



Ponts
JACQUES CARTIER +
CHAMPLAIN
Bridges
CanacÉ
1978 - 2018



ANNUAL REPORT
20¹⁸
19

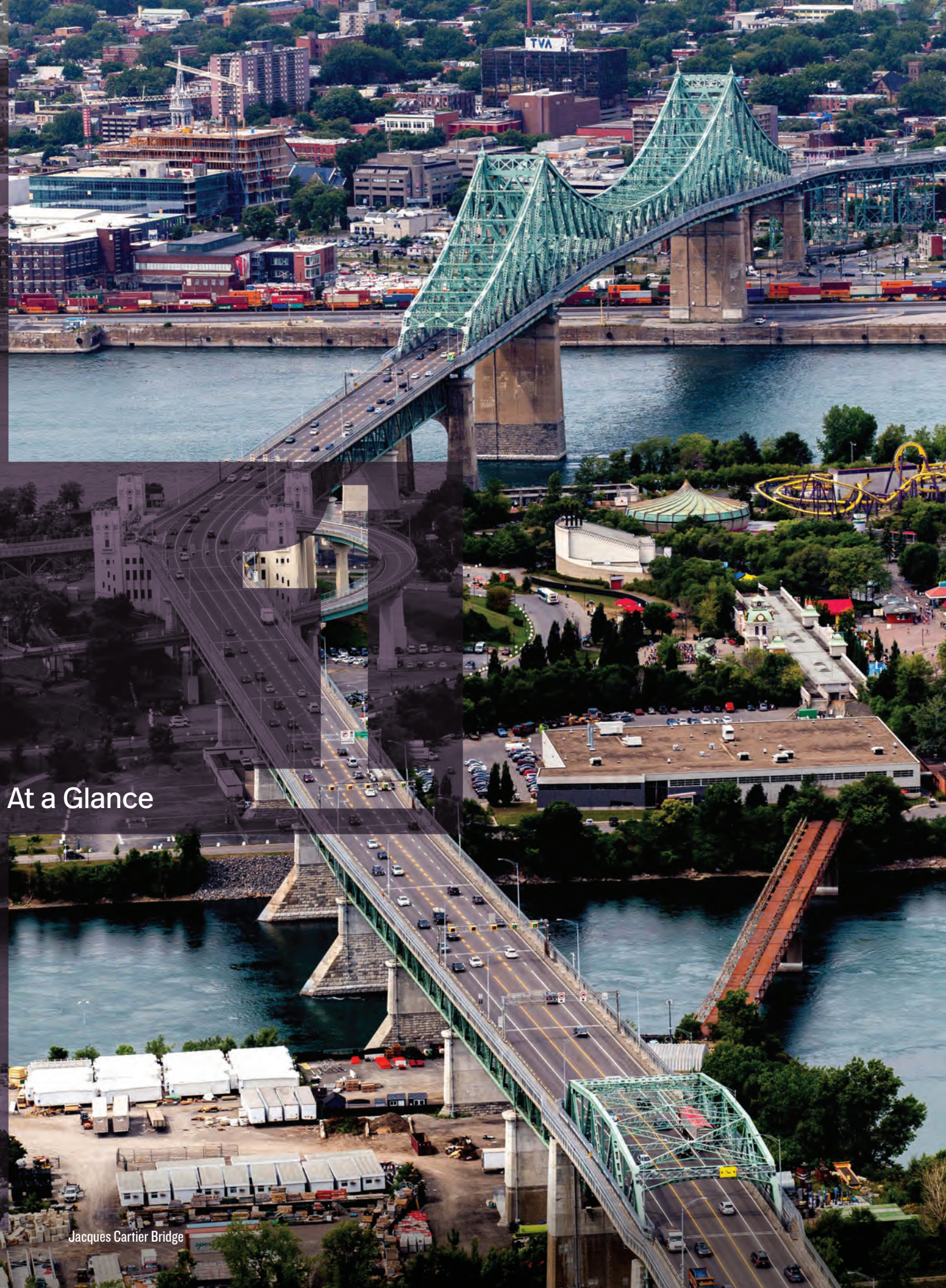




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100% post-consumer



At a Glance

Jacques Cartier Bridge

Mission

Ensure the mobility of users, the safety and the longevity of infrastructure using a systemic management approach based on sustainable development.

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

About the Corporation



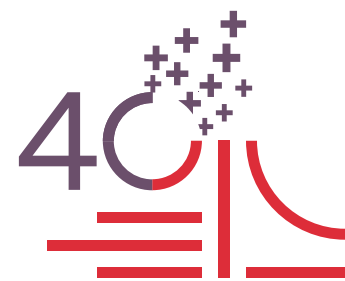
As a manager of important infrastructure, The Jacques Cartier and Champlain Bridges Incorporated (JCCBI) is a federal Crown corporation established in 1978 that is responsible for the Jacques Cartier Bridge, the original Champlain Bridge, the Champlain Bridge Estacade, the Île des Sœurs Bypass Bridge, 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 for today and tomorrow. It ensures planning and carries out construction, repair and reinforcement projects, and oversees operations and maintenance for the infrastructure under its responsibility.

JCCBI's 40th anniversary

As the 2018-2019 fiscal year marked JCCBI's 40th anniversary of its incorporation, the Corporation took the opportunity to launch different initiatives, such as its 40th Anniversary Symposium held on March 21, 2019. The Corporation also created a special section on its website with an interactive timeline of historical photos that take web visitors on a journey through history.

This annual report covers the Corporation's activities between April 1, 2018 and March 31, 2019.



A Few Figures

175
employees

Multidisciplinary Team

175 employees in engineering, construction, operations, administration, and senior management



25.5
km

Key Road Network

25.5 km connecting the South Shore and Montreal



6.4
km

Active Transportation

6.4 km of dedicated bicycle paths



122
\$M

Investments

\$122M invested in 2018-2019 in major work



513,387

Website

513,387 unique visitors on its website



1 Traffic on the Champlain Bridge - 2 and 3 JCCBI 40th anniversary symposium

2018-2019 Highlights

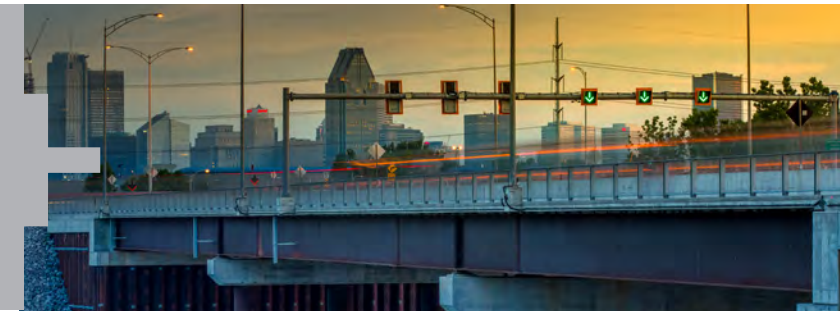


April 19, 2018

The Corporation held its annual media briefing to give an overview of its planned investments and work for 2018-2019 on all of the structures under its responsibility.

November 12, 2018

With the inauguration of the new Île des Sœurs Bridge for the Samuel De Champlain Bridge corridor project, the bypass bridge—a temporary structure—was decommissioned.



June 27, 2018

JCCBI inaugurated a new architectural staircase connecting the Jacques Cartier Bridge to Saint-Charles Street West in Longueuil. This staircase will help pedestrians access the bridge in the sector of the Longueuil metro station.



November 23, 2018

At its annual public meeting, the Corporation presented its activity report and financial statements via webcast. The public could also ask questions over this portal.



September 19, 2018

After 29 years of service at JCCBI, including 22 years as head of the Corporation, Mr. Glen Patrick Carlin left his role to take on new professional challenges. Mr. Carlin's career at JCCBI was filled with major achievements that have been recognized with multiple awards and honours.

January 16, 2019

JCCBI hosted engineers from Public Services and Procurement Canada. The guests visited the original Champlain Bridge and the Jacques Cartier Bridge and took part in discussion groups on various topics.



October 19, 2018

The Honourable François-Philippe Champagne, Minister of Infrastructure and Communities, announced the appointment of Ms. Sandra Martel as Interim Chief Executive Officer of JCCBI. With 23 years of experience in civil engineering, Ms. Martel has served in various roles at JCCBI since 2006.



February 20, 2019

The Honourable François-Philippe Champagne, Minister of Infrastructure and Communities, announced in a press release that the Corporation will be responsible for managing the original Champlain Bridge deconstruction project.



November 3, 2018

JCCBI celebrated the 40th anniversary of its incorporation with several initiatives including the creation of a special page on its website to let people relive key moments in its history.

March 21, 2019

The AQTr organized JCCBI's 40th Anniversary Symposium, a special event for engineering and transportation professionals. This half-day symposium provided an overview of four decades of innovation along with a glimpse at JCCBI's upcoming projects.



Message from the Chairman of the Board of Directors



The year 2018-2019 marked the Corporation's 40th anniversary. This important milestone was celebrated in many ways, such as with JCCBI's 40th Anniversary Symposium, an event that took us back over past achievements while allowing to take stock of ongoing work and upcoming projects.

Another key event of the year was the mandate given to the Corporation to deconstruct the original Champlain Bridge, a unique project that will be implemented according to major sustainable development principles.

I would also like to acknowledge Mr. Glen Patrick Carlin, who left JCCBI after 29 years of service, including 22 years as head of the organization. During this time, Mr. Carlin actively led the Corporation's biggest projects, such as the replacement of the decks on the Jacques Cartier Bridge, Champlain Bridge and Honoré Mercier Bridge. We thank him for his immense contribution.

The composition of the Corporation's Board has also changed with the arrival of Mr. Richard Cacchione and Interim Chief Executive Officer Ms. Sandra Martel and the departure of Ms. Denise Hébert, who finished her term of office this year after eight years of dedicated involvement.

The Board of Directors and its different committees have continued their role of monitoring the management team to ensure that all organizational risks are effectively managed. The team successfully carried out this role while tackling different issues related to ongoing major repair work on our structures.

On behalf of the Board, I would like to thank the Honourable François-Philippe Champagne, Minister of Infrastructure and Communities, for his trust in our Corporation. I also salute the diligent work and multiple skills of our Interim Chief Executive Officer, Ms. Sandra Martel, along with the entire management team and all staff who, every day, contribute to the achievement of the Corporation's goals. Finally, I would also like to highlight the invaluable work of our many partners who support us in our mission.

PAUL T. KEFALAS
Chairman of the Board of Directors

Messages
from Senior
Management

The original Champlain Bridge and the Samuel De Champlain Bridge under construction

Message from the Interim Chief Executive Officer



During our 40th anniversary year, our teams completed work to reinforce the original Champlain Bridge to ensure that it remains stable and safe until it is decommissioned. Work on all of our structures required investments of \$122 million and were carried out through several projects, including the impressive steel reinforcement programs on the Jacques Cartier Bridge to extend its lifespan to 150 years.

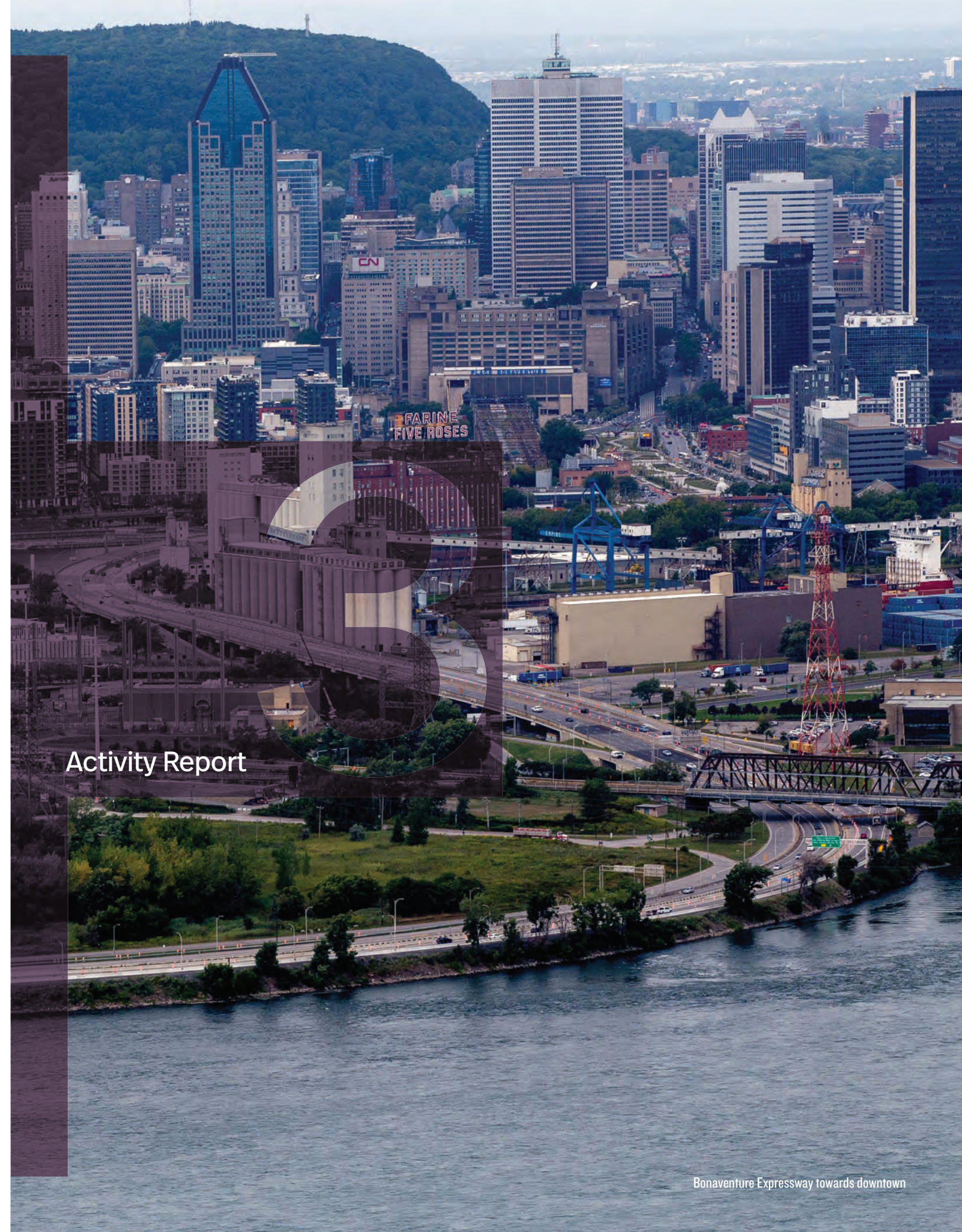
Maintenance work is also continuing on all of our structures. Specifically, the steel reinforcement programs are continuing on the Jacques Cartier Bridge and on the federal section of the Honoré Mercier Bridge. Work on the Honoré Mercier is being done in close collaboration with the Mohawk community of Kahnawá:ke. As for the Solution Bonaventure project, the equipment in the east and west sectors is operational and will protect the St. Lawrence River from hundreds of thousands of litres of contaminated groundwater flowing from a former landfill site nearby.

