,183	28,926,167
Loss on disposal of assets	1,271,743	30,690,408
Gain on sale of tangible capital assets	–	(22,454)
(Decrease) in employee future benefits	(621,143)	(133,743)
Increase in Environmental Obligations	3,505,271	12,070,000
Changes in non-cash working capital items		
(Increase) in accounts receivable	(34,363,215)	(2,153,036)
(Decrease) increase in accounts payable and accrued liabilities	(2,169,803)	9,090,352
Increase in contractual holdbacks	6,287,208	1,527,824
(Decrease) in deferred revenue	(39,778)	(12,302)
Decrease in prepaid expenses	173,594	179,490
<b>Cash Flow Provided by Operating Transactions</b>	<b>63,641,608</b>	<b>96,168,264</b>
<b>Capital Transactions</b>		
Proceeds from disposal of tangible capital assets	–	30,447
Cash used to acquire tangible capital assets	(97,277,366)	(87,340,380)
Cash flow used for capital transactions	(97,277,366)	(87,309,933)
<b>(Decrease) Increase in Cash</b>	<b>(33,635,758)</b>	<b>8,858,331</b>
<b>Cash, Beginning of the Year</b>	<b>73,996,315</b>	<b>65,137,984</b>
<b>Cash, End of the Year</b>	<b>40,360,557</b>	<b>73,996,315</b>

The accompanying notes form an integral part of the Financial Statements.

# NOTES TO THE FINANCIAL STATEMENTS

AS OF MARCH 31, 2017

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## 1. AUTHORITY AND ACTIVITIES

The Jacques Cartier and Champlain Bridges Incorporated (“the Corporation”) was incorporated on November 3, 1978, under the *Canada Business Corporations Act*, as a wholly owned subsidiary of the St. Lawrence Seaway Authority. On October 1, 1998, it became a wholly owned subsidiary of The Federal Bridge Corporation Limited (FBCL). On February 13, 2014, pursuant to an Order in Council from the Governor in Council, FBCL transferred all its shares in The Jacques Cartier and Champlain Bridges Incorporated to the Minister of Infrastructure, Communities and Intergovernmental Affairs on behalf of Her Majesty in right of Canada. After this transfer, the Corporation became a parent Crown corporation named in Part I of Schedule III of the *Financial Administration Act*.

Since December 1, 1978, the Corporation has been responsible for the management, maintenance and control of the Jacques Cartier and Champlain bridges and a portion of the Bonaventure Expressway. On October 1, 1998, in accordance with a directive issued by the Minister of Transport under the *Canada Marine Act*, the Corporation became responsible for managing the federal portion of the Honoré Mercier Bridge and the Melocheville Tunnel. The management of the Champlain Bridge Ice Control Structure was transferred to the Corporation from the Minister of Transport on December 2, 1999. On April 1, 2015, the south and north approaches of the Champlain Bridge were transferred by Order in Council, meaning the Corporation is no longer responsible for the management and maintenance of the lands and structures included in the transferred assets.

In July 2015, the Corporation received a directive (*P.C. 2015-1112*) in accordance with section 89 of the *Financial Administration Act* to harmonize 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 its next corporate plan. The Corporation confirms that it has met the requirements of this directive since December 2015.

The Corporation is not subject to income tax under the provisions of the *Income Tax Act*.

The Corporation is dependent on the Government of Canada for its funding.

## 2. SIGNIFICANT ACCOUNTING POLICIES

These Financial Statements have been prepared by management in accordance with the Canadian Public Sector Accounting Standards (CPSAS).

The main accounting policies followed by the Corporation are the following:

### Government transfers

Government transfer payments are recognized as revenue when the transfer is authorized and eligibility criteria are met, except to the extent that the stipulations give rise to an obligation that meets the definition of a liability. The transfers are recognized as deferred revenue when stipulations lead to the creation of a liability. The revenue is recognized in the Statement of Operations as the stipulations are met. Any portion of government transfers to which the Corporation is entitled, but has not yet received, is recognized under Due from the Government of Canada.

### Tangible capital assets

Tangible capital assets are recognized at cost. Replacements and major improvements that extend the service life of existing assets are capitalized. Repair and maintenance costs are charged to operations when they are incurred. Costs that increase their service capacity, safety or effectiveness are capitalized.

Amounts related to projects in progress are transferred to the appropriate tangible capital assets category when the project is completed and are amortized in accordance with the Corporation’s policy.

Capital assets received as contributions from departments, agencies and Crown corporations within the jurisdiction of the Government of Canada are recognized at their fair market value at the date of transfer.

