



**CORPORATE PLAN SUMMARY
2016-2017 TO 2020-2021**

**OPERATING BUDGET 2016-2017 TO 2020-2021
CAPITAL BUDGET 2016-2017 TO 2020-2021**

TABLE OF CONTENTS

JCCBI's Profile	1
1.1. Status	1
1.2. Map of structures	2
1.3. Areas of Activity and Organizational Structure	2
1.4. Centre for Infrastructure Innovation	3
1.5. Funding	4
1.6. Accountability and Governance	5
Operating Context	7
Strategic Issues and Risks	12
Objectives, Activity and Performance Measures	15
4.1. Architecture by Program Activity	15
4.2. Activity	16
4.3. Performance Measures	17
JCCBI's Pro Forma Financial Statements	19
5.1. Operating Budget	23
5.2. Capital Budget	24
Performance Review of the 2015-2016 to 2019-2020 Corporate Plan	25

Appendix A	List of Board of Directors Committees
Appendix B	List of Abbreviations

JCCBI'S PROFILE

1.1. Status

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

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

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

In addition, JCCBI is an agent Crown corporation of Her Majesty under *The Jacques Cartier and Champlain Bridges Inc. Regulations* (DORS/98-568).

JCCBI is responsible for managing federal infrastructures such as bridges, a sector of highway and a tunnel in the greater Montreal area. In this regard, the Corporation has made it its mission to manage in a systemic way the major infrastructure for which it has been entrusted so as to ensure their sustainability, by advocating an approach of sustainable development. In order to fulfill its mission, JCCBI has made commitment, thoroughness, transparency, innovation and teamwork its values.

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

JCCBI is responsible for four (4) Bridges and their approaches namely the Jacques Cartier Bridge, the Champlain Bridge, the Île des Sœurs Bypass Bridge and the federal portion of the Honoré Mercier Bridge, as well as three (3) related infrastructures namely a section of the Bonaventure Expressway, the Champlain Bridge Ice Control Structure and the Melocheville Tunnel.

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

1.2. Map of structures

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



1.3. Areas of Activity and Organizational Structure

JCCBI's main activities are divided into two specific sectors, namely Operation, which includes Inspection, Planning, Engineering, Environment, the Champlain Bridge Project Office and Construction, and Operations and Maintenance. The Champlain Bridge Project Office is responsible for the implementation of the major maintenance program for the current Champlain Bridge, and provides support to Infrastructure Canada ("INFC") to ensure the success of the New Champlain Bridge Corridor Project ("NCBC"). Administrative departments such as Legal Affairs, Procurement, Finance, Information Technology, Human Resources and Communications support these sectors.

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

The Operations and Maintenance department oversees and manages contracts for snow removal, spreading of abrasives, road cleaning and maintenance, landscaping, replacement of guardrails, sealing cracks and lubricating bearings, repairing "potholes"

in the pavement and bridge decks, as well as maintenance and operations of lane signal control systems, surveillance cameras, electrical distribution and road lighting.

The Corporation currently manages various major projects such as major rehabilitation and reinforcement of the Champlain Bridge edge girders, replacement of the deck on the federal portion of the Honoré Mercier Bridge and the containment and treatment of groundwater in sectors of the Bonaventure Expressway. The Corporation awards contracts for professional services in the fields of inspection, planning, engineering and site supervision mainly to engineering consulting firms. Construction Contracts for the performance of various activities related to its major maintenance program are awarded to contractors. In addition, many firms offering a variety of professional services support the Corporation's various departments in carrying out their mandates.

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

Since 1982, a reserved bus lane (contraflow) has been in place on the Champlain Bridge during morning and evening rush hours. Since public transit comes under provincial jurisdiction, the reserved lane is operated by the Agence métropolitaine de transport (AMT), a Quebec government agency.

1.4. Centre for Infrastructure Innovation

In April 2015, the Corporation's Board of Directors approved the creation and startup of a Centre for Infrastructure Innovation.

The mission of the Centre for Infrastructure Innovation ("CII"), a department within JCCBI's organizational structure, is to develop and promote the Corporation's expertise with a view to ensuring the sustainability of the structures and the organization. In addition to carrying out activities for the Corporation, the CII will seek better practices with a view to generating technical applications.

The CII supports JCCBI in the development and application of innovative solutions based on advanced expertise and overall, sustainable strategies for the management and maintenance of major infrastructures, with a view to extending their useful life.

The Centre for Infrastructure Innovation's business plan, which was adopted by the Corporation's Board of Directors in August 2015, includes:

- + Developing and applying a strategy based on sustainable development to extend the useful life of infrastructures under JCCBI's responsibility;
- + Preparing a research plan and continuing to support research projects and exchanges with the Academia (namely universities);
- + Identifying, assessing and comparing bridge management practices in Canada and elsewhere in order to target the most effective ones;

- + Building alliances and overseeing the technological transfer of JCCBI's knowledge and innovations with respect to asset management and the design, construction and maintenance of infrastructures, in particular by:
 - participating in conferences and seminars
 - partnering with universities and associations
 - ensuring the transfer of learning within the Corporation
- + Analyzing the possibility of developing an infrastructure cluster

In phase 1 of the business plan, two (2) projects are currently being developed with the university sector:

- + Use of innovative, ultra-high-performance concrete to ensure the sustainable reinforcement and rehabilitation of bridge piers (École polytechnique de Montréal)
- + Evaluation of carbon-fibre-reinforced polymers as shear reinforcements of girders (McGill University)

In phase 2 of the plan, JCCBI will develop the necessary capabilities and means for transforming the current infrastructures into intelligent infrastructures, and for monitoring structural condition using instrumentation. It will also consider the implementation of seismic and dynamic response mechanisms.