In terms of continuous improvement, we have enhanced our proactive asset management to further deepen our knowledge of our structures. We have also continued with our corporate social responsibility program, which is in line with federal and international goals.

During the 2018-2019 fiscal year, we continued optimizing organizational performance, efficient project management, integrated risk management, and professional development for staff. In terms of employee well-being, this year the Corporation started a workplace health and wellness initiative that included the launch of a committee and a diverse activity program, to contribute to a healthy and respectful work environment where everyone can grow.

This very special year for our organization was a time for us to not only commemorate four decades of great achievements but also focus on our current major projects, such as the deconstruction of the original Champlain Bridge, while looking to the future. The successes of the past 40 years and those to come are only possible thanks to the talent and dedication of everyone who has worked at our organization along with our partners and suppliers and, of course, our current team, whom I wholeheartedly thank.

SANDRA MARTEL, ING.
Interim Chief Executive Officer



Jacques Cartier Bridge

Keep the bridge safe and operational until its 150th anniversary by constantly integrating it into its urban environment, promoting alternative transportation, and maintaining traffic flow.

Main Work | \$45M

- + Reinforcement of the steel structure in five sections
- + Repairs to two viaducts on the Longueuil side
- + Repairs to two Parc Jean-Drapeau access ramps
- + Replacement and reinforcement of deterrent fences and guard rails
- + Start of painting system replacement program on a portion of the superstructure
- + Winter maintenance pilot project on the multipurpose path
- + Start of work to install a fibre optic network and an integrated traffic management system

Champlain Bridge

Keep the bridge safe until it is decommissioned; document and enhance our knowledge of the structure to share our expertise with the technical community and other bodies.

Main Work | \$33M

- + Manufacturing and installation of reinforcement systems on 30 additional pier caps
- + Manufacturing and delivery of a universal modular truss and a diaphragm reinforcement system
- + Reinforcement of three interior girders with external post-tensioning
- + Reinforcement of five interior girders with queen-posts
- + Reinforcement and repair of five pier footings
- + Installation of six new sensors and ongoing maintenance on the monitoring network
- + Paving repairs
- + Extension of all contracts relating to maintenance on the bridge, including inspections and monitoring



Bonaventure Expressway

Keep the expressway safe and integrate its use with new corridors in the sector and active mobility needs while improving access to the river, downtown, the Pointe-Sainte-Charles industrial park, and the Port of Montreal using a sustainable development approach.

Main Work | \$10M

- + Various repairs to elevated sections
- + Various repairs to structures in non-elevated sections
- + Repairs to the embankment and to prevention structures for overheight vehicles

Solution Bonaventure

Help protect the St. Lawrence River by capturing and treating contaminated groundwater flowing into the river; increase our knowledge in this area and share our expertise.

Main Work | \$2M

- + Operation of the hydraulic barrier and the contaminated groundwater processing system in the west sector
- + Operation of the hydrocarbon capture system in the east sector of the Solution Bonaventure project



Champlain Bridge Estacade

Extend the service life of this corridor that plays a key role in structural maintenance, ice control, and active transportation while enhancing its social and urban value.

Main Work | \$6M

- + Repairs to Pier 18 of the Champlain Bridge Estacade
- + Ice impact study on the structure

Honoré Mercier Bridge

Keep the federal section of this bridge safe and operational until its 125th anniversary by constantly integrating it into its local environments and by collaborating with the Mohawk community.

Main Work | \$19M

- + Pier repairs
- + Painting system replacement on a portion of the steel structure
- + Replacement of part of gangways for inspection work
- + Start of prefeasibility studies on repairs to the paving surface as well as the extension of the bicycle path and the creation of a memorial pathway at the entrance to the Bridge

Melocheville Tunnel

Ensure that this road corridor continues to be safe and effective and that it integrates seamlessly with seaway operations.

Main Work | \$2M

+ Work to improve electrical installations and automation and fire protection system



Mobility
Leader

Traffic on the Champlain Bridge



The Corporation dedicated \$122 million in 2018-2019 to reinforcing and modernizing its key structures.

Helping get people and goods around Montreal

Aware of the essential role that it plays to move people and goods around Greater Montreal, JCCBI continued its work during the 2018-2019 fiscal year to keep traffic flowing in the road network while carrying out priority work. To mitigate the impacts of its projects on traffic, the Corporation implemented detailed planning and measures to optimize work from the river or shoreline.

The Corporation dedicated \$122 million in 2018-2019 to reinforcing and modernizing its key structures to ensure they remain safe and fully operational.

Major maintenance program on the Champlain Bridge

All reinforcement work to keep the Champlain Bridge safe until it is decommissioned has been carried out. Many components of this major program, which started in 2017, were completed in the past fiscal year, including the installation of reinforcement systems on 30 pier caps, manufacturing and delivery of a universal modular truss and a diaphragm reinforcement system. Underwater work was also required on the footings of five piers.

A diligent inspection program is in place, and bridge components are now equipped with 345 sensors so that we can monitor the bridge behaviour in real-time, 7 days a week, 24 hours a day. The Champlain Bridge is therefore reinforced, monitored, stable, and safe.

Deconstruction of the original Champlain Bridge

In February 2019, the granting of the mandate to manage the Champlain Bridge deconstruction to the Corporation was announced. Preparatory work on this important project is thus continuing, such as the targeted environmental analysis that started in 2018 and that will be completed in summer 2019.

The deconstruction work will begin in the months following the commissioning of the Samuel De Champlain Bridge and should take three years to complete. The overall project will include not only the deconstruction itself but also material reuse, the redevelopment of the shoreline, and applied research among others.

1 Jacques Cartier Bridge multipurpose path - 2 Champlain Bridge - 3 Modular truss installed on the Champlain Bridge



Experts will help JCCBI manage the project according to sustainable development principles in order to create social, environmental and economic benefits.

The Corporation will continue meeting with the project partners and will hold public information sessions about this major project in the next fiscal year.

Ice impact study on the Champlain Bridge Estacade

The ice loads on the Estacade play a key role in its load-bearing strength and stability. In relation to this issue, a theoretical study and experimental testing were carried out in an ice basin by JCCBI's Research and Applications Department in collaboration with the National Research Council Canada. The goal was to more precisely measure and define the values for the expected ice loads on the piers, and this project helped us optimize performance and work on this important structure.

Bicycle path network

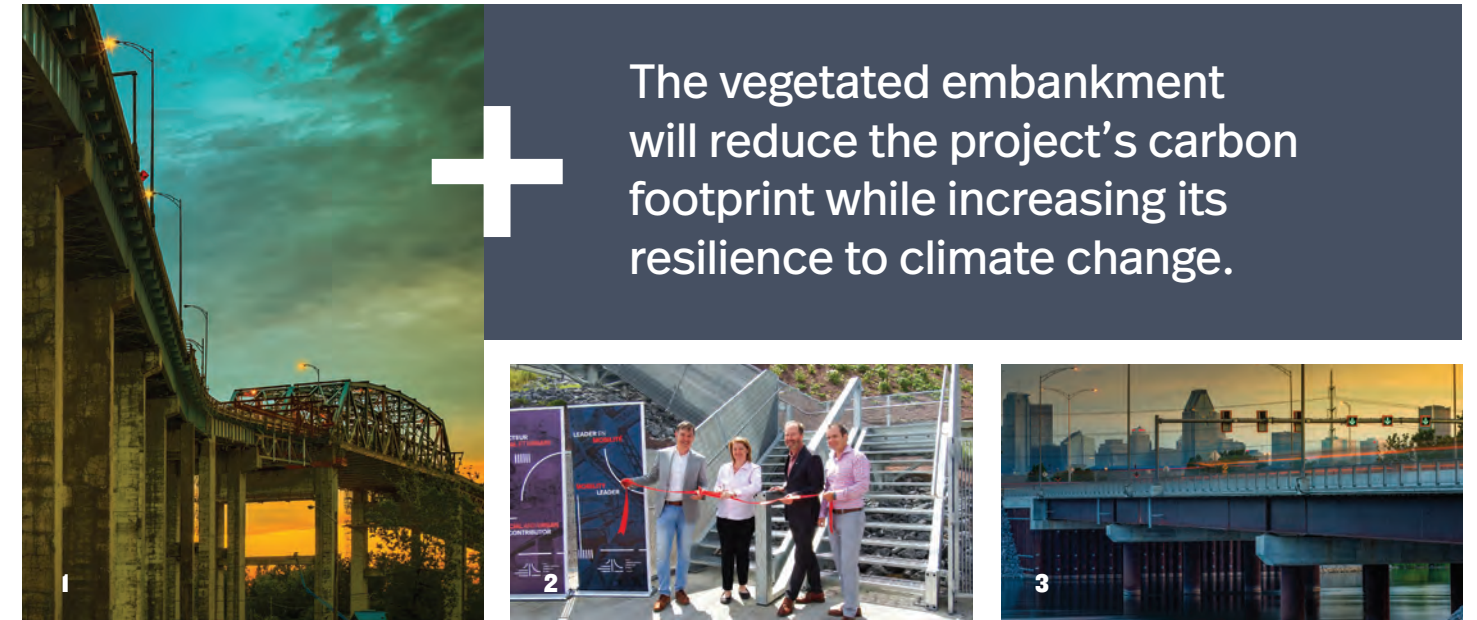
JCCBI gradually opened its bicycle path network for the season in April 2018. The specific dates were April 2 for the Jacques Cartier Bridge multipurpose path and April 15 for the Champlain Bridge Estacade, which corresponds to the opening date of the bicycle path network of the Société du parc Jean-Drapeau which includes the cycling path on the Estacade. Cyclists who use the multipurpose path on the Jacques Cartier Bridge now have access to a station with tools and they can perform minor bicycle repairs.

JCCBI has also started defining an initial sustainable mobility action plan based on innovation and changing needs in personal mobility.

Reinforcement work on the Jacques Cartier Bridge

In 2018-2019, JCCBI continued its major work to reinforce the steel structure of the Jacques Cartier Bridge to extend its service life by 60 years. This major program, which will end in 2027, includes the replacement and reinforcement of several steel members and the installation of reinforcing plates.

1 Jacques Cartier Bridge cantilever section - 2 Jacques Cartier Bridge multipurpose path - 3 Metal structure of the Jacques Cartier Bridge



The vegetated embankment will reduce the project's carbon footprint while increasing its resilience to climate change.

During the fiscal year, JCCBI also performed cleaning and painting work on sections of the bridge to protect the structure from the effects of deicing salts. This painting work has been coordinated with Moment Factory to minimize the impact on the bridge's illumination system.

JCCBI also replaced about 500 sections of guard rail along the bridge's multipurpose path and sidewalk, to ensure the safety of users.

The Jacques Cartier Bridge architectural staircase

In the last fiscal year, the Corporation finished construction on the architectural staircase to let pedestrians access the Jacques Cartier Bridge from Saint-Charles Street West in Longueuil. The grand structure made of galvanized steel is nearly 19 metres high and has six levels. The staircase also has 55 linear light fixtures built into the handrails, which will keep pedestrians safe both at night and during the day.

The project included repairing the embankment next to the staircase using an innovative "soil nailing" technique. The vegetated embankment will reduce the project's carbon footprint while increasing its resilience to climate change. Along with the seeding, nearly 2,000 trees, shrubs and evergreens of 23 different species were planted on the embankment.

Evaluation of the seismic performance of the Jacques Cartier Bridge

Studies performed by JCCBI's Research and Applications Department and a consortium of consulting engineering firms have helped define the seismic performance of the Jacques Cartier Bridge using a cutting-edge "performance-based" approach. For this exercise, the experts defined three target performance levels for an eventual seismic reinforcement of the bridge.

Decommissioning of the bypass bridge

Work related to the future Samuel De Champlain Bridge required the construction of a temporary bypass bridge in 2014 to provide access to Île des Sœurs. With the commissioning of the new Île des Sœurs bridge on November 12, 2018, the bypass bridge was decommissioned and disconnected from the road network. It will remain in place for the time being and will be used for work on the Réseau électrique métropolitain (REM) and the deconstruction of the Champlain Bridge, among others.

1 Honoré Mercier Bridge - 2 Inauguration of the Jacques Cartier Bridge architectural staircase - 3 Bypass bridge in the morning

Continuation of work on the Honoré Mercier Bridge

Last year saw the continuation of the pier repair program as well as the start of painting work on the Honoré Mercier Bridge. Moreover, part of the gangway used for inspection work was also replaced. These projects done in collaboration with workers from the Kahnawá:ke community were carried out under the bridge and caused no hindrances to traffic.

Bonaventure Expressway

Various types of maintenance work were performed on the Bonaventure Expressway in the past fiscal year, such as repairs to the piers, the replacement of expansion joints, and repairs to the median barrier. This work led to the complete closure of a section of the express lane for five weekends. About ten night closures were also required, all of which were coordinated with Ville de Montréal, the Signature on the Saint Lawrence Group, and stakeholders responsible for the Turcot project, to ensure the mobility of users.

Fibre optic loop

Preliminary studies for work to install the fibre optic loop linking the Jacques Cartier Bridge, Bonaventure Expressway, Champlain Bridge Estacade and the future Samuel De Champlain Bridge control centre were completed in the 2018-2019 fiscal year. Work for this project will be carried out in 2019-2020.