Tangible capital assets are amortized based on the estimated useful life of the components, on a straight-line basis, over the following periods:

- + Bridges and roads: between 5 and 48 years
- + Vehicles and equipment: between 3 and 10 years

When the conditions indicate that a tangible capital asset no longer contributes to the ability of the Corporation to provide services, or that the value of future economic benefits associated with the tangible capital asset is less than its net carrying value, the cost of the tangible capital asset is reduced to reflect the impairment. Net write-downs on tangible capital assets are recorded as expenses in the Statement of Operations.

### **Revenue recognition**

Revenues from leases and permits, interest and other sources are recognized in the fiscal year in which they are earned. Revenue from leases and permits collected in advance are recorded as Deferred Revenue in the Statement of Financial Position.

### **Employee future benefits**

#### **PENSION PLAN**

All employees of the Corporation are covered by the Public Service Pension Plan (the "Plan"). This is a contributory defined benefit plan established by law and sponsored by the Government of Canada. Employees and the Corporation must contribute to the Plan to cover the cost of services rendered during the fiscal year. Under current legislation, the Corporation has no legal or constructive obligation to pay additional contributions to cover past services or to fund deficiencies of the Plan. Consequently, contributions are charged to expenses in the fiscal year during which the employees render the services and these contributions represent the total pension obligation of the Corporation. The Corporation is not required by law to make up for the actuarial deficiencies of the Plan.

#### **POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES**

Employees are entitled to days of sick leave and compensation for work injuries, as provided for under their conditions of employment. Employees of the Corporation are subject to the *Government Employees Compensation Act*. Every year, they are paid the unused portion of their days of sick leave. These annual payments are recognized directly in current costs for the fiscal year. Before December 9, 2016, unionized employees accumulated their unused days of sick leave, which were redeemable at the end of their employment with the Corporation. Following the renewal of their collective agreement in December 2016, unionized workers can no longer accumulate unused sick leave days and redeem

them at the time of their departure. Employees with a banked leave balance can choose either to keep the balance until they leave or redeem the balance. Moreover, the Corporation recognizes the cost of compensation for work injuries payable at the time the event obligating the Corporation occurs. The liability that these benefits represent is determined based on management's best assumptions in terms of salary increases, age of employees, years of service, the probability of employees leaving, and average life expectancy. These assumptions are reviewed annually. Post-employment benefits and compensated absences are recognized at present value.

### **Environmental Obligations**

Whenever the Corporation accepts responsibility for sites where contamination exceeds environmental standards, when it plans to abandon future economic benefits to that effect, and when the amount involved can be reasonably estimated, an obligation for the clean-up of the contaminated sites is recognized as a liability in the Statement of Financial Position. The estimated future costs are recognized as a liability and are based on the present value of the estimated cash flows of costs that are most likely to be incurred. If it proves impossible to make a reasonable estimate of the amount, the situation will be disclosed through a note to the Financial Statements. Other expenses related to environmental measures are recognized as expenditures as they are incurred.

## Financial instruments

The Corporation identifies, assesses, and manages the financial risks in order to minimize the impact thereof on its results and financial position. Financial risks are managed in accordance with specific criteria disclosed in Note 15. The Corporation neither engages in speculative transactions nor uses derivatives.

The recording of financial instruments depends on their classification as presented in the following table:

<b>CATEGORIES</b>	<b>FINANCIAL INSTRUMENTS</b>	<b>MEASUREMENT</b>
Financial assets	Cash Accounts receivable (other than taxes receivable)	Cost or amortized cost
Financial liabilities	Accounts payable and accrued liabilities Contractual holdbacks	Cost or amortized cost

## Contingencies

Contingent liabilities are potential liabilities which could become actual liabilities if one or more future events occur. If it is likely that an event could occur, and a reasonable estimate of the liability can be made, a provision is recognized and an expense is recorded. If the likelihood of the event cannot be determined or if the amount involved cannot be reasonably estimated, a contingency is disclosed in the notes to the Financial Statements.

The most significant estimates used in the preparation of these Financial Statements relate, in particular, to the useful life of tangible capital assets, accrued liabilities for major rehabilitation work and claims received from suppliers, the liability for employee future benefits, expected costs for liabilities arising from Environmental Obligations as well as contingencies.

## Measurement uncertainty

In preparing the Financial Statements in accordance with the CPSAS, management must use estimates and assumptions that affect the reported amounts of assets and liabilities and the presentation of assets and contingent liabilities at the date of the Financial Statements, as well as the amounts of the revenue and expenses recorded during the period covered by the Financial Statements. Actual results could differ significantly from these estimates.

## Budgetary data

Budgetary data included in the Financial Statements were provided for comparison and were approved by the Board of Directors.