In March 2016, JCCBI earmarked a total of \$2.3 million for the CII for fiscal years 2015-2016 to 2017-2018.

1.5. Funding

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

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

After several years of operation, at the expiry of its contract with Outfront Media (formerly CBS Canada Holding Co.) in the spring of 2015, JCCBI decided not to continue leasing federal land for billboards around its structures. This decision was the result of an evaluation process that raised various issues related to the provincial regulations on advertising along highways, a reduction in potential revenue further to the transfer of the Champlain Bridge corridor, and the cohabitation of billboards with Corporation construction sites, which generated substantial relocation costs. In this context, it was agreed that these activities would be discontinued, eliminating, at the same time, a source of visual pollution from our properties.

1.6. Accountability and Governance

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

JCCBI is governed by a Board of Directors made up of six (6) directors, including the Chairman of the Board and the Chief Executive Officer. The directors are appointed by the Minister, with the approval of the Governor in Council. The positions of Chairman of the Board and Chief Executive Officer are appointed to hold office during pleasure, by the Governor in Council, on the recommendation of the Minister. Their current term is for five (5) years ending November 5, 2019.

Board Committees

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



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

The Board of Directors has also formed the other committees listed in Appendix A, including Major Project Risk Committees. These advisory committees, which have no decision-making powers, ensure the smooth running of major projects.

Audit Regime

JCCBI's auditor is the Auditor General of Canada pursuant to *The Jacques Cartier and Champlain Bridges Inc. Regulations and Order in Council No. P.C. 2016-219*. The Auditor General conducts an annual audit of JCCBI's operations in accordance with the FAAs in order to ensure that the financial statements are presented fairly on the basis of accepted accounting principles and that JCCBI's operations were performed in accordance with the FAA and JCCBI's statutes and bylaws.

JCCBI develops multi-year plans of internal audits for its operations in order to determine, among other things, whether its risk management, control and governance systems enable it to fulfill its mission economically, efficiently and effectively in



accordance with the applicable legislation. JCCBI hires external firms to produce these plans.

Given the administrative complexity of the project to replace the desk of the Honoré Mercier Bridge, namely that the project is executed in partnership with the Ministère des Transports, de la Mobilité durable et de l'Électrification des transport du Québec ("MTMDET") and that JCCBI assumes the role of project manager, JCCBI has hired an external accounting firm to carry out the internal audit of the financial aspects of the project and provide accounting support.



OPERATING CONTEXT

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

Traffic Patterns

The Greater Montreal area transportation system is fully integrated. To this end, all South Shore bridges have an impact on each other, as each contributes to the development of the Montérégie Region. As many families have relocated to the South Shore, traffic has consequently increased. In this regard, recall that in 1962, the daily traffic on the Champlain Bridge saw approximately 5,000 to 7,000 vehicles, while today's traffic has skyrocketed to between 100,000 and 120,000 vehicles daily.

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

Relationships with Partners

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

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

Many meetings are coordinated on a regular basis with all these partners (including the MTMDDET and the municipalities), as well as emergency services and the police Service de Police de la Ville de Montréal ("SPVM") and Sureté du Québec ("SQ"). These meetings also include public transit corporations (Société de transport de Montréal "STM", AMT and Conseil Intermunicipal de transport du

Sud-Ouest “CITSO”), which support JCCBI in the implementation of mitigation measures during its major road works.

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

- 2) **Labour Market (Planning/Engineering/Construction):** In the metropolitan Montreal area, municipal authorities and the Quebec government have major construction projects under way or in the planning stages. JCCBI must compete with these authorities in procuring professional engineering services and awarding construction contracts to engineering firms and contractors in order to carry out said works. The duration and costs for same may be influenced by this market, where competition is very fierce in light of the large number and scope of current and planned road works.
- 3) **Media and Road Network Users:** It is essential that JCCBI build relationships with the media and consult with the users, affected residents and the municipalities. Regular, frequent and transparent communication is required to ensure the issues and challenges faced by the Corporation are clearly conveyed. This communication also enables users to opt for new routes, use public transit, prioritize carpooling or avoid certain bridges during JCCBI’s major work. In addition, this communication serves to explain the nature of the work and the condition of structures, and to reassure users about the safety of our infrastructure.
- 4) **Aboriginal Community of Kahnawà:ke:** The Honoré Mercier Bridge spans the Mohawk territory of Kahnawà:ke. Mohawk contractors and workers are currently involved in the rehabilitation of the deck of the federal portion of this bridge. Meetings are organized with the Mohawk Council of Kahnawà:ke for the planning and the execution of the work.
- 5) **Special Management of the Honoré Mercier Bridge (shared jurisdiction):** The Honoré Mercier Bridge is under both federal and provincial jurisdictions. It was completed in three stages: in the 1930s, 1950s, and early 1960s. Today, the bridge management and maintenance are shared by the Corporation and the MTMDDET. Since its opening, a number of changes and extensions were made, which resulted in a complex structure of ownership between the federal and the Quebec governments.

Consequently, the portion of the bridge spanning the St. Lawrence Seaway and adjacent island as well as the ramps built on the South Shore that span the Mohawk Territory are under federal jurisdiction, while the portion of the bridge over the St. Lawrence River is under provincial jurisdiction. Moreover, the bridge’s daily maintenance, including traffic management, towing services, snow removal

and de-icing operations are under provincial jurisdiction, for the entire bridge, both on the federal and on the provincial sides.

