



Ponts  
JACQUES CARTIER +  
CHAMPLAIN  
Bridges  
Canada

Longueuil, January 20, 2023

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**Subject : Special Examination of the Office of the Auditor General of Canada  
Detailed Action Plan as of January 16, 2023  
from The Jacques Cartier and Champlain Bridges Incorporated**

Dear Ladies, Sir,

On behalf of The Jacques Cartier and Champlain Bridges Incorporated, and following the tabling of the Auditor General of Canada's 2022 Special Examination Reports in the House on November 15, 2022, I am pleased to send you the *Detailed Action Plan as of January 16, 2023 from the Jacques Cartier and Champlain Bridges Incorporated* to follow up on the audit recommendations that were agreed to, in accordance with the motion of the Standing Committee on Public Accounts adopted on December 16, 2021.

Yours truly,

Sandra Martel, eng.  
Chief Executive Officer

SM/sd

Encl.: Detailed Action Plan as of January 16, 2023 (English and French versions)  
c.c. : Mrs Lucie Painchaud, Senior Director, Administration and Treasurer  
Mr Paul Robert, Senior Director, Legal Affairs and Human Resources and Corporate Secretary

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**DETAILED ACTION PLAN AS OF JANUARY 16, 2023**  
**from The Jacques Cartier and Champlain Bridges Incorporated**  
**In response to the recommendations made in the Special Examination Report - 2022 from the Auditor General of Canada**

Reference Number in the Report	OAG's Recommendation	Corporation's Response	Description of the Expected Final Result	Expected Completion Date	Key Milestones (Description/Dates)	Responsible Individuals / Points of Contact (Name, Position, Phone number)	Achievement Indicator (For use by the Committee only)
25	The corporation should establish a regular disclosure process for board members that covers all types of conflicts of interest, and should document any measures taken, if necessary.	<b>Agreed.</b> Since late August 2021, an item has been systematically added to the board s meeting agenda so that members can declare, at the start of the meetings, any types of conflicts of interest relating to the agenda items. In addition, by the end of the 2022-23 fiscal year, the corporation will modify the process to disclose conflicts of interest to cover all types of conflicts of interest, and it will document measures taken to address disclosed conflicts of interest.	Code of Conduct and Ethics for board members, which will include, among others, a process for disclosing all types of conflicts of interest as well as the process for documenting the measures taken, if any.	March 31, 2023	<b>Completed.</b> Presentation to the Governance and Ethics Committee on November 29, 2022.  Approved by the Board of Directors December 14, 2022.	Sandra Martel, Chief Executive Officer 450-651-8771 #2221  Paul Robert, Senior Director, Legal Affairs and Human Resources and Corporate Secretary 450-651-8771 #2224	
26	The corporation should establish a code of conduct for board members and ensure that it is followed.	<b>Agreed.</b> The corporation will establish a code of conduct for board members and will implement an annual process for members to declare their compliance with the code. The corporation will put in place the code and the declaration process by the end of the 2022-23 fiscal year.	Code of Conduct and Ethics for board members that will include an annual declaration process.	March 31, 2023	<b>Completed.</b> Presentation to the Governance and Ethics Committee on November 29, 2022.  Approved by the Board of Directors December 14, 2022.	Sandra Martel, Chief Executive Officer 450-651-8771 #2221  Paul Robert, Senior Director, Legal Affairs and Human Resources and Corporate Secretary 450-651-8771 #2224	
29	The corporation should provide the board with complete information about its ethical performance and its management of infrastructure risks.	<b>Agreed.</b> The corporation will modify its policies in the 2022-23 fiscal year to provide for annual reporting to the board that includes employees' declarations of compliance with the values and ethics code and the policy on conflicts of interest, as well as employees' disclosures and any actions by management to address the conflicts of interest disclosed. In addition, as of the start of the 2022-23 fiscal year, the corporation will provide the board with complete information on the management of infrastructure risks so that the board can fulfill its mandate.	Amendment to Policy N° 37 <i>Les conflits d'intérêts et l'après-mandat</i> to provide for annual reporting.	March 31, 2023	Presentation to the Board of Directors for approval no later than March 2023.	Sandra Martel, Chief Executive Officer 450-651-8771 #2221  Paul Robert, Senior Director, Legal Affairs and Human Resources and Corporate Secretary 450-651-8771 #2224  <i>(Ethical performance component)</i>	