## 3. ACCOUNTS RECEIVABLE

The Corporation's accounts receivable include the following:

	<b>2017</b>	<b>2016</b>
	<b>\$</b>	<b>\$</b>
Due from the Government of Canada	41,695,265	13,823,590
Taxes receivable	4,752,267	3,329,663
Reinvoicing of work to business partners	8,419,115	6,250,297
Other accounts receivable	5,862,359	2,962,241
	<b>60,729,006</b>	<b>26,365,791</b>

#### 4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities include the following:

	2017 \$	2016 \$
Suppliers and accrued liabilities	77,561,646	82,813,378
Salaries and employee benefits	1,594,940	1,444,409
	79,156,586	84,257,787

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#### 5. EMPLOYEE FUTURE BENEFITS

##### a) Pension plan

All employees of the Corporation are covered by the Plan. The President of the Treasury Board of Canada sets the employer's contributions, which represent a multiple of employee's contributions. The basic contribution rate in effect at the end of the year was 9.47% (9.05% in 2016) for employees hired before January 1, 2013, and 8.39% (7.86% in 2016) for other employees for each dollar contributed by employees. The total contributions recorded during the fiscal year amount to \$1,425,410 (\$1,364,172 in 2016). Total contributions paid by employees during the fiscal year amount to \$1,191,278 (\$962,135 in 2016).

The Government is required by law to pay the benefits associated with the Plan. The pension benefits accrue up to a maximum of 35 years at an annual rate of 2% by year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are coordinated with the Canada Pension Plan and Quebec Pension Plan benefits and are indexed to inflation.

##### b) Post-employment benefits and compensated absences

To calculate the liability for compensated absences relating to sick leave accrued as of December 9, 2016 for employees who have chosen to keep this leave until their departure, the Corporation uses a rate of compensation increase of 2% (2% and 2.5% in 2016), a discount rate of 2.28% (2.15% in 2016), and a probability of employee departure of 15% (15% in 2016) before retirement eligibility.

For post-employment benefits relating to work injuries, the Corporation recognized a liability amounting to \$304,553 (\$335,829 in 2016). To calculate this post-employment benefit, the Corporation uses a rate of compensation increase of 2% (2% and 2.5% in 2016), a discount rate of 2.28% (2.15% in 2016) for an average life expectancy of 80 years (80 years in 2016) as an assumption for the end of the payment of the compensation.

The liability for post-employment benefits includes the following elements:

	2017 \$	2016 \$
Accrued benefit obligation, beginning of the year	1,288,041	1,421,784
Current service costs for the year	320,928	282,406
Benefits paid during the year	(942,071)	(416,149)
<b>Accrued Benefit Obligation, End of the Year</b>	<b>666,898</b>	<b>1,288,041</b>

## 6. CONTRACTUAL HOLDBACKS

Contractual holdbacks (including performance holdbacks and warranty holdbacks) represent the total amount that the Corporation temporarily retains on amounts due to contractors during the performance of the work, to guarantee that the latter fulfill their obligations pertaining to the warranties of rectification and correction of defects and poor workmanship in the work performed. The warranty periods applicable to each contract begin following the issuance of the Interim Certificate of Completion for the work concerned. The Corporation then pays the 5% contractual holdback (designated as a “performance holdback”) and retains a new amount equal to 2.5% as a contractual holdback (designated as a “warranty holdback”). The contracts provide that the Corporation will pay the second portion of 2.5% of the contractual holdback (designated as a “warranty holdback”) less, where applicable, any amount owed by the contractor under the terms of the contract once the warranty period has expired.

## 7. ENVIRONMENTAL OBLIGATIONS

The Corporation periodically compiles an inventory of all its properties in order to classify their environmental condition for the purposes of prioritizing work, if necessary. The Corporation has a number of properties whose soil is contaminated beyond the acceptable criteria. The properties concerned are located under the Jacques Cartier Bridge and along the Bonaventure Expressway. With respect to the lands under the Jacques Cartier Bridge, water and/or soil contamination was identified in the course of this classification exercise, but additional environmental monitoring work and analyses are required to determine whether the water table may be affected and whether a decontamination exercise is required. Work to this effect was undertaken during the 2015-2016 fiscal year. As of March 31, 2017, no final conclusion had been issued regarding the appropriate actions to take. Currently, the level of contamination and the subsequent impact and actions to be taken cannot be determined and therefore no environmental liability has been recorded.

As of March 31, 2017, the priority environmental issue for the Corporation is that of the lands located in the Bonaventure Expressway sector in Montreal. These lands, managed by the Corporation since 1978, are located on a portion of and close to a former landfill site operated by the City of Montreal between 1866 and 1966. This former landfill site covers several tracts of land belonging to different owners. Since 2003, the Corporation has conducted studies and toxicity tests on the groundwater in this location. The tests revealed that the groundwater is contaminated beyond acceptable criteria.

Given the complexity of the issue, the involvement of numerous owners and the significant costs involved, the federal government has focused on integrated solutions to the environmental issues at this site. This site can be divided into two sectors: the east sector and the west sector.