The future integrated traffic management system

JCCBI will acquire a state-of-the-art integrated traffic management system (ITMS), known specifically as an “Advanced Traffic Management System” (ATMS), that will be connected to the fibre optic loop mentioned above. This ITMS will centralize traffic data in real-time from sensors, surveillance cameras, variable messaging signs and other sources in a system that will process all of the information. The ITMS can then suggest a series of actions to improve traffic flow. The system will also facilitate information sharing with mobility partners in Greater Montreal. The system should be operational in spring 2020.

Involvement on Mobility Montréal committees

Since its creation in 2011, Mobility Montréal has planned and coordinated the work and different mitigation measures required for federal, provincial and municipal work sites in the Montreal region. Mobility Montréal includes 19 public and private sector organizations and is coordinated by the Ministère des Transports du Québec (MTQ). As an active member of Mobility Montréal, JCCBI is involved with its four committees: technical, communication, advisory and steering.

Helping users avoid the traffic

Road network users can follow JCCBI’s work in real-time by subscribing to the Twitter accounts for the Champlain Bridge, Jacques Cartier Bridge and Honoré Mercier Bridge. To plan their travel, users can consult different tools on the JCCBI website: cameras that show live traffic conditions, traffic hindrances in the network, and the seven-day work schedule, and more. Users can also sign up for text or email alerts to get updates about major closures or emergency work on the Corporation’s network.





40 years of engineering innovation

November 3, 2018 marked JCCBI's 40th anniversary. These past four decades of innovation have made the Corporation a leader in the management of major transportation infrastructure in Canada.

Some of JCCBI's most innovative projects over the past 40 years include the following:

- + **Champlain Bridge** (1992): Replacement of a concrete deck with a fully field-welded steel deck, a first in Canada.
- + **Jacques Cartier Bridge** (2001-2002): The largest bridge deck replacement project ever conducted in the country.
- + **Honoré Mercier Bridge** (2008 to 2016): Replacement of the concrete deck by prefabricated slabs, carried out by Mohawk workers.
- + **Champlain Bridge** (2014 to 2018): Implementation of a range of innovative solutions to monitor and reinforce this structure until its decommissioning following the opening of the Samuel De Champlain Bridge.
- + **Solution Bonaventure** (2016): Innovative facilities to protect the St. Lawrence River from contaminated groundwater.
- + **Jacques Cartier Bridge** (2017): Inauguration of the illumination project, making this structure the world's first "people-connected" bridge.

Over these 40 years of history, JCCBI's teams have often pushed boundaries by seeking innovative and sustainable solutions to extend the service life of these structures while promoting user's mobility.

Creative and unique solutions for the Champlain Bridge

Inaugurated in 1962, the Champlain Bridge began to prematurely degrade due to design and drainage problems that caused corrosion to attack its essential components. This degradation mainly affected the edge girders on each side of the bridge. JCCBI introduced two key technological innovations that helped keep this impressive structure open to traffic.

Modular trusses were custom-designed to reinforce each of the bridge's 100 edge girders.

The pier caps also had to be reinforced to increase their bearing capacity, and a "super post" was also installed on 30 of them. These nearly 8-tonne (8,000 kg) reinforcements, which were designed and manufactured in Canada, are very impressive. As each pier cap is unique, there were many challenges to tension and adjust the components according to the plans and specifications.

This work was done under the structure from the St. Lawrence River to avoid traffic hindrances.

Laboratory testing of a small-scale specimen of a Champlain Bridge pier cap

Conducted by JCCBI's Research and Applications Department in collaboration with McGill University, this research project evaluated the reinforcement of a typical pier cap on the Champlain Bridge. This study aimed to understand the behaviour of typical pier caps and identify effective shear reinforcement measures while making a comparison with the theoretical calculation based on the bridge design code.



When complexity drives innovation

Other highly complex work was done on the Champlain Bridge, particularly to improve the bearing capacity of the foundation units.

The Corporation reinforced the bridge's pier footings by drilling into each pier and injecting 4 to 8 high-strength steel bars with a diameter of 90 mm. Other work involved repairing the shaft of a pier with a steel liner, concrete repairs on three other pier footings, and performing preventive work by installing an icebreaker on two pier footings to protect the pier shaft.

With nearly 60 million crossings each year, the Champlain Bridge is one of Montreal's main gateways. JCCBI puts every effort into making sure users can safely cross the bridge until it is decommissioned. In addition to the targeted inspections performed every quarter, the structure has 345 sensors that provide ongoing monitoring.

Solution Bonaventure: Innovation to protect the St. Lawrence

In 2018-2019, JCCBI finalized work on the Solution Bonaventure environmental project located along the federal section of the Bonaventure Expressway. These facilities contain and treat contaminated groundwater from a former landfill in order to keep it from flowing into the St. Lawrence River.

The west sector includes the land along the Bonaventure Expressway up to the approach to the Champlain Bridge. The soil contains groundwater contaminated with ammonia nitrogen, polycyclic aromatic hydrocarbons (PAH) and dissolved metals. JCCBI installed a containment system consisting of a hydraulic barrier of 32 wells installed along the shore. With an active pumping system, this barrier intercepts the contaminated groundwater, and approximately 290 m³ of this raw water is treated every day before being discharged directly into the river.

The east sector includes the section of the Bonaventure Expressway between the Clément Bridge and Victoria Bridge. Testing in this area revealed a layer of contaminated petroleum hydrocarbons (diesel) floating on the groundwater. To contain these hydrocarbons, the Corporation built a retaining wall with two pumping stations at each end that collect between 8,000 and 12,000 litres of contaminated water every month. The toxic substances are then treated at specialized centres.

A prestigious award for the Solution Bonaventure

JCCBI won the "Best of Projects" award in the Environment category in the Élixir competition of the Montreal section of the Association des professionnels en gestion de projet du Québec (PMI-Montréal). The innovative deep soil mixing method used to build the east-sector retaining wall—a first in Quebec—caught the jury's attention.

Clément Bridge - 2 Groundwater treatment plant for the Solution Bonaventure project



Falcons ready for their close-up on the Honoré Mercier Bridge

For many years, the Corporation has set up boxes to encourage the nesting of peregrine falcons on its structures. This year, JCCBI put a camera in a nesting box on the Honoré Mercier Bridge that is autonomous and powered by its own solar panel. This innovation has provided valuable data about the birds' egg laying habits as well as the hatching, flight and survival of the baby falcons. Since 2011, 34 healthy baby falcons have hatched on JCCBI's structures.

As part of periodic biodiversity inventory programs, habitat protection and restoration initiatives were launched for a number of species, such as brown snakes and cliff swallows, in addition to the peregrine falcons. These programs are good examples of the Corporation's adherence to the precautionary principle.

A material for innovation

In light of the positive experimental results from a research project to reinforce bridge components using Ultra-High Performance Fibre Reinforced Concrete (UHPC), JCCBI's Research and Applications Department carried out a pilot application project on components of the Bonaventure Expressway's elevated structures in collaboration with the École Polytechnique de Montréal. For the project, UHPC was used to repair a bridge abutment, pier, and prestressed concrete beam. A program to monitor the performance of these repairs is carried out periodically.

The Corporation shares its innovations

JCCBI uses different forums to share its knowledge and innovations with other engineering, transportation and environment specialists. The Corporation can therefore promote its initiatives while benefiting from others' experiences. JCCBI experts attended 29 external events, including the AQTr conference, the International Conference on Short and Medium Span Bridges, the Congrès Infra organized by CERIU, and the Americana environment forum.

More honours for the Jacques Cartier Bridge illumination

The Corporation received a 2018 Distinction Award from Tourisme Montréal in recognition of its stakeholder management approach for the Jacques Cartier Bridge illumination project. This award honours the achievement of companies and players in the tourism industry that enhance Montreal as a tourist destination.

1 Lab test - Champlain Bridge pier cap - 2 The Jacques Cartier Bridge illuminated



Social and Urban Contributor

Course des Éclusiers at the Melocheville Tunnel

Social and urban contributor

The infrastructure under JCCBI's responsibility is part of the daily lives of its surrounding communities. The Corporation is sensitive to the fact that work on the structures that it manages affects local residents' quality of life. This is why it has created measures to minimize inconveniences related to work on its infrastructure. It also supports many events and organizations as a social contributor. The following is an overview of the Corporation's social activities for 2018-2019.

Jacques Cartier Bridge in cardboard

In September 2018, JCCBI joined up with artist Olivier Grossetête to sponsor an unusual public event: building a replica of the Jacques Cartier Bridge—out of cardboard! Spearheaded by the Quartier des spectacles and organized by the production team Les Escapes Improbables de Montréal, the activity invited young and old alike to bring the bridge to life in cardboard boxes. This massive model of the Jacques Cartier Bridge measured 15 metres high and 38 metres long.

Improving neighbourhood life

In 2012, JCCBI launched a vast repair program to extend the service life of the Jacques Cartier Bridge. This work mainly consists of reinforcing and protecting the steel structure of the bridge. However, bolting and rivet removal operations generate a lot of noise. The Montreal sector of the bridge is densely populated, and some residential and commercial buildings are located just a few dozen metres from the imposing structure. JCCBI therefore created the Jacques Cartier Bridge Good Neighbourly Relations Committee, a platform to let residents and business-owners talk about these issues. The committee holds a few meetings a year as needed.

To reduce the impact of noise from the work sites, JCCBI turned to experts in acoustics and gave the go-ahead to a number of noise mitigation measures: installing acoustic enclosures, containing compressors in wool-insulated plywood shelters, putting up acoustic panels, building an acoustic barrier near a residence, and using generators with silencers. This strategy has produced results that exceed industry standards.



1 Jacques Cartier Bridge information terminal - 2 Steel work on the Jacques Cartier Bridge - 3 Cultural activity: monumental cardboard bridge



JCCBI's community contribution

The Corporation does not hesitate to do its part for the community, either through sponsorships, participation in community activities, or contributions to social or humanitarian causes. The 2018-2019 fiscal year was no exception to this tradition.

Academic partnerships

Throughout the year, the Corporation supported the next generation of engineers through multiple partnership agreements. For example, JCCBI donated a total of \$10,000 for activities at the faculties of engineering at Polytechnique Montréal, École de technologie supérieure, and McGill University. The Corporation also sponsored the Quebec Engineering Competition held at Université du Québec en Abitibi-Témiscamingue in January 2019.

Nearly one hundred students enjoyed guided tours of the steel work on the Jacques Cartier Bridge or the reinforcement program to maintain the Champlain Bridge. Hundreds of university students also got to hear JCCBI experts share their knowledge and expertise in civil engineering, traffic, information technology and the environment at 24 lectures, competitions and meetings.

Partnerships with the industry

JCCBI experts shared their experience and knowledge at various events related to engineering, transportation, mobility and sustainable development. Whether as guest speakers or panellists, JCCBI experts took part in 29 external events and four internal technical meetings. The Corporation also gave \$14,500 in sponsorships to support four technical events.

Spectre de rue

To better get along with marginalized people who use the land under the Jacques Cartier Bridge, JCCBI reached a two-year agreement with Spectre de rue. This non-profit organization is educating our teams about the reality of these people to ensure that work in the area is carried out harmoniously.

Sentier urbain

For six years now, JCCBI has worked hand in hand with Sentier urbain, which is celebrating its 25th anniversary. The Corporation integrates nature with the urban environment when developing the land under its responsibility in order to fulfill its sustainable development mission and its role as a social and urban contributor in the metropolitan community.

4 Sharing expertise with future engineers - 5 Technical lecture in the industry



Other significant events:

+ April 2018 – Course des Éclusiers at the Melocheville Tunnel

To uphold safety for everyone participating in the first edition of this event, JCCBI completely closed the north and south tubes of the Melocheville Tunnel, on a Saturday, while maintaining access to emergency services.

+ April 2018 – A unique opportunity for École secondaire Dalbé-Viau

Science students at the École secondaire Dalbé-Viau in Lachine got to visit the contaminated groundwater treatment system of the Solution Bonaventure project. These science students participated in the “Soif de savoir, Soif d’agir” project of Environnement JEUnesse (ENJEU), an education organization that raises young Quebecers’ awareness about environmental issues.

+ May 2018 – 1st anniversary of the illumination of the Jacques Cartier Bridge

The Jacques Cartier Bridge illumination marked the festivities of Montreal's 375th anniversary and the 150th anniversary of the Canadian Confederation. On May 17, 2018, or one year after the inauguration of the system, JCCBI marked the occasion by inviting the public to make the bridge shine even more brightly. By sharing the hashtag #illuminationMTL, web users made the iconic structure sparkle with thousands of lights.

Two other special illumination programs were presented on the Jacques Cartier Bridge this year. On July 1, 2018, JCCBI celebrated Canada Day with a special program created by the project designers Moment Factory. The second special illumination show finished the year off in style with a fifteen-minute program that played at midnight on December 31.

+ June 2018 – The “Valoristes” under the Jacques Cartier Bridge

For a sixth year in a row, the Coop Les Valoristes set up their mobile collection site under the Jacques Cartier Bridge. This mobile site travels across Montreal to collect returnable drink containers. This initiative allows for fewer trips for the “Valoristes”, as some have health and mobility issues. During its 15 days of operation in summer 2018, over 405,000 containers were collected.

+ June 2018 – Grand défi Pierre Lavoie

Nearly 1,000 cyclists descended on the Jacques Cartier Bridge for the 10th edition of the 1000-km Grand défi Pierre Lavoie. For the event, the bridge was completely closed in both directions for one hour, on a Sunday afternoon.

+ July-August 2018 – The magic of fireworks

In keeping with tradition, JCCBI welcomed the public to the Jacques Cartier Bridge to enjoy the 34th International des Feux Loto-Québec for eight nights between July 7 and August 8.

+ September 2018 – Opération Bonne Mine helps kids start the school year off right

For a few years now, JCCBI has been contributing to the Opération Bonne Mine program of the Société Saint-Vincent de Paul. In 2018, thanks to JCCBI's donation, students from four primary schools located near the Jacques Cartier Bridge received assistance to purchase school supplies.