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

A collaboration agreement between JCCBI and Her Majesty the Queen in Right of Canada (represented by INFC), which forms an integral part of the Project Agreement (“PA”) between the federal government and the Private Partner (PP), was signed by the parties on March 4, 2015. This agreement provides for coordination mechanisms between the chosen PP and JCCBI and establishes the responsibilities concerning the operation, inspection, maintenance and rehabilitation of the various structures located on the site of the NCBC project until the signed agreement between INFC and the PP. The agreement defines the activities during the construction period of the NCBC on the site and outside the site of the project for which Her Majesty the Queen, JCCBI and the private partner are responsible.

The transfer of responsibility for land management from JCCBI to INFC led to the assignment, from JCCBI to INFC, of the leases and permits granted by JCCBI in the corridor of this sector.

Several meetings took place with the selected PP to define a modus operandi in this very busy corridor. In this regard, the contracts for snow clearing, towing and major electric maintenance were favorably renegotiated to ensure a transparent and safe continuity in the level of service to the road users.

Furthermore, the operational management of this key sector is assured through weekly work coordination meetings and through the management of all passage permits for off standards vehicles.

In 2015-2016, JCCBI finalized the agreement with its private partner, Sanexen Services environnementaux inc., for the containment and treatment of groundwater in the west sector of the Bonaventure Expressway. This project, which is being carried out at the same time as the NCBC project, requires considerable coordination and collaboration between the partners. This collaboration is one of many elements aimed at fostering the cohabitation of JCCBI with the NCBC PP, notably by ensuring the controlled use of lands in order to facilitate operations.

For the NCBC project, JCCBI is putting in place a dedicated interface management team. This team will coordinate all of the activities of the current Champlain Bridge major maintenance program with the construction activities for the new bridge.

- 7) **Current Champlain Bridge:** Until the opening of new Champlain Bridge, JCCBI must make sure that the current Champlain Bridge is safe for users. To this end, JCCBI continued its major maintenance program in 2015 by investing more than \$95 million for the maintenance of the structure which represents a key link between the South Shore and the Island of Montreal. The construction of the west and east jetties by the PP as part of the NCBC project highlighted the need for effective coordination of on site activities, and this coordination will intensify in 2016 as the PP reaches its momentum in its various construction activities.
- 8) **Neighbouring Municipalities:** In addition to road users, JCCBI must consider the people who live near the construction sites. Meetings are organized with companies whose offices are located close to the network and liable to be impacted by JCCBI's work. Meetings were also held with mayors of the municipalities neighbouring our major construction projects.

Fraud and Corruption



Award of Contracts to Engineering Firms and Contractors: Mitigation measures in place within JCCBI include internal audits that are carried out under the supervision of the Board's Audit Committee. JCCBI has incorporated, in its tender documents for construction contracts, some of PSPC's contract clauses regarding probity. Furthermore, contract clauses provide for the rejection of the tender submitted by a tenderer who holds a "restricted" license within the meaning of the *Building Act* (Quebec) or who would be ineligible for public contracts (Quebec) under the *Act respecting Contracting by Public Bodies* (Quebec), and the prohibition for a tenderer to retain the services of a subcontractor who holds such a restricted license. Furthermore, JCCBI has implemented a guide for the committees that evaluates proposals where the calls for tenders are for professional services contracts. JCCBI evaluates and documents the performance of the firms who provide professional services as well as that of contractors.

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

Environmental Obligations

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

JCCBI participates in the Federal Contaminated Sites Action Plan ("FCSAP"), administered by Environment Canada, for the implementation of the mitigation



measures required to contain and treat contaminated groundwater on lands in the Bonaventure Expressway sector (west and east sectors) in Montreal along the St. Lawrence River. JCCBI is also working with owners and stakeholders to study the contamination and implement mitigation plans in partnership, which increases the complexity of the file. The environmental plan for the east and west sectors is developed with these partners.

STRATEGIC ISSUES AND RISKS

Bridge Safety

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

The bridges are old and have been subjected to years of heavy traffic, climatic conditions and extensive use of road salt. In addition to major work completed or under way, these structures will require major work over the next decade. Traffic congestion on all South Shore bridges has an impact on JCCBI's ability to carry out major work during normal working hours, which has a direct impact on the planning, execution and cost of repairs. Major rehabilitation work is planned or under way on all the structures where signs of degradation increase safety risks. Long-term planning as well as communication and sharing of information on the issues are ongoing.


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

Sustainable Funding

Considering JCCBI does not have funding beyond 2018-2019, these inadequate long-term expense and capital fund reserves impact JCCBI's ability to carry out inspections and perform maintenance work, thus increasing the risk associated with the degradation of the bridges and structures. The long-term funding needs are identified in the ten-year planning in the Corporate Plan.

Despite significant investments in recent years, JCCBI continues to be challenged by critical long-term deficits for its infrastructure. The lack of long-term funding beyond 2018-2019 limits JCCBI's ability to award multi-year contracts, which may bring about delays in the operational planning and increased costs. In this context, it becomes very difficult for JCCBI to plan and carry out its work aimed at ensuring the safety of structures, especially given the age of the infrastructure, which require major interventions to keep them in operation condition.

For the file relating to the contaminated groundwater of lands in the Bonaventure Expressway sector (east and west sectors), JCCBI received funding from the FCSAP, which was renewed in 2011 for a period of four (4) years with the FCSAP2. The terms of this program have not been structured to accommodate the needs of long-term projects. A request to the Treasury Board for phase 3 of the FCSAP was approved in



February 2016. The FCSAP, including FCSAP3, allows projects of a maximum duration of four (4) years, i.e. ending in 2019-2020. This poses a real challenge for JCCBI, as lands in this sector require a longer action plan. Despite funding received for 2014-2015 to 2018-2019 (in the Budget) and the funds from FCSAP1, FCSAP2 and FCSAP3, the need for long-term funding over a fifteen (15)-year period starting in 2016-2017 is imperative.