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			Provide the Board of Directors with a comprehensive annual review including asset risks in accordance with Policy N° 39 <i>Politique de supervision des actifs</i> and Policy N° 41 <i>Politique en matière de gestion d'actifs</i> .	1 <sup>st</sup> quarter of 2023-2024	Every first quarter, a comprehensive annual review of asset management and asset supervision activities will be tabled for the information of the Board of Directors.	Robert Sauvé, Senior Director, Asset Management 450-651-8771 #2267  (Infrastructure risks component)	
34	The corporation should take into account external environment considerations, including stakeholders, in its strategic planning process.	<b>Agreed.</b> The corporation takes into account its external environment, including stakeholders, in all its projects and operations. The corporation will explicitly include these considerations in its 2022-23 annual action plan, which supports its 2020-24 strategic plan, as well as when preparing its next strategic plan in 2023-24, to be implemented starting in 2024-25.	Ensure that the steps taken by JCCBI to take into account / consult with its external environment are well documented.	March 31, 2023	External environment considerations included in the following documents :  <ul style="list-style-type: none"> <li>• 2021-2022 Annual Report</li> <li>• 2022-2023 Action Plan</li> <li>• 2023-2024 to 2027-2028 Corporate Plan</li> <li>• Strategic Positioning Plan (September 2022).</li> </ul>	Sandra Martel, Chief Executive Officer 450-651-8771 #2221  Nathalie Lessard, Director, Communications 450-651-8771 #2232	
35	The corporation should ensure that it submits the final version of its corporate plan to the responsible minister at least 8 weeks before the start of each fiscal year, in compliance with the provisions of the <i>Crown Corporation Corporate Plan, Budget and Summaries Regulations</i> , and should continue to work with the Government of Canada to ensure that its corporate plans are approved in a timely manner.	<b>Agreed.</b> The corporation submitted the final version of its 2022-23 to 2026-27 corporate plan to the responsible minister within the specified time frame, and will continue to do so with future plans. The corporation will continue to follow up on the approval of its corporate plan by the government, notably during monthly meetings with Infrastructure Canada.	Submit the corporate plan with the responsible minister at least eight weeks prior to the beginning of each fiscal year in order to comply with the provisions of the <i>Crown Corporation Corporate Plan, Budget and Summaries Regulations</i> .	March 31, 2022	<b>Completed.</b>  Setting a detailed schedule for each section of the corporate plan that identifies the responsible individuals and the timelines.  Kick-off meeting every year and regular monitoring by the Administration department.	Sandra Martel, Chief Executive Officer 450-651-8771 #2221  Lucie Painchaud, Senior Director, Administration and Treasurer 450-651-8771 #2261	
38	The corporation should complete setting targets for performance indicators so that it can assess the achievement of its strategic objectives. The corporation should also regularly monitor and report on the progress made.	<b>Agreed.</b> The corporation is now completing the process of setting targets for performance indicators to support the achievement of its strategic objectives. It will complete the work by 31 December 2022. In addition, starting from January 2023, the corporation will regularly monitor the progress made on all the targets it has set, and from April 2023 it will begin reporting on that progress.	Complete setting targets and thresholds and ensure the publication of the performance indicators.  Carry out regular monitoring.  Report on results.	March 31, 2023	<b>Completed.</b>  <ol style="list-style-type: none"> <li>1. Setting the performance indicators.</li> <li>2. Approval by the Board of Directors.</li> <li>3. Inclusion of the indicators in the 2022-2023 to 2026-2027 Corporate Plan.</li> </ol>	Lucie Painchaud, Senior Director, Administration and Treasurer 450-651-8771 #2261	

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					<p>4. Publication on JCCBI's intranet site.</p> <p>5. Quarterly monitoring since January 2022.</p> <p><b>Upcoming :</b></p> <p>1. Finalize setting targets and thresholds for some indicators.</p> <p>2. Report results in the Corporation's 2022-2023 Annual Report.</p>		
42	The corporation should set its risk appetite and risk tolerance levels.	<p><b>Agreed.</b></p> <p>The corporation will set its risk appetite and risk tolerance levels by 31 March 2023.</p>	<p>Develop and communicate :</p> <p>One general appetite and tolerance statement for the organization.</p> <p>Eight appetite and tolerance statements, namely one (or more if needed) for each risk category.</p>	March 31, 2023	<p><b>Completed.</b></p> <p>Summer of 2022: Identification of participants and launch of a participatory process at all levels of the organization (Board of Directors, senior management, managers and employees.</p> <p>Fall of 2022 : Workshop with participants for each risk category.</p> <p>December 2022 : Preliminary risk appetite and tolerance statements.</p> <p><b>In progress and upcoming :</b></p> <p>January 2023 : Validation of statements (Management Committee, Corporate Risk Committee).</p> <p>February 2023 : Approval of the statements by the Board of Directors.</p>	<p>Lucie Painchaud Senior Director, Administration and Treasurer 450-651-8771 #2261</p> <p>Véronique Gagné, Director, Information Resources 450-651-8771 #2540</p>	

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56	The corporation should conduct the random checks required by its quality control process and should follow up on the lessons learned that project management teams have identified.	<b>Agreed.</b> The corporation will clarify expectations regarding the frequency and the role of the independent team to ensure effective random checks of the self-assessments. In addition, roles and responsibilities for managing lessons learned will be defined to ensure systematic follow-up. These measures will be implemented by the end of the 2022-23 fiscal year.	The frequency and the role of the independent team to ensure effective random checks of the self-assessments will be optimized.  A search tool will be implemented to provide efficient access to the lessons learned. The project team will ensure follow up and communication to the teams.	March 31, 2023	March 31, 2023 – Implementation of the new methodology for self-assessments and random checks thereof.  March 31, 2023 – Implementation of the new tool and of the lessons learned communication process.	Dominique Blouin, Senior Director, Projects 450-651-8771 #2520  André Morin, Senior Director, Operations 450-651-8771 #2167	
59	The corporation should define organizational performance indicators, with targets, to measure compliance with project timelines and the execution of projects in accordance with specifications and quality requirements. The corporation should also regularly measure and report on performance.	<b>Agreed.</b> In fall 2021, the corporation developed organizational performance indicators to measure compliance with project timelines. The Board of Directors began receiving information about performance against these indicators in the third quarter of the 2021-22 fiscal year, and the related targets will be set by 31 December 2022. Organizational performance indicators with targets will be developed by 31 December 2022 to measure project execution in accordance with specifications and quality requirements. The corporation will conduct quarterly monitoring of progress made against set targets beginning in the 2023-24 fiscal year.	Implementation of performance indicators and definition of targets to measure that projects are completed according to specifications and contractual requirements, notably in terms of quality, work specifications, schedules and costs.  The Jacques Cartier and Champlain Bridges Inc. will monitor progress against targets on a quarterly basis.	April 1, 2023	3 <sup>rd</sup> quarter of 2022-2023 – Implementation of performance indicators that measure performance in terms of specifications and quality and sharing of the information with the Board of Directors.  December 31, 2022 – Addition of targets related to quality and compliance with scope, costs and schedules.  April 2023 – Quarterly monitoring of progress against targets.	Dominique Blouin, Senior Director, Projects 450-651-8771 #2520	
64	The corporation should define complete targets to measure the achievement of its environmental and sustainable development objectives, should regularly measure progress achieved, and should report on the results.	<b>Agreed.</b> By 31 March 2023, the corporation will define complete targets for its environmental and sustainable development objectives. The corporation will also regularly measure its performance against set targets, and will report on the results starting from the end of the third quarter of the 2023-24 fiscal year.	Confirmation of the Sustainable Development Goals (SDGs) and development of a comprehensive action plan including the goals and targets to be achieved for the period 2023 to 2027.	November 2023	<b>Completed.</b> In support of the 2022-2026 Federal Sustainable Development Strategy (FSDS), JCCBI will identify its SDGs by August 29, 2022.	Robert Sauvé, Senior Director, Asset Management 450-651-8771 #2267	

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			<p>In accordance with Policy N° 4 <i>Politique en matière d'environnement et de développement durable</i>, submission of an annual review to the Board of Directors.</p>	<p>1<sup>st</sup> quarter of 2023-2024</p>	<p><b>In progress and upcoming :</b></p> <p><u>Starting in September 2022</u> Development of a detailed action plan including the goals and targets (submission of JCCBI's Sustainable Development Strategy 2023 to 2027 in November 2023 pursuant to the <i>Federal Sustainable Development Act</i> (FSDA).</p> <p><u>November 2024</u> Submission of the first Progress Report pursuant to the FSDA.</p> <p><u>November 2026</u> Submission of the second Progress Report.</p> <p>Every first quarter, a comprehensive annual review of the ESD activities will be tabled for the information of the Board of Directors.</p>		