+ September 2018 – History through our bridges during the Journées de la culture

JCCBI contributed to the Journées de la culture with two activities. First, people were invited to stroll through the pedestrian tunnel of the Île Sainte-Hélène Pavilion under the Jacques Cartier Bridge and admire the two murals that make the tunnel look like a window back in time. The public could also go on the *Stories and Bridges* multimedia tour available with the free Montréal en Histoires app, which they could take by foot or on bicycle. This year saw the addition of three new features: an augmented reality called *The Three Bridges* as well as two historical vignettes, *The Jacques Cartier Bridge in Art* and the *Île Sainte-Hélène Pavilion*.

+ November 2018 – JCCBI's Centraide Olympiad

JCCBI staff spent some of their lunch hour in November taking part in or watching cooking challenges, sports events and brain games for JCCBI's 2018 Olympiad for the 2018 Centraide campaign. Staff contributions greatly exceeded the initial goal of \$7,500 and raised \$10,408.

+ December 2018 – Generosity for L'entraide chez nous

For many years, JCCBI employees have given donations to L'entraide chez nous for its Christmas basket drive. The mission of this Longueuil organization is to offer first-line services to people in need.

Governance

South approaches of the Honoré Mercier Bridge



Accountability

The Jacques Cartier and Champlain Bridges Incorporated is a parent Crown corporation, agent of Her Majesty under *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 seven 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 standing committees:

- + The **Governance and Ethics Committee** is responsible for assessing all aspects and practices of the Corporation's governance. Its mandate is to advise the Board of Directors on how the Corporation 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, monitors the Corporation's integrity and behaviour standards, the integrity and credibility of its financial statements, and its internal control systems and practices.
- + The **Human Resources Committee** provides guidance on the development of human resources policies, programs and practices that are consistent with the Corporation'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.

19 Board of Directors meetings in 2018-2019

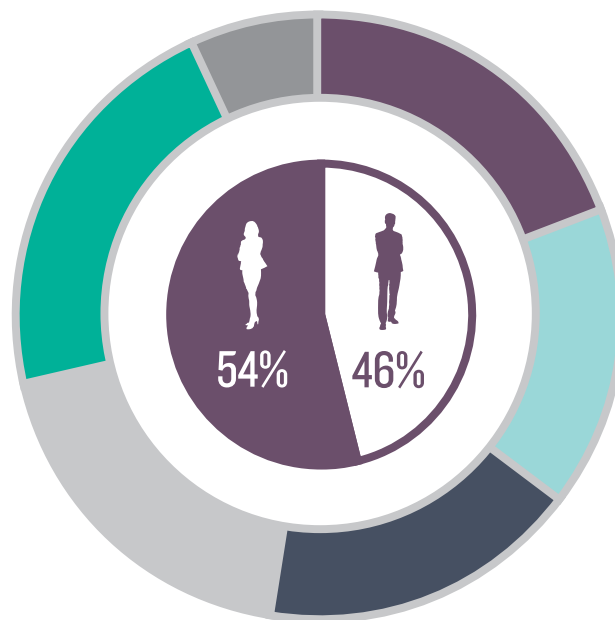
From left to right: first row - Catherine Lavoie (Vice-Chair of the Board), Paul T. Kefalas (Chairman of the Board), Dale Ellen Williams (Director); second row - Me Sylvain Villiard (Director), Sandra Martel (Interim Chief Executive Officer), Richard Cacchione (Director), Dominique Bouchard (Director) absent from photo



Our team

JCCBI's multidisciplinary team consists of **175** people from various disciplines and trades, including **122** who fall under a collective agreement.

34 engineers **28** administrative assistants and clerks
30 managers **33** technicians **38** professionals
12 blue collar employees



The Corporation is committed to investing in the development of its staff members and providing them with a work environment that is stimulating, respectful, healthy and safe, and where they can all develop their talents. JCCBI is therefore also dedicated to workplace health and well-being, which is essential for both the success of the organization and the physical and psychological health of all staff. A healthy and positive workplace means healthy, productive and innovative employees. To put this commitment into action, JCCBI created a *Workplace Health and Wellness Committee* that has developed a series of initiatives that will be implemented in the coming months based on the results of a survey conducted among all staff.

We have also enhanced our team to better fulfill some of our organizational priorities:

- + Creation of positions to develop new internal expertise.
- + Creation of an Occupational Health and Safety Department with three dedicated resources.
- + Creation of the Environment and Sustainable Development Department and the addition of two resources to round out the team.

The average number of training hours that JCCBI employees received over the fiscal year is 26 hours per employee. Below are the training activities that were held:

- + The JCCBI Academy provided a number of training courses to employees in the areas of contract administration, computer security, occupational health and safety, and the SharePoint collaborative space.
- + The leadership development program was started for all managers.
- + In March 2018, employees also took a training session on harassment which focused on developing and maintaining a culture of respect and courtesy.

Occupational Health and Safety

During the fiscal year, the new team was busy:

- + Aligning lockout programs and programs for work in confined spaces with federal orientations and nomenclature.
- + Enhancing processes related to accident declarations, investigations, and corrective action.
- + Developing the OSH skills and information management process.

OSH Report

2 accidents declared /
1,000,000 hours worked

1 disabling injury

1 minor injury

Average of
26 hours
of training given to
employees in 2018-2019

From left to right: Marc Sarrazin, Anne Bellhumeur, Nathalie Lessard, Sandra Martel, Catherine Tremblay, Sylvie Boulanger, Claude Lachance

Work in height on the Jacques Cartier Bridge

Sustainable development drives our mission

Corporate social responsibility

Beyond its infrastructure projects, JCCBI's commitment to sustainability extends to organizational management and the desire to have a positive impact on the community.

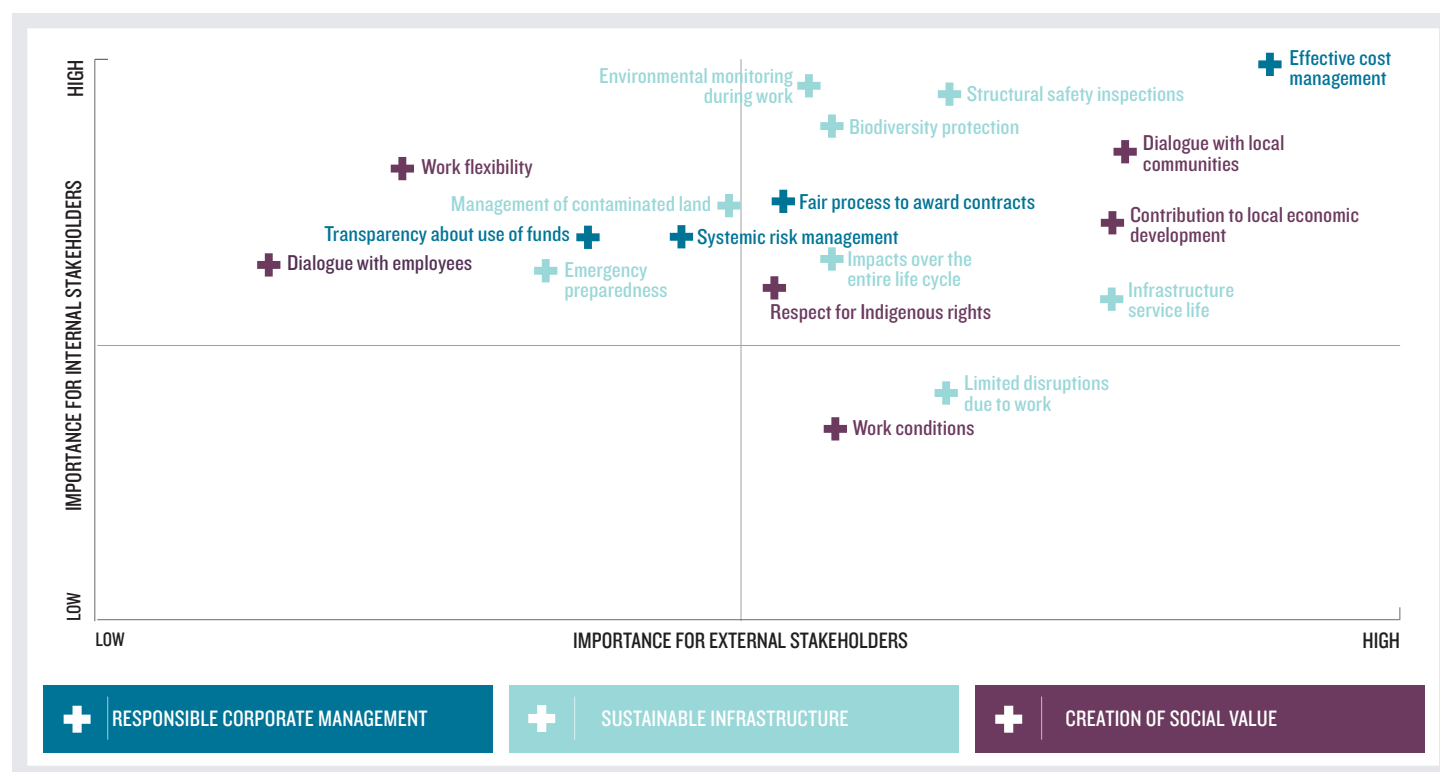
Its strategy, accompanied by a five-year action plan and objectives (2016-2021), is structured around three pillars: responsible corporate management, sustainable infrastructure, and the creation of social value. As a Crown corporation, JCCBI ensures that each dollar spent optimizes the return on economical, social, and environmental investment generated for the community.

The sustainable development plan was developed based on international guidance standards, particularly those of the *Global Reporting Initiative* and the ISO 26000 standard on corporate social responsibility. This plan is also aligned with the orientations of the Federal Sustainable Development Strategy as well as the goals of the United Nations, as shown in the table on page 49.

A Sustainable Development committee meets eight times a year and is made up of members of senior management and directors of different departments who steer the plan's implementation.

Our stakeholders' priorities

The matrix below presents the main results from a survey of 300 representatives of internal and external stakeholders and shows the relative importance of the organization's main aspects. These aspects guide and prioritize our actions and set out the framework for the accountability measures described in this report.



JCCBI activities based on scope, emissions and energy consumption for the 2018-2019 fiscal year

	SCOPE 1 (Vehicle fleet and natural gas)	SCOPE 2 (Electricity consumed)	SCOPE 3 (Employee home-work commute)
EMISSIONS (tCO2e)	191.6	6.1	345.5
ENERGY (GJ)	2,905.6	12,845.1	N/A

Deconstruction in the era of sustainable development

To deconstruct the Champlain Bridge, JCCBI will follow sustainable development principles to create social, environmental and economic benefits. For example, the project aims to compensate for greenhouse gas emissions from the work and achieve ENVISION recognition.

Broader focus on our environmental footprint

JCCBI has been keeping track of its environmental footprint for many years. However, this monitoring had been limited to administrative tasks. The Corporation is therefore working on a GHG calculator for all its activities, which means that construction, operations and structural maintenance will be added to the activities we were already tracking. This also means that construction materials, electrical equipment and machinery operations will be added to JCCBI's environmental footprint calculations.

JCCBI recovers ink cartridges for the Mira Foundation

The Corporation's environmental initiatives include collecting empty ink cartridges for the Mira Foundation, which raises money by selling them to recycling companies. The money raised goes to support guide dogs and assistance for clients who need adapted services.

The Corporation gives its pens a new life

For a second year in a row, JCCBI staff have been invited to drop off writing implements of any kind (pens, highlighters, etc.), which normally go to the landfill, at recycling collection points. This initiative helps reduce the Corporation's environmental footprint by limiting waste that goes to landfills. In the past two years, 548 writing implements have been recycled.

Deployment of a responsible procurement process

The Corporation is working to reach the first milestones of its responsible procurement process. Clauses from a new responsible procurement guide that address aspects such as the circular economy, responsible residual materials management (3RE), and the quantification and compensation of greenhouse gas emissions have been incorporated into the first contractual documents. Training and information sessions with internal and external stakeholders have also begun.

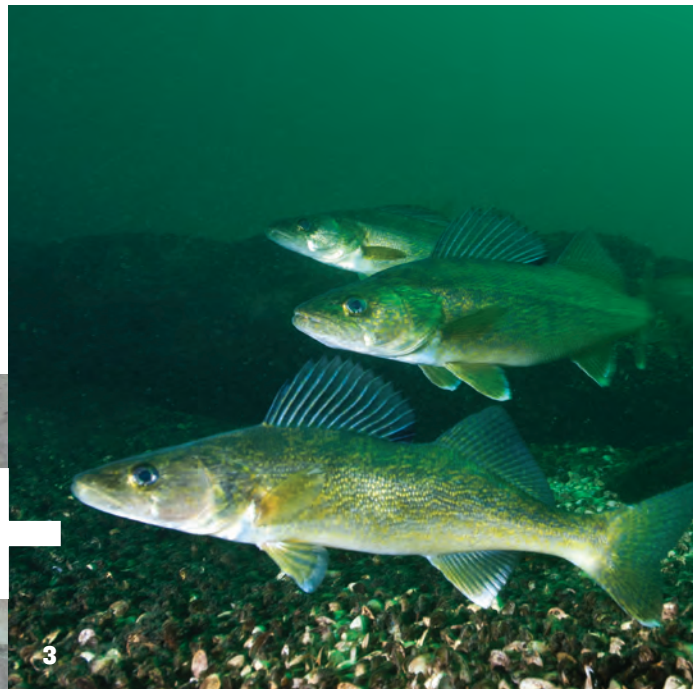
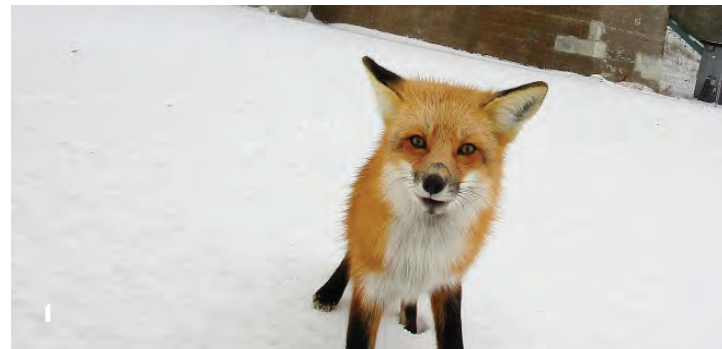
Corporate Social Responsibility

Sustainable development is an integral part of the Corporation's mission and vision. Beyond our infrastructure projects, our commitment to sustainability extends to organizational management and our desire to have a positive impact on the community. During the 2015-2016 fiscal year, we launched a sustainable development process that is more systemic and integrated. To support the internal policy, we prepared

a first five-year action plan (2016-2021) to consider the environmental, social and economic aspects of JCCBI's activities and asset management.