### a) East Sector

The estimate of this liability is based on a detailed design resulting from the awarding of supervision and construction contracts for work on the containment system. In terms of the system operation, calls for tender will be issued following the work. The main characteristics and assumptions for this project are as follows:

- + The work began in June 2016 and will be completed in fall 2017.
- + The installation of the pumping and treatment system started in 2017.
- + Containment and pumping operations will start in 2017 and extend over an estimated period of fifteen (15) years. The duration of the project will extend beyond fifteen (15) years, but it is impossible to determine the costs beyond fifteen (15) years.
- + There is no residual value to the project.

### b) West Sector

The Corporation awarded a contract for the construction of a hydraulic barrier and treatment plant. The assessment of the obligation related to the west sector is therefore based on the financial terms thereof:

- + The construction of the hydraulic barrier and treatment plant began in June 2016 and is expected to finish in June 2017.
- + Containment operations will begin in 2017 and extend over an estimated period of fifteen (15) years. The project duration will extend beyond this period, but it is impossible to determine the costs beyond fifteen (15) years.
- + For the west sector, the portion of the costs attributable to the Corporation is 50% of the total costs to be incurred.
- + There is no residual value to the project.
- + The Corporation is managing this project.



**MAIN ASSUMPTIONS**

As of March 31, 2017

**East Sector****West Sector****Discount Rate** (Note 1) :

i) Fiscal years 2018 and 2019	2016	0.54%	0.54%
	2017	0.72%	0.72%
ii) Long-term	2016	2%	2%
	2017	2.28%	2.28%

**Inflation Rate – NRBCPI** (Note 2) :

2016	3.17%	3.17%
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Non-residential buildings	2017	3.05%	3.05%
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**Accuracy Factor**

+/-10 %	–
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**Undiscounted Range to Which the Inflation Rate Was Applied:**

In 2016	Minimum	\$36,210,000	\$12,752,000
	Maximum	\$44,012,000	\$12,752,000
In 2017	Minimum	\$42,158,000	\$10,607,000
	Maximum	\$51,526,000	\$10,607,000

**Discounted Range to Which the Inflation Rate Was Applied:**

In 2016	Minimum	\$32,050,000	\$11,120,000
	Maximum	\$39,300,000	\$11,120,000
In 2017	Minimum	\$37,704,000	\$8,971,271
	Maximum	\$46,083,000	\$8,971,271

**Provision for Environmental Liability**

\$37,704,000	\$8,971,271
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Since 2016, no range shall be considered for the obligation for the west sector, as this part of the project is based on financial terms in the awarded contract for the decontamination solution. For the east sector, the Corporation considers it reasonable to set its assessment of the obligation at the lower range of the total estimated discounted costs.

As of March 31, 2017, the Corporation therefore estimates the environmental obligation at \$46,675,271 (\$43,170,000 in 2016) for the east and west sectors. This amount was recorded as Environmental Obligations in the Statement of Financial Position as of March 31, 2017.

Note 1 : Long-Term Government of Canada Bonds

Note 2 : Non-Residential Building Construction Price Index

## 8. TANGIBLE CAPITAL ASSETS

	Lands \$	Bridges and Roads \$	Vehicles and Equipment \$	Projects in Progress \$	Total \$
<b>COST</b>					
<b>April 1, 2015</b>	6,890,863	544,443,535	4,471,884	112,687,099	668,493,381
Acquisitions	–	22,129,437	346,735	64,979,498	87,455,670
Disposals	(1,640,746)	(72,732,742)	(165,534)	–	(74,539,022)
Transfers	–	23,655,223	–	(23,655,223)	–
<b>March 31, 2016</b>	<b>5,250,117</b>	<b>517,495,453</b>	<b>4,653,085</b>	<b>154,011,374</b>	<b>681,410,029</b>
Acquisitions	–	65,389,895	328,552	28,627,521	94,345,968
Disposals	–	(2,350,573)	(552,747)	–	(2,903,320)
Transfers	–	118,404,603	–	(118,404,603)	–
<b>March 31, 2017</b>	<b>5,250,117</b>	<b>698,939,378</b>	<b>4,428,890</b>	<b>64,234,292</b>	<b>772,852,677</b>
<b>ACCUMULATED AMORTIZATION</b>					
<b>April 1, 2015</b>	–	<b>190,801,449</b>	<b>3,341,455</b>	–	<b>194,142,904</b>
Amortization	–	28,369,600	556,567	–	28,926,167
Disposals	–	(43,683,080)	(157,541)	–	(43,840,621)
<b>March 31, 2016</b>	–	<b>175,487,969</b>	<b>3,740,481</b>	–	<b>179,228,450</b>
Amortization	–	33,098,555	345,628	–	33,444,183
Disposals	–	(1,078,830)	(552,747)	–	(1,631,577)
<b>March 31, 2017</b>	–	<b>207,507,694</b>	<b>3,533,362</b>	–	<b>211,041,056</b>
<b>NET BOOK VALUE</b>					
<b>March 31, 2016</b>	<b>5,250,117</b>	<b>342,007,484</b>	<b>912,604</b>	<b>154,011,374</b>	<b>502,181,579</b>
<b>March 31, 2017</b>	<b>5,250,117</b>	<b>491,431,684</b>	<b>895,528</b>	<b>64,234,292</b>	<b>561,811,621</b>