The Corporation is working with INFC to identify its financial requirements over the short and long term. JCCBI has received significant investment for specific needs related to operating requirements until 2018-2019, but upcoming major projects are not currently funded.

Health and Safety

Given the increase in contracts awarded by JCCBI for the performance of major maintenance work on its structures and the increase in its workforce, JCCBI has put in place several measures in order to meet its legal obligations under Part II, Occupational Health and Safety, of the Canada Labour Code.

Hence, in addition to developing a prevention program for its employees, JCCBI has improved its work supervision contracts by adding dedicated occupational health and safety (“OHS”) resources. A comprehensive OHS management contract has also been awarded. This contract allows OHS specialists to participate in every step of construction projects in order to analyze risks to be reported to contractors, manage the coordination of projects and assist JCCBI in cases requiring expertise in OHS.

Aware of the OHS issues and in an effort to ensure ongoing improvement, JCCBI hired an internal OHS advisor in February 2016. This new resource will be in a position to develop and implement an OHS culture at JCCBI, improve contract requirements in terms of OHS management on worksites and conduct audits along with work supervisors to ensure that JCCBI’s requirements are being met. The OHS advisor is also responsible for developing user-friendly work tools and centralizing all OHS information gathered on worksites and for JCCBI employees.

Human Resources Management

Given the size and rapid growth of its major maintenance program budget, JCCBI added several positions within its operating and support services, in order to acquire an increased capacity to achieve its strategic goal. In 2014, in order to implement a project-based management approach, JCCBI decided to transform the organization from a functional structure to a matrix structure. The Corporation uses public and private sector reference groups operating in the metropolitan Montreal area in its strategies for staffing and staff retention.

Furthermore, JCCBI updates its contingency plan and continuous development plan for its employees and managers.

Information Technologies

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

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

In the winter of 2016, JCCBI will complete the implementation of an integrated management information system for the main functions of project-based management. JCCBI has voluntarily slowed the implementation of the information system in order to ensure the realisation of its major maintenance program. Subsequently, JCCBI will implement the Operations and Maintenance department functions. In 2016, JCCBI began deploying an electronic document management software, thus promoting the digitization of physical records.

Travel, Hospitality, Conference and Event Expenditures

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

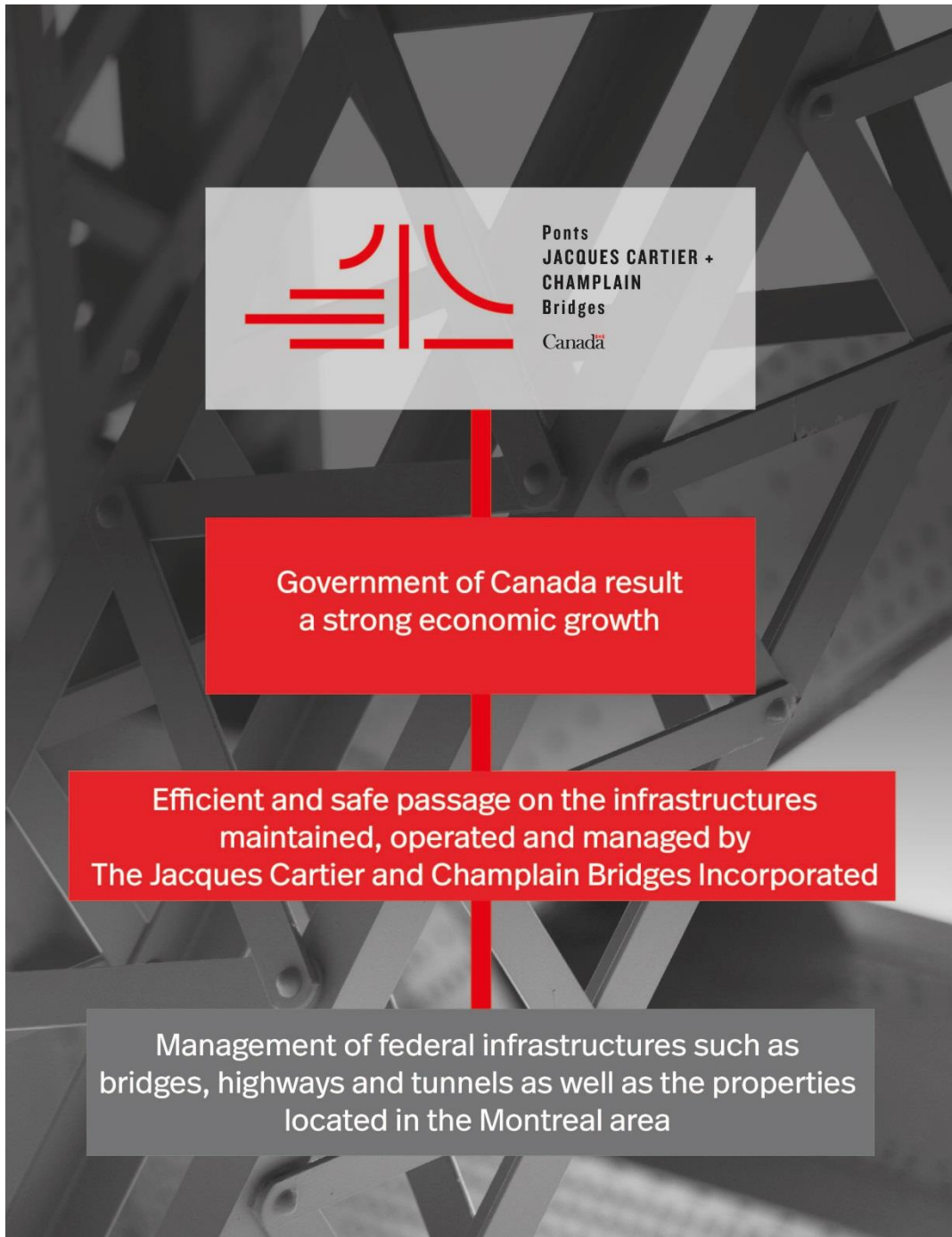
- a) to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations;
- b) to report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

The Corporation therefore proceeded to amend its travel, hospitality, conference and event expenditure directives and practices so as to align them with applicable Treasury Board policies and instruments. JCCBI has not identified any inconsistencies with its legal obligations.

The various steps in the implementation strategy were completed by December 30, 2015.

OBJECTIVES, ACTIVITY AND PERFORMANCE MEASURES

4.1. Architecture by Program Activity



4.2. Activity

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

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

Strategies

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

Funding – Cost estimates are based on previous contracts, experience, life cycle of the various components, inspection and various studies, combined with the inflation and indexing factors, as well as a provision for risk mitigation for every structure. This is in addition to the contribution of JCCBI's engineers, consultants and technical experts, and includes the planning and prioritization of projects. As the structures are aging yearly, additional major work is being identified through inspections. JCCBI combines the work, to the extent possible, in order to achieve savings and ensure efficiency. It is imperative that appropriate multi-year funding levels be implemented to enable JCCBI to fulfill its mission effectively and efficiently.

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

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

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

There is still much maintenance and rehabilitation work to be done over the next five (5) years given the ongoing rehabilitation and large-scale construction projects:

1. In order to maintain the Jacques Cartier Bridge on a long term basis, JCCBI has developed a revitalization plan that includes the renovation and reconstruction of buildings situated behind the maintenance centre, and a plan to strengthen various components of the structure.

2. For the Champlain Bridge, the repairs planned in the ten-year program will still be necessary. In addition, investments in the area of \$389 million have already been approved for the four (4) years 2014-2015 to 2017-2018 in order to mitigate the risks associated with the condition of the edge girders.
3. Required and necessary works for the maintenance of assets are planned on the Bonaventure Expressway, the Honoré Mercier Bridge, the Melocheville Tunnel and the Champlain Bridge Ice Control Structure.
4. Important environmental mitigation measures are required to contain and treat contaminated groundwater on lands managed by JCCBI within the Bonaventure Expressway sector (west and east sectors).
5. Given the eventual demolition of the Champlain Bridge Plaza as part of the project for the new Champlain Bridge corridor, and the condition of the Jacques Cartier Plaza and adjoining buildings, JCCBI plans to replace the existing Jacques Cartier Plaza with one new multifunctional building for the Operations and Maintenance department.

4.3. Performance Measures

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

Performance Measures in 2016-2017	Performance Indicators	Timeline
Request approval of long-term funding to counter major risks for the bridges and structures in Montreal.	Allocation of long-term funding to JCCBI to counter major risks for bridges and structures	2016-2017
	Allocation of long-term funding to JCCBI for environmental project of the west and east sectors of the Bonaventure Expressway	2016-2017
Carry out the regular major inspection and maintenance program.	Carrying out the maintenance program on the basis of annual inspections and daily operational review	2016-2017
Carry out funded projects on time and on budget.	Honoré Mercier Bridge deck rehabilitation program	2013-2017
	Champlain Bridge rehabilitation program	2013-2018
	Champlain Bridge girder reinforcement program	2013-2018
	Major maintenance program on the Jacques Cartier Bridge, the federal section of the Bonaventure Expressway, the Champlain Bridge Ice Control Structure and the Melocheville Tunnel	2014-2019
	Migration measures for the contaminated groundwater of the Bonaventure Expressway sector	2013-2017



Support of the Government Direction for Expenditure Restraint

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

- I. Changes to Voluntary Severance Benefits – JCCBI adopted to end voluntary severance benefits for managers and non-unionized employees and has negotiated this change with the white collar workers bargaining unit.
- II. Salaries and Other Benefits – JCCBI will continue to take the federal government directions into consideration when reviewing compensation issues.
- III. Return to Balanced Budgets – As part of the savings identified in federal Budget 2012, JCCBI has, starting in 2013-2014, reduced expenditures by \$527,000 annually and will continue to do so in the years to come through the cancellation of property insurance policies covering its structures.

JCCBI'S PRO FORMA FINANCIAL STATEMENTS

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

Statement of Financial Position - Pro forma								
Description	Actual 2014-2015	Current Forecasts 2015- 2016 (1)	Main Budget 2015-2016	Budget				
				2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
								2020-2021
FINANCIAL ASSETS								
Cash Flow	65,138	65,138	16,858	65,138	65,138	65,139	65,139	65,139
Accounts Receivable								
Due from Canada	14,302	14,302	23,668	14,302	14,302	14,302	14,302	14,302
Other	9,911	9,911	10,318	9,911	9,911	9,911	9,911	9,911
TOTAL FINANCIAL ASSETS	89,351	89,351	50,844	89,351	89,351	89,352	89,352	89,352
LIABILITIES								
Accounts Payable and Accrued Liabilities	75,052	75,052	38,393	75,052	75,052	75,052	75,052	75,052
Employee Future Benefits	1,422	1,703	1,447	1,823	1,904	2,101	2,347	2,667
Contract Holdbacks	11,283	11,283	9,537	11,283	11,283	11,283	11,283	11,283
Deferred Revenue	282	282	352	282	282	282	282	282
Environmental Obligations	31,100	29,099	29,766	17,319	16,022	14,738	13,451	12,159
TOTAL LIABILITIES	119,139	117,419	79,495	105,759	104,543	103,456	102,415	101,443
NET DEBT	(29,788)	(28,068)	(28,651)	(16,408)	(15,192)	(14,104)	(13,063)	(12,091)
NON-FINANCIAL ASSETS								
Capital Assets	474,351	527,626	588,719	596,974	669,185	690,081	672,033	686,592
Prepaid Expenses	851	851	788	851	851	851	851	851
TOTAL NON-FINANCIAL ASSETS	475,202	528,477	589,507	597,825	670,036	690,932	672,884	687,443
Accumulated Surplus	445,414	500,409	560,856	581,417	654,844	676,828	659,821	675,352

(1) Forecasts as at October 31, 2015

Statement of Operations - Pro forma

Description	Actual 2014-2015	Current Forecasts 2015 2016 (1)	Main Budget 2015-2016	Budget				
				2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES								2020-2021
Leases and Permits	3,715	575	2,559	586	598	610	623	634
Interest	571	800	200	500	500	500	500	500
Other Sources	48	0	0	0	0	0	0	0
TOTAL REVENUES	4,334	1,375	2,759	1,086	1,098	1,110	1,123	1,134
EXPENSES								
Maintenance	140,307	221,723	290,694	252,038	276,213	203,079	273,926	247,279
Operations	4,764	4,335	4,354	4,315	4,402	4,490	4,580	4,672
Administrative	13,046	13,395	14,711	13,503	13,143	13,487	13,461	13,884
Environmental Obligations	(4,443)	(2,001)	(6,095)	(11,780)	(1,297)	(1,284)	(1,287)	(1,292)
TOTAL EXPENSES	153,674	237,452	303,664	258,076	292,461	219,772	290,680	264,543
Deficit before Government Funding	(149,340)	(236,077)	(300,905)	(256,990)	(291,363)	(218,662)	(289,557)	(263,409)
Portion of the transfer payments for operating expenses	131,235	259,669	270,992	270,248	255,846	178,923	8,913	4,046
Portion on the transfert payments for capital assets (2)	114,970	162,924	155,809	97,277	110,774	61,723	2,641	2,641
Required Funding (Potential Reprofiling)	0	(131,521)	0	(29,527)	(1,830)	0	260,995	272,253
Annual Surplus (Deficit)	96,865	54,995	125,896	81,008	73,427	21,985	(17,008)	15,531
Accumulated Surplus at the beginning of the Period	348,549	445,414	434,961	500,409	581,417	654,844	676,828	659,821
Accumulated Surplus at the end of the Period	445,414	500,409	560,857	581,417	654,844	676,828	659,821	675,352

(1) Forecasts as at October 31, 2015

(2) The Forecast 2015-2016 of the Financing of the Government of Canada - fixed assets includes the carryforward of funds approved to the amount of 7,115M\$ of 2014-2015 to 2015-2016 but not included with the reference level.

Statement of Change in Net Debt - Pro forma

Description	Actual 2014-2015	Current Forecasts 2015 2016 (1)	Main Budget 2015-2016	Budget				
				2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
Annual Surplus (Deficit)	96,865	54,995	125,896	81,008	73,427	21,985	(17,008)	2020-2021 15,531
Acquisitions of Capital Assets	(114,970)	(82,839)	(155,809)	(110,744)	(110,774)	(61,723)	(23,607)	(36,474)
Amortization of Capital Assets	22,840	29,564	35,863	41,396	38,563	40,826	41,656	21,915
Subtotal	(92,130)	(53,275)	(119,946)	(69,348)	(72,211)	(20,897)	18,049	(14,559)
Acquisitions of Prepaid Expenses	(3,636)	0	0	0	0	0	0	0
Use of Prepaid Expenses	3,573	0	0	0	0	0	0	0
Subtotal	(63)	0	0	0	0	0	0	0
(Increase) Decrease in Net Debt	4,672	1,720	5,950	11,660	1,216	1,088	1,041	972
Net Debt at the Beginning of the Period	(34,460)	(29,788)	(34,600)	(28,068)	(16,408)	(15,192)	(14,104)	(13,063)
Net Debt at the End of the Period	(29,788)	(28,068)	(28,650)	(16,408)	(15,192)	(14,104)	(13,063)	(12,091)

(1) Forecasts as at October 31, 2015

Statement of Cash Flows - Pro forma								
Description	Actual 2014-2015	Current Forecasts 2015-2016 (1)	Main Budget 2015-2016	Budget				
				2016-2017	2017-2018	2018-2019	2019-2020	Forecasts (1)
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING TRANSACTIONS								
Annual Surplus related to Activities	96,865	54,995	125,896	81,008	73,427	21,985	(17,008)	15,531
Non-Cash Items								
Amortization of Capital Assets	22,840	29,564	35,863	41,396	38,563	40,826	41,656	21,915
Gain / (Loss) at disposal of capital assets	0	0	0	0	0	0	0	0
Increase in Employee Future Benefits	260	281	145	120	81	197	246	320
Increase of Environmental Obligations	(4,761)	(2,001)	(6,095)	(11,780)	(1,297)	(1,284)	(1,287)	(1,292)
Variation on Non-Cash Working Capital Items								
(Increase) Decrease in Accounts receivable	12,779	0	0	0	0	0	0	0
Increase (Decrease) in Accounts Payable and Accrued Expenses	36,238	0	0	0	0	0	0	0
Increase (Decrease) in Contract Holdbacks	1,746	0	0	0	0	0	0	0
Increase (Decrease) in Deferred Revenue	(70)	0	0	0	0	0	0	0
(Increase) Decrease in Prepaid Expenses	(63)	0	0	0	0	0	0	0
Net Cash Provided by Operating Transactions	165,834	82,839	155,809	110,744	110,774	61,724	23,607	36,474
CAPITAL INVESTMENT TRANSACTIONS								
Proceeds for the Sale of Tangible Capital Assets	0	0	0	0	0	0	0	0
Acquisitions of Capital Assets	(114,970)	(82,839)	(155,809)	(110,744)	(110,774)	(61,723)	(23,607)	(36,474)
Net Cash provided by Capital Transactions	(114,970)	(82,839)	(155,809)	(110,744)	(110,774)	(61,723)	(23,607)	(36,474)
Net Increase (Decrease) in Cash	50 864	-	-	-	-	1	0	-
Cash at the Beginning of the Period	14 274	65 138	16 859	65 138	65 138	65 138	65 139	65 139
Cash at the End of the Period	65 138	65 138	16 859	65 138	65 138	65 139	65 139	65 139

(1) Forecasts as at October 31, 2015

5.1. Operating Budget

Operating Budget - Pro forma											
Description	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2015-2016			2014-2015		
	Budget					Budget	Forecasts (1)	Variance	Budget	Actual	Variance
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES											
Parliamentary Appropriations for Operating Costs	270,248	255,846	178,923	8,913	4,046	270,992	259,669	(11,323)	250,198	131,235	(118,963)
Leases and Permits	586	598	610	623	634	2,559	575	(1,984)	3,617	3,715	98
Interest	500	500	500	500	500	200	800	600	238	571	333
Other	0	0	0	0	0	0	0	-	-	48	48
TOTAL REVENUES	271,334	256,944	180,033	10,036	5,180	273,751	261,044	(12,707)	254,053	135,569	(118,484)
EXPENSES											
Maintenance	252,038	276,213	203,079	273,926	247,279	290,694	221,723	(68,971)	276,369	140,307	(136,062)
Operations	4,315	4,402	4,490	4,580	4,672	4,354	4,335	(19)	4,265	4,764	499
Administrative	13,503	13,143	13,487	13,461	13,884	14,711	13,395	(1,316)	10,127	13,046	2,919
Environmental Obligations	(11,780)	(1,297)	(1,284)	(1,287)	(1,292)	(6,095)	(2,001)	4,094	-	(4,443)	(4,443)
Non-Cash Items	(29,736)	(37,347)	(39,739)	(40,615)	(20,943)	(29,913)	(27,844)	2,069	(36,708)	(18,105)	18,603
TOTAL EXPENSES	228,340	255,114	180,033	250,065	243,600	273,751	209,608	(64,143)	254,053	135,569	(118,484)
POTENTIAL REPROFILING (REQUIRED FUNDING) OF OPERATIONS	42,994	1,830	0	(240,029)	(238,420)	0	51,436	51,436	-	-	-

(1) Forecasts as at October 31, 2015

5.2. Capital Budget

Capital Budget - Pro forma											
Description	2016-2017	2017-2018	2018-2019	2019-2020	Forecasts (1)	2015-2016			2014-2015		
	Budget					Budget	Forecasts (1)	Variance	Budget	Actual	Variance
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES											
Parliamentary Appropriations for Capital Assets	97,277	110,774	61,723	2,641	2,641	155,809	162,924	7,115	161,908	114,970	(46,938)
TOTAL REVENUES	97,277	110,774	61,723	2,641	2,641	155,809	162,924	7,115	161,908	114,970	(46,938)
CAPITAL ASSETS											
Jacques Cartier Bridge	63,322	84,245	40,941	4,416	24,142	41,512	21,178	(20,334)	12,816	11,523	(1,293)
Champlain Bridge	-	-	-	-	-	2,261	-	(2,261)	4,980	5,512	532
Honoré Mercier Bridge	36,170	15,199	4,562	4,280	3,224	27,590	26,737	(853)	53,212	28,318	(24,894)
Melocheville Tunnel	163	1,121	407	5,357	4,016	1,740	156	(1,584)	2,225	2,326	101
Bonaventure Expressway	1,739	8,062	14,244	9,009	4,597	2,478	193	(2,285)	763	13,509	12,746
Highway 15	-	-	-	-	-	11,465	5,988	(5,477)	28,846	13,814	(15,032)
Ice Control Structure	7,134	1,141	992	187	117	62,721	24,673	(38,048)	33	4,272	4,239
Nuns' Island	-	-	-	-	-	4,154	2,637	(1,517)	57,280	35,557	(21,703)
Other Capital Assets	2,216	1,006	578	358	379	1,888	1,277	(611)	1,773	139	(1,634)
TOTAL CAPITAL ASSETS	110,744	110,774	61,723	23,607	36,474	155,809	82,839	(72,970)	161,908	114,970	(46,938)
POTENTIAL REPROFILING (REQUIRED FUNDING) OF CAPITAL ASSETS	(13,467)	0	0	(20,966)	(33,833)	-	80,085	80,085	-	-	-

(1) Forecasts as at October 31, 2015

(2) The Forecast 2015-2016 of the Financing of the Government of Canada - fixed assets includes the carryforward of funds approved to the amount of 7,115M\$ of 2014-2015 to 2015-2016 but not included with the reference level.

POTENTIAL REPROFILING (REQUIRED FUNDING) - TOTAL OPERATIONS AND CAPITAL ASSETS	29,527	1,830	(0)	(260,995)	(272,253)	-	131,521	131,521	-	-	-
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PERFORMANCE REVIEW OF THE 2015-2016 TO 2019-2020 CORPORATE PLAN

Manage and Maintain			
Management of federal infrastructures bridges, highways and tunnels as well as properties in the Montreal area			
Performance Measures 2015-2016	Performance Indicators	Timeline	Status
Carry out the regular Major Maintenance and Inspection Program.	Carrying out the maintenance program on the basis of annual inspections and daily operational review	Once a year	Inspections have been improved and in the process of being completed according to schedule.
Request approval of long-term funding to counter major risks for the bridges and structures of Montreal.	- Allocation of long-term funding to JCCBI to counter major risks for bridges and structures	2015-2016	- 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	2015-2016	- Ongoing: The 2014-2015 to 2018-2019 Corporate Plan has been approved. The need for funding over a 15-year period was sent to INFC.
Carry out funded projects on time and on budget.	Honoré Mercier Bridge deck rehabilitation program	2013-2017	Achieved in part – Work continues on the federal portion of the bridge and is expected to be completed in 2017.
	Champlain Bridge rehabilitation program	2013-2018	Achieved – The seventh year of the ten-year Plan is under way.
	Construction of Île des Sœurs Bypass Bridge and of the new snow storage facility	2013-2015	Achieved
	Champlain Bridge edge girder reinforcement program	2013-2018	Work continues according to the revised program.
	Mitigation measures for the contaminated groundwater of the Bonaventure Expressway sector	2013-2017	Work continues in collaboration with the various stakeholders.



+ APPENDICES

APPENDIX A

LIST OF BOARD OF DIRECTORS COMMITTEES

DIRECTORS

BOUCHARD, Dominique
CARLIN, Glen P.
HÉBERT, Denise
KEFALAS, Paul T.
MARTEL, Serge
MARTIN, Guy

OFFICERS

Chairman

Vice Chair

Acting Corporate Secretary

Chief Executive Officer

Counsel

Treasurer

KEFALAS, Paul

MARTEL, Serge

PAPAGIANNIS, John

CARLIN, Glen P.

LEFEBVRE, Sylvie

LACHANCE, Claude

AUDIT COMMITTEE

HÉBERT, Denise/President
MARTEL, Serge
MARTIN, Guy

GOVERNANCE COMMITTEE

KEFALAS, Paul/President
HÉBERT, Denise
MARTEL, Serge
MARTIN, Guy

RISK COMMITTEE – STRUCTURES

MARTIN, Guy/President
MARTEL, Serge
HÉBERT, Denise

HUMAN RESOURCES COMMITTEE

HÉBERT, Denise/President
MARTEL, Serge
MARTIN, Guy

RISK COMMITTEE – CHAMPLAIN PROJECT

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

INFORMATION TECHNOLOGY AND CHANGE MANAGEMENT COMMITTEE

MARTEL, Serge/President
KEFALAS, Paul (Observer)

EXPERT COMMITTEE – CHAMPLAIN BRIDGE

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

APPENDIX B

LIST OF ABBREVIATIONS

APA	ARCHITECTURE BY PROGRAM ACTIVITY
AMT	AGENCE MÉTROPOLITAINE DE TRANSPORT
ASPSE	ACCOUNTING STANDARDS FOR PUBLIC SECTOR ENTITIES
CBCA	CANADA BUSINESS CORPORATIONS ACT
CICA	CANADIAN INSTITUTE OF CHARTERED ACCOUNTANTS
CII	CENTRE FOR INFRASTRUCTURE INNOVATION
CITSO	CONSEIL INTERMUNICIPAL DE TRANSPORT DU SUD-OUEST
CPC	CANADA PORTS CORPORATION
FAA	FINANCIAL ADMINISTRATION ACT
FBCL	THE FEDERAL BRIDGE CORPORATION LIMITED
FCSAP	FEDERAL CONTAMINATED SITES ACTION PLAN
GST	GOODS AND SERVICES TAX
INFC	INFRASTRUCTURE CANADA
JCCBI	THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED
MDDELCC	MINISTÈRE DU DÉVELOPPEMENT DURABLE, DE L'ENVIRONNEMENT ET DE LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES
MTMDET	MINISTÈRE DES TRANSPORTS, DE LA MOBILITÉ DURABLE ET DE L'ÉLECTRIFICATION DES TRANSPORTS DU QUÉBEC
NCBC	NEW CHAMPLAIN BRIDGE CORRIDOR
OAGC	OFFICE OF THE AUDITOR GENERAL OF CANADA
OHS	OCCUPATIONAL HEALTH AND SAFETY
PP	PRIVATE PARTNER (FOR THE NCBC PROJECT)
PSPC	PUBLIC SERVICES AND PROCUREMENT CANADA
PWGSC	PUBLIC WORKS AND GOVERNMENT SERVICES CANADA
QST	QUEBEC SALES TAX
SLSA	THE ST. LAWRENCE SEAWAY AUTHORITY
SLSMC	THE ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION
SPVM	SERVICE DE POLICE DE LA VILLE DE MONTRÉAL
SQ	SURETÉ DU QUÉBEC
TBS	TREASURY BOARD SECRETARIAT
TC	TRANSPORT CANADA