The Corporation's sustainable development process is based on 8 themes, 33 goals and 123 actions and is reviewed every month by the Sustainable Development Committee. Our progress is measured through the Corporation's commitment, the programs implemented, performance measurement, and communication.

Sustainable development is part of the operational and administrative activities of the Corporation's value chain, which also contributes to national and international orientations in this area. With this action, JCCBI wishes to become a leader in corporate social responsibility.










1 A red fox that lives near the Jacques Cartier Bridge - 2 A cliff swallow in a nest under the Champlain Bridge - 3 Walleyes in the St. Lawrence River
4 An inspection team at work on the Jacques Cartier Bridge



Update on the sustainable development action plan (A legend for the United Nations icons can be found on page 86)







THEMES	GOALS	2018-2019 MAJOR ACCOMPLISHMENTS	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS
RESPONSIBLE AND STRATEGIC GOVERNANCE Integrate sustainable development principles into our governance, strategic planning and administrative processes	Integrate sustainable development aspects into our corporate strategy Be able to assess the Corporation's global performance (both financial and non-financial results) Manage risks in a preventive and systemic manner, covering all economic, social and environmental risks Consider our stakeholders' expectations in the Corporation's strategy and engage with them Communicate transparently on JCCBI's financial and non-financial strategy, challenges and global performance	Creation of a Sustainable Development group within the Environment Department that includes two resources (a manager and a specialist) who are fully dedicated to corporate social responsibility Most yearly actions included in the sustainable development action plan were carried out Drafting and publication of a 3 rd annual report that includes relevant financial and non-financial aspects Organization of multiple public consultations and information sessions Aligning of the Corporation's action plan with federal and international sustainable development orientations	
INTEGRITY AND FINANCIAL STEWARDSHIP Manage financial resources with integrity and in a responsible and efficient way	Carry out activities in compliance with the law and the Values and Ethics Code for the Public Sector Award contracts in a fair and equitable manner and combat corruption in all its forms Communicate transparently on government funding and the use of funds	Completion of a new Values and Ethics Code that includes the Corporation's approach and commitments to ethics and integrity	
RESPONSIBLE PROCUREMENT Ensure that the Corporation's partners act according to the same ethical principles and contribute to sustainable development	Make sure that JCCBI's suppliers act responsibly Procure more sustainable products and equipment	Start of the deployment of a responsible procurement process New member of the Espace québécois de concertation sur les pratiques d'approvisionnement responsable Inclusion of the concept of responsible procurement in the new procurement policy Creation of a responsible procurement guide	



THEMES	GOALS	2018-2019 MAJOR ACCOMPLISHMENTS	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS
INFRASTRUCTURE AND USER SAFETY Provide a reliable and safe service for users of the infrastructure that we manage	Manage infrastructure safety aspects using a systemic and preventive approach Be able to respond to emergency situations Provide a safe and healthy work environment	2 OSH accidents declared / 1,000,000 hours worked • 1 disabling injury • 1 minor injury	
SUSTAINABLE INFRASTRUCTURE DESIGN Design and develop the infrastructure under the Corporation's responsibility with a vision of sustainable development	Optimize social, economic and environmental aspects throughout the infrastructure life cycle Facilitate environmentally friendly modes of transport (such as walking, cycling, public transit) Minimize the impact of work on the quality of services for users	Develop programs related to asset enhancement, GHG compensation, SD certification, and the reuse and traceability of materials for the Champlain Bridge deconstruction project Formalize the use of a multicriteria decision-making tool Start of a cost analysis study on the infrastructure life cycle Start of the development of a sustainable mobility plan	  
ENVIRONMENTAL STEWARDSHIP Reduce the impact of our operations and contribute positively to ecosystem conservation	Manage environmental aspects in a systemic approach to continuously improve our performance Protect and preserve natural species on and in the vicinity of our infrastructure Responsibly manage the assets under JCCBI's responsibility with regard to their contamination Limit the Corporation's environmental footprint	Start of the process to adapt to climate change Number of studies carried out on the environmental impacts of our projects Several actions to reduce the environmental footprint of administrative activities	   

1 Inspection of the Champlain Bridge Ice Control Structure



THEMES	GOALS	2018-2019 MAJOR ACCOMPLISHMENTS	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS
HUMAN CAPITAL Provide a fair, equitable, safe and healthy work environment for the Corporation's employees so that they can excel	Sustain a good social dialogue Offer competitive compensation Support employee well-being by implementing attraction and retention measures Provide our employees with opportunities for learning and development Build a healthy and respectful workplace that emphasizes mental health	Creation of a Workplace Health and Wellness Committee (WHWC) WHWC survey of all staff Average of 26 hours of training given to employees in 2018-2019 • The JCCBI Academy provided a number of training courses (ex. contract administration, computer security, OHS, and SharePoint) • Start of the leadership development program • Employees took a training session on harassment which focused on developing and maintaining a culture of respect and courtesy	 
SOCIOECONOMIC CONTRIBUTION Contribute to the economic development and quality of life of people in the communities around the infrastructure that the Corporation manages	Maintain an open dialogue with local communities Respect Indigenous rights and collaborate with local Indigenous communities Contribute to the socioeconomic development of the territory Actively contribute to the development of knowledge about our infrastructure Support community initiatives	Participation in multiple academic events that highlight innovation in civil engineering and sustainable development Renewal of the partnership with Spectre de rue to support and enhance cohabitation with marginalized people in the sector of the Jacques Cartier Bridge A number of corporate donations to support industry events and university students as well as initiatives relating to the three components of sustainable development Innovation efforts continued through targeted research programs done by the RAD	   

2 Employees under the structure of the Jacques Cartier Bridge

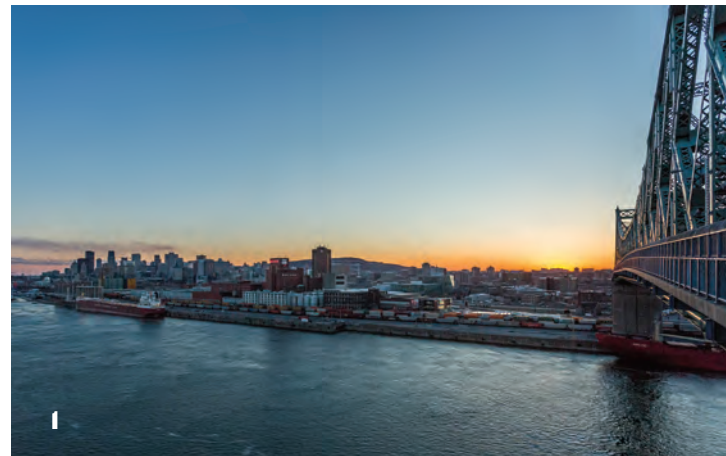
Audit regime

JCCBI's auditor is the Auditor General of Canada, as per *The Jacques-Cartier and Champlain Bridges Inc. Regulations*. The Auditor General conducts an annual audit of the Corporation's activities 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 create 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 personal information as set out in the *Access to Information Act* and the *Privacy Act*. This year, the Corporation received and handled three access to information requests. Through the **Info Source** portal, the Corporation provides information about its functions, programs, activities and related information holdings.



3 Access to information requests were handled during the fiscal year

1 View of downtown Montreal from the Jacques Cartier Bridge - 2 Aerial view of the federal section of the Honoré Mercier Bridge



Remuneration

The Governor in Council determines the salary ranges for the Chairman and 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 any 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 \$188,500 to \$221,700. The Chief Executive Officer does not receive a per diem to attend Board meetings. The Governor in Council may also grant the Chief Executive Officer with a performance bonus of up to 15% of his or her base salary based on the achievement of key performance objectives.

Travel, hospitality and event costs

In accordance with Order in Council P.C. 2015-1112 and section 89 of the FAA, the above table lists the annual travel, hospitality, conference and event costs for the 2018-2019 fiscal year.

1 The original Champlain Bridge and the Samuel De Champlain Bridge under construction - 2 Metal structure of the Jacques Cartier Bridge
3 Lecture given by the interim Chief Executive Officer, Sandra Martel

Strategic Issues and Risks

Infrastructure Safety and Sustainability

The infrastructure operated and maintained by JCCBI has been subjected to heavy traffic, harsh weather conditions and extensive use of road salt. The age of the infrastructure, the funding required to ensure the maintenance and rehabilitation thereof, and deliberate acts such as terrorism, vandalism or even protests, represent real risks.

Any closure of lanes, of a bridge or of the seaway could affect:

- + user safety;
- + the regional and national economy;
- + the reputation of both JCCBI and Canada.

In order to determine both the actual condition of its structures and their damage level, JCCBI has developed a management and inspection plan. Inspections, load capacity studies and instrumentation are the main sources of information that enable JCCBI to manage the risks associated with the safety of structures, prioritize interventions and prepare an investment plan over a ten-year period. The work is determined from a longer-term perspective to ensure the longevity of the structures and extend their useful life according to the vision established for each structure.

Through funding received in Budget 2018, JCCBI has undertaken a major repair and maintenance program to extend the service life of its structures.

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

Sustainable Funding

JCCBI has received funding until 2022-2023. Such funding enables the Corporation to conduct inspections and carry out maintenance work, thereby mitigating the risk associated with the deterioration of the bridges and structures.

JCCBI continues to work with Infrastructure Canada to identify short- and long-term funding needs with a ten-year financing plan that is reviewed annually.

Risk reserves have been set aside to cover professional services and construction costs and should be sufficient to cover any unexpected work or events. In addition, as the maintenance program is carried out, JCCBI reuses the funds released to accelerate certain priority work.

Organizational Performance

JCCBI must ensure that it has the operational capacity to carry out its major maintenance program and fulfill its legal obligations. The risks related to organizational performance may have an impact both on the costs and on the ability to carry out its major work program if the Corporation does not have effective and integrated information resources as well as human resources to meet current and future needs. JCCBI actively manages its workforce plan. JCCBI maintains its integration, training and development programs for its employees and managers. In addition, JCCBI continues to implement its IT master plan, which includes information systems for financial management, project management and asset management. Said plan is revised on an annual basis.

Performance Analysis

Analysis of Result

Health and Safety

JCCBI ensures, through the implementation and development of an occupational health and safety (OHS) management program, that the tools required to meet its OHS obligations are put in place.

Through the risk management procedure and with an approach to continuous improvement, JCCBI identifies its tasks in order to perform the analysis, identify the risk issues and finally put in place effective mitigation measures. All this information is collected in a risk register that made it possible to develop annual objectives to meet needs such as the following:

- + framework for safe working methods through procedures or instructions;
- + availability of the equipment or personal protective equipment (PPE) required to eliminate or control hazards and risks;
- + employee training with regards to the hazards and risks as well as to the equipment and PPE used.

JCCBI management is putting in place the conditions for progressing towards a “zero injury by choice” OHS culture. Said expression defines a sustainable culture of excellence, namely a culture where:

- + in action, management, managers and key players apply best practices of OHS leadership;
- + employees adopt safe work behaviours and habits at all times.

Coordination with the Construction of the SDCBC and of the REM

JCCBI must manage its rehabilitation and maintenance projects in the Champlain Bridge sector in close collaboration with Infrastructure Canada (INFC) and the private partner in the context of the Samuel De Champlain Bridge corridor (SDCBC) project, as well as with REM Inc. and the contractor NouvLR in the context of the REM project.

INFC has entered into an agreement with JCCBI to clearly define the role of each party. JCCBI has dedicated resources to coordination and provides support to both INFC and the private partner. An agreement with REM Inc. will be put in place for the construction and operation of a section of the REM on the lands managed by JCCBI.

Asset Management

As part of its asset management operations, JCCBI has initiated a review of its asset supervision practices and of the planning of the maintenance work according to the vision established for each structure in a spirit of sustainable development and protection of the environment. Moreover, in a context in which more and more asset management data is available, JCCBI has set up an asset information team whose mission is to review the structure of this data according to both JCCBI's needs and the new technologies available to facilitate the analysis of such data.

JCCBI has also updated its inspection policy, which now includes a network monitoring program and an asset inspection program. JCCBI has introduced in its planning the concept of structure diagnostic, asset maintenance master plan and master planning and development plan.

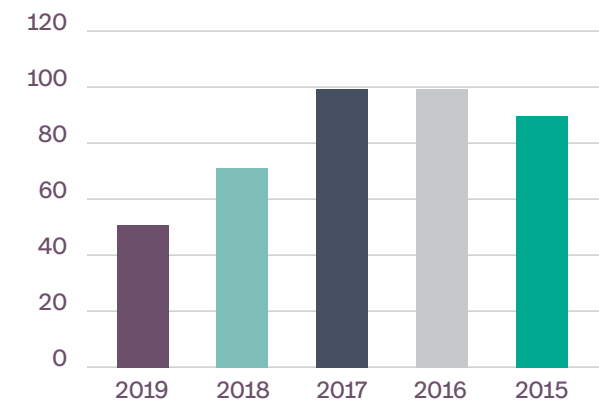
Over the next few years, JCCBI will pursue the implementation of new asset management practices to ensure that services to users and to the community are maintained and developed.

Statement of Financial Position

Financial Assets

The financial assets amounted to \$53.1M as at March 31, 2019 (2018 – \$72.5M). This \$19.4M decrease is mostly due to the decrease in cash. The cash position remains closely linked to the payments of the federal government parliamentary appropriations. As at March 31, 2019, the amount receivable from government departments and agencies was \$1.4M (2018 – \$9.2M).