## 9. SHARE CAPITAL

The authorized share capital is 50 shares without par value and the Corporation has issued and fully paid one (1) share in the amount of \$100.

## 10. CONTINGENCIES

In the normal course of its operations, the Corporation is subject to claims or lawsuits, the outcome of which cannot be predicted with certainty. Management has made, in the affected accounts, provisions which it deems sufficient, and believes that the resolution of such contingencies should not have any material adverse effect on the Corporation's financial position.

In a project for work that the Corporation had carried out on its behalf and that of a partner and for which expenses are shared with said partner, the Corporation filed a claim against its partner on November 23, 2012, for additional costs incurred or to be incurred by the Corporation and resulting from said partner's decisions. At present, management considers it impossible to estimate the financial impact of this claim.

## 11. CONTINGENT LIABILITIES RELATED TO TANGIBLE CAPITAL ASSETS

- a) The Corporation was granted a permit to install, maintain and use a cable for closed circuit television signals on lands that it does not own. This permit, whose term is listed as “during pleasure,” contains a termination clause under which either the owner or the Corporation may, by written notification to the other, terminate the permit at any time. The permit provides that, upon cancellation, the Corporation must, at its own expense, immediately remove its facilities from the lands and properties of the owner, failing which the owner may, at its option, either remove the facilities and return the property to a good condition at the Corporation’s expense or keep the facilities with no compensation to the Corporation. As of March 31, 2017, neither the owner of the lands nor the Corporation has indicated their intention to terminate the permit. As the date of eventual termination of the permit cannot be determined, no contingent liability related to this capital asset has been recognized for the current fiscal year.
- b) The Corporation holds structures erected on land whose owner has transferred the management and administration thereof to the Government of Canada. The legal transfer documents provide that, in the event of a change in the use of these structures in relation to the use that was made thereof at the time of the transfer, the owner will regain control of this land, without any indemnity for the structures erected, provided they are in satisfactory condition, at the convenience of the owner. At present, the Corporation has no intention of changing the current use of these structures. Therefore, no liability related to these capital assets has been recognized in the Financial Statements.

## 12. CONTRACTUAL COMMITMENTS

### a) Operating services

The minimum amount payable for police services amounts to approximately \$3,957,245 per fiscal year (\$3,920,238 as of March 31, 2016). The current contract ends on June 30, 2017 and is renewable at maturity, unless otherwise stipulated by either party.

### b) Suppliers

The Corporation has committed, primarily under major repairs, procurement, and professional services, to paying \$117,276,736 in the upcoming years (\$238,228,000 in 2016). The minimum payments over the next fiscal years are the following:

2018	\$87,035,108
2019	\$18,026,381
2020	\$5,335,247
2021	\$5,959,000
2022 and beyond	\$921,000

### c) Leases

The Corporation has committed, under leases for the rental of offices and equipment, to paying \$5,117,170 in the coming years (\$5,308,993 in 2016). The minimum payments over the next fiscal years are the following:

2018	\$1,416,610
2019	\$1,334,092
2020	\$1,147,343
2021	\$917,905
2022 and beyond	\$301,220

### 13. RELATED PARTY TRANSACTIONS

The Corporation is related, through common ownership, to all agencies and Crown corporations of the Government of Canada. The Corporation enters into transactions with these entities in the normal course of its operations. These transactions are measured at fair value.

During the fiscal year, one transaction not part of the normal course of the Corporation's operations was conducted with a related party.

On June 10, 2016, the Corporation transferred part of its assets. The transferred assets are the ones identified as per Order in Council 2016-0501 issued on June 10, 2016. The transferred assets comprise three properties and three tracts of land on the shore of the Island of Montreal. This transfer was made without compensation for the benefit of the Minister of Infrastructure, Communities and Intergovernmental Affairs. The net value of the transferred assets is \$0.