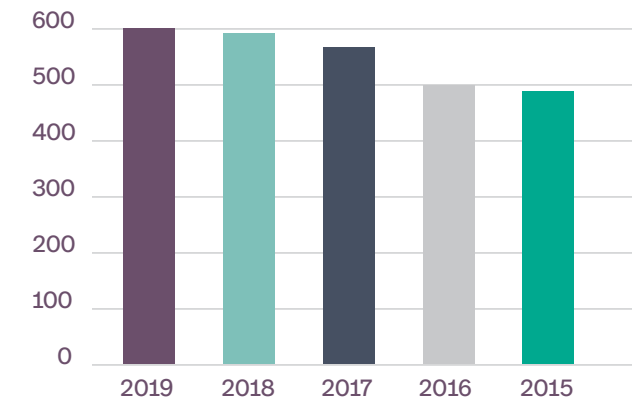
Financial Assets (in \$M)



Non-Financial Assets

Non-financial assets total \$590.8M (2018 – \$581.9M), having increased by \$8.9M during the period (2018 – \$19.6M). This increase is mostly due to the tangible capital assets, which total \$590.0M (2018 – \$581.3M), a net increase of \$8.7M over the previous fiscal year (2018 – \$19.5M). The major investments for the year mainly comprise capital works at the Jacques Cartier Bridge (\$32.8M), at the Honoré Mercier Bridge (\$8.2M), on the Champlain Bridge Estacade (\$4.7M) as well as the work at the Melocheville Tunnel (\$3.4M). During fiscal year 2014-2015, the Corporation stopped treating the new investments related to the Champlain Bridge as capital assets. As a result, major work expenditures on this structure, in the order of \$37.1M, were charged to operations. Almost all capital assets are paid through parliamentary appropriations from the Government of Canada. The amortization for the period, totalling \$40.9M (2018 – \$33.3M), reduces the investments for the period with respect to tangible capital assets.

Non-Financial Assets (in \$M)



Tangible Capital Assets

Tangible capital assets, which include bridges, roads, and related structures and whose useful life is limited, are amortized over their useful life, which is based on the estimates made by management as to the service life of these assets and is subject to periodic review to confirm the validity thereof. 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 deterioration 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 eventually have to incur significant expenses as a result of the write-down 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. In recognizing these expenses, management must make significant estimates of the progress of the work carried out to be able to value the liabilities at year end. A change in the estimated percentage of the work progress could have a significant impact on the estimated value of recognized expenses or tangible capital assets.

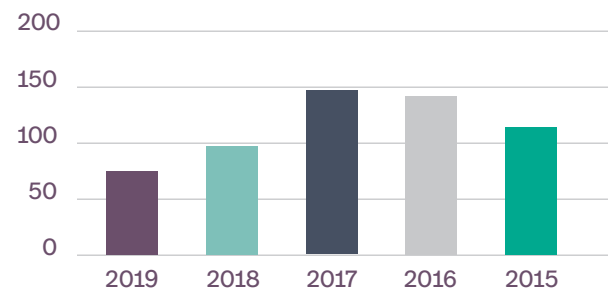
Statement of Operations

Liabilities

Liabilities of \$78.0M (2018 - \$95.1M) decreased by \$17.1M during the period (2018 - \$50.7M). This decrease is mainly due to the decrease in accounts payable and accrued liabilities as well as to contractual holdbacks payable.

Accounts payable and accrued liabilities decreased by \$13.3M during the year (2018 - \$21.6M) and amount to \$44.3M (2018 - \$57.6M). The change is mainly due to a decrease in accounts payable related to major work.

Liabilities (in \$M)



To carry out the work on its structures, the Corporation awarded construction contracts that provide for the withholding of a portion of the amounts payable until completion of the work in compliance with the requirements of the construction contract, and as warranty. These contractual holdbacks totalled \$6.4M as at March 31, 2019 (2018 - \$12.2M) mainly for projects at the Champlain Bridge, the Jacques Cartier Bridge and the Honoré Mercier Bridge. A portion of these amounts will become payable upon the issuance of an Interim Certificate of Completion, and another portion will become payable about one year later, after the expiration of the warranty period. The \$5.8M decrease (2018 - \$6.9M decrease) recognized during fiscal year 2018-2019 is therefore related to the completion of the work or to the end of warranty periods, resulting in the release of holdbacks under the terms of the contracts, as well as to the smaller increase in the expenses for the maintenance of the assets and capital assets.

Environmental Obligations

The Corporation has recognized a significant liability under item "Environmental obligations" in connection with the containment and treatment of the contaminated groundwater on the lands in the Bonaventure Expressway sector, as indicated in Note 7 to the Financial Statements. The estimates underlying this liability reflect the long-term nature of the measures needed to contain and treat the water. The changes in the magnitude of the estimated costs could have a material effect on the Financial Statements.

The environmental obligations, presented in the Statement of Financial Position in the amount of \$26.6M (2018 - \$24.4M), are based on the contracts awarded. The \$2.2M increase during the year (2018 - \$22.3M decrease) is due to upward adjustments of \$4.1M following the revision of the rates and assumptions, as well as to the \$1.9M reduction in obligations related to the expenditures for the containment and pumping operations.

Change in Accounting Policy

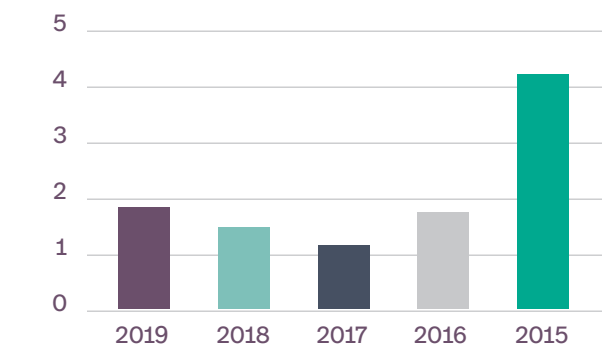
The Public Sector Accounting Board periodically issues new accounting standards that management reviews to determine whether or not they apply to the Corporation. During the fiscal year, no new accounting standards affecting the Corporation were adopted.

Revenue

The Corporation's revenue as at March 31, 2019 was \$1.7M (2018 - \$1.5M), a \$0.2M increase over the previous fiscal year (2017 - \$0.3M increase).

Although impacted both by the conditions and by the end of the various commercial commitments, revenue has remained relatively stable.

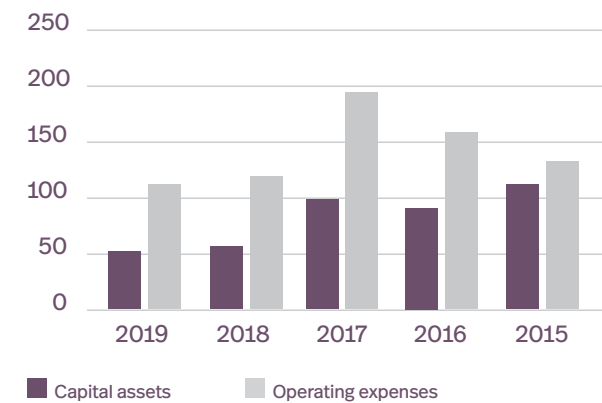
Revenue (in \$M)



Parliamentary Appropriations

The parliamentary appropriations recognized in the Statement of Operations totalled \$161.3M as at March 31, 2019 (2018 - \$170.1M). These appropriations were allocated to the operating expenses of \$111.0M (2018 - \$117.3M) and the capital assets of \$50.3M (2018 - \$52.8M).

Parliamentary Appropriations (in \$M)



Parliamentary appropriations are the main source of funding for the Corporation's activities. For 2018-2019, the appropriations allotted in JCCBI's budget totalled \$355.3M (2018 - \$325M). The use of parliamentary appropriations in the payment of the expenses for the year was 45.4%, or \$161.3M (2018 - 52.3% or \$170.1M).

The use of parliamentary appropriations attributable to operations, regular maintenance, administration and operating expenses is 14% lower than the budgeted appropriations allotted to these types of expenses.

Budgeted parliamentary appropriations for major work in 2018-2019 totalled \$305.5M, out of which \$146.6M for the Champlain Bridge, including the deconstruction project. The value of the work carried out during the year was \$122.1M, including \$37.1M for the Champlain Bridge.

Excluding the Champlain Bridge and the deconstruction project, unused funds amount to \$73.9M, or 46.5% of the forecasted \$158.9M budget. The variance is due primarily to the following:

- + \$6.8M for unbudgeted work carried out;
- + \$70.2M for professional services and work that were budgeted but not performed;
- + \$5.4M of additional costs from contracts awarded at an amount higher than that budgeted for related work;
- + \$15.9M of unused funds that were budgeted for professional services and work to be determined and performed as part of risk mitigation strategies.

For the Champlain Bridge including the deconstruction project, unused funds amount to \$109.5M, or 74.7% of the forecasted \$146.6M budget. The variance is due primarily to the following:

- + \$23.6M for unbudgeted work carried out to maintain the bridge in operation;
- + \$18.1M for professional services and work that were budgeted but not performed;
- + \$104.4M of unused funds that were budgeted for professional services and work to be determined and performed as part of risk mitigation strategies;

Five-Year Financial Review

For the year ended March 31 (in millions of dollars)

	2019	2018	2017	2016	2015
Revenue					
Leases and permits	\$0.6	\$0.6	\$0.6	\$0.7	\$3.7
Interest	\$1.1	\$0.9	\$0.6	\$0.9	\$0.6
Total Revenue	\$1.7	\$1.5	\$1.2	\$1.6	\$4.3
Expenses					
Maintenance	\$133.1	\$115.6	\$195.4	\$171.6	\$140.3
Operations	\$3.2	\$3.1	\$3.1	\$3.2	\$4.8
Administration	\$15.3	\$13.9	\$14.8	\$12.5	\$13.0
Environmental obligations	\$4.2	\$(2.7)	\$16.7	\$12.9	\$(4.4)
Loss on asset disposal	\$0.7	-	\$1.3	\$30.7	-
Total Expenses	\$156.5	\$129.9	\$231.3	\$230.9	\$153.7
Deficit before Government of Canada funding	\$(154.8)	\$(128.4)	\$(230.1)	\$(229.3)	\$(149.4)
Parliamentary appropriations for operating expenses	\$111.1	\$117.4	\$191.9	\$157.9	\$131.2
Parliamentary appropriations for tangible capital assets	\$50.3	\$52.8	\$94.3	\$87.4	\$115.0
Operating Surplus*	\$6.6	\$41.8	\$56.1	\$16.0	\$96.8

NOTE

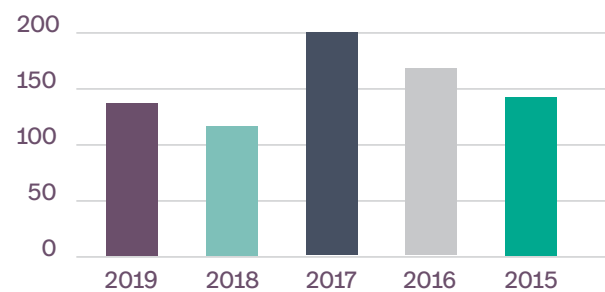
- Since October 1, 2016, JCCBI is entitled to the partial 50% GST and QST tax rebates. It should be noted that the expenditures incurred in 2015 and in part of 2016 are, in turn, net of the then applicable tax rebates, namely 100% for the GST and 50% for the QST.

- + \$10.6M of unused funds that were budgeted as part of the Champlain Bridge deconstruction project due to:
 - + \$4.1M of work planned but not carried out;
 - + \$6.6M of unused funds that were budgeted for professional services to be determined and provided as part of risk mitigation strategies.

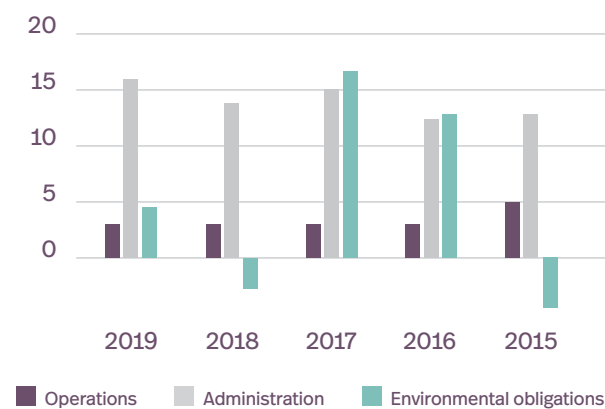
Expenses

The Corporation's expenses totalled \$156.5M (2018 - \$129.9M). The \$26.6M increase in expenses (2018 - \$101.4M decrease) is mainly due to a \$17.5M increase in maintenance expenses (2018 - \$79.8M decrease), an overall \$1.4M increase (2018 - \$0.8M decrease) in the operations and administration expenses, as well as the increase in environmental obligations expenses related to the revision of the rates and assumptions.

Maintenance expenses (in \$M)



Other expenses (in \$M)



Maintenance

The \$133.1M in maintenance expenses (2018 - \$115.6M) represent a 15.1% increase over the previous year's expenses (2018 - 40.8% decrease). The variance is mainly due to the type of costs incurred as part of the major work program in regard to the Corporation's *politique sur la capitalisation des immobilisations et amortissements* and to the \$7.4M increase in the amortization expense.

Operations

Operations expenses totalled \$3.2M (2018 - \$3.1M). Operations expenses remain stable, as they consist of police patrol services on the infrastructure which are governed by contract.

Administration

Administration expenses totalled \$15.3M (2018 - \$13.9M), a 10.1% increase over the previous fiscal year (2018 - 6.1% decrease). The change is due, notably, to an increase in professional services.

Environmental Obligations

Expenses related to environmental obligations amount to \$4.2M (2018 - credit in the amount of \$2.7M). They mainly consist of the adjustment of the assumptions relating to the work which are established on the basis of the contracts awarded.

Statement of Cashflow

The Corporation's cash flow depends primarily on the date on which 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 acquired assets for the work, as well as of the goods and services received.

Management's responsibility for the 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. This responsibility requires the selection of appropriate accounting principles and the ability to exercise judgment in establishing reasonable estimates.

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 the directive issued under 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* passed pursuant to the *Canada Marine Act*, as well as the Corporation’s articles and by-laws.

The Board of Directors is made up of six (6) 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,



SANDRA MARTEL, ENG.