### 14. EXPENSES BY TYPE

	2017	2016
	\$	\$
Regular and Major Maintenance	148,013,654	128,960,466
Environmental Obligations	16,710,984	12,913,231
Amortization of Tangible Capital Assets	33,444,183	28,926,167
Salaries and Employee Benefits	18,355,937	16,068,317
Professional Services	7,396,898	8,639,042
Goods and Services	6,063,111	4,751,041
Loss on Disposal of Assets	1,271,743	30,690,408
<b>Total Expenses</b>	<b>231,256,510</b>	<b>230,948,672</b>

### 15. FINANCIAL INSTRUMENTS

#### a) Fair value

The carrying value of the Corporation's financial instruments approximates their fair value.

#### b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Corporation is subject to credit risk on cash and accounts receivable other than taxes receivable. The Corporation manages this risk by dealing mainly with the government and by closely monitoring credit allocation and collections from commercial clients. In general, the carrying value reported in the Corporation's Statement of Financial Position for its financial assets exposed to credit risk represents the maximum amount exposed to credit risk. The Corporation's credit risk is not significant.

The credit risk associated with cash is minimal, since the Corporation only deals with well-known financial institutions that are members of the Canadian Payments Association.

The credit risk associated with accounts receivable is minimal, since a large portion of the accounts receivable is owed by the Government of Canada. As of March 31, 2017, the amounts owed by the Government of Canada represented 69% of the total amount owed (52% in 2016) and the other accounts receivable showed no outstanding balance (none in 2016).

The level of credit risk and the procedures in place to mitigate this risk are similar to those of the previous fiscal year.

### c) Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its obligations as they become due. The Corporation manages this risk by establishing budgets and detailed estimates of the cash associated with its operations and by regularly monitoring them. The liquidity risk is low, given that the Corporation is funded, for the most part, by the Government of Canada.

Maturities of the Corporation's financial liabilities are as follows, according to estimates:

	2017 \$	2016 \$
<b>LESS THAN 90 DAYS</b>		
Accounts payable and accrued liabilities	79,156,586	84,257,787
Contractual holdbacks	8,221,125	4,032,569
<b>Sub-total</b>	<b>87,377,711</b>	<b>88,290,356</b>
<b>90 DAYS TO ONE YEAR</b>		
Contractual holdbacks	7,384,850	7,464,661
<b>MORE THAN ONE YEAR</b>		
Contractual holdbacks	3,491,801	1,313,338
<b>Total</b>	<b>98,254,362</b>	<b>97,068,355</b>

The level of liquidity risk and the procedures in place to mitigate this risk are similar to those of the previous fiscal year.

### d) Market risk

Market risk is the risk that there is an impact on the results following a change in the market conditions, for example, a fluctuation in foreign currency exchange rates and in interest rates. The Corporation is subject to interest rate risk on its liquidities. To reduce this risk to a minimum, the Corporation must, in keeping with its investment policy, invest its working capital surplus in highly liquid and low-risk instruments. If interest rates had varied by 1% during the fiscal year, the interest revenue on cash would have varied by approximately \$538,369 (\$687,710 in 2016).

The level of risk for the interest rate and the procedures in place to mitigate this risk are similar to those of the previous fiscal year.

The Corporation is not subject to currency risk, as it does not make any foreign currency transactions.

# APPENDICES



## LIST OF COMMITTEES OF THE BOARD OF DIRECTORS

### Directors

Dominique Bouchard  
Glen P. Carlin  
Denise Hébert  
Paul T. Kefalas  
Serge Martel  
Guy Martin

### Officers

Paul T. Kefalas, Chairman  
Serge Martel, Vice Chair  
John Papagiannis, Acting Corporate Secretary  
Glen P. Carlin, Chief Executive Officer  
Sylvie Lefebvre, Legal Counsel  
Claude Lachance, Treasurer

### Audit Committee

Denise Hébert, Chair  
Serge Martel  
Guy Martin

### Governance Committee

Paul T. Kefalas, Chair  
Dominique Bouchard  
Serge Martel

### Human Resources Committee

Denise Hébert, Chair  
Guy Martin  
Dominique Bouchard

### Risk Committee – Structures

Honoré Mercier Bridge, Melocheville Tunnel, Jacques Cartier Bridge and Bonaventure Expressway

Guy Martin, Chair  
Paul T. Kefalas  
Denise Hébert

### Risk Committee – Champlain Bridge and Champlain Bridge Ice Control Structure

Guy Martin, Chair  
Paul T. Kefalas  
Serge Martel

### Management Systems Committee

Paul T. Kefalas, Chair  
Serge Martel  
Dominique Bouchard

## ALIGNMENT WITH INTERNATIONAL SUSTAINABLE DEVELOPMENT STANDARDS

To prepare this report, JCCBI referred to the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI). The following table summarizes the GRI information included in this report.

GENERAL INDEX	INDICATORS	PAGES	COVERAGE 2016-2017
<b>Strategy and Analysis</b>			
G4-1	Statement from the most senior decision-maker of the organization	12,13	Complete
G4-2	Description of key impacts, risks, and opportunities	53,54	Partial
<b>Organizational Profile</b>			
G4-3	Name of the organization	5	Complete
G4-4	Primary brands, products, and/or services	5,8	Complete
G4-5	Location of organization's headquarters	84	Complete
G4-6	Number of countries where the organization operates	5	Complete
G4-7	Nature of ownership and legal form	5, 43	Complete
G4-8	Markets served	5	Complete
G4-9	Scale of the reporting organization	5,6	Complete
G4-10	Size of the workforce	6,44	Partial
G4-11	Employees covered by collective bargaining agreements	45	Complete
G4-12	Organization's supply chain	-	Partial (check the 2015-2016 Sustainable Report pages 14-15)
G4-13	Significant changes regarding the organization's size, ownership or supply chain	5,12,13	Complete
G4-14	Consideration of the precautionary principle	41	Complete
G4-16	Memberships in associations	30,40	Complete
<b>Identified Material Aspects and Boundaries</b>			
G4-17	Entities included in the organization's financial statements	68	Complete
G4-18	Processus de définition du contenu (aspects) et du périmètre	-	Complete (check the 2015-2016 Sustainable Report pages 5-7)
G4-19	Material aspects identified	-	Complete (check the 2015-2016 Sustainable Report pages 5-7)
G4-20	Aspect Boundary within the organization	-	Complete (... pages 5-7)
<b>Stakeholder engagement</b>			
G4-24	Stakeholder groups	-	Complete (check the 2015-2016 Sustainable Report pages 5-7)
G4-25	Basis for identification and selection of stakeholders	48	Partial
G4-26	Organization's approach to stakeholder engagement	30,38, 39,40,48	Complete
G4-27	Key topics and concerns raised through stakeholder engagement	-	Complete (check the 2015-2016 Sustainable Report page 5)



GENERAL INDEX	INDICATORS	PAGES	COVERAGE 2016-2017
<b>Report Profile</b>			
G4-28	Reporting period	84	Complete
G4-29	Date of most recent previous report	84	Complete
G4-30	Reporting cycle	84	Complete
G4-31	Contact point for questions	84	Complete
G4-32	GRI Content Index	80	Complete
G4-33	Assurance	63	Partial
<b>Governance</b>			
G4-34	Governance structure	43,44,45	Complete
G4-35	Process for delegating authority for EES topics	-	Complete (check the 2015-2016 Sustainable Report pages 10-11)
G4-36	Executive-level position with EES responsibility	-	Complete (check the 2015-2016 Sustainable Report pages 10-11)
G4-37	Consultation between stakeholders and highest governance body on EES	40	Partial
G4-38	Composition of the highest governance body and its committees	43,44,59	Partial
G4-39	Chair of the highest governance body is also an executive officer	43	Complete
G4-40	Nomination and selection processes for the highest governance body	-	Partial (check the 2015-2016 Sustainable Report page 9)
G4-41	Processes for highest governance body to manage conflicts of interest	-	Partial (check the 2015-2016 Sustainable Report page 9)
G4-42	Highest governance body's and senior executives' roles	12,13,43	Complete
G4-45	Highest governance body's role in identifying EES risks and opportunities	-	Partial (check the 2015-2016 Sustainable Report pages 10-11)
G4-46	Highest governance body's role in reviewing risk management for EES	43	Complete
G4-47	Frequency of highest governance body's review of EES risks and opportunities	43	Complete
G4-48	Highest committee formally reviews and approves SD report	43	Complete
G4-49	Communicating critical concerns to the highest governance body	-	Partial (check the 2015-2016 Sustainable Report pages 10-11)
G4-51	Remuneration policies for the highest governance body and executives	51	Partial
G4-52	Process for determining remuneration	51	Partial

SPECIFIC INDEX	INDICATORS	PAGES	COVERAGE 2016-2017	
<b>Ethics and Integrity</b>				
	G4-56	Values, principles, standards and norms of behaviour	-	Complete (check the 2015-2016 Sustainable Report pages 10-11)
<b>Economical</b>				
Economic Performance	G4-DMA	Disclosure on management approach	-	Complete (check the 2015-2016 Sustainable Report pages 9, 12, 13)
	G4-EC1	Direct economic value generated and distributed	64-77	Partial
	G4-EC3	Coverage of the organization's defined benefit plan obligations	64-77	Partial
	G4-EC4	Financial assistance received from government	64-77	Complete
Indirect economic impacts	G4-DMA	Disclosure on management approach	5,12,13	Complete
	G4-EC7	Infrastructure investments and services supported	30-41	Complete
	G4-EC8	Significant indirect economic impacts	6	Partial
Procurement practices	G4-DMA	Disclosure on management approach	-	Complete (check the 2015-2016 Sustainable Report pages 14-15)
	G4-EC9	Proportion of spending on local suppliers	-	Partial (check the 2015-2016 Sustainable Report pages 14-15, 36)
<b>Environmental</b>				
Energy	G4-EN3	Energy consumption within the organization	47	Partial
Water	G4-EN9	Water sources significantly affected by withdrawal of water	41,46	Partial
Biodiversity	G4-DMA	Disclosure on management approach	36,41	Complete
	G4-EN11	Sites near protected areas and areas of high biodiversity value	41	Complete
	G4-EN12	Significant impacts of activities, products, and services on biodiversity	36,39,41	Partial
	G4-EN13	Habitats protected or restored	39,41	Partial
	G4-EN14	Total number of species and national conservation list species with a specific status	41	Partial
Emissions	G4-DMA	Disclosure on management approach	46,47	Complete
	G4-EN15	Direct Greenhouse Gas (GHG) Emissions (Scope 1)	46,47	Complete
	G4-EN16	Energy indirect greenhouse gas (GHG) emissions (scope 2)	46,47	Complete
	G4-EN17	Other indirect greenhouse gas (GHG) emissions (scope 3)	46,47	Complete
Products and Services	G4-DMA	Disclosure on management approach	12,13	Complete / Partial
	G4-EN27	Extent of impact mitigation of environmental impacts of products and services	30,35,41	Complete

SPECIFIC INDEX	INDICATORS		PAGES	COVERAGE 2016-2017
<b>Environmental</b>				
Compliance	G4-DMA	Disclosure on management approach	-	Complete (check the 2015-2016 Sustainable Report pages 28-29)
Overall	G4-EN31	Total environmental protection expenditures and investments by type	28	Partial
Supplier Environmental Assessment	G4-DMA	Disclosure on management approach	-	Complete (check the 2015-2016 Sustainable Report pages 14-15)
<b>Labor Practices and Decent Work</b>				
Employment	G4-DMA	Disclosure on management approach	44	Complete
	G4-LA2	Employee benefits	45	Partial
	G4-LA3	Return to work and retention rates after parental leave	50	Partial
Labor/ Management Relations	G4-DMA	Disclosure on management approach	45	Partial
Occupational Health and Safety	G4-DMA	Disclosure on management approach	49,54	Complete
	G4-LA6	Injuries, diseases and fatalities	50	Partial
	G4-LA8	Health and safety topics covered in formal agreements with trade unions	49,54	Partial
Training and Education	G4-DMA	Disclosure on management approach	44, 50	Complete
	G4-LA9	Average hours of training per year per employee by employee category	44	Partial
	G4-LA10	Skills management and lifelong learning	-	Partial (check the 2015-2016 Sustainable Report pages 34-35)
Diversity and Equal Opportunity	G4-LA12	Composition of governance bodies and breakdown of employees	44,45	Partial
Supplier Assessment for Labor Practices	G4-DMA	Disclosure on management approach	-	Complete (check the 2015-2016 Sustainable Report pages 14-15)
<b>Human Rights</b>				
Indigenous Rights	G4-DMA	Disclosure on management approach	13,38,50	Complete
<b>Society</b>				
Local Communities	G4-DMA	Disclosure on management approach	30,39-41	Complete
Fight against corruption	G4-DMA	Disclosure on management approach	-	Complete (check the 2015-2016 Sustainable Report pages 13-15)
<b>Product Responsibility</b>				
Customer Health and Safety	G4-DMA	Disclosure on management approach	5,12,13, 31-33	Complete

## ABBREVIATIONS

<b>CII</b>	Centre for Innovation Infrastructure
<b>NCBC</b>	New Champlain Bridge Corridor
<b>GRI</b>	Global Reporting Initiative
<b>INFC</b>	Infrastructure Canada
<b>CEAA</b>	Canadian Environmental Assessment Act (2012)
<b>FAA</b>	Financial Administration Act
<b>MTMDET</b>	Ministère des Transports, de la Mobilité durable et de l'Électrification des transports du Québec
<b>CPSAS</b>	Canadian public sector accounting standards
<b>JCCBI</b>	The Jacques Cartier and Champlain Bridges Incorporated
<b>OHS</b>	Occupational Health and Safety
<b>tCO<sub>2</sub>e</b>	Tonne of carbon dioxide equivalent

## ABOUT THIS REPORT

The Corporation is committed to communicating with transparency about its activities and investments. This annual report is the first one that combines our financial results and progress in sustainable development. It covers the fiscal year from April 1, 2016 to March 31, 2017, and is based on JCCBI's first Sustainability Report published following the 2015-2016 fiscal year.

This report was reviewed and approved by the Board of Directors and the Sustainability Committee.

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