June 26, 2019

Financial
Statement



INDEPENDENT AUDITOR'S REPORT

To the Minister of Infrastructure and Communities

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The Jacques Cartier and Champlain Bridges Incorporated, which comprise the statement of financial position as at 31 March 2019, and the statement of operations, statement of change in net debt and statement of cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of The Jacques Cartier and Champlain Bridges Incorporated as at 31 March 2019, 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.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of The Jacques Cartier and Champlain Bridges Incorporated in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be

materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing The Jacques Cartier and Champlain Bridges Incorporated's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate The Jacques Cartier and Champlain Bridges Incorporated or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing The Jacques Cartier and Champlain Bridges Incorporated's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Jacques Cartier and Champlain Bridges Incorporated's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on The Jacques Cartier and Champlain Bridges Incorporated's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause The Jacques Cartier and Champlain Bridges Incorporated to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of The Jacques Cartier and Champlain Bridges Incorporated coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are 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*.

In our opinion, the transactions of The Jacques Cartier and Champlain Bridges Incorporated that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for The Jacques Cartier and Champlain Bridges Incorporated's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable The Jacques Cartier and Champlain Bridges Incorporated to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



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

Montréal, Canada
26 June 2019

Statement of financial position as at March 31

	2019	2018
	\$	\$
Financial Assets		
Cash	47,832,852	60,525,063
Accounts receivable (Note 3)	5,269,957	11,963,366
Total Financial Assets	53,102,809	72,488,429
Liabilities		
Accounts payable and accrued liabilities (Note 4)	44,294,972	57,634,156
Employee future benefits (Note 5)	495,762	517,070
Contractual holdbacks (Note 6)	6,361,494	12,240,687
Deferred revenue	269,436	268,481
Environmental obligations (Note 7)	26,592,000	24,401,859
Total Liabilities	78,013,664	95,062,253
Net Debt	(24,910,855)	(22,573,824)
Non-Financial Assets		
Tangible capital assets (Note 8)	590,018,168	581,282,329
Prepaid expenses	789,367	621,169
Total Non-Financial Assets	590,807,535	581,903,498
Accumulated Surplus	565,896,680	559,329,674

CONTINGENCIES, DECONSTRUCTION OF THE CHAMPLAIN BRIDGE AND CONTRACTUAL OBLIGATIONS (NOTES 10, 11 AND 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

	BUDGET	2019 ACTUAL	2018 ACTUAL
	\$	\$	\$
Revenue			
Leases and permits	607,000	586,430	601,280
Interest	572,000	1,065,382	868,950
Other sources	-	51,051	53,730
Total Revenue	1,179,000	1,702,863	1,523,960
Expenses (Note 14)			
Maintenance	289,478,000	133,079,931	115,573,988
Operations	3,431,000	3,175,753	3,144,992
Administration	16,814,000	15,299,251	13,883,928
Environmental Obligations	(2,318,000)	4,241,026	(2,706,610)
Loss on disposal of assets	-	670,137	-
Total Expenses	307,405,000	156,466,098	129,896,298
Deficit before Government of Canada funding	(306,226,000)	(154,763,235)	(128,372,338)
Parliamentary appropriations for operating expenses	277,184,000	111,056,113	117,323,237
Parliamentary appropriations for tangible capital assets	78,100,000	50,274,128	52,805,886
Annual Operating Surplus	49,058,000	6,567,006	41,756,785
Accumulated Operating Surplus, Beginning of the Year	559,330,000	559,329,674	517,572,889
Accumulated Operating Surplus, End of the Year	608,388,000	565,896,680	559,329,674

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

Statement of change in net debt

FOR THE YEAR ENDED MARCH 31

	BUDGET	2019 ACTUAL	2018 ACTUAL
	\$	\$	\$
Annual Operating Surplus	49,058,000	6,567,006	41,756,785
Acquisition of tangible capital assets (Note 8)	(78,100,000)	(50,274,128)	(52,805,886)
Amortization of tangible capital assets (Note 8)	31,379,000	40,868,152	33,335,178
Gain on sale of tangible capital assets	-	(17,500)	(4,349)
Proceeds on sale of tangible capital assets	-	17,500	4,349
Loss on disposal of assets	-	670,137	-
Total Variation Due to Total Tangible Capital Assets	(46,721,000)	(8,735,839)	(19,470,708)
Acquisition of prepaid expenses	-	(1,366,562)	(1,270,195)
Use of prepaid expenses	-	1,198,364	1,147,075
Total Variation Due to Prepaid Expenses	-	(168,198)	(123,120)
(Increase) decrease in net debt	2,337,000	(2,337,031)	22,162,957
Net debt, beginning of the year	(22,574,000)	(22,573,824)	(44,736,781)
Net Debt, End of the Year	(20,237,000)	(24,910,855)	(22,573,824)

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

Statement of cash flow

FOR THE YEAR ENDED MARCH 31

	2019	2018
	\$	\$
Operating Transactions		
Annual operating surplus	6,567,006	41,756,785
Non-cash items		
Amortization of tangible capital assets (Note 8)	40,868,152	33,335,178
Loss on disposal of assets	670,137	-
Gain on sale of assets	(17,500)	(4,349)
Decrease in employee future benefits	-	(149,828)
Increase in environmental obligations	4,084,478	-
Changes in non-cash working capital items		
Decrease in accounts receivable	6,693,409	48,765,640
Decrease in accounts payable and accrued liabilities	(10,067,741)	(5,278,390)
Decrease in employee future benefits	(21,308)	-
Decrease in contractual holdbacks	(5,879,193)	(6,857,089)
Increase in deferred revenue	955	38,668
Increase in prepaid expenses	(168,198)	(123,120)
Decrease in environmental obligations	(1,894,337)	(22,273,412)
Cash Flow Provided by Operating Transactions	40,835,860	89,210,083
Tangible Capital Asset Investment Activities		
Proceeds from disposal of tangible capital assets	17,500	4,349
Cash used to acquire tangible capital assets	(53,545,571)	(69,049,926)
Cash flow used for tangible capital asset investment activities	(53,528,071)	(69,045,577)
Increase (Decrease) in Cash	(12,692,211)	20,164,506
Cash, Beginning of the Year	60,525,063	40,360,557
Cash, End of the Year	47,832,852	60,525,063

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

Notes to the Financial Statements as at March, 31 2019

I. 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 listed under Part I, 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 section 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 section of the Honoré Mercier Bridge and the Melocheville Tunnel. The management of the Champlain Bridge Estacade was transferred to the Corporation from the Minister of Transport on December 2, 1999. On April 1, 2015, the south and north approaches to 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 constituting the transferred assets.

In July 2015, the Corporation received a directive (P.C. 2015-1112) under section 89 of the *Financial Administration Act* to harmonize its travel, hospitality, conference and event expenditure policies, guidelines and practices with the Treasury Board of Canada's 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 legislation.

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 contribution 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;
- + Leasehold improvements: the lesser of the useful life or the term of the lease.

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

Revenue 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 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 accounting of financial instruments depends on their classification as presented in the following table:

CATEGORIES	FINANCIAL INSTRUMENTS	MEASUREMENT
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

Contingencies result from uncertain situations whose outcome depends on one or more future events. Contingencies include contingent liabilities and contingent assets.

Contingent liabilities are possible 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.

Contingent assets are possible assets that could become assets if one or more future events occur. If it is likely that the future event will occur, the existence of the contingent asset is disclosed in the notes to the Financial Statements.

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 recognized during the period covered by the Financial Statements. Actual results could differ significantly from these estimates.

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.

Budgetary Data

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

3. ACCOUNTS RECEIVABLE

The Corporation's accounts receivable consist of the following:

	2019	2018
	\$	\$
Due from the Government of Canada	-	7,307,204
Taxes receivable	1,433,707	1,899,508
Re-invoicing of work to business partners	2,311,511	2,308,379
Other accounts receivable	1,524,739	448,275
Total Accounts Receivable	5,269,957	11,963,366

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

The Corporation's accounts payable and accrued liabilities consist of the following:

	2019	2018
	\$	\$
Suppliers and accrued liabilities	40,922,102	55,726,186
Salaries and employee benefits	1,941,444	1,907,970
Due to the Government of Canada	1,431,426	-
Total Accounts Payable and Accrued Liabilities	44,294,972	57,634,156

5. EMPLOYEE FUTURE BENEFITS

Pension Plan

All employees of the Corporation are covered by the Public Service Pension Plan (the "Plan"). The President of the Treasury Board of Canada sets the required employer contributions, which represent a multiple of the required employee contributions. The Corporation's base contribution rate in effect at the end of the year was 9.66% (9.93% in 2018) of the annual salary paid to employees hired before January 1, 2013, and 8.68% (8.77% in 2018) of the annual salary paid to employees hired after December 31, 2012.

The contributions to the Plan during the year are broken down as follows:

	2019	2018
	\$	\$
Employer's contributions	1,516,608	1,514,199
Employees' contributions	1,468,919	1,341,515

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 (5) consecutive years of earnings. The benefits are coordinated with the Canada Pension Plan and Quebec Pension Plan benefits and are indexed to inflation.

Post-Employment Benefits and Compensated Absences

To calculate the liability for compensated absences relating to sick leave accrued as at December 9, 2016 for employees who have chosen to keep this leave until their departure, the Corporation uses a rate of compensation increase of 1.5% (1.5% in 2018), a discount rate of 1.63% (1.63% in 2018), and a probability of employee departure of 15% (15% in 2018) before retirement eligibility.

For post-employment benefits relating to work injuries, the Corporation recognized a liability amounting to \$244,338 (\$281,109 in 2018). To calculate this post-employment benefit, the Corporation uses a rate of compensation increase of 1.5% (1.5% in 2018), a discount rate of 1.63% (1.63% in 2018) for an average life expectancy of 80 years (80 years in 2018) as an assumption for the end of the payment of the compensation.

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

	2019	2018
	\$	\$
Accrued benefit obligation, beginning of the year	517,070	666,898
Benefits paid during the year	(21,308)	(149,828)
Accrued Benefit Obligation, End of the Year	495,762	517,070

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 “performance holdback”) and retains a new amount equal to 2.5% as a contractual holdback (designated as “warranty holdback”).

The contracts provide that the Corporation will pay the second portion of 2.5% of the contractual holdback (designated as “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 any required interventions. 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, the Corporation is conducting characterization studies to classify the contaminated sites and determine whether the Corporation needs to clean up the lands or adopt a risk management strategy to limit the contamination. For one section of these lands, a study confirmed the presence of residual materials and soils contaminated with polycyclic aromatic hydrocarbons (PAHs) and metals (e.g. copper, lead) whose level exceeds the acceptable environmental standards. The lands were contaminated as a result of past commercial and industrial operations. The Corporation estimates that future benefits are likely to be given up. However, additional analyses are required to determine the remediation or risk management strategy to be adopted as well as the costs involved. Therefore, the liability cannot be reasonably estimated at this stage, and no environmental liability has been recorded.

As at March 31, 2019, the priority environmental issue for the Corporation remains that of the lands located in the Bonaventure Expressway sector in Montreal. These lands, which have been 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:

For the east sector, the containment and pumping operations began in 2018. For the west sector, both the containment of groundwater and the operation of the treatment plant began in 2017. The Corporation is managing this project. The portion of the costs borne by the Corporation for the west sector is 50% of the total costs to be incurred.

As of March 31, 2019, the Corporation estimates an amount of \$26,592,000 (\$24,401,859 in 2018) for the east and west sectors as environmental obligations.

	EAST SECTOR	WEST SECTOR	TOTAL
Undiscounted Amount to which the Inflation Rate was Applied:			
In 2018	\$18,407,000	\$10,228,000	\$28,635,000
In 2019	\$22,288,000	\$8,207,000	\$30,495,000
Discounted Amount to which the Inflation Rate was Applied:			
In 2018	\$15,547,000	\$8,854,000	\$24,401,000
In 2019	\$19,382,000	\$7,210,000	\$26,592,000

The Environmental Obligations are based on the following assumptions:

- + The duration of the operations included in the obligations related to the east and west sectors is estimated at fifteen (15) years. The duration of the operations will extend beyond this period, but it is impossible, at this time, to determine the costs beyond fifteen (15) years.
- + The planned expenditures for the containment and pumping operations are based on the costs of the contracts that have already been awarded.
- + The discount rates are determined based on the actual zero-coupon yield curve for Government of Canada bond market issued by the Bank of Canada. The discount rate for the year 2020 is 1.70% (2018 - 1.63%). The rates for subsequent years range from 1.52% to 1.83% (2018 - 1.79% to 2.19%).
- + The inflation rate is based on the Non-Residential Building Construction Price Index. For fiscal year 2018-2019, the rate is 3.02% (2018 - 2.99%).
- + There is no residual value to the projects.

8. TANGIBLE CAPITAL ASSETS

	LANDS	BRIDGES AND ROADS	VEHICLES AND EQUIPMENT	LEASEHOLD IMPROVEMENTS	PROJECTS IN PROGRESS	TOTAL
	\$	\$	\$	\$	\$	\$
COST						
April 1, 2017	5,250,117	698,939,378	4,418,563	10,327	64,234,292	772,852,677
Acquisitions	-	36,429,161	320,761	814,168	15,241,796	52,805,886
Disposals	-	-	(21,728)	-	-	(21,728)
Transfers	-	62,803,242	-	-	(62,803,242)	-
March 31, 2018	5,250,117	798,171,781	4,717,596	824,495	16,672,846	825,636,835
Acquisitions	-	27,922,968	903,166	441,476	21,006,518	50,274,128
Disposals	-	(11,041,632)	(1,637,840)	(10,327)	-	(12,689,799)
Transfers	-	16,672,845	-	-	(16,672,845)	-
March 31, 2019	5,250,117	831,725,962	3,982,922	1,255,644	21,006,519	863,221,164
ACCUMULATED AMORTIZATION						
April 1, 2017	-	207,507,694	3,523,035	10,327	-	211,041,056
Amortization	-	33,029,325	305,853	-	-	33,335,178
Disposals	-	-	(21,728)	-	-	(21,728)
March 31, 2018	-	240,537,019	3,807,160	10,327	-	244,354,506
Amortization	-	40,431,789	273,529	162,834	-	40,868,152
Disposals	-	(10,371,495)	(1,637,840)	(10,327)	-	(12,019,662)
March 31, 2019	-	270,597,313	2,442,849	162,834	-	273,202,996
NET BOOK VALUE						
March 31, 2018	5,250,117	557,634,762	910,436	814,168	16,672,846	581,282,329
March 31, 2019	5,250,117	561,128,649	1,540,073	1,092,810	21,006,519	590,018,168

As at March 31, 2019, "Accounts payable and accrued liabilities" includes acquisitions related to tangible capital assets of \$18,634,441 (\$21,905,884 in 2018).

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

Legal Proceedings and Claims

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.

As at March 31, 2019, some contingent assets are under negotiation with business partners and their estimated amount cannot be determined. The contingent assets are not recognized in the Financial Statements.

Other contingencies

- 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. In the event of termination of this permit, the Corporation will have to remove its facilities, at its expense. As at March 31, 2019, neither the owner of the lands nor the Corporation has indicated its intention to terminate the permit. Therefore, no contingent liabilities related to this capital asset has been recognized.
- The Corporation holds structures erected on land whose owner has transferred the management and administration thereof to the Government of Canada. The owner of the land could take back the land in the event of a change in the use thereof, 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 this land. Therefore, no liabilities related to these capital assets has been recognized.

11. DECONSTRUCTION OF THE CHAMPLAIN BRIDGE

By letter dated May 3, 2018, the Minister of Infrastructure and Communities confirmed that the Corporation was mandated to undertake the deconstruction of the Champlain Bridge in accordance with the principles of sustainable development upheld by the Corporation. A deconstruction strategy involving a precise scheduling of the methods used for deconstruction as well as ongoing transportation and material recovery planning to minimize the environmental effects and the impacts on surrounding residents will be developed. However, the deconstruction method and the financial impact of the project have not been determined.

12. CONTRACTUAL OBLIGATIONS

Operating Services

The minimum amount payable for police services amounts to approximately \$4,061,190 for the fiscal year (\$3,998,205 as at March 31, 2018). Unless otherwise stipulated by either party, the current agreement remains in effect until the entry into force of a new agreement, which is currently under negotiation.

Suppliers

The Corporation has committed, mainly for major work, procurement, and professional services, to paying \$109,400,521 over the next few years (\$111,580,164 in 2018). The minimum payments due for the next fiscal years are the following:

2020	\$92,966,993
2021	\$10,339,032
2022	\$1,659,258
2023	\$484,619
2024 and beyond	\$3,950,619

Leases

The Corporation has committed, under leases for the rental of offices and equipment, to paying \$4,471,726 in the coming years (\$3,698,980 in 2018). The minimum payments due for the next fiscal years are the following:

2020	\$1,789,684
2021	\$1,474,151
2022	\$621,812
2023	\$222,295
2024 and beyond	\$363,784

13. RELATED PARTY TRANSACTIONS

The Corporation is related in terms of common ownership to all departments, agencies and Crown corporations created by the Government of Canada, as well as to the Corporation's Board of Director members, Chief Executive Officer and Senior Directors, close family members thereof and entities subjected to the control of said individuals. The Corporation enters into transactions with these entities in the normal course of business. These transactions are recognized at the exchange amount, except for the cost of the audit of the Financial Statements, which is carried out without consideration and not recognized in the Statement of Operations.

14. EXPENSES BY TYPE

	2019	2018
	\$	\$
Regular and major maintenance	74,409,856	64,415,987
Environmental obligations	4,241,026	(2,706,610)
Amortization of tangible capital assets	40,868,152	33,335,178
Salaries and employee benefits	20,691,634	19,126,544
Professional services	10,036,866	10,132,489
Goods and services	5,548,427	5,592,710
Loss on disposal of assets	670,137	-
Total Expenses	156,466,098	129,896,298

15. FINANCIAL INSTRUMENTS

Fair Value

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

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. 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 it is composed of cash balances and since the Corporation only deals with well-known financial institutions that are members of Payments Canada.

The credit risk associated with accounts receivable is minimal, since the majority of the accounts receivable comes from re-invoicing of work to government partners and the other accounts receivable showed no outstanding balance (none in 2018).

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

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 the 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:

	2019	2018
	\$	\$
Less than 90 days		
Accounts payable and accrued liabilities	44,294,972	57,634,156
Contractual holdbacks	3,502,969	6,221,292
Subtotal	47,797,941	63,855,448
90 Days to One Year		
Contractual holdbacks	2,430,329	4,847,920
More than One Year		
Contractual holdbacks	428,196	1,171,475
Total	50,656,466	69,874,843

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

Market Risk

Market risk is the risk that there is an impact on the results following a change in the market conditions. Market risk comprises three (3) types of risk: currency risk, interest rate risk and the price risk. The Corporation is only exposed to interest rate risk. This exposure is attributable to its cash flow. 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 \$485,562 (\$528,936 in 2018).

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.

16. RECLASSIFICATION

In order to improve the information presented in the Financial Statements, the Corporation presents the leasehold improvements separately in Note 8 – Tangible Capital Assets. The cost of \$824,495 and the accumulated amortization of \$10,327, which were, as at March 31, 2018, presented in the Vehicles and Equipment category, have been reclassified under the Leasehold Improvements category.

Appendices

Board of directors and officers

Directors

Dominique Bouchard
Richard Cacchione
Paul T. Kefalas
Catherine Lavoie
Sandra Martel
Me Sylvain Villiard
Dale Ellen Williams

One member, Ms. Denise Hébert, completed her term of office during the 2018-2019 fiscal year.

Officers

Paul T. Kefalas, Chairman of the Board
Catherine Lavoie, Vice-Chair of the Board
Sandra Martel, Interim Chief Executive Officer
Claude Lachance, Treasurer
John Papagiannis, Acting Corporate Secretary

List of committees of the board of directors

Audit Committee

Richard Cacchione, Chair
Me Sylvain Villiard
Dale Ellen Williams

Governance and Ethics Committee

Paul T. Kefalas, Chair
Catherine Lavoie
Me Sylvain Villiard
Dale Ellen Williams

Human Resources Committee

Dale Ellen Williams, Chair
Dominique Bouchard
Richard Cacchione

Risk Committee – Infrastructure

Catherine Lavoie, Chair
Dominique Bouchard
Richard Cacchione
Paul T. Kefalas

Champlain Technical Committee

Sandra Martel, Chair
Paul T. Kefalas

Corporate Risk Committee

Me Sylvain Villiard, Chair
Dominique Bouchard
Richard Cacchione
Paul T. Kefalas

Alignment with international sustainable development standards

The table below was prepared based on the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI).

GENERAL INDEX	INDICATORS	PAGE	COVERAGE 2018-2019
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organization	10-12	Complete
G4-2	Description of key impacts, risks, and opportunities.	36,38,39,46-51	Partial
ORGANIZATIONAL PROFILE			
G4-3	Name of the organization	7	Complete
G4-4	Primary brands, products and services	6-7	Complete
G4-5	Location of the organization's headquarters	88	Complete
G4-6	Number and name of countries where the organization operates	6	Complete
G4-14	How the precautionary principle is addressed	36	Complete
G4-15	Externally developed economic, environmental and social initiatives to which the organization subscribes	36-53	Complete
G4-16	Memberships of associations	36-41	Complete
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in the organization's consolidated financial statements	72-73	Complete
G4-18	Process for defining the report content and the Aspect Boundaries		Complete (see the 2015-2016 Sustainable Development Report, pages 4-5)
G4-19	Material aspects identified	46	Complete
G4-20	For each material aspect, report the Aspect Boundary within the organization	46	Partial
G4-21	For each material aspect, report the Aspect Boundary outside the organization	46	Partial
STAKEHOLDER ENGAGEMENT			
G4-24	List of stakeholder groups		Complete (see the 2015-2016 Sustainable Development Report, pages 5-7)
G4-25	Basis for identification and selection of stakeholders	46, 49	Partial
G4-26	Organization's approach to stakeholder engagement	38,39,41,49	Complete
G4-27	Key topics and concerns that have been raised through stakeholder engagement		Complete (see the 2015-2016 Sustainable Development Report, page 5)

REPORT PROFILE			
G4-28	Reporting period	85	Complete
G4-30	Reporting cycle	85	Complete
G4-32	GRI Content Index	84	Complete
GOVERNANCE			
G4-34	Governance structure	43,44, 46,83	Complete
G4-35	Process for delegating authority for economic, environmental and social topics		Complete (see the 2015-2016 Sustainable Development Report, pages 10-11)
G4-36	Executive-level positions with responsibility for economic, environmental and social topics		Complete (see the 2015-2016 Sustainable Development Report, page 5)
G4-37	Consultation between stakeholders and the highest governance body on economic, environmental and social topics	38	Partial
G4-38	Composition of the highest governance body and its committees	43,44,83	Partial
G4-39	Independence of the Chair of the highest governance body (whether or not this person is a member of senior management)	43	Complete
G4-40	Nomination and selection processes for the highest governance body and its committees		Partial (see the 2015-2016 Sustainable Development Report, page 9)
G4-41	Processes to ensure conflicts of interest are avoided and managed		Partial (see the 2015-2016 Sustainable Development Report, page 9)
G4-42	Role of the highest governance body in determining the organization's mission, values and strategy	11,12,43	Partial
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities		Partial (see the 2015-2016 Sustainable Development Report, page 5)
G4-46	Role of the highest governance body in reviewing the effectiveness of the organization's risk management processes	43	Complete
G4-47	Frequency of the review of economic, environmental and social impacts, risks, and opportunities	43	Complete
G4-48	Highest governance body or committee that examines and approves the organization's sustainability disclosures	88	Partial
G4-49	Process for communicating critical concerns to the highest governance body		Partial (see the 2015-2016 Sustainable Development Report, pages 10-11)
G4-51	Remuneration policies for the highest governance body and senior executives	53	Partial
G4-52	Process for determining remuneration	53	Partial
ETHICS AND INTEGRITY			
G4-56	Values, principles, standards and code of ethics regarding behaviour		Complete (see the 2015-2016 Sustainable Development Report, pages 10-11)

ECONOMICS				
Economic Performance	G4-DMA	Description of the management approach		Complete (see the 2015-2016 Sustainability Report, pages 9, 12 and 13)
	G4-EC1	Direct economic value generated and distributed	68-81	Partial
	G4-EC2	Financial implications and other risks and opportunities due to climate change	50	Partial
	G4-EC3	Coverage of the benefit plan obligations	75	Partial
	G4-EC4	Financial assistance received from Government	68-71	Complete
Indirect Economic Impacts	G4-EC7	Development and impact of infrastructure investments and services supported	13-32	Complete
	G4-EC8	Significant indirect economic impacts	37-41	Complete
Procurement Practices	G4-DMA	Description of the management approach		Complete (see the 2015-2016 Sustainable Development Report, pages 14-15)
	G4-EC9	Proportion of spending on local suppliers		Partial (see the 2015-2016 Sustainable Development Report, pages 14-15, 36)
ENVIRONMENT				
Energy	G4-EN3	Energy consumption within the organization	47	Partial
Biodiversity	G4-DMA	Description of the management approach	36	Partial
	G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas	36	Partial
	G4-EN12	Description of significant impacts of activities, products, and services on biodiversity	35-36	Partial
	G4-EN13	Habitats protected or restored	36	Partial
	G4-EN14	Total number of IUCN red list species and national conservation list species	36	Partial
Emissions	G4-DMA	Description of the management approach	47	Partial
	G4-EN15	Direct greenhouse gas emissions (SCOPE 1)	47	Complete
	G4-EN16	Energy indirect greenhouse gas emissions (SCOPE 2)	47	Complete
	G4-EN17	Other indirect greenhouse gas emissions (SCOPE 3)	47	Complete
	G4-EN27	Extent of impact mitigation of environmental impacts of products and services	20-21.35	Complete
Compliance	G4-DMA	Description of the management approach		Complete (see the 2015-2016 Sustainable Development Report, pages 28-29)

General	G4-EN31	Total environmental protection expenditures and investments	18	Partial
Supplier Environmental Assessment	G4-DMA	Description of the management approach		Complete (see the 2015-2016 Sustainable Development Report, pages 14-15)
SOCIAL				
Employment	G4-DMA	Description of the management approach	44	Complete
	G4-LA2	Benefits provided to full-time employees	44,45,75,76	Partial
Occupational Health and Safety	G4-DMA	Description of the management approach	45	Partial
	G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities	45	Partial
	G4-LA8	Health and safety topics covered in formal agreements with trade unions	44.45	Partial
Training and Education	G4-DMA	Description of the management approach	51	Partial
	G4-LA9	Average hours of training per year	45	Complete
	G4-LA10	Programs for skills management and lifelong learning	45	Partial
Diversity and Equal Opportunity	G4-LAI2	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	44	Partial
Supplier Assessment for Labour Practices	G4-DMA	Description of the management approach		Complete (see the 2015-2016 Sustainable Development Report, pages 14-15)
HUMAN RIGHTS				
Indigenous Rights	G4-DMA	Description of the management approach	12, 32	Partial
SOCIETY				
Local Communities	G4-DMA	Description of the management approach	39,46,51	Partial
	G4-S02	Operations with significant actual or potential negative impacts on local communities	39,46,51	Partial
Anti-corruption	G4-DMA	Description of the management approach		Complete (see the 2015-2016 Sustainable Development Report, pages 13-15)

Abbreviations

CEAA	Canadian Environmental Assessment Act (2012)
CPSAS	Canadian public sector accounting standards
FAA	Financial Administration Act
GRI	Global Reporting Initiative
INFC	Infrastructure Canada
JCCBI	The Jacques Cartier and Champlain Bridges Incorporated
SDCBC	Samuel De Champlain Bridge Corridor
MTQ	Ministère des Transports du Québec
OHS	Occupational Health and Safety
RAD	Research and Applications Department
tCO2e	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 third one that combines the Corporation's financial results with its progress in sustainable development. It covers the fiscal year from April 1, 2018 to March 31, 2019. This report was reviewed and approved by the Board of Directors and the Sustainable Development Committee.

The Jacques Cartier and Champlain Bridges Incorporated

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JacquesCartierChamplain.ca

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List of United Nations sustainable development goals met by JCCBI

	End poverty in all its forms everywhere
	Ensure healthy lives and promote well-being for all at all ages
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	Achieve gender equality and empower all women and girls
	Ensure availability and sustainable management of water and sanitation for all
	Promote inclusive and sustainable economic growth, employment and decent work for all
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	Make cities and human settlements inclusive, safe, resilient and sustainable
	Ensure sustainable consumption and production patterns
	Take urgent action to combat climate change and its impacts
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels