

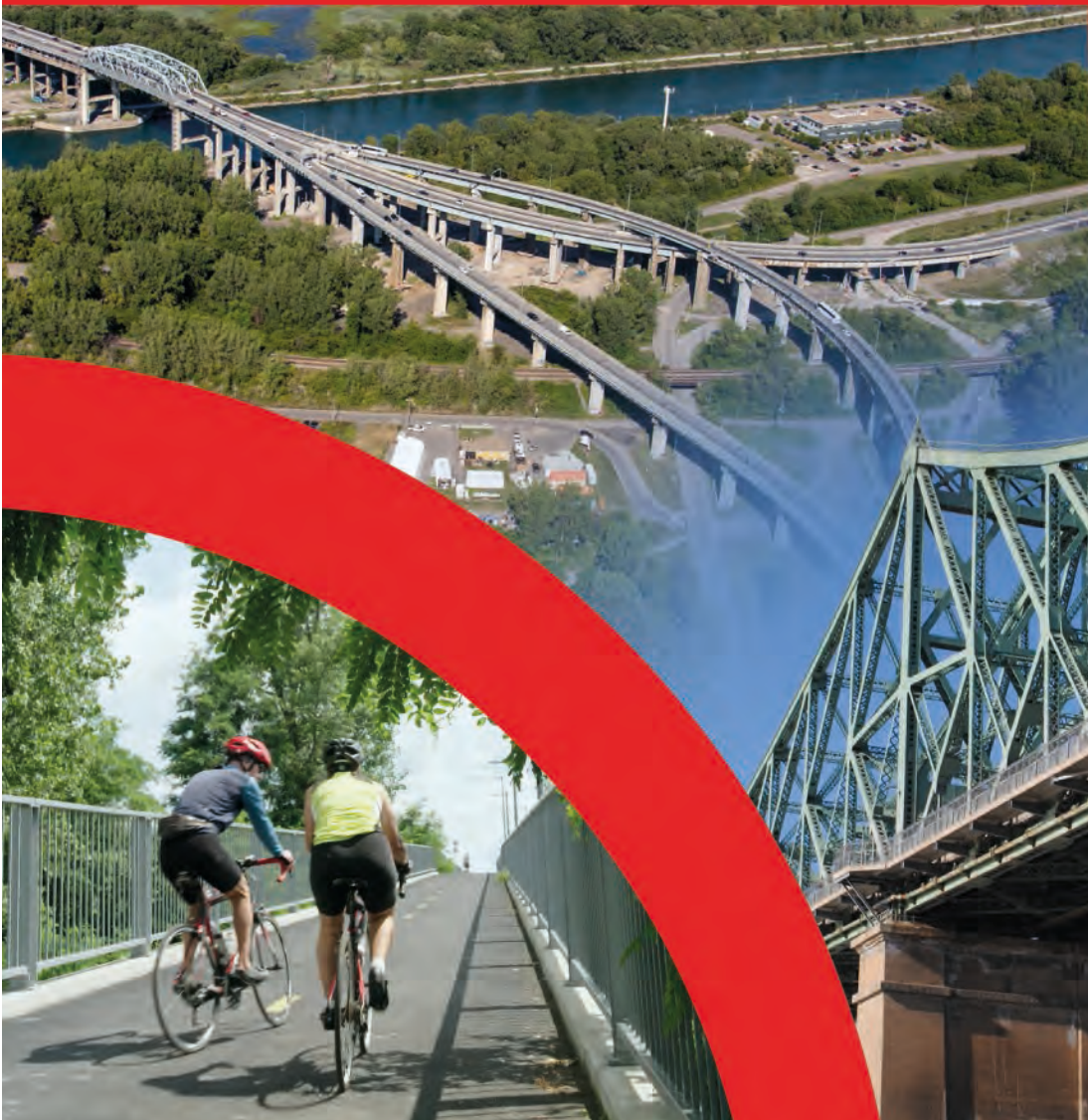


Ponts  
JACQUES CARTIER +  
CHAMPLAIN  
Bridges  
Canada



# Corporate Plan Summary

2024-25  
2028-29



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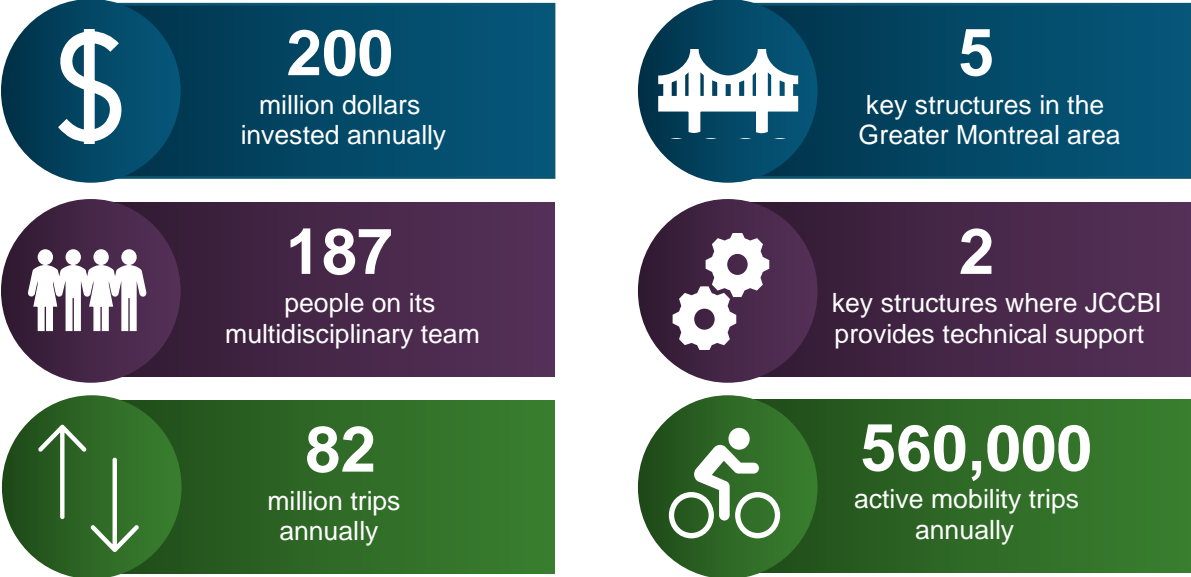


# SECTION 1

SUMMARY

# 1. SUMMARY

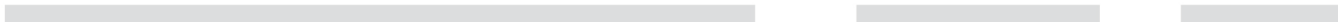

The Jacques Cartier and Champlain Bridges Incorporated (“JCCBI” or the “Corporation”) is an agent Crown corporation responsible for managing federal infrastructures such as bridges, highways and tunnels in the Greater Montreal area. JCCBI’s mission is to ensure user mobility, safety, and infrastructure longevity using a systemic management approach based on sustainable development.



Furthermore, at the request of Housing, Infrastructure and Communities Canada (HICC), JCCBI provides technical and financial advice for potential infrastructure rehabilitation projects in the Province of Quebec. JCCBI may also be called upon to undertake planning activities for some of these projects, to provide technical and financial advice for infrastructure management and, if required, to manage certain works or portions of works, subject to obtaining the necessary federal government approvals. In this regard, JCCBI and HICC have signed a memorandum of understanding (MOU) under which JCCBI will assist HICC in the contractual management of the Samuel De Champlain Bridge Corridor (SDCBC) project. Said MOU covers an initial period of 18 months to ensure the transfer of knowledge to JCCBI. A second MOU that could cover the period from 2024 to 2039 will thereafter be negotiated.

The infrastructures managed by JCCBI are between 50 and 93 years old and have been subjected to years of heavy traffic, harsh weather conditions and use of road salt. Traffic congestion on all bridges is an important consideration in both the capacity assessment and the work planning. Inspections, load-bearing capacity studies and instrumentation are the main sources of information allowing JCCBI to manage the risks associated with the safety of the structures, to prioritize interventions and to prepare a 15-year investment plan. The work is determined in a longer-term perspective, aimed at ensuring the sustainability of the structures and extending their useful life according to the vision set out by JCCBI for each of them.

Over the past 10 years, JCCBI has made significant investments in the rehabilitation of its structures. Despite these investments, some structures have reached the end of their service life, in whole or in part. Major investments for their long-term maintenance are therefore needed to ensure the mobility and safety of users.




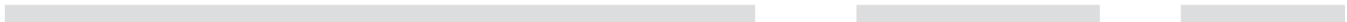
The work planned for the five years covered by the Corporate Plan remains significant, including the following ongoing rehabilitation and major projects:

- + In order to extend the service life of the Jacques Cartier Bridge beyond its 150<sup>th</sup> anniversary, major work is required on the steel, the piers and the Île Sainte-Hélène Pavilion (the Pavilion). A seismic study will also allow JCCBI to confirm the investments required to address the important bridge's seismic performance issues. Several projects aim at improving and ensuring the safety around the bridge through drainage improvements and land development. Studies are underway to optimize the mobility offering, and to enhance the urban integration of the structure and the safety of users.
- + The original Champlain Bridge was decommissioned on June 28, 2019. Deconstruction work began in the summer of 2020 and were completed in January 2024 on time and on budget. The project will end with the Héritage Champlain program, which involves the development of freed up shore land through the integration of various vocations, namely active transportation, commemoration of the bridge and access to the river.
- + The Bonaventure Expressway has reached the end of its service life, and funding for its reconfiguration was approved in the 2023 federal budget. In this context, and with all the changes made to the surrounding network, the reconfiguration project is of great importance for both the mobility of the sector and the efficient access to the Port of Montreal. The reconstruction of the non-elevated lanes is required, but such work must take into consideration integration with the Samuel De Champlain (SDC) Bridge and the *Réseau express métropolitain* (REM), as well as the City of Montreal's facilities. In order to proceed with the work as planned, the Corporation will need to acquire certain lands from the City of Montreal and other landowners along the existing expressway to allow for the relocation of the expressway and the integration of the active mobility network.
- + JCCBI is pursuing its maintenance work program to extend the service life of the Estacade, in order to maintain this important link for the maintenance of other structures, ice control and active mobility, while enhancing its social and urban value.
- + In collaboration with the Mohawk First Nation of Kahnawà:ke, JCCBI is ensuring the safety and longevity of the federal section of the Honoré Mercier Bridge until its 125<sup>th</sup> anniversary, by favoring an evolutionary integration of the bridge into the surrounding environments, through its ongoing maintenance work program and through the development of projects to enhance the Indigenous culture and traditions.
- + Asset maintenance work and studies to improve water infiltration control are planned at the Melocheville Tunnel to ensure the long-term sustainability, the safety and the efficiency of the structure in a context of cohabitation and continuity of the St. Lawrence Seaway (SLS) operations.
- + Important environmental mitigation measures were put in place to contain and treat the contaminated groundwater on lands managed by JCCBI in the Bonaventure Expressway sector (East and West Sectors). Studies are underway to optimize and improve the existing systems.

The work described above is intended to address the main risk for the Corporation, namely the safety and security of aging infrastructures. Other main risks for the organization include the following:

- + Long-term and sustainable funding for the accomplishment of its mission;
- + Organizational performance;
- + Information technologies (IT) and intelligent transportation system (ITS);
- + Occupational health and safety in a complex legal environment; as well as



- 
- 
- + The close coordination to be achieved with partners, notably for the operation of the SDCBC and the REM,

all of which have guided the drafting of this Corporate Plan.

Moreover, JCCBI completed the process of defining its risk appetite and tolerance statements in the last quarter of 2022-2023.

JCCBI's strategies and projects are aligned with the orientations of the "Investing in Canada" federal plan, including the following:

- + Public transit;
- + Green infrastructures;
- + Trade and transportation;
- + Social infrastructures.

Furthermore, in 2020, in order to achieve its objectives, the Corporation adopted a strategic plan, *Destination 2024*, consisting of five key orientations focused on team, mobility, performance, risk management and innovation. Said strategic plan, which ended on March 31, 2024, has enabled the Corporation to position itself as a leader in major infrastructure management and as an Employer of Choice. Over the course of fiscal year 2024-2025, the Corporation plans to assess the results, set priorities for the coming years and develop its new strategic plan through a broader participatory approach. This process will involve the entire organization, including the Board of Directors (the Board), the Management Committee, the managers and the employees. This process also includes consultation with JCCBI's external environment, including its partners and stakeholders. JCCBI's new strategic plan will begin on April 1, 2025.

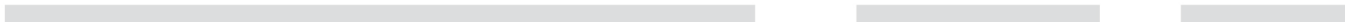

JCCBI has also implemented a system for managing its assets in order to have an in-depth knowledge of their condition, which allows the organization to identify the work required to maintain these assets with a view to extending their service life, optimizing the required investments and ensuring users mobility and safety. Finally, risk analysis at a corporate level, at an asset level (for each structure) and at a project level (for each project), allow JCCBI to have a global view and to mitigate the risks in the daily management of its activities.

The special examination report issued in April 2022 by the Auditor General of Canada confirms that the Corporation has effective systems and practices for the management of its assets. In response to the ten recommendations made in said report, a detailed action plan was submitted to the Standing Committee on Public Accounts on January 20, 2023. Each of these recommendations was addressed by one or more specific actions and, as of March 31, 2024 (originally scheduled for November 2023), the implementation of the detailed action plan has been completed.

The end of the deconstruction project of the original Champlain Bridge in its entirety (including all lots), scheduled for 2025, is a pivotal moment for increasing the Corporation's portfolio of assets and responsibilities. As such, in 2022-2023, JCCBI conducted a review of human resources needs in order to target the most promising areas and adapt the skills to its needs following completion of the deconstruction project, as well as to the organization's future needs and responsibilities, to be determined with the government.

The Corporate plan is in accordance with the 2023 federal budget funding announcement for the maintenance and asset maintenance basic work for the 2023-2028 cycle as well as for the Bonaventure Expressway reconfiguration project until 2031-2032. This funding will allow to ensure mobility, safety, and sustainability of the infrastructures. It also reflects the gradual reduction in resources directly assigned to the original Champlain Bridge deconstruction project as well as an additional reduction achieved by the





implementation of optimization projects. The number of resources could be revised if new responsibilities were assigned to JCCBI.

Among the strategic issues raised by the Corporate Plan, particular mention should be made of the following:

- + JCCBI is currently exploring the funding options for its various business cases (not included in this financial planning).

The financial planning for the period 2024-2025 to 2028-2029 (hereinafter “2024-2029 period”) is presented in Section 5.

- + The expansion of the Corporation’s portfolio would allow the organization to maintain the high level of expertise developed over the past 10 years within its workforce and the federal government in the province of Quebec, and to continue to support the government efficiently and rigorously in the management of other projects or assets.

In conclusion, the Corporate Plan describes the work planned over a ten-year period and sets out the funding allocated in the 2023 federal budget.

The list of abbreviations contained in this document can be found in Appendix 7.

*Note to readers: This English version of the Corporate Plan Summary includes some untranslated tables from the French version*



A person wearing a bright yellow jacket and dark pants is riding a bicycle away from the camera on a snowy path. To the left is a large, curved, textured structure. To the right is a highway with traffic lights and cars. The scene is dark and snowy, with a red curved graphic element on the right side of the image.

# SECTION 2

OVERVIEW OF THE CORPORATION



## 2. OVERVIEW OF THE CORPORATION

### 2.1 MANDATE

Incorporated in 1978, JCCBI is a parent Crown corporation listed in Part I of Schedule III of the *Financial Administration Act* (FAA) and is an agent of His Majesty. JCCBI is subject to Part X of the FAA and regulations thereof.

Its mandate is to manage, maintain and rehabilitate infrastructures such as bridges, highways and tunnels as well as properties, to ensure a safe passage for users. Mobility is at the heart of the actions planned and carried out by the Corporation.

JCCBI manages several bridges and one tunnel under federal jurisdiction located in the Greater Montreal metropolitan area, namely the Jacques Cartier Bridge, the Île des Sœurs Bypass Bridge (which is no longer in service and is currently being deconstructed), the federal section of the Honoré Mercier Bridge, as well as the approaches thereto, the Melocheville Tunnel, the federal section of the Bonaventure Expressway and the Estacade.

In 2020, the Corporation revised its mission, vision and values and, in order to fulfil its mandate, adopted a strategic plan, *Destination 2024*, consisting of five key orientations focused on teamwork, mobility, performance, risk management and innovation.

#### MISSION

Ensure user mobility, safety, and infrastructure longevity 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

- + Teamwork
- + Transparency
- + Thoroughness
- + Innovation
- + Commitment

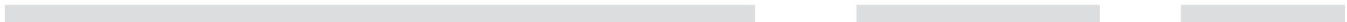



### *Destination 2024* Strategic Plan

#### OUR DESTINATION

- + Management of complex projects
- + Innovative applications
- + Employer of Choice
- + Sustainable investments
- + Growth of the asset portfolio

Section 4 of the Corporate Plan Summary presents the major orientations arising from the strategic plan. With the collaboration of all staff members, JCCBI has adopted an action plan as well as corporate and operational performance indicators to ensure its implementation.



March 31, 2024 therefore marks the end of the strategic plan, and 2024-2025 will be a year of transition, in which the same major strategic orientations will be applied on an ongoing basis. Over the course of this fiscal year, the Corporation plans to assess the results, set priorities for the coming years and develop its new strategic plan through a broader participatory approach. This process will involve the entire organization, including the Board, the Management Committee, the managers and the employees. This process also includes consultation with JCCBI's external environment, including the partners and stakeholders. JCCBI's new strategic plan will begin on April 1, 2025.

## **2.2 STRUCTURES AND ACTIVITIES**

### **2.2.1 BRIEF DESCRIPTION OF THE STRUCTURES**

#### Jacques Cartier Bridge

An emblematic structure, the Jacques Cartier Bridge has been an icon for Montrealers since its opening in 1930. The bridge comprises five modular lanes, a four-season multipurpose path and a sidewalk that connect Montreal to Longueuil, passing over the St. Lawrence Seaway (SLS). The bridge also provides access to Île Sainte-Hélène and Parc Jean-Drapeau.

#### Original Champlain Bridge

Opened to traffic on June 29, 1962 and connecting Brossard to Île des Sœurs, the original Champlain Bridge was decommissioned on June 28, 2019 with the opening of the SDC Bridge. Deconstruction began in June 2020 and was completed in January 2024.

#### Île des Sœurs Bypass Bridge

Built as a temporary structure to maintain traffic flow during the reconstruction of the Île des Sœurs Bridge, the Île des Sœurs Bypass Bridge was decommissioned in November 2019, following the opening of the new Île des Sœurs Bridge. Its deconstruction started in 2023-2024 and will be completed in 2024-2025.

#### Bonaventure Expressway

Around 1965, the federal government, represented by the National Harbours Board, and the City of Montreal agreed to the construction of a new approach to the original Champlain Bridge, known as "the Road", linking the Champlain Bridge to downtown Montreal and to the Port of Montreal.

Inaugurated on April 21, 1967, the Road would become the Bonaventure Expressway, which today links the SDC Bridge, Highway 15, the Port of Montreal (a major player in the area since the early 20<sup>th</sup> century) and downtown Montreal. The management of the federal section of the expressway was transferred from the National Harbours Board to JCCBI in 1978.

#### Honoré Mercier Bridge

The Honoré Mercier Bridge, in its initial configuration, was built in 1933 by the Corporation du pont du lac Saint-Louis, constituted by the Quebec government. Since the date of its commissioning on July 11, 1934, the operation, maintenance and management of the bridge have been under the jurisdiction of the Province of Quebec.

Between 1958 and 1959, as part of the construction of the SLS, the St. Lawrence Seaway Authority (SLSA) carried out work to raise and extend the south section of the bridge to provide clear passage for ships on the Seaway. This new section of the Honoré Mercier Bridge is under federal jurisdiction and has been managed by JCCBI since October 1, 1998.



## Melocheville Tunnel

The Melocheville Tunnel was built by SLSA circa 1958 as part of the construction of the SLS and its management was transferred to JCCBI in 1998. The tunnel passes under the locks of the Seaway Beauharnois Canal in Melocheville and is an extension of Route 132.

## Estacade

The Estacade was built in 1964-1965 as an ice control structure, mainly to avoid the risk of ice jams and flooding following the construction of the Expo 67 islands, and thus minimize bank erosion.

This structure is now used to retain the ice in the La Prairie Basin. It also serves as a privileged link for the maintenance of the structures, as well as an emergency and a bike link between Île des Sœurs and the Seaway dike and its cycling path. The Estacade bike path is in operation approximately eight months a year, which corresponds to the operation period of the SLS dike cycling path.

The map below shows the geographical location of the infrastructures managed by JCCBI.





## 2.2.2 ACTIVITIES

JCCBI's main activities are divided into two specific areas, namely the technical teams and the administrative divisions.

The Diagnostics and Planning Division plans and manages asset management activities and work planning. The realization of the major projects is under the responsibility of the Projects Division in a matrix approach of project-based management. The Projects Division is supported by the Engineering and Construction Divisions, which provide the expertise required to manage the various contracts. These major construction and rehabilitation projects are related to components of civil and road engineering structures, such as the piers, girders, decks, steel structures, tunnels, foundations, paving and painting as well as the mechanical and electrical components associated with these structures. The Environment and Sustainable Development (ESD) Division supports the teams and ensures the protection and enhancement of the territory as well as the implementation of the sustainable development strategy (SDS).

The Operations and Maintenance Division is responsible for the regular maintenance of the structures and manages, notably, the contracts for snow removal and abrasive spreading and for towing, road cleaning and maintenance, landscaping, guardrail replacement, pothole repair, as well as maintenance and operation of the electromechanical systems and road lighting.

Administrative divisions such a project and continuous improvement support team, an occupational health and safety (OHS) team, Legal Affairs, Procurement, Finance, Information Resources, Human Resources and Communications support these teams.

The Corporation awards contracts, mainly to engineering consulting firms, for professional services in the fields of inspection, planning, engineering and work supervision. Contracts for the execution of the work under its major maintenance program are awarded to contractors. Research and application activities are mainly carried out with research entities and universities. In addition, various firms offering a variety of professional services assist the Corporation's divisions in carrying out their mandates.

The Sûreté du Québec (SQ) polices the Jacques Cartier Bridge, the Bonaventure Expressway, the Estacade, the SDC Bridge and Highway 15 under the terms of an agreement signed in 2019 and to which HICC is also a party. The police services on the Honoré Mercier Bridge are provided by the SQ and the Kahnawà:ke Peacekeepers, while the Melocheville Tunnel is policed by the Service de police de Châteauguay since traffic control at the tunnel is the responsibility of the ministère des Transports et de la Mobilité durable du Québec (MTMD).





## 2.3 FINANCIAL POSITION

JCCBI's financial framework is based on the optimal use of available resources to protect the assets under its management while fulfilling its mission of ensuring the safety and mobility of users, all in a context of sound management of public funds.

The Corporation's investments and expenditures are funded by parliamentary appropriations based on authorized funding over a five-year cycle. The Corporate Plan was developed in accordance with the funding authorized in the 2023 federal budget for the 2023-2028 cycle, and highlights JCCBI's financial requirements to carry out the basic maintenance and asset maintenance work, thereby ensuring the mobility, safety and longevity of the infrastructure. In addition to the basic work, the authorized funding allows for the execution of the Bonaventure Expressway reconfiguration project until 2031-2032.

As some of JCCBI's assets have exceeded their useful life, resources are primarily used to perform the required maintenance and repairs, while seeking to enhance the service offering and provide viable solutions to extend the useful life of each structure.

JCCBI uses a multi-factor approach to the project's evaluations, which is based on sensitivity studies, and also relies on an analysis of the maximum investment capacity per structure based on market realities, the mobilization of service providers and the maintenance of traffic flow. Such an approach allows for more accurate financial forecasting for the preparation of a budget plan and a funding request adjusted to the actual capacity to deliver.

JCCBI's [2022-2023 Annual Report](#) is published on JCCBI's website.





# SECTION 3

OPERATING ENVIRONMENT

## 3. OPERATING ENVIRONMENT

The culture in asset management has evolved in recent years. Transport infrastructure managers are moving away from the old curative (or reactive) approach to managing the infrastructures under their responsibility and are adopting a preventive approach (proactive asset management) by addressing deterioration through planned, systemic and timely rehabilitation programs.

Improving the sustainability of bridges through rehabilitation is a relatively new and emerging field where actors such as JCCBI are exploring different approaches. The infrastructures under JCCBI's responsibility are between 50 and 93 years old. Some structures have reached the end of their service life, in whole or in part, and require major investments for their long-term maintenance, to ensure the mobility and safety of users.

In the current Montreal context, the Corporation plays an essential role in the daily lives of thousands of users whose modes of transportation are constantly evolving. The Corporation's infrastructures are an essential part of the Montreal landscape and the economy of this island city.

### 3.1 OPERATING CONTEXT

In carrying out its mission, JCCBI must deal with internal and external factors that call upon its various strengths, create opportunities, pose challenges and impact its key risks. JCCBI monitors these factors once identified, and adapts its activities and planning accordingly.

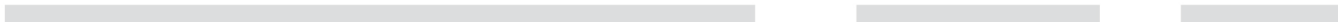

#### 3.1.1 EXTERNAL ENVIRONMENT

**Participatory Approach** – As certain projects carried out by JCCBI have a high impact on public space and mobility, the Corporation has adopted a participatory approach to structure consultation and information activities with various audiences. The approach essentially targets three groups: the partners (municipalities, government departments and other institutional partners), stakeholders (associations, interest groups and others), and the general public. It should be noted that for major projects, a corporate stakeholder relations process was developed and implemented by the ESD team, in parallel with the integration of new practices into ongoing projects. Based on the project, the type of work and the sector, the Corporation deploys various means to promote transparent communication and constructive exchanges with all audiences.

This approach makes it possible to develop skills while in action, while continuously adapting corporate tools. Furthermore, given the strategic location of the land and structures under its management, JCCBI is also called upon to collaborate with the promoters of structural projects such as the REM.

In its mobility management, the Corporation must coordinate and plan its activities in collaboration with many partners, thus adding a level of complexity to its activities and project delivery. These partners include federal partners, governments, and provincial and municipal agencies such as Mobility Montreal, which coordinates the major construction projects in the metropolitan area, and the MTMD.

In addition, JCCBI liaises with the media and interacts with users, affected residents and elected officials through regular, frequent and transparent communication about the work and issues. Such communication allows users of the road and active mobility networks to opt for new routes or to use public transportation during major work.



The Honoré Mercier Bridge is under federal jurisdiction on the section that crosses the territory of Kahnawà:ke and under provincial jurisdiction on the section over the St. Lawrence River. In line with Order in Council P.C. 2675 dated December 7, 1932, rehabilitation work on the federal section is carried out by First Nations contractors and workers. Over the past several years, JCCBI has adopted a collaborative and inclusive approach with the Mohawk Council of Kahnawà:ke (MCK) and the community to ensure the social acceptability of its projects. For example, in the last quarter of 2022-2023, as part of a development project at the south approach to the bridge, PlanIt Consulting & Communications carried out consultations with the Kahnawà:ke population on behalf of JCCBI, including a survey, individual interviews and focus groups. On a day-to-day basis, regular maintenance of the entire bridge, including traffic management, towing, and snow and ice removal services, falls under the responsibility of the Quebec government (MTMD).

**Legal Environment** – In a context of competitive markets and work that is considered complex and high-risk, issues related to the fair treatment of tenderers, the probity of contractors, consultants and suppliers, claims, the environment and health and safety in the workplace are important.

JCCBI is proactive and works upstream to implement or update its internal policies and programs and to obtain expert support in anticipation of amendment or coming into force of applicable laws and regulations.

**Environment and Sustainable Development (ESD)** – In 2008, the Government of Canada formalized its commitment to sustainable development through the *Federal Sustainable Development Act* (FSDA). The FSDA was strengthened in 2020, requiring more government entities to contribute to the Federal Sustainable Development Strategy (FSDS) and implement sustainable development plans in order to, inter alia, improve Canada's greenhouse gas (GHG) reduction record. At JCCBI's request, the Corporation was then added to the Schedule to the FSDA and became subject thereto.

With the emergence of climate change impacts and increasing GHG emissions, the Government of Canada has responded to citizens' concerns by enhancing its FSDS. The new 2022 to 2026 FSDS addresses all the United Nations Sustainable Development Goals (SDGs), thus encompassing the three dimensions of sustainable development (social, economic and environmental) and adopts a more coercive approach, making the contribution to three sustainable development goals mandatory.

JCCBI's 2023 to 2027 Sustainable Development Strategy (SDD) comprises a multi-annual action plan contributing to six goals of the FSDS:

*Note to readers: This English version of the Corporate Plan includes some untranslated tables from the French version.*







**Foster innovation and green infrastructure in Canada**

- Invest in green infrastructure



**Advance reconciliation with Indigenous Peoples and take action on inequality**

- Implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*



**Improve access to transportation and green spaces**

- Invest in active transportation
- Develop green spaces close to urban centres
- Promote access to green space



**Reduce waste and transition to zero-emission vehicles**

- Remediate high-priority contaminated sites
- Transform the light duty fleet
- Strengthen green procurement criteria
- Maximize diversion of waste from landfill



**Take action on climate change and its impacts**

- Reduce greenhouse gas emissions and improve climate resilience
- Reduce risks posed by climate change




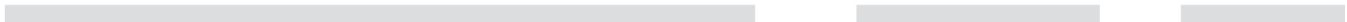
**Protect and recover species, conserve Canadian biodiversity**

- Better understand lands and forests
- Deliver enhanced conservation action

The commitment of organizations to sustainable development is no longer a choice, but a necessity.

Thus, in 2017, the Corporation issued an initial action plan aimed at implementing exemplary sustainable development practices grouped into four main areas, namely:

- + Governance, which encompasses the strategic orientations, risk management, ethics and transparency;

- 
- 
- + Environmental responsibility, which encompasses environmental management and the fight against climate change;
  - + Sustainable design of infrastructures, which encompasses sustainable planning; and
  - + Socio-economic contribution, which encompasses partnerships and collaboration, and sustainable mobility.

For more than five years, the Corporation has added the fundamental concepts of sustainable development into its mission and vision statements. In addition, the Corporation integrates environmental issues as well as consultations with partners, stakeholders and the general public into its corporate practices and in the implementation of its infrastructure projects in order to encourage public involvement in these projects and minimize their impact on the environment. Appendix 4 presents the two corporate risks identified and prioritized in this regard, namely “*Relationship with Stakeholders*” (Risk N° 9) and “*Environmental Protection*” (Risk N° 25), and more than 10 mitigation measures are in place to mitigate these risks.

The Corporation’s commitment to environment and sustainable development is expressed through an internal policy that provides guiding principles for environmental protection, sustainable development and relationships with partners and stakeholders. A committee meets periodically and monitors the achievement of the goals set out in JCCBI’s SDS.

The actions taken by the Corporation to achieve its sustainable development goals are grouped under the following themes:

#### 1. Corporate Governance:

- + The Corporation pays close attention to risk management, accountability and ethical conduct, while promoting a culture of best practices in environment and sustainable development, and with in relationships with stakeholders.
- + Main Actions:
  - Ensuring that its activities and those of its partners are carried out in an ethical and transparent manner in accordance with applicable laws and regulations as well as with best practices, notably through the implementation of a code of conduct and ethics for suppliers.
  - Managing the risks in a preventive and systemic way, ensuring that all economic, social and environmental risks are covered.


#### 2. Environmental Responsibility:

- + The Corporation is committed to limiting the impact of its projects on the environment through the implementation of mitigation measures. The Corporation actively participates in the preservation and enhancement of the ecosystems in the vicinity of the infrastructures under its management.

JCCBI conducts environmental characterization of the lands under its responsibility in an orderly fashion. In addition to ensuring the protection of the environment, this program makes it possible to better forecast the costs of contaminated soil management in projects and to proactively define, at the planning stage, the methods and schedules required to remediate its properties.

JCCBI participates in the Federal Contaminated Sites Action Plan (FCSAP) administered by Environment and Climate Change Canada (ECCC). As to contaminated sites, JCCBI manages a public-private partnership in the West Sector of the Bonaventure Expressway in collaboration with the *ministère de l'Environnement et de la Lutte contre les changements climatiques, de la Faune*





*et des Parcs* of Quebec and also works with other partners and stakeholders to assess the contamination and implement mitigation plans.

JCCBI has also set up an ongoing biodiversity monitoring and land enhancement program that provides for regular knowledge updates. Various migratory birds nest on its structures, in particular the peregrine falcon and the cliff swallow. An avifauna management plan was put in place to ensure the protection of species during the execution of work.

+ Main Actions:

- Developing an environmental management system (EMS);
- Ensuring the protection of biodiversity on and around infrastructures;
- Promoting the management of contaminated soil and water as well as residual materials in a sustainable development approach;
- Increasing the level of knowledge as to issues related to protection, preservation and enhancement of biodiversity, as well as management of contaminated lands.

3. Sustainable Infrastructure Design:

- + The Corporation designs its infrastructure projects with a sustainable development approach in line with its mission and with the aim of extending the service life of the assets, taking into account the principles of the *Envision* standard. To this end, the Corporation integrates the concepts of sustainable development and innovation in the early stages of its projects. The Corporation has also put in place an approach to the acquisition of goods and services based on good practices, governed by an internal responsible procurement guide.

+ Main Actions:

- Integrating the concepts of sustainable development during the planning and design phases of the projects;
- Improving the sustainability of assets through applied research projects;
- Implementing mitigation measures for the potential impacts of climate change;
- Improving its mobility service offering through an integrated approach to active transportation development.

4. Socio-Economic Contribution:

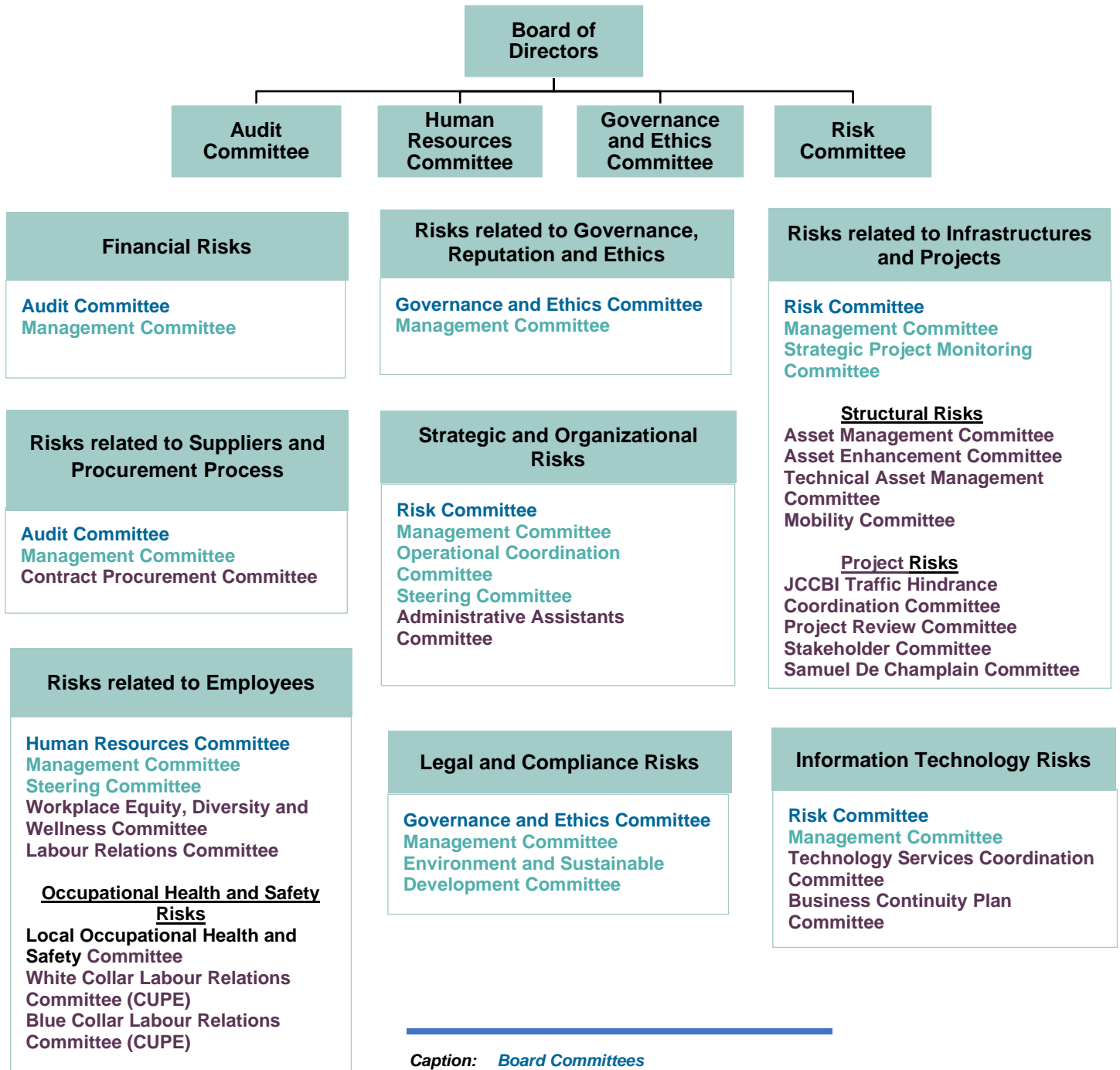
- + As a manager of major infrastructures in the Greater Montreal area, the Corporation contributes to the economic activity and participates in the positive influence of local and regional communities. The Corporation participates in the creation of shared social values, with its employees, partners and stakeholders.

+ Main Actions:


- Promoting the positive impact of JCCBI's activities in the communities;
- Formalizing a participatory approach with the communities, including the First Nations, for its strategic projects;
- Participating and collaborating with working groups and the scientific community to share the innovative research and application practices.

### 3.1.2 INTERNAL ENVIRONMENT

#### JCCBI's Internal Management Structure



**Caption:** Board Committees  
Executive and Management Committees  
Other committees involving employees



**Integrated Risk Management** – In 2018-2019, JCCBI undertook a process to define its integrated corporate risk management strategy. Since then, JCCBI has been using an integrated risk management approach based on the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) *Enterprise Risk Management – Integrated Framework*. JCCBI's strategy is aligned with its mission, vision and values. A periodic review ensures that the focus is placed on identifying and mitigating the Corporation's risks that could hinder the delivery of its mandate and strategic priorities. Such review of the prioritized residual risks severity assessment is carried out annually, and that of the risk identification is carried out on a three-year basis.

The main risk management actions include the following:

- + Implementation and updating of an integrated corporate risk management (ICRM) policy;
- + Development of an ICRM implementation guide;
- + ICRM processes, all stored in a digital repository exclusive to the ICRM and made available to employees;
- + Continued development of a methodology for internal assessment of the severity of corporate risks and identification of emerging risks for each risk category;
- + Determination of risk appetite and risk tolerance;
- + Identification of interrelationships between risks;
- + Identification of key risk indicators;
- + Employee training.

The participatory approach to determine JCCBI's risk appetite and risk tolerance started at the end of the first quarter of 2022-2023 with multidisciplinary teams working to define an overall statement as well as the statements for each category of corporate risk. These statements were submitted to the Board and approved by the end of 2022-2023.

A process to identify the interrelationships between risks as well as the key risk indicators has been underway since the end of fiscal year 2022-2023. The results of such process and the key risk indicators were submitted to the Board for approval at the end of fiscal year 2023-2024.

The ICRM is now an ongoing, dynamic and evolving process of the Corporation's culture that contributes effectively to the achievement of its strategic objectives.

The approach is described in Appendix 4.

**Human Resources** – Although the job market appears to be stabilizing, the employee turnover rate is still affecting all businesses in Quebec. JCCBI is not immune to the many challenges of attracting and retaining qualified candidates in a labour market experiencing a labour shortage. JCCBI must maintain its expertise to meet these challenges and continue to fulfill its mission.

The end of the deconstruction project of the original Champlain Bridge in its entirety (including all lots), scheduled for 2025, is a pivotal moment for improving the Corporation's portfolio of assets and responsibilities in support of the Government of Canada's orientations and objectives.

Based on a turnkey solution, JCCB's business model ensures major infrastructure management through the integration of all the disciplines within JCCBI.



The Corporation's business model thus allows it to:

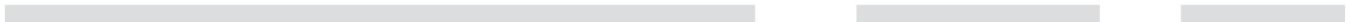

- + Easily start up projects, given its agility;
- + Proactively manage climate change issues;
- + Maintain excellent relations with First Nations;
- + Contribute to the creation of hundreds of direct and indirect jobs;
- + Ensure sound management of public funds and protection of the public property.

Expanding its portfolio would allow JCCBI to maintain the high level of expertise developed over the past 10 years within its workforce and the federal government in Quebec, and to continue to support the government efficiently and rigorously in the management of other projects or assets.

JCCBI continues to implement a number of initiatives, which can be summarized in six management priorities, to recruit and retain qualified personnel, whether permanent or temporary, to meet its critical needs. In order to build a skilled workforce and fill the key positions left vacant, it is important for JCCBI to continue to stimulate the development and engagement of its employees in an innovative, healthy and collaborative environment. Always in action, JCCBI aims to:

1. Maintaining a dynamic workforce plan (WFP) to develop key skills and identify employees' aspirations, thereby supporting their professional development, and implementing a succession plan to ensure that key positions are filled in the event of a departure;
2. Supporting the teams in the implementation of improvement activities/initiatives for a partnership approach;
3. Steering the road map for the "*Together, WE CONNECT — OUR COMMUNITY*" Employer Brand. Launched internally in March 2023, it will be unveiled externally in 2024-2025 with a view to bringing JCCBI's distinctive elements to life, promoting them and distinguishing JCCBI as an Employer of Choice;
4. Supporting the management team in initiatives to increase the level of employee engagement;
5. Establishing and deploying, in collaboration with the internal committees, corporate action plans for the following departmental priorities:
  - o Workplace Equity, Diversity, Health and Wellness Policy;
  - o Prevention of harassment and violence in the workplace;
  - o Building a diverse public service (multiculturalism);
6. Developing a pay equity plan by September 2024.

Renewed until December 31, 2025, the collective agreements of both unions, namely the *Syndicat des travailleuses et travailleurs (CSN)* – blue-collar workers and the Canadian Union of Public Employees, local



4102 – white-collar workers, make it possible to offer working conditions aimed at retaining employees and maintaining a work climate conducive to the development of JCCBI. All employees are covered by various programs and benefits, including a disability program whose costs are partially paid by the Corporation, in addition to being affiliated with the Public Service Pension Plan.

Following the review of its workforce needs, JCCBI wishes to retain its high level and diversified expertise that is the strength of the organization, in addition to allowing the Corporation to carry out new mandates for the benefit of the Government of Canada.

In this regard, and as mentioned in paragraph 4.2.2.9, a service agreement was signed with HICC involving JCCBI in the management of the Project Agreement relating to the SDCBC project (PA). In addition, following the assessments carried out on the Quebec Bridge in support to HICC, JCCBI continues to collaborate in the due diligence analyses leading to an eventual transfer of the bridge to the Government of Canada.

**Information Resources (IR)** – The IR Division is responsible for two prioritized corporate risks.

The “*Technological Infrastructure and Quality of Management Information*” risk consists in properly operating and developing the technology infrastructures, applications and information to ensure their availability, integrity and confidentiality.

The operating processes, documented according to the Information Technology Infrastructure Library (ITIL) standard, are undergoing continuous improvement. In addition, an IT master plan (ITMP) comprising several operational projects has been developed for the period 2022-2024. In 2023-2024, the IR Division started drafting a strategic plan that aims to align the IR with the strategic orientations to support both operations and decision making. To this end, two performance indicators, namely the “*Availability of Critical Systems*” and the “*Data Management Maturity*”, are monitored on a quarterly and annual basis respectively.

The “*Information Systems Security*” risk consists in protecting information resources. In addition to the close collaboration with the Canadian Centre for Cyber Security, the IT Security Improvement Program (ITSIP) was implemented in 2020-2021 and will continue until 2025-2026. Said program includes user awareness, penetration testing, enhanced infrastructure security and cloud governance. To this end, the “*Security Maturity*” indicator is monitored on an annual basis.

The “*System Disruption or Failure*” risk (not prioritized), which consists in ensuring the proper functioning of the systems in order to contribute to business continuity, was deprioritized in 2022-2023. The performance indicator entitled “*Business Continuity Maturity*” is monitored on an annual basis.

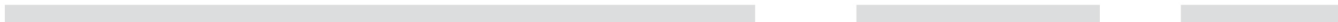

As mentioned above, the IR Division is working on developing a strategic IR plan, whose vision will be to build a digital capability in line with the recommendations of the government enterprise architecture and in compliance with applicable laws. This strategic plan, called “*Programme Convergence*”, aims to map and optimize all information flows as well as their interoperability. This process is continuing with a view to deployment in 2024-2025.

**Compliance and Performance Audit Regime** – JCCBI’s auditor is the Auditor General of Canada. In accordance with the FAA, the Auditor General conducts an annual audit of the Corporation’s activities to verify that the financial statements are presented fairly in accordance with accepted accounting principles and that the operations have been conducted in accordance with the FAA, the articles and the bylaw.

The FAA also requires JCCBI to have a special examination of its activities conducted every 10 years. The last special examination was carried out in 2020-2021 and 2021-2022.

In response to the ten recommendations made in the 2022 Special Examination Report issued by the Auditor General of Canada, a detailed action plan was submitted to the Standing Committee on Public Accounts on January 20, 2023. Each of these recommendations was addressed by one or more specific





actions and, as at March 31, 2024 (originally scheduled for November 2023), the implementation of the detailed action plan was completed.

JCCBI develops internal performance audit plans for its operations over several years to determine, among other things, whether its risk management, control and governance systems enable it to carry out its mission efficiently and effectively in compliance with the applicable legislation. JCCBI retains the services of external firms to conduct these audits.

For the year 2023-2024, JCCBI chose to audit the emergency response plan. A new five-year internal audit plan for the period 2024-2029 will be developed and submitted to JCCBI's Audit Committee for recommendation to the Board during fiscal year 2024-2025.





### 3.2 ISSUES

JCCBI's priority is to ensure the mobility of users and goods, thus requiring that the structures under its responsibility be kept safe at all times. The age of the infrastructures and the funding for their maintenance and rehabilitation are real risks for the Corporation.

The bridges and other structures managed by the Corporation are old and have been subjected to years of heavy traffic, harsh weather conditions and extensive use of road salt. In order to determine the actual condition of its structures and their level of damage, JCCBI has developed an asset supervision program that comprises various components such as asset monitoring, inspections, load-bearing capacity studies, instrumentation, complementary asset supervision programs, research and application programs, the asset's functional evolution as well as asset maintenance and functionality diagnostics. These inputs enable JCCBI to identify asset risks and to develop and implement mitigation measures. They are the main sources of information that allow JCCBI to manage the risks associated with the assets in order to ensure the safety of the structures, prioritize interventions and prepare a 15-year investment plan through the development of asset maintenance and of planning and development master plans. The work is determined in a longer-term perspective, aimed at ensuring the sustainability of the structures and extending their useful life according to the vision set out by JCCBI for each of them.

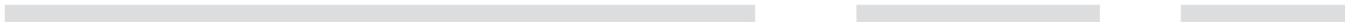

More recently, the issues related to climate change and probability of seismic hazard have been added and are now part of a strategy for adapting the assets to ensure their resilience.

In the Greater Montreal area, municipal authorities and the Quebec government have major infrastructure projects that are either underway or in the planning stages. This volume of work and the shortage of labour in the market means that JCCBI must compete with these employers to hire and retain professionals and technicians and to award contracts to engineering firms and contractors to carry out its work program, at a fair price. Both the duration and the cost of said work may be influenced by this market, where competition is very fierce considering the number and scope of ongoing and planned road works, including the Louis-Hippolyte La Fontaine Tunnel and the Ville-Marie Expressway projects. Close coordination between the players in the Greater Montreal area is essential to minimize the impact on mobility and it is in that spirit that JCCBI participates to Mobility Montreal Committees.

JCCBI may also be impacted by the increase in the price of various materials and the cost of skilled labour. JCCBI will continue its monitoring to ensure that the fair price is paid, given the current context.

As manager and operator of the original Champlain Bridge and of Highway 15 since 1978, JCCBI has been, and still is, solicited in connection with the SDCBC project. A collaboration agreement between JCCBI and Her Majesty in Right of Canada (represented by HICC), which forms an integral part of the PA between the federal government and the PP, was signed in this regard on March 4, 2015.

JCCBI has put in place an OHS management program which shows the Corporation's commitment to implementing a "Zero Injury by Choice" culture. In addition, in order to achieve the highest level of OHS culture, the OHS Division, in collaboration with the local OHS Committee, structures OHS management through processes, procedures and instructions as well as training. JCCBI's OHS management also includes contractors and consultants through their contracts. Adjustments and clarifications are made to the contracts on a continuous basis to clearly define the role of the prime contractor, the work supervisor and JCCBI, in order to reduce the OHS risks during the work. In addition, JCCBI has implemented a pre-qualification system for contractors and consultants to ensure that they have a level of OHS culture that meets JCCBI's requirements prior to being awarded a contract, thereby greatly reducing the risk of a serious accident on its structures.



JCCBI has limited revenue generation ability and authority other than the potential introduction of tolls, based on the user-pay policy, which is a strategic decision for the government to make. Its funding is almost entirely provided through parliamentary appropriations. Despite significant investments in recent years, JCCBI continues to be challenged by critical long-term deficits with regards to the infrastructures. Its major projects are mainly carried out through multi-year contracts. The lack of multi-year funding commitments limits JCCBI's ability to initiate such major projects and award these multi-year contracts, which may lead to delays in the operational planning, increased costs, execution delays and a possible decrease in mobility.

With respect to the projects related to the contaminated groundwater in the Bonaventure Expressway sector, despite the funding received for the years 2024-2025 to 2028-2029 and the FCSAP funding, the need for long-term funding over a 15-year period, started in 2016-2017, is imperative.

The Corporation is working with HICC to identify its financial requirements over the short and long term. In addition to significant investments received for specific asset or operational requirements, JCCBI conducts preliminary project studies for projects which are "Under Evaluation" to justify the funding required for the construction work.

Long-term funding needs are identified in the 10-year planning of this Corporate Plan (Appendix 3).





# SECTION 4

OBJECTIVES, ACTIVITIES AND  
PLANNED RESULTS

## 4. OBJECTIVES, ACTIVITIES AND PLANNED RESULTS

### 4.1 OBJECTIVES

The Corporate Plan incorporates new realities that require reflection on future investments in order to ensure that the infrastructures managed by JCCBI will meet the current and future needs in a sustainable development perspective that adapts to social and urban realities. It is no longer a question of repairing or redoing as the existing, but of improving the service offering and proposing viable and innovative solutions in order to ensure the longevity of each structure in a context where social acceptability has become an imperative for the carrying out of projects.

#### 4.1.1 CORPORATE STRATEGIC OBJECTIVES

The year 2023-2024 saw the end of the *Destination 2024* Strategic Plan, which focused on five key orientations. Still relevant today, they will serve as the basis for the preparation of the 2024-2025 action plan. Over the course of that same year, a review will be carried out and a participatory approach to establish the next strategic plan will be undertaken.



#### 4.1.2 OPERATIONAL OBJECTIVES RELATED TO ASSETS

The operational objectives related to JCCBI's assets are as follows:

- + Aligning intervention and investment plans with the strategic directions of the Government of Canada and the FSDS;
- + Monitoring the assets and determine the investment needs based on life cycle, functionality and risk, and carrying out the work according to available funding;
- + Improving operations and maintenance by adopting innovative measures in terms of inspection, maintenance and construction methods and consider the execution challenges and the investments made by our partners to provide integrated solutions for users;
- + Ensuring the longevity of the road links as well as a safe and efficient passage, while ensuring mobility, using an approach based on sustainable development.

Projects identified as "Under Evaluation" correspond to one or more of the following criteria:

- + The details of the interventions to be carried out are not sufficiently documented and remain hypothetical to date;
- + Further studies or validations are required to decide on the desired future of the structure concerned;
- + Business cases are required to validate the funding and execution of these projects;
- + Questions may arise as to whether it is JCCBI's responsibility to carry out this work.

## 4.2 ACTIVITIES

### 4.2.1 ACTIVITIES RELATED TO STRATEGIC PLANNING

As part of the *Destination 2024* Strategic Plan implementation process, which began in the fall of 2019, JCCBI has successfully completed its action plan. This plan continues to mobilize all employees to ensure their engagement and involvement in the activities.

The progress and results of the action plan are regularly shared with the Board and the employees. In fact, the employee performance plans (EPP) incorporate the corporate objectives directly linked to the five strategic orientations and include a professional development plan tailored to maintaining the required skills in light of the results of the second phase of the WFP. Appendix 2 to the Corporate Plan Summary illustrates the key performance indicators developed to measure the success of *Destination 2024*.

### 4.2.2 ACTIVITIES RELATED TO THE STRUCTURES

#### 4.2.2.1 Strategy and Axes of Intervention

##### Mobility Leader

The Corporation ensures the efficient movement of people and goods on the infrastructures through several modes of transportation and maintains an overview of the entire Montreal network.

JCCBI has adopted a strategic orientation which is to act as an innovative and proactive leader in mobility for the benefit of the user experience. Therefore, JCCBI's priority objectives in terms of mobility are the following:

- + Improving the mobility management framework;
- + Contributing to the modal shift from car to bicycle and thus contributing to the reduction of GHGs;
- + Continuing the active mobility development plan;
- + Anticipating needs in terms of active and intelligent mobility;
- + Maintaining efficient and intelligent communications.

JCCBI's overall active mobility vision is to develop and maintain an active transportation network to ensure the safe and friendly cohabitation of all users, year-round, across its road network. The Corporation's goal is to improve the connectivity of its active mobility network to those already existing and planned in Montreal and Longueuil, thus linking the two shores.

Through the realization of its active mobility business case, JCCBI aims to achieve the following operational objectives:

- + Increasing the level of service of selected active mobility lanes in order to:
  - o Ensure user safety and improve user experience;
  - o Facilitate two-way crossings;
  - o Accommodate a variety of uses (scooters, electric bikes, etc.);
  - o Respond to growing needs.
- + Improving the recreational and tourist route, where possible (street furniture, lookouts, etc.).

Active Mobility Projects:

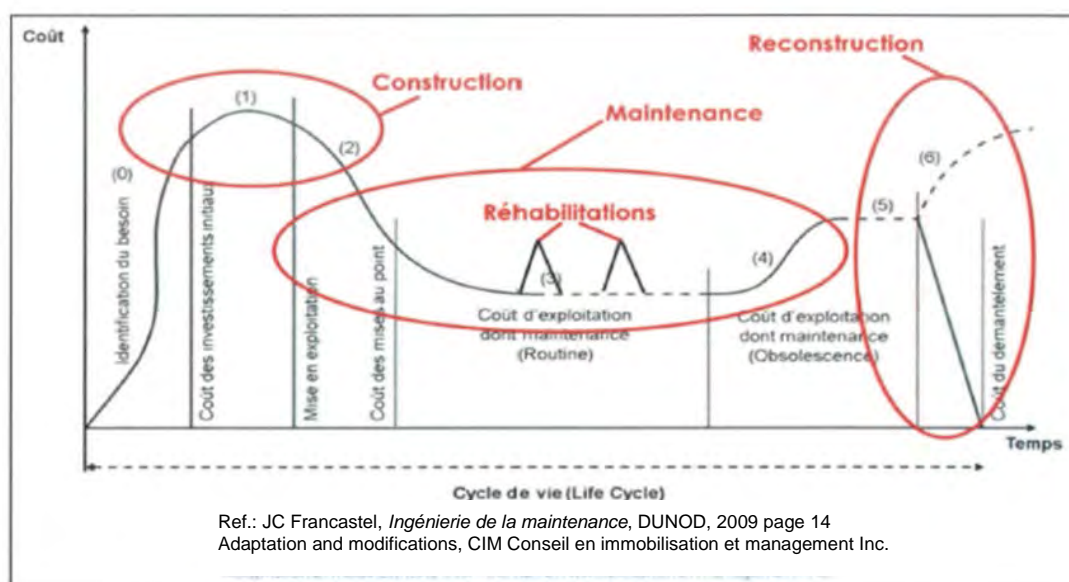
- + Addition of an active transportation link as part of the reconfiguration of the Bonaventure Expressway (funding allocated in the 2023 federal budget);
- + Addition of an active transportation link parallel to the Clément Bridge (project "Under Evaluation", construction phase not funded);

- + Waterproofing and local repairs to the Jacques Cartier Bridge multifunctional path (funding allocated in the 2023 federal budget);
- + Transfer of cyclists to the Estacade's main deck (budget included in the "Héritage Champlain" program of the original Champlain Bridge deconstruction project);
- + In collaboration with HICC, connection of the SDC Bridge multifunctional path to the *La Riveraine* path in Brossard (project included in the "Héritage Champlain" program of the original Champlain Bridge deconstruction project);

## Asset Management

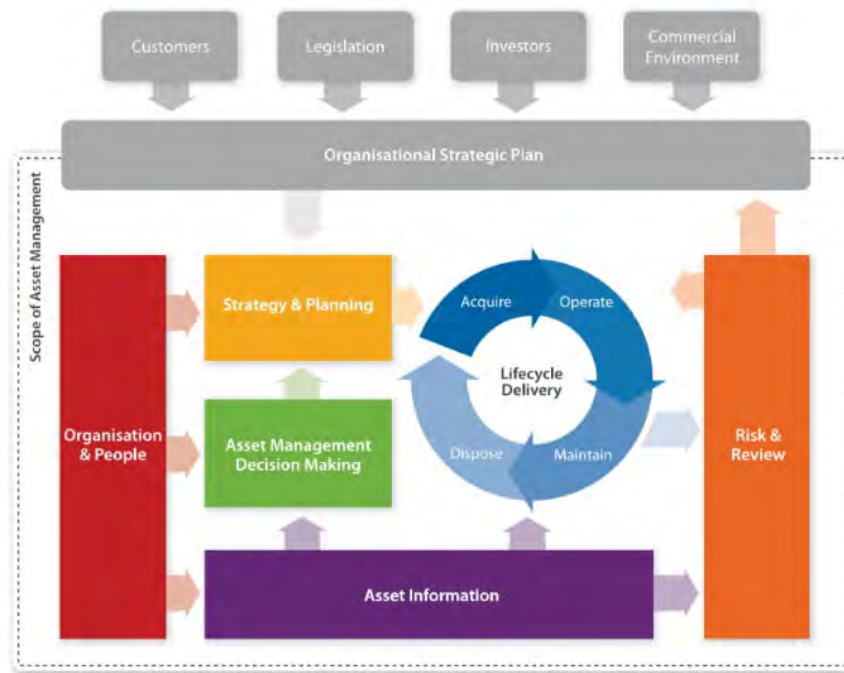
More than just a theory, infrastructure management is first and foremost based on a thorough understanding of both the general service life of the asset elements and the general causes of their deterioration. Such understanding proves to be strategic in order to set the optimal timing and precise scope of the required interventions, with a view to minimizing their cost and maximizing their effectiveness.

The figure below illustrates the different stages in the life cycle of an infrastructure.



JCCBI is continuing its development to become a leader in major infrastructure management as an innovative expert, a mobility leader and a social and urban contributor. The optimization of investments in the rehabilitation and replacement of structures requires a deepening of knowledge and the digitization of the data needed for decision-making and justification of investments. JCCBI advocates a cross-functional approach to asset management where all divisions work together to implement best practices based on the Institute of Asset Management (IAM) model and the ISO 55000 standard. The maturity assessment exercise conducted during 2020-2021 places JCCBI at an overall average score of 2.2/3 (under development), while the goal is to reach the 3/3 level (competent).

Following this maturity assessment, the Corporation is currently implementing a three-year strategic asset management plan and an action plan to proactively pursue its asset management development, in order to reach its maturity goal.



Accurate and quality information is essential for asset management decision-making. In line with JCCBI's corporate objectives, data are an essential asset for making informed decisions. The acquisition and processing thereof must be properly planned and managed in order to fully support users in their asset management activities. By flowing between people, systems, databases, processes and divisions, the data enable the organization to be more intelligent and efficient.

### Team and Community

As a manager of major infrastructures in the Greater Montreal area, the Corporation contributes to the economic activity and participates in the positive influence of local and regional communities.

The Corporation also participates in the creation of shared social values, both with its internal collaborators and its partners.

Main Objectives:

- + Promoting the positive impact of JCCBI's activities in the communities;
- + Formalizing a participatory approach with communities for its projects that are either planned, in progress or "Under Evaluation";
- + Participating and collaborating with working groups to share innovative practices in applied research, notably in civil engineering.

Héritage Champlain contributes to this orientation. In effect, following the deconstruction of the original Champlain Bridge, seven hectares of land will be freed up and redeveloped for the benefit of citizens as part of this program. The following areas will be developed:

- + The shoreline on the Montreal side on Île des Sœurs;
- + The Estacade;
- + The area at the east end of the Estacade, on the Seaway dike;
- + The shoreline on the Brossard side.

### Performance and Innovation

JCCBI promotes a responsible procurement approach through a guide and code of conduct for suppliers and seeks to improve knowledge on assets through the application of experimental studies.

Increasing its knowledge of asset performance and behaviour allows JCCBI to optimize risk assessment and maintenance programs. In order to assess and maintain the unique structures under its management, JCCBI cannot only rely on design codes, but must innovate and interpret current codes and standards, through applied research.

The deconstruction of the original Champlain Bridge provides JCCBI with a unique opportunity to implement an applied research program.

The learning from this research will allow JCCBI to:

- + Develop innovative techniques;
- + Improve the sustainability of the infrastructures under its responsibility.

The 12 research and development projects selected through a Canada-wide request for proposals and conducted by various Canadian research entities will allow for significant advances in knowledge related to infrastructure performance and sustainability. Since the beginning of the deconstruction of the original Champlain Bridge, various structural components, including concrete slabs, bearings and beams have been handed over to these research entities.



## Environment and Sustainable Development

The Corporation is committed to limiting the environmental impact of its projects through the implementation of mitigation measures.

In addition, the Corporation actively participates in the preservation and enhancement of the ecosystems in the vicinity of the infrastructures under its management.

Main Objectives:

- + Developing an EMS;
- + Ensuring the protection of biodiversity on and around infrastructures;
- + Promoting the management of contaminated soil and water as well as residual materials through a sustainable development approach;
- + Developing a climate change resilience plan for the infrastructures.

Sustainable development is an integral part of JCCBI's mission and processes. It is integrated into the governance processes that guide asset administrative and operational management. A sustainable development strategy has guided JCCBI's actions for several years. It is supported by its employees who participate in its implementation on a daily basis.

## Solution Bonaventure



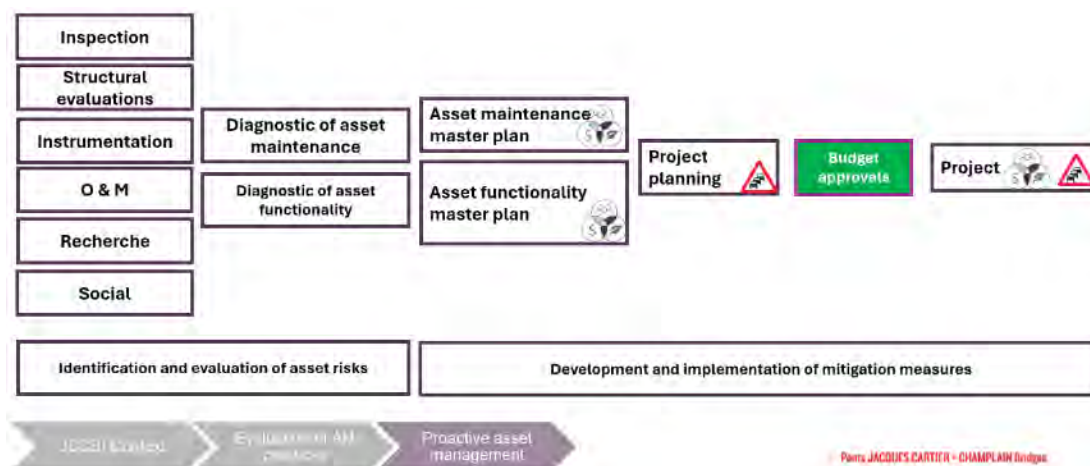
The Corporation carried out an innovative environmental project to protect the St. Lawrence River from the contaminants found in the groundwater in the Bonaventure Expressway sector.

Through a concerted effort, the federal, provincial and municipal authorities responsible for the lands in the Bonaventure Expressway sector are working to restore an ecological balance. The Corporation is participating in these partnerships to identify an integrated solution to the environmental problems in the overall sector.

#### 4.2.2.2 Asset Maintenance Programs

**Systemic Approach** – Initially, an asset maintenance diagnosis ensures the integration of data from inspections, load-bearing capacity studies, instrumentation and other specialized studies. This first phase allows for comprehensive assessments of the condition and behaviour of the assets. In a second step, a diagnosis of asset functionality ensures the integration of mobility, urban integration, environmental, sustainable development and socio-economic data. Once combined, these two diagnoses serve as an input for the development of master plans for medium- and long-term investment in order to ensure the safety, durability and functionality of the asset throughout its life cycle. Finally, master plans help define the planning of major projects and investments over time. These projects are then carried out by the technical teams who ensure that the required actions are implemented.

The figure below illustrates JCCBI’s asset management planning process:



The table below illustrates the service lives considered for certain components of the various structures.

Components	Design Life (in years)
Pier repairs	15 to 30
Steel structure	50
Paint	15 to 20
Prestressed concrete beams	20 to 30
Deck	50
Deck joints	20
Bearings (steel)	50
Bearings (concrete)	60
Paving	7 to 10
Waterproofing membrane	25
Pavements (foundation)	30
Viaducts	50 to 75
Electrical systems	25

Components	Design Life (in years)
Signage	30
Buildings	50

JCCBI's typical asset maintenance strategies are as follows:

### Deck

The longevity of decks is first ensured by regular paving maintenance, which maximizes waterproofing and drainage efficiency. When a deck is fitted with a waterproofing membrane, the paving work is carried out in such a way as to protect and reuse the membrane. Deck drainage systems, including expansion joints, are kept watertight to protect the underlying structure from damage caused by de-icing salts. Second, the decks are maintained through local repair cycles. Finally, the complete replacement of a bridge deck is recommended when justified by the frequency and quantity of local repairs required. Where necessary, the replacement of a deck is combined with functionality improvements.

### Non-Elevated Lanes

The non-elevated lanes, including the foundations and paving, are maintained in the same way as the decks. The frequency of leveling/paving work depends on the volume of use. Where necessary, the reconstruction of non-elevated lanes is combined with functionality improvements.

### Steel Structure, Protective Coating and Bearings

With regard to the steel structure, conservative intervention criteria are used to target the repairs required to correct the defects caused by corrosion. When steel repairs are carried out, the protective coating in the intervention area is completely replaced.

The load-bearing capacity of steel structures is maintained at a level that enables them to withstand normal service loads while also allowing the addition of temporary loads for future work mobilization needs. Where required and based on the long-term vision for the structure, investments are recommended to optimize the resistance to seismic loads.

To ensure the longevity of the steel structure, the corrosion protective coating is maintained at a high level of performance and durability. Considering the high mobilization costs for painting work, high quality materials and robust methods are recommended.

The bearings are maintained in order to ensure adequate expansion of the structures. Certain types of bearings must be cleaned and lubricated. In general, bearings that have reached the end of their service life are replaced.

### Concrete Structure

The concrete structure is mainly affected by corrosion of the reinforcement. Maintaining the watertightness and drainage of the decks above the concrete structure is essential to limit contamination of the reinforcement by de-icing salts. When defects occur, local repairs are carried out to slow the reinforcement deterioration. In certain cases of significant reinforcement loss, the installation of external prestressing can help to restore the lost load-bearing capacity. In addition, in some cases, beams have to be completely replaced when the damage is so extensive that it cannot be repaired.



## Foundations

The strategy for maintaining the piers and abutments consists of preventive maintenance, targeted repairs and major rehabilitation. Cyclical preventive maintenance, such as waterproofing and cleaning, provides the piers with protection against aggressive agents to minimize their degradation. Scaling is also carried out to prevent concrete from falling. Targeted repairs (local repairs, crack injection) optimize the service life of the piers, either in their original condition or following major rehabilitation. Major repairs are generally carried out by complete cladding to restore their original condition or to allow reinforcement. Where required, and based on the long-term vision for the structure, investments are recommended to optimize the resistance to seismic loads.

## Electrical Systems

Electrical distribution systems are maintained to supply power to lighting systems, intelligent transportation systems and surveillance equipment. Some critical systems are equipped with power redundancy in case of failure.

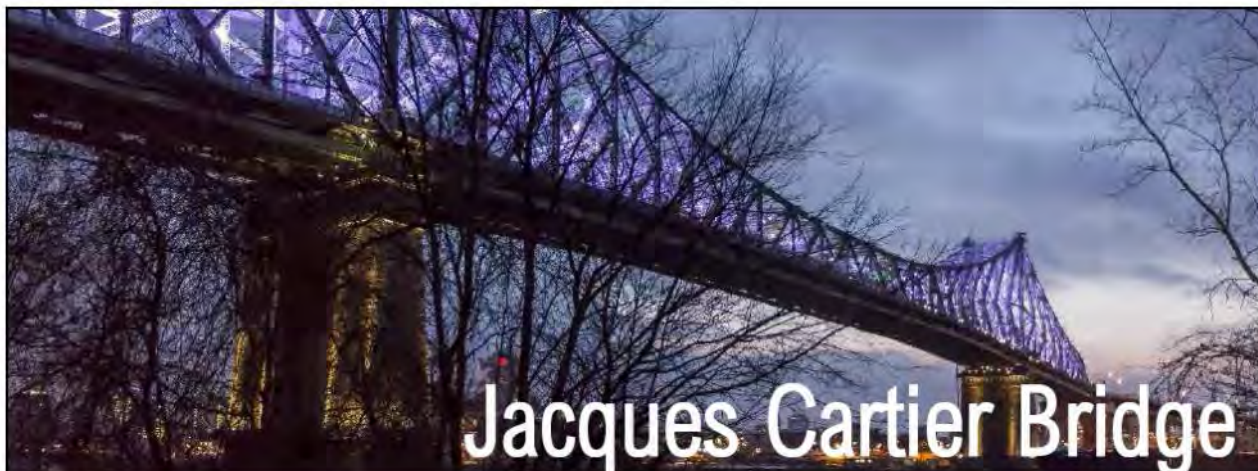
## Intelligent Transportation Systems (ITS)

To optimize the service level and mobility safety, various equipment, such as surveillance cameras, lane signals, automated gates, variable message signs and dynamic warning signs are deployed and maintained on the road network. The ITS are modified as necessary according to observations on the network, count data and accident data. In addition, the ITS are updated in line with technological developments.

## Asset Functionality

In close collaboration with its partners and stakeholders, maintaining and developing the functionality of the structures in terms of mobility, urban integration and public safety is an integral part of JCCBI's investment plans. Mobility must be ensured for the transportation of goods, public transit, active transportation, vehicular transportation and emerging modes such as micro-mobility. Urban integration ensures that the structures are consistent with the built environment of provincial and municipal authorities, as well as with that of institutional partners. Safety is ensured notably by police forces, surveillance networks, deterrent installations and preventive signage.

### 4.2.2.3 Jacques Cartier Bridge



#### Vision Statement

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

#### Description of Specific Programs and Strategies

##### + Seismic



. This program provides for the integration of the seismic rehabilitation concepts into the steel and concrete pier work programs. Overall, this integration is planned over a period of approximately 25 years.

##### + Steel, Paint and Bearings



The investment strategy is aimed at the long-term preservation of the bridge by first carrying out a cycle of steel rehabilitation combined with paint touch-ups and, secondly, a full coating replacement program.

##### + Concrete Piers



The first round of concrete cladding carried out on most of the piers ensures the integrity of these components, the completion of the bearing replacement work and the improvement of the aesthetic aspect. Once this first cycle completed, the reinforcement program to improve their seismic resistance will start.

The concrete porticos of the north approach have not undergone any major intervention since the bridge was opened in 1930 and the complete replacement of these porticos is required in the short term. This project represents an opportunity to improve the functionality of the sector in terms of mobility and urban integration.

##### + Île Sainte-Hélène Pavilion (the “Pavilion”)

With a view to preserving the bridge beyond 150 years, maintenance cycles for the Pavilion’s concrete and steel structure will be continued. The improvement of the Pavilion’s functionality is currently under evaluation and not funded.

## + Deck

Always with a view to preserving the structure beyond 150 years, a second deck replacement is unavoidable. Such replacement will, however, provide an opportunity to adjust the bridge's functionality according to future needs. Cycles of local repairs to the deck, which is 21 years old, will make it possible to maintain it until 2070. This horizon is set in order to optimize the number of interventions required to maintain the existing deck, and to benefit from a new deck at an appropriate time so as to maintain the bridge in the very long term.

## + Montreal and Longueuil Sectors

The pavements on the north approach have reached the end of their service life and reconstruction is scheduled to start in 2031. In collaboration with the City of Montreal, a master functionality plan is being developed to improve mobility, urban integration and safety in the sector.

With respect to the south approach, the Jacques Cartier Bridge takes root at the convergence of major highway infrastructures located in an environment adjacent to downtown Longueuil that is currently under development. The urban fabric of this area is set to evolve significantly by 2035, with the addition of numerous residential, commercial and community buildings, but also with the reduction of the footprint of the bridge access ramps. JCCBI and the City of Longueuil are working together to ensure that common needs are met in this transformation of the downtown area into an urban core.

## + Illumination

The illumination equipment has been installed on the iconic steel structure of the Jacques Cartier Bridge main section (section 7) since 2017. The initial estimated useful life for this type of system is approximately 10 years. JCCBI aims at keeping the system in operation until 2030, allowing the bridge to be illuminated for its 100<sup>th</sup> anniversary. In addition, an evaluation will be carried out to extend the service life of the existing system for a further 10 years.

### Major Work Planned between 2024 and 2029

## + Steel, Paint, Bearings and Seismic




- Finalization of the current cycle steelwork for the local repair of the steel components in section 7.
- Finalization of the complete replacement of the splash zone coating as well as the touch-ups of the components under the deck in section 7.
- Continuation of the steelwork for the local repair of secondary members, main ramp members and mobile bearings. Start of the seismic reinforcement of the steel structure and of the replacement of bearings with seismic isolators.
- Continuation of the paint touch-ups on the steel structure in sections 4, 5 and 6.
- Continuation of the preliminary project studies to continue the steel and paint work on sections 2, 3 and 8.

## + Concrete Piers and Seismic



- Continuation of the work to rehabilitate Piers 23 and 26 in section 7 as well as Pavilion Piers, including the seismic reinforcement option.

+ Montreal Sector 

- Continuation of the preliminary project studies for the replacement of the concrete frames in section 9.
- Continuation of the preliminary project studies for the reconfiguration of the north approach to the bridge, in collaboration with the City of Montreal (project “Under Evaluation”, construction portion not funded).

+ Île Sainte-Hélène Sector 

- Rehabilitation of the Pavilion to ensure its longevity, including interior structural work, as well as the rehabilitation of the building envelope and the addition of mechanical systems, as well as drainage work.
- Design for the work to enhance the Pavilion, add architectural lighting on the exterior façades, improve the functionality and safety of the lands on Île Sainte-Hélène and the pedestrian walkway between the bridge deck and said lands (project “Under Evaluation”, construction portion not funded).

+ Longueuil Sector 

- Deconstruction of the original Operations and Maintenance Division’s building and development of peripheral areas.

+ Deck and Mobility

- Leveling and paving of the bridge deck and non-elevated lanes at the approaches.
- Continuation of the studies to improve the existing multifunctional.

+ Illumination Equipment

- Carrying out of the design and start the work for the maintenance and update of the illumination system on the main section of the bridge, to ensure its operation beyond the structure’s centenary in 2030 (project “Under Evaluation”, not funded).

**100<sup>th</sup> Anniversary of the Jacques Cartier Bridge**

This project, currently under evaluation, which construction portion is not funded, is designed to mark a major milestone for the Jacques Cartier Bridge: its 100<sup>th</sup> anniversary in 2030.

#### 4.2.2.4 Original Champlain Bridge



##### Vision Statement

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.

##### Planned Work

When deconstruction reached its completion in January 2024, the Héritage Champlain program provides for the development of the freed-up shoreland and the transfer of bike lanes onto the main deck of the Estacade. In doing so, JCCBI wishes to create unique places based on vocations identified during the public consultations held in 2019, namely active transportation, commemoration of the original Champlain Bridge and access to the river.



A multifunctional path was built on the SDC Bridge. Directly linking Montreal and Brossard, this path enhances and consolidates the existing bicycle network. As part of the SDCBC project, the City of Brossard has expressed the need to connect the existing local bicycle network to this multifunctional path. Such connection will give users coming from Brossard and neighbouring municipalities direct access to the SDC Bridge path, thus avoiding a significant deviation.

The construction and operation of this bicycle section was difficult to reconcile with the original Champlain Bridge deconstruction work. HICC has therefore asked JCCBI to carry out this work once the deconstruction was completed in order to respect the commitments made to the City of Brossard during the construction of the SDC Bridge.

#### 4.2.2.5 Estacade



##### Vision Statement

Extend the useful life of this structure in order to maintain the privileged link that it offers for the maintenance of the structures, the ice control and the active mobility, by valuing the social and urban involvement.

##### Description of Specific Programs and Strategies

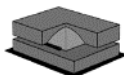
The maintenance programs for the Estacade prioritize interventions on the most critical components and aim to mitigate the degradation mechanisms that significantly affect their sustainability. Most of the investments are distributed over the next 20 to 30 years, thus allowing the asset to be maintained over the long term.

- + Concrete Piers



The concrete pier footings are the most damaged elements of the structure. A program aimed at repairing them is required to ensure their long-term viability. The program prioritizes the work on the basis of their percentage of deterioration.

- + Bearings



The Estacade counts 870 bearings. A strategy for their complete replacement is recommended to keep the Estacade in service over the long term.

- + Deck

The beams, expansion joints and paving are generally in good condition. In order to maintain the asset over the long term, local repairs will be carried out on all these components over the next 20 to 30 years.

##### Major Work Planned between 2024 and 2029

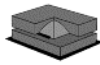
- + Concrete Piers



- Repair the pier footings according to the set priorities.
- Proceed to a preliminary study and start the design for further footing repairs.



+ Bearings



- Replacement of the 312 original bearings.
- Proceed to a preliminary study and start the design for further bearing replacements.

+ Deck

- Repair the beams and joints.



#### 4.2.2.6 Bonaventure Expressway



##### Vision Statement

Keep the expressway safe and integrate its use with new corridors under development 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.

##### Description of Specific Programs and Strategies for the Bonaventure Sector

Some of the Bonaventure sector's infrastructures are more than 50 years old and have reached the end of their useful life and, over the years, have undergone and will undergo major rehabilitation or reconstruction. Other infrastructures will reach the end of their useful life in the next 10 to 30 years.

The end of the useful life of these infrastructures represents an opportunity to link the functionality and vocation of the sector to the new recently rebuilt neighbouring corridors.

JCCBI plans to reconfigure the non-elevated lanes in sections 11 and 12 of the Bonaventure Expressway into a boulevard starting in 2025. To do so, the traffic lanes will be relocated away from the riverbank and will overlap Carrie-Derick Street, which will be eliminated, thus reducing the road footprint and heat islands by 40%. As a result, an area bordering the river will be freed up and a green corridor will be created with two 2.5 km dedicated active mobility lanes: a pedestrian promenade and a multifunctional path.

Through this project, the Corporation also aims at maintaining the axis capacity to three lanes in each direction, where the third lane will be actively managed. With 20 million transits per year, this essential route for transporting goods to the Port of Montreal will have the flexibility to meet today's needs as well as the evolving needs of the coming decades, with a view to sustainable development. The existing speed limit of 70 km/h will be reduced to 50 km/h, and traffic lights will be added to promote efficient and safe mobility for all users.

JCCBI also plans to green the area by planting more than 30,000 trees, shrubs and perennials, and by creating landscaping to protect biodiversity. Access to the riverfront will be open to the public, and the entire corridor between the Samuel De Champlain Bridge and the Victoria Bridge will be embellished and greener for the benefit of the community.

The project was developed in partnership with the City of Montreal, and some thirty partners and interest groups were consulted.



In order to carry out these improvements in section 11, the alignment of the existing highway must be moved north. The acquisition of lands owned by the City of Montreal and other landowners will be required for this purpose.

The reconstruction of this infrastructure also represents an opportunity to improve the contaminated groundwater management systems. The project will begin with bank stabilization work in 2024 and 2025.

The design for the expressway reconfiguration is currently underway, and the construction work is scheduled for completion in 2029.

With respect to the elevated lane structure of section 10, the box girder deck must be replaced within 15 years. To minimize the impact on users, it is advisable to carry out the work at the same time as the work to reconfigure the expressway into a boulevard, which is scheduled to take place over the next six years. A long-term vision for this section 10 is being developed in collaboration with the City of Montreal.

The structures in section 13, namely the Clément Bridge and Viaducts S and AB, have a residual service life ranging from 25 to 45 years if no major work is carried out. It is recommended that they be maintained and replaced in coordination with the maintenance and reconfiguration of the sector.

#### Major Work Planned between 2024 and 2029

In the Corporate Plan, JCCBI has planned to continue the Île des Sœurs Bypass Bridge deconstruction project, which should be completed in 2024-2025, and to begin rehabilitation work on various structures in section 13 to maintain an adequate level of service. The reconfiguration of sections 11 and 12 of the Bonaventure Expressway into a boulevard is planned to begin in 2025-2026. Structural repairs to section 10 are planned between 2024 and 2026.

#### + Île des Sœurs Bypass Bridge

- Deconstruction of the Île des Sœurs Bypass Bridge and multifunctional tunnel.



#### + Section 13 – Deck, Abutments, Viaducts, Pavement, Lighting and Signage Structures

- Rehabilitation of the Clément Bridge and Viaducts AB and 3.
- Road works on section 13, including:
  - Reconstruction of the pavement;
  - Replacement of the lighting system;
  - Replacement and repairs to signage structures.



+ New Boulevard

- Start of the boulevard construction, including the waterfront promenade and the addition of mobility lanes in sections 10, 11 and 12.



+ Section 10 – Deck and Piers

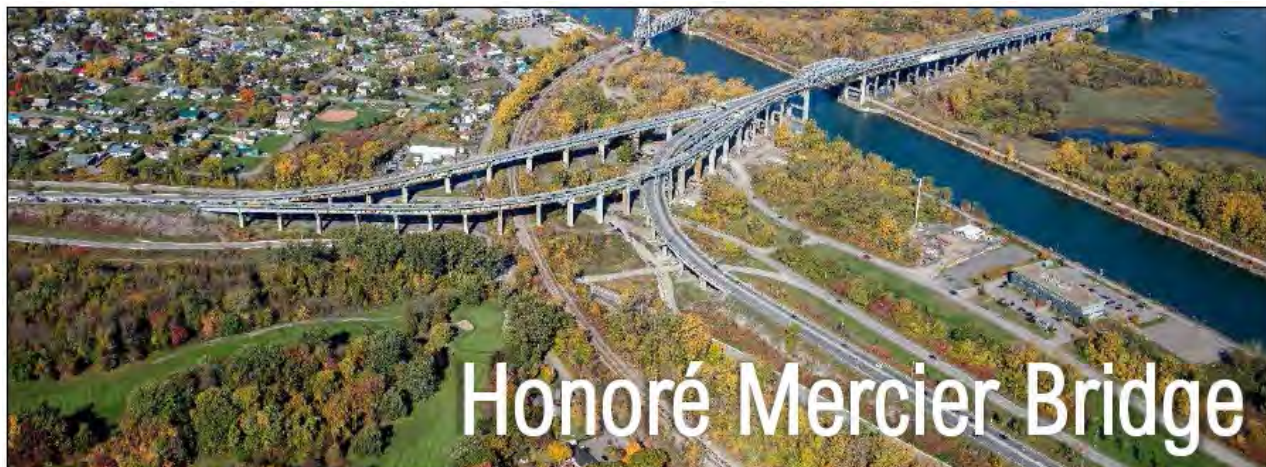
- Repairs to the original deck slab and concrete beams.
- Start of the replacement of the four box girder spans.



- + New Active Mobility Lane in the Clément Bridge Axis (project “Under Evaluation”, construction portion not funded)
- Design of a multifunctional footbridge in the Clément Bridge axis in order to connect the SDC Bridge bike path with that of the future boulevard waterfront promenade. The concept calls for the reuse of materials such as beams from the bypass bridge, modular trusses or orthotropic slabs from the original Champlain Bridge, thus reducing the environmental footprint of this work and addressing the 2022 to 2026 FSDS goals mentioned in section 3.1 of this document.



#### 4.2.2.7 Honoré Mercier Bridge



##### Vision Statement

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

##### Description of Specific Programs and Strategies

The investment strategy for the Honoré Mercier Bridge takes into account the conditions set out in Order in Council P.C. 2675 of 1932 regarding the use of Indigenous workforce to carry out the maintenance and major rehabilitation work. The planning of the work that can be carried out annually is therefore dependent on the capacity of the Kahnawà:ke Mohawk workforce which is also solicited for the work planned by the MTMD on the provincial section of the bridge. This requires some agility that allows JCCBI to adapt the work program optimally on an ongoing basis based on the available workforce.

##### + Steel, Paint and Bearings



Extensive repair and reinforcement of the steel structure were carried out to allow the replacement of the deck. The current integrity of the structure is therefore adequate. The projected medium and long-term integrity forecasts show that some interventions will be required to extend the service life of the bridge.

##### + Concrete Piers



The pier maintenance strategy consists of preventive maintenance, targeted repairs and major rehabilitation. A major rehabilitation program, involving the complete cladding of the piers, has been underway since 2002 and will be completed by 2035, extending the service life of the piers from 35 to 55 years. Thereafter, from 2040, a program of targeted repairs (local repairs, crack injections) will enable the bridge to reach the end of its useful life, which is estimated for 2085. Cyclic preventive maintenance will protect the piers against aggressive agents in order to minimize their degradation.

## + Deck

The deck of the federal section of the bridge was replaced between 2009 and 2016. Since then, regular behavioural monitoring is carried out in order to detect and correct any deficiencies that might appear in the early stages of the life cycle. The long-term sustainability of the deck will be ensured by maintaining the waterproofness of the membrane under the paving, the drainage system and the joints. Resurfacing work on each section of the bridge will be carried out every 7 to 10 years. In addition, the replacement of the deck of downstream Span 14-15, which was transferred from the MTMD to JCCBI in 2021, is scheduled to take place at the same time as the replacement of the MTMD's downstream bridge deck.

### Major Work Planned between 2024 and 2029

#### + Lamp Post Replacement

- Replacement of the lamp posts on the deck. These lamp posts, which were transferred from the MTMD to JCCBI in 2021, will soon reach the end of their useful life.

#### + Bank Stabilization

- This work will serve as input for the preliminary project study on the stabilization of the three other banks at the approaches to the bridge (work scheduled for 2029).

#### + Pathway

- In collaboration with the Mohawk community of Kahnawà:ke and for the benefit thereof, creation of a landscaped area at the approach to the bridge to enhance the sector.

### Projects "Under Evaluation" and not funded between 2024 and 2029

#### + Seismic



- The replacement of the provincial section upstream bridge planned by the MTMD within the next 10 years gives rise to some reflection regarding the seismic compatibility of the federal section. Seismic performance studies and the development of a business case for the seismic reinforcement of the federal section, as well as discussions with the MTMD, will allow JCCBI to elaborate an appropriate investment scenario for the seismic reinforcement, taking into account the life cycle of the structure.

#### 4.2.2.8 Melocheville Tunnel



##### Vision Statement

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

##### Description of Strategies for the Melocheville Tunnel

Inaugurated in 1957, the Melocheville Tunnel is an engineering structure that was built as part of the Beauharnois Lock, which is part of the SLS's Beauharnois Canal. JCCBI understands that the St. Lawrence Seaway Management Corporation plans on operating the Beauharnois Canal, including the lock, on a long-term basis. The replacement or the complete or partial reconstruction of the tunnel in the current axis is therefore not feasible, considering the impact on maritime transport, its complexity and its costs. Consequently, a strategy aimed at preserving the asset over the long term is advocated.

In this sense, the long-term maintenance of the asset is planned through basic maintenance and improved water infiltration management. Methods to control the main degradation mechanisms of the concrete structural elements of the tunnel are being analyzed to limit the resulting damage. Routine and cyclical rehabilitation interventions to maintain the structural integrity and optimum performance of the asset for a further 60 years are planned.

##### Major Work Planned between 2024 and 2029

- Replacement of the West Bridge (P-113), which is at the end of its service.
- Upgrade of the condition of the roadway pavement in the tunnel and other minor maintenance work.
- Design of the work to optimize the management of water in the tunnel and approaches thereto.
- Start of the preliminary project studies for the upgrade of the pumping system.



#### 4.2.2.9 Samuel De Champlain Bridge





The Samuel De Champlain Bridge corridor is operated as a public-private partnership (PPP) between the Government of Canada and Signature on the Saint-Laurent Group G.P., in which HICC represents the government as Project Authority.

JCCBI and HICC have agreed to an initial 18-month agreement, under which JCCBI, with its experience as manager of important infrastructures, provides HICC with technical support in the management of the PA during the operation, maintenance and rehabilitation period. If necessary, JCCBI will retain the services of external consultants. After the initial phase, which is mainly aimed at knowledge transfer, a second, longer-term agreement, is being considered.



#### 4.2.2.10 Quebec Bridge



Since 2018, JCCBI has been working with HICC to provide technical support in the management of major steel structures as part of the Quebec Bridge file

Commissioned by HICC and assisted by consulting engineering professionals, JCCBI carried out an independent assessment of the structure in order to validate the condition of the bridge and the investments required on the structure. JCCBI is available to collaborate and provide services to HICC for future mandates in this matter, should the need arise.

### 4.3 PLANNED RESULTS

In order to measure the expected results of its *Destination 2024* Strategic Plan, JCCBI has adopted performance indicators that address the five axes of its plan. These indicators are currently being implemented and will evolve with the Corporation's new realities, challenges and issues.



*Team*



*Mobility*



*Performance*



*Risk*



*Innovation*

Appendix 2 presents the indicator targets.



# SECTION 5

FINANCIAL OVERVIEW

## 5. FINANCIAL OVERVIEW

### 5.1 OUTLINE

JCCBI's budget consists of the operating expenditures and capital investments required for the maintenance and sustainability of the infrastructures under its responsibility.

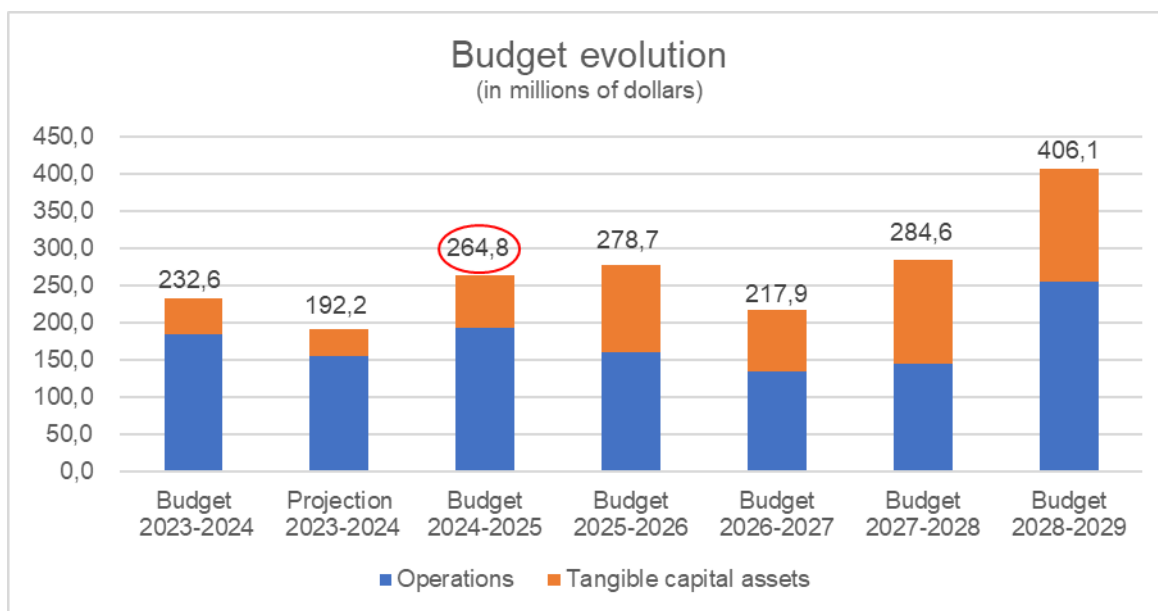
For the basic work, the funding granted to JCCBI covers a five-year period, from 2023 to 2028, and, for the Bonaventure Expressway reconfiguration project, funding was granted until 2031-2032. Such funding is granted annually through parliamentary appropriations, which are JCCBI's primary source of revenue.

JCCBI also presents a budget for environmental obligations, which are mostly funded by Phase IV of the FCSAP, which ends on March 31, 2025. A funding request is currently underway for Phase V of the program.

This section should be read in conjunction with Appendix 3, which presents the full set of pro forma financial statements, the operating and capital budgets, as well as the level of funding required. Appendix 3 also includes a table by type of expense.

### 5.2 BUDGET AND PARLIAMENTARY APPROPRIATIONS

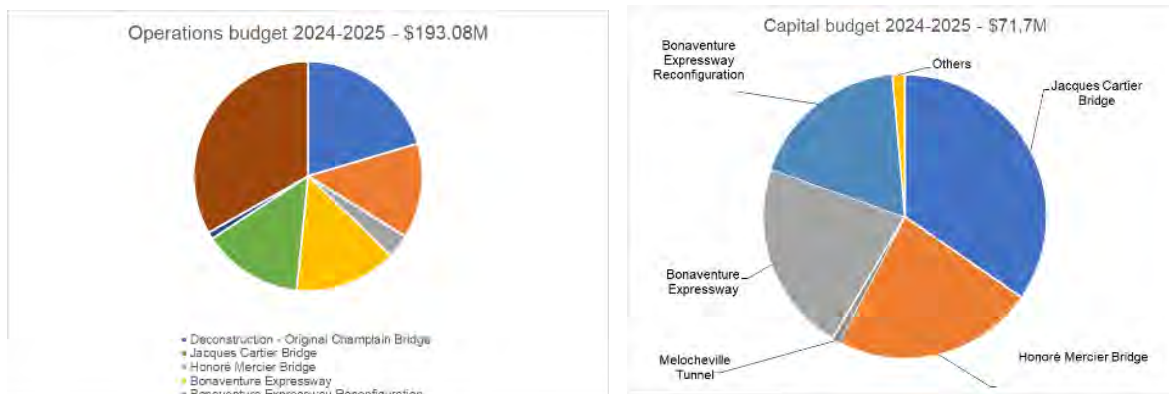
For the fiscal year ending March 31, 2025, the operating and capital budgets total \$264.8M. The chart below shows the evolution of the budgets over the next five years compared to the 2023-2024 budget and financial forecast.



The decrease in the level of investment observed for year 2026-2027 of the five-year plan is mainly due to the completion of the original Champlain Bridge deconstruction project (including the Héritage Champlain project), which is planned during fiscal year 2025-2026.

The increase in the level of investment for fiscal year 2028-2029 is mainly attributable to the work planned to repair the piers and steel on the Jacques Cartier Bridge, as well as to the replacement of box girders on the Bonaventure Expressway.

The following charts break down the 2024-2025 operations budget and capital budget by main structure for funding purposes.



### 5.2.1 Operating Budget

The operating budget, totalling \$193.1M as at March 31, 2025, primarily consists of the maintenance and deconstruction, the operation and the administration expenses. This budget is \$37.8M higher than the financial forecast of \$155.3M as at March 31, 2024, due to the increase in regular and major maintenance work, including the projects to repair sections 10 and 13 of the Bonaventure Expressway as well as the start of the expressway reconfiguration work.

### 5.2.2 Capital Budget

The capital budget for 2024-2025 totals \$71.7M and is higher than the financial forecast as at March 31, 2024, in the amount of \$36.9M. This \$34.8M increase is mainly due to the steel reinforcement project on the Jacques Cartier Bridge and the Bonaventure Expressway reconfiguration work.

### 5.2.3 Parliamentary Appropriations

The funding requirements for 2024-2025 covering the operating and capital budgets total \$264.8M. After deducting the other revenue totalling \$2.4M, the required funding received through parliamentary appropriations amounts to \$262.4M. This represents an increase of \$33.3M (or 14.4%) compared with the 2023-2024 budget of \$231.5M. The parliamentary appropriations for the 2024-2025 budget are also higher than the financial forecast as at March 31, 2024, totalling \$188.7M, which was reduced following the approved repaving request.

Parliamentary appropriations are accounted for in the Statement of Operations as transfer payments.

In the 2024-2025 budget, transfer payments for operating expenses amount to \$188.1M. To these are added the FCSAP transfer payments totalling \$2.6M. Parliamentary appropriations for expenses thus amount to \$190.7M for the year 2024-2025.

With respect to the 2024-2025 capital budget, transfer payments total \$71.7M and are \$24.8M (53.0%) higher than the amount of \$46.9M in the 2023-2024 budget.

## 5.3 FINANCIAL POSITION

The 2024-2025 budget for financial assets totals \$93.7M. This amount is \$16.1M higher than the financial forecast of \$77.6M for the fiscal year ending March 31, 2024. It is also \$65.7M higher than the 2023-2024

budget of \$28.0M. These variations are mainly due to the variation in amounts receivable from the government and the cash position.

Total liabilities in the 2024-2025 budget amount to \$225.8M, an increase of \$5.6M compared to the financial forecast of \$220.2M for the fiscal year ending March 31, 2024. Liabilities fluctuate over time as a result of the changes in the work level, which is higher in 2024-2025 than the level forecast for 2023-2024.

Non-financial assets in the 2024-2025 budget amount to \$709.8M compared to \$675.8M in the financial forecast for the fiscal year ending March 31, 2024. This \$34.0M increase is mainly due to the capital investments described in Section 5.2.2, net of the amortization expense for the fiscal year.

## 5.4 STATEMENT OF OPERATIONS

JCCBI generates an annual operating surplus for all fiscal years of this 2024-2029 budget. This surplus is primarily due to the parliamentary appropriations in the capital budget, which are recognized as revenue in the Statement of Operations, while the capital assets are capitalized in the Statement of Financial Position and then amortized over their useful life, creating a favourable variation in profits.

### 5.4.1 Revenue

**Leases and Permits** – The revenue generated by the current leases and permits is expected to remain relatively constant over the next fiscal years. The small variation is partly due to the fact that some leases were signed with predetermined rates.

**Interest Income** – Interest income is linked to market rates and is expected to fluctuate in line with market movements. Given the volatility of the market and this item's small weight in the overall budget, a market rate was used in establishing interest income.

### 5.4.2 Expenses

Total expenses for the 2024-2025 budget amount to \$220.0M. This budget is \$37.4M higher than the financial forecast of \$182.8M for the fiscal year ending March 31, 2024. However, it is lower than the actual expenses of \$329.5M for the fiscal year ending March 31, 2023, due to the environmental obligation related to the Bonaventure Expressway reconfiguration project.

The total expenses reported in the Statement of Operations are broken down as follows:

	Actual 2022- 2023	Projection 2023- 2024	Main budget 2023- 2024	Budget pro forma					Total
				2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
<b>EXPENSES</b>									
Maintenance and deconstruction	186,1	158,8	188,1	195,4	167,7	145,1	163,4	274,4	945,9
Operations	4,4	7,6	7,6	8,1	8,7	8,6	8,9	10,5	44,7
Administration	17,6	23,0	22,7	25,2	25,9	27,6	27,3	28,2	134,2
Environmental obligations	121,5	(6,6)	0,3	(10,6)	(38,6)	(25,0)	(17,9)	(12,4)	(104,5)
<b>TOTAL EXPENSES</b>	<b>329,5</b>	<b>182,8</b>	<b>218,7</b>	<b>218,1</b>	<b>163,6</b>	<b>156,4</b>	<b>181,7</b>	<b>300,6</b>	<b>1 020,3</b>
Administration - capital assets	(0,4)	0,2	0,2	0,1	0,1	1,1	0,1	0,1	1,6
<b>BUDGET TOTAL</b>	<b>202,7</b>	<b>188,7</b>	<b>231,6</b>	<b>260,4</b>	<b>276,4</b>	<b>215,9</b>	<b>285,0</b>	<b>404,4</b>	<b>1 442,0</b>
<b>Percentage of administration expenses on the total budget</b>	<b>8,5%</b>	<b>12,3%</b>	<b>9,9%</b>	<b>9,7%</b>	<b>9,4%</b>	<b>13,3%</b>	<b>9,6%</b>	<b>7,0%</b>	<b>9,4%</b>

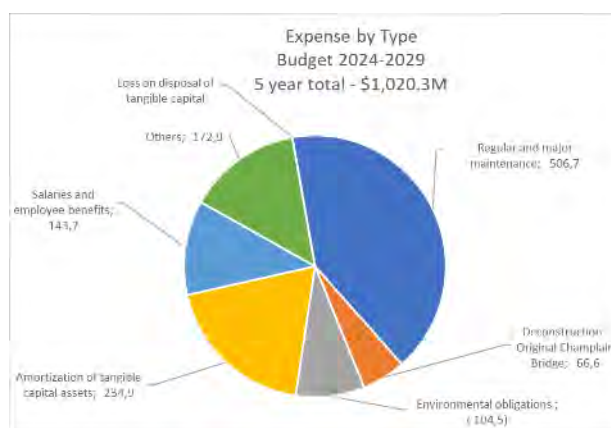
## Explanation of Variations:

**Maintenance and Deconstruction** – The 2024-2025 budget forecasts \$197.4M in expenses compared to the fiscal year ending March 31, 2024, where JCCBI forecasts \$158.8M in maintenance and deconstruction expenses. The fluctuation in these expenses is primarily related to the schedule for the work at the Jacques Cartier Bridge and to the start of the Île des Sœurs Bypass Bridge deconstruction project and of the Bonaventure Expressway reconfiguration project.

**Operation** – These expenses are related to the SQ contract, and the electricity used on JCCBI's territory. The annual variations take into account the inflation rates provided for in the agreement with the SQ until 2029. There is a progression from 2024-2025 onwards due to the increase in the inflation rates for that period as well as the maintenance costs for the new Operations and Maintenance building.

**Administration** – The 2024-2025 budget for administration expenses totals \$25.2M, which represents a \$2.2M increase compared with the 2023-2024 financial forecast. The market conditions and labour shortage are putting upward pressure on the costs of professional services contracts. This inflationary pressure on professional services and information resource upgrade projects are the main reasons for the \$7.7M increase in administrative expenses compared with \$17.6M for the fiscal year ended March 31, 2023.

**Environmental Obligations** – The 2024-2025 budget for environmental obligations includes the annual environmental expenditures and environmental obligation provision. This provision varies based on the assumptions and the costs estimates of attributed contracts used in establishing the environmental obligations. The work carried out in connection with the environmental liability recognized in 2022-2023 for the Bonaventure Expressway reconfiguration project will reduce the related liability, resulting in a credit in the Statement of Operations.



## 5.5 RISKS AND ASSUMPTIONS

In preparing the budget plan, JCCBI has taken into account certain financial factors and applied the following assumptions:

### 5.5.1 Interest Rate

Interest is calculated on the daily net credit balance maintained in the bank account. An interest rate in line with market conditions was considered in the budget model.





### 5.5.2 Inflation Rate for Construction Work

Decreasing inflation rates of 7%-7%-5%-5%-5% were set for the five years of the Corporate Plan and are based on the 2022 actual inflation rates for non-residential buildings, and on the significant increases in the cost of steel and concrete, as announced on the Statistics Canada website.

### 5.5.3 Inflation Rate for the Other Expenditures

For all other expenditures, the inflation rate was set at 5%-5%-4%-4%-4% for the years 2024-2025 to 2028-2029. This rate is based on the Consumer Price Index for 2022 and 2023.

## 5.6 FUNDING

The year 2024-2025 is the second year of the 2023-2028 five-year funding cycle.

The authorized funding for the operating and tangible capital expenditures, after the reprofiling's approval, amounts to \$262.4M in 2024-2025, compared to \$188.7M in 2023-2024. Of this funding, \$52.1M are dedicated to the deconstruction of the original Champlain Bridge and \$6.7M are allocated to the Bonaventure Expressway reconfiguration project for the first year of the Corporate Plan.

It should be noted that the most recent financial forecast for 2023-2024 (not presented in Appendix 3) shows an additional surplus of \$7.9M compared with the aforementioned amount of \$188.7M. This surplus could be subject to a potential reprofiling.





MAXIMUM  
20  


# APPENDIX

## APPENDIX 1 – CORPORATE GOVERNANCE STRUCTURE

### Accountability and Governance

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

JCCBI is governed by a Board of Directors (the Board) that consisted, as at December 15, 2023, of six directors, including the Chief Executive Officer. Under the requirements of the FAA, the directors are appointed by the Minister, with the approval of the Governor in Council, and the Chair of the Board (position vacant as at December 15, 2023) and Chief Executive Officer are appointed by the Governor in Council on the recommendation of the Minister. The Chair of the Board has no executive role on the management team.

Ms. Catherine Lavoie, who was reappointed Chair of the Board for a four-year term commencing on December 18, 2022, stepped down from her position effective November 22, 2023. As at December 15, 2023, the position remains vacant. The Chief Executive Officer's five-year term ends on May 19, 2024.

In addition, the terms of office of two directors were due to expire in June 2022 and December 2023 respectively, and the term of office of a third director will expire in January 2024. In accordance with the FAA, the term of office of these directors is extended pending renewal or reappointment.

### Board of Directors as at December 15, 2023

As at December 15, 2023, the Board consisted of the following six members (from left to right): Richard Cacchione, Sandra Martel (Chief Executive Officer), Dale Ellen Williams, M<sup>e</sup> Sylvain Villiard (Vice Chair of the Board), Lesley Antoun and Henri-Jean Bonnis.



DIRECTORS	APPOINTMENT DATE	DURATION OF THE TERM	TERM EXPIRY DATE
ANTOUN, Lesley	December 18, 2020	3 years	December 17, 2023
BONNIS, Henri-Jean	June 18, 2019	3 years	June 17, 2022
CACCHIONE, Richard	December 15, 2022	3 years	December 14, 2025
MARTEL, Sandra	May 20, 2019	5 years	May 19, 2024
VILLIARD, M <sup>e</sup> Sylvain	December 15, 2022	3 years	December 14, 2025
WILLIAMS, Dale Ellen	January 27, 2021	3 years	January 26, 2024

## Board Committees

In accordance with good governance practices, the Board has formed three standing committees:

- + The **Governance and Ethics Committee**, which is responsible for all of JCCBI's governance and ethics aspects and practices;
- + The **Audit Committee**, whose responsibilities are as set out in the FAA. They include monitoring JCCBI's integrity and performance standards, the integrity and credibility of its financial statements and its internal control systems and practices;
- + The **Human Resources Committee**, which is responsible for providing guidance with respect to the development of human resources policies, programs and practices that are consistent with JCCBI's mission, vision and values, as well as its strategic plan.

The Board had also formed three other committees, namely the Corporate Risk Committee, the Risk Committee – Infrastructure and the Strategic Issues Committee. In December 2023, to optimize efficiency and so that the Corporation's risks be examined by a single committee, the Board merged the two risk committees into a single one, now known as the Risk Committee.

The Risk Committee is responsible for assisting the Board in overseeing JCCBI's risk management framework, as well monitoring JCCBI's risk profile, its performance against the aforementioned framework and its key risks, including the risks associated with the Corporation's infrastructure projects.

In December 2023, the Board also abolished the Strategic Issues Committee, since its had been fulfilled.

## Composition of the Board Committees as at December 15, 2023

Audit Committee	Governance and Ethics Committee
CACCHIONE, Richard/Chair VILLIARD, M <sup>e</sup> Sylvain WILLIAMS, Dale Ellen	VILLIARD, M <sup>e</sup> Sylvain/Chair ANTOUN, Lesley/Vice Chair WILLIAMS, Dale Ellen
Risk Committee	Human Resources Committee
BONNIS, Henri-Jean/Chair CACCHIONE, Richard VILLIARD, M <sup>e</sup> Sylvain	ANTOUN, Lesley/Chair BONNIS, Henri-Jean WILLIAMS, Dale Ellen

## Board Meetings (April 1, 2023 to December 15, 2023)

Directors	Regular Sessions	Special Sessions
ANTOUN, Lesley	8	3
BONNIS, Henri-Jean	7	3
CACCHIONE, Richard	7	3
LAVOIE, Catherine (until November 21, 2023)	6	3
MARTEL, Sandra	8	2
VILLIARD, M <sup>e</sup> Sylvain	8	3
WILLIAMS, Dale Ellen	7	3

## Remuneration

The Governor in Council fixes the rate of remuneration for the Chair and other Board members, as well as for the Chief Executive Officer. The remuneration for the Chair (position vacant as at December 15, 2023) and other Board members is consistent with the *Remuneration Guidelines for Part-time GIC Appointees in Crown Corporations* and section 108 of the FAA. JCCBI is part of Group 3 in the Crown Corporations Grouping. The Chair of the Board was therefore receiving an annual retainer in the “\$6,400 - \$7,500” range and a per diem in the “\$200 - \$300” range for attending Board and committee meetings.

The other Board members receive an annual retainer in the “\$3,200 - \$3,800” range and a per diem in the “\$200 - \$300” range for attending Board and committee meetings. Board members are reimbursed for reasonable expenses incurred as part of their duties, such as travel, accommodations and meals.

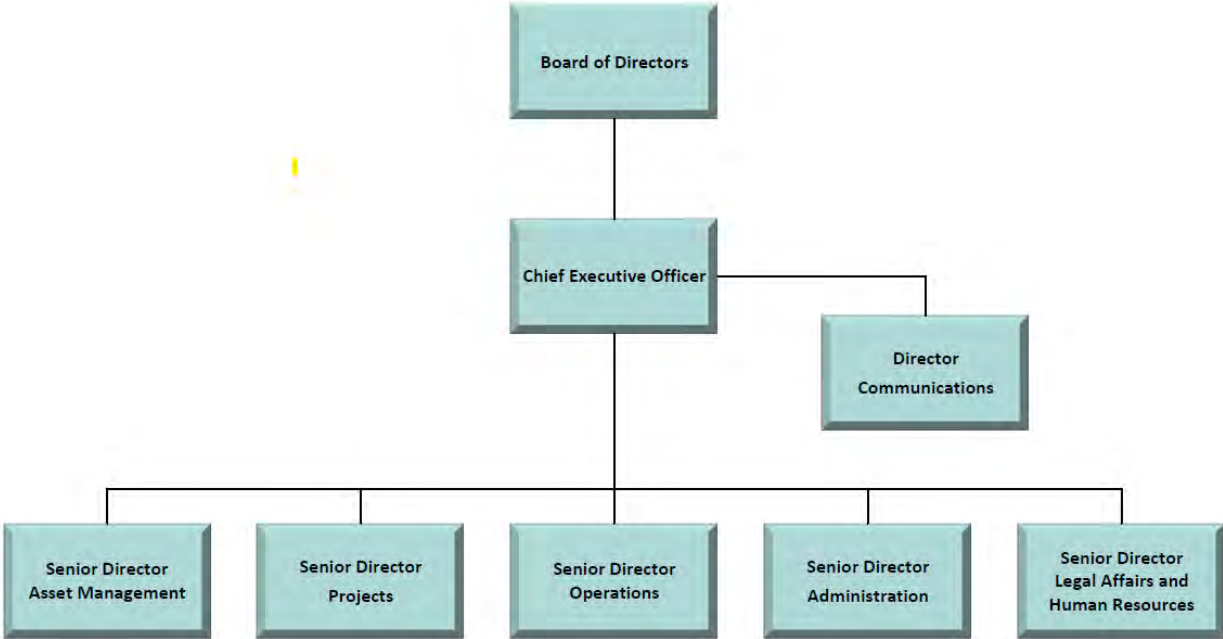
As at December 15, 2023, the Chief Executive Officer’s remuneration (CEO 3) is in the “\$221,600 - \$260,700” range. The CEO does not receive a per diem rate for attending Board meetings.

The Governor in Council may also grant the Chief Executive Officer a performance pay of up to 15% of her base salary, based on the degree of achievement of her key performance objectives.



OFFICERS as at December 15, 2023	
Chair of the Board	Vacant position
Vice Chair of the Board	VILLIARD, M <sup>e</sup> Sylvain
Corporate Secretary	ROBERT, M <sup>e</sup> Paul
Chief Executive Officer	MARTEL, Sandra
Treasurer	PAINCHAUD, Lucie

**Organizational Chart as at December 15, 2023**



## APPENDIX 2 – PLANNED RESULTS

### Performance Monitoring – *Destination 2024* Strategic Plan

STRATEGIC ORIENTATIONS/ MEASURE OF SUCCESS	KEY PERFORMANCE INDICATORS	TARGET	THRESHOLD	BASIS OF THE MEASURE
A – Stimulate the development and engagement of all in an innovative, healthy and collaborative environment				
Employer of Choice	Mobilization rate <sup>1</sup>	80.0%	70.0%	Employee survey every 2 years
	Training rate	1%	0.5%	Percentage of the payroll
	Turnover rate	< 15.5%	< CRHA data	Number of departures divided by total number of employees
B – Act as an innovative and proactive leader in mobility for the benefit of the user experience				
Enhanced mobility service offering	Number of accidents	0.28	0.34	Number of accidents per million vehicle-km
	Lane availability during peak hours	98.0%	95.0%	24-hour availability rate on weekdays
C – Improve efficiency, performance and organizational fluidity				
Efficient infrastructure manager	Average lead time for contract procurement process	< 80 days	< 90 days	Number of days for all types of contracts
	Ratio of professional services costs to construction costs	22.0%	25.0%	Benchmarking study with the major project authorities in the Greater Montreal area

<sup>1</sup>. The target and threshold have been modified to take into account the job market turmoil.

STRATEGIC ORIENTATIONS/ MEASURE OF SUCCESS	KEY PERFORMANCE INDICATORS	TARGET	THRESHOLD	BASIS OF THE MEASURE
<b>D – Integrate an organizational approach to asset management with a focus on risk management and sustainable development</b>				
Asset life cycle management	Maturity in asset management	3	2	Institute of Asset Management (IAM) maturity study
	Completion of the planned major work program according to the approved Corporate Plan	90.0%	80.0%	Actual financial results (cash basis) compared to budget planning
	Compliance with the budget of the project for the deconstruction (all lots) of the original Champlain Bridge	\$400M	-	Actual financial results (cash basis) compared to budget planning
	Compliance with the budget of the contract for the deconstruction (only) of the original Champlain Bridge	\$226M + Health measures	-	
	Compliance with the schedule of the project for the deconstruction (all lots) of the original Champlain Bridge <sup>2</sup>	Dec. 2025	-	Project completion date compared to the planned schedule
	Compliance with the schedule of the contract for the deconstruction (only) of the original Champlain Bridge <sup>2</sup>	January 2024	-	
<b>E – Integrate technology and data into our strategic actions to support decision-making</b>				
Organizational agility through improved data accessibility	Business continuity maturity	3	2	Gartner <i>Capability Maturity Model Integration</i> (CMMI) maturity study
	Security maturity	2	1	
	Data management maturity	2	1	
	Availability of critical systems	99.9%	99.0%	Major incident in the Octopus request system

<sup>2</sup> The text has been modified to align the project and the contract with their respective end dates.



## APPENDIX 3 – FINANCIAL STATEMENTS AND BUDGETS

### Presentation of Financial Statements

The following section presents JCCBI's 2024-2029 five-year plan, followed by the pro forma Statement of Financial Position, Statement of Operations, Statement of Change in Net Debt and Statement of Cash Flow.

The 2024-2025 to 2028-2029 budget plan includes the Bonaventure Expressway reconfiguration project and the basic work on the Estacade.

### Summary Table – 2024-2029 Five-Year Plan – for Funding Purposes

In thousands of Canadian dollars	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	5 Year Total
	Actual	Current Projection <sup>(1)</sup>	Budget					
<b>Major Work</b>								
Jacques Cartier Bridge	37 188	28 580	50 710	41 564	22 739	84 635	139 640	339 288
Champlain Bridge - Deconstruction	93 422	47 804	39 440	27 158	-	-	-	66 598
Honore Mercier Bridge	18 989	24 327	22 899	21 208	23 444	24 491	19 254	111 296
Melocheville Tunnel	(28)	2 251	1 976	12 036	5 062	9 979	13 633	42 686
Bonaventure Expressway	5 373	5 802	43 646	36 802	20 280	3 159	85 589	189 476
Bonaventure Expressway redevelopment	-	6 637	12 996	58 015	55 728	69 040	66 276	262 055
Estacade	745	4 893	2 415	14 345	24 199	24 337	7 226	72 522
Île des Sœurs Bypass Bridge	282	10 663	23 709	27	-	-	-	23 736
Environment	1 574	1 734	1 851	1 828	997	2 012	2 020	8 708
<b>Total Major Work</b>	<b>157 545</b>	<b>132 691</b>	<b>199 642</b>	<b>212 983</b>	<b>152 449</b>	<b>217 653</b>	<b>333 638</b>	<b>1 116 365</b>
<b>Total of "Other than Major Work"</b>	<b>50 354</b>	<b>59 549</b>	<b>65 121</b>	<b>65 721</b>	<b>65 462</b>	<b>66 949</b>	<b>72 416</b>	<b>335 669</b>
<b>Total Expenses and Tangible Capital Assets</b>	<b>207 899</b>	<b>192 240</b>	<b>264 763</b>	<b>278 705</b>	<b>217 911</b>	<b>284 602</b>	<b>406 054</b>	<b>1 452 035</b>
<b>Revenues</b>	<b>(5 835)</b>	<b>(3 500)</b>	<b>(2 350)</b>	<b>(2 350)</b>	<b>(2 000)</b>	<b>(1 650)</b>	<b>(1 650)</b>	<b>(10 000)</b>
<b>Grand total</b>	<b>202 064</b>	<b>188 740</b>	<b>262 413</b>	<b>276 355</b>	<b>215 911</b>	<b>282 952</b>	<b>404 404</b>	<b>1 442 035</b>

(1) Annual financial projections as at September 30, 2023

### Operating Budget – for Funding Purposes

In thousands of Canadian dollars	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2023-2024			2022-2023		
	Budget					Budget	Projection <sup>(1)</sup>	Variance	Budget	Actual	Variance
<b>REVENUES</b>											
Parliamentary appropriations for operating expenses	190 730	157 867	132 752	144 433	5 885	184 699	151 800	(32 899)	156 040	174 716	18 676
Leases and permits	600	600	600	600	600	600	600	-	590	647	57
Interest	1 750	1 750	1 400	1 050	1 050	400	2 900	2 500	477	1 673	1 196
Other sources <sup>(2)</sup>	-	-	-	-	-	-	-	-	-	3 515	3 515
<b>TOTAL REVENUES</b>	<b>193 080</b>	<b>160 217</b>	<b>134 752</b>	<b>146 083</b>	<b>7 535</b>	<b>185 699</b>	<b>155 300</b>	<b>(30 399)</b>	<b>157 107</b>	<b>180 551</b>	<b>23 444</b>
Reprofiling	-	-	-	-	-	-	-	-	41 486	-	(41 486)
<b>TOTAL REVENUES AFTER REPROFILING</b>	<b>193 080</b>	<b>160 217</b>	<b>134 752</b>	<b>146 083</b>	<b>7 535</b>	<b>185 699</b>	<b>155 300</b>	<b>(30 399)</b>	<b>198 593</b>	<b>180 551</b>	<b>(18 042)</b>
<b>EXPENSES</b>											
Maintenance and deconstruction	197 388	167 660	145 098	161 414	274 373	188 113	158 827	(29 286)	198 032	186 143	(11 889)
Operations	8 100	8 656	8 565	8 885	10 488	7 595	7 595	-	4 732	4 379	(353)
Administration	25 230	25 890	27 644	27 252	28 170	22 717	23 027	310	21 959	17 561	(4 398)
Environmental obligations	(10 556)	(38 640)	(24 957)	(17 925)	(12 390)	288	(6 612)	(6 900)	(2 725)	121 461	124 186
<b>STATEMENT OF OPERATIONS EXPENSES</b>	<b>220 162</b>	<b>163 566</b>	<b>156 350</b>	<b>179 626</b>	<b>300 641</b>	<b>218 713</b>	<b>182 837</b>	<b>(35 876)</b>	<b>221 998</b>	<b>329 544</b>	<b>107 546</b>
Non-cash items	(27 082)	(3 349)	(21 598)	(33 543)	(44 851)	(33 014)	(27 537)	5 477	(23 405)	(148 993)	(125 588)
<b>TOTAL BUDGET EXPENSES</b>	<b>193 080</b>	<b>160 217</b>	<b>134 752</b>	<b>146 083</b>	<b>255 790</b>	<b>185 699</b>	<b>155 300</b>	<b>(30 399)</b>	<b>198 593</b>	<b>180 551</b>	<b>(18 042)</b>
<b>FUNDING REQUIRED</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(248 255)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Capital Budget – for Funding Purposes

In thousands of Canadian dollars	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2023-2024			2022-2023		
	Budget					Budget	Projection <sup>(1)</sup>	Variance	Budget	Actual	Variance
<b>REVENUES</b>											
Parliamentary appropriations for tangible capital assets	71 683	118 488	83 159	138 518	66 400	46 851	36 940	(9 911)	85 171	27 986	(57 185)
Financing from the parent company for the fixed assets	-	-	-	-	-	-	-	-	-	12 379	12 379
<b>TOTAL REVENUES</b>	<b>71 683</b>	<b>118 488</b>	<b>83 159</b>	<b>138 518</b>	<b>66 400</b>	<b>46 851</b>	<b>36 940</b>	<b>(9 911)</b>	<b>85 171</b>	<b>40 365</b>	<b>(44 806)</b>
Reprofiling	-	-	-	-	-	-	-	-	(41 486)	-	29 107
<b>TOTAL REVENUES AFTER REPROFILING</b>	<b>71 683</b>	<b>118 488</b>	<b>83 159</b>	<b>138 518</b>	<b>66 400</b>	<b>46 851</b>	<b>36 940</b>	<b>(9 911)</b>	<b>43 685</b>	<b>40 365</b>	<b>(15 699)</b>
<b>TANGIBLE CAPITAL ASSETS</b>											
Jacques Cartier Bridge	24 839	28 050	10 190	57 273	82 352	25 672	16 504	(9 168)	21 519	19 043	(2 476)
Honoré Mercier Bridge	16 510	9 842	13 179	11 291	920	14 398	13 315	(1 083)	17 485	10 821	(6 664)
Melocheville Tunnel	611	7 504	2 394	528	71	-	-	-	-	(1 370)	(1 370)
Bonaventure Expressway	15 710	14 548	55	-	-	5 988	6 043	55	3 718	12 504	8 786
Bonaventure Expressway redevelopment	12 997	58 016	55 548	68 689	66 028	-	-	-	-	-	-
Estacade	-	-	-	-	-	-	-	-	-	(260)	(260)
Other capital assets	1 016	528	1 793	737	893	793	1 078	285	963	(373)	(1 336)
<b>TOTAL TANGIBLE CAPITAL ASSETS</b>	<b>71 683</b>	<b>118 488</b>	<b>83 159</b>	<b>138 518</b>	<b>150 264</b>	<b>46 851</b>	<b>36 940</b>	<b>(9 911)</b>	<b>43 685</b>	<b>40 365</b>	<b>(3 320)</b>
Transfer Others - non cash	-	-	-	-	-	-	-	-	-	(12 379)	(12 379)
<b>TOTAL TANGIBLE CAPITAL ASSETS</b>	<b>71 683</b>	<b>118 488</b>	<b>83 159</b>	<b>138 518</b>	<b>150 264</b>	<b>46 851</b>	<b>36 940</b>	<b>(9 911)</b>	<b>43 685</b>	<b>27 986</b>	<b>(15 699)</b>
<b>FUNDING REQUIRED</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(83 864)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Summary of the Operating and Capital Budgets – for Funding Purposes

In thousands of Canadian dollars	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2023-2024			2022-2023		
	Budget					Budget	Projection <sup>(1)</sup>	Variance	Budget	Actual	Variance
<b>PARLIAMENTARY APPROPRIATIONS AUTHORIZED</b>	<b>262 413</b>	<b>276 355</b>	<b>215 911</b>	<b>282 951</b>	<b>72 285</b>	<b>231 550</b>	<b>188 740</b>	<b>(42 810)</b>	<b>241 211</b>	<b>202 702</b>	<b>(38 509)</b>
Reprofiling	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES AFTER REPROFILING</b>	<b>262 413</b>	<b>276 355</b>	<b>215 911</b>	<b>282 951</b>	<b>72 285</b>	<b>231 550</b>	<b>188 740</b>	<b>(42 810)</b>	<b>241 211</b>	<b>202 702</b>	<b>(38 509)</b>
Total budget expenses and budget of tangible capital assets	264 763	278 705	217 911	284 601	406 054	232 550	192 240	(40 310)	242 278	208 537	(33 741)
Total other revenues <sup>(2)</sup>	2 350	2 350	2 000	1 650	1 650	1 000	3 500	2 500	1 067	5 835	4 768
<b>PARLIAMENTARY APPROPRIATIONS FORECASTED</b>	<b>262 413</b>	<b>276 355</b>	<b>215 911</b>	<b>282 951</b>	<b>404 404</b>	<b>231 550</b>	<b>188 740</b>	<b>(42 810)</b>	<b>241 211</b>	<b>202 702</b>	<b>(38 509)</b>
<b>FUNDING REQUIRED</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(332 119)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

(1) Annual financial projections as at September 30, 2023

(2) Exceptionally, in 2022-2023, JCCBI received \$3.492M as compensation in the Directeur des poursuites criminelles et pénales du Québec (DPCP) and SNC Lavalin case.

## Statement of Financial Position – Pro Forma

In thousands of Canadian dollars	Actual 2022-2023	Current Projection 2023-2024 <sup>(1)</sup>	Main Budget 2023-2024	Budget				
				2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>FINANCIAL ASSETS</b>								
Cash	29 789	27 269	347	43 300	35 358	19 392	28 001	28 970
Accounts receivable								
Due from the Government of Canada	36 171	47 185	24 655	47 303	65 604	69 089	53 978	70 738
Other	3 102	3 102	3 040	3 102	3 102	3 102	3 102	3 102
<b>TOTAL FINANCIAL ASSETS</b>	<b>69 062</b>	<b>77 556</b>	<b>28 042</b>	<b>93 705</b>	<b>104 064</b>	<b>91 583</b>	<b>85 081</b>	<b>102 810</b>
<b>LIABILITIES</b>								
Accounts payable and accrued liabilities	61 403	61 403	70 626	71 349	74 591	63 115	54 229	58 185
Employee future benefits	207	207	403	207	207	207	207	207
Contractual holdbacks	10 110	8 515	7 941	12 811	17 964	14 936	15 236	26 863
Deferred revenue	320	320	305	320	320	320	320	320
Environmental obligations	143 645	142 977	22 924	134 328	97 652	74 717	58 876	48 631
Asset retirement obligations	6 795	6 795	-	6 795	6 795	6 795	6 795	6 795
<b>TOTAL LIABILITIES</b>	<b>222 480</b>	<b>220 217</b>	<b>102 199</b>	<b>225 810</b>	<b>197 529</b>	<b>160 090</b>	<b>135 663</b>	<b>141 001</b>
<b>NET DEBT</b>	<b>(153 418)</b>	<b>(142 661)</b>	<b>(74 157)</b>	<b>(132 105)</b>	<b>(93 465)</b>	<b>(68 507)</b>	<b>(50 582)</b>	<b>(38 191)</b>
<b>NON-FINANCIAL ASSETS</b>								
Tangible capital assets	671 379	674 169	677 938	708 215	784 714	821 318	908 368	1 001 391
Prepaid expenses	1 595	1 595	1 099	1 595	1 595	1 595	1 595	1 595
Contract advance	4 144	-	10 359	-	-	-	-	-
<b>TOTAL NON-FINANCIAL ASSETS</b>	<b>677 118</b>	<b>675 764</b>	<b>689 396</b>	<b>709 810</b>	<b>786 309</b>	<b>822 913</b>	<b>909 963</b>	<b>1 002 986</b>
<b>ACCUMULATED SURPLUS</b>	<b>523 700</b>	<b>533 103</b>	<b>615 239</b>	<b>577 705</b>	<b>692 844</b>	<b>754 406</b>	<b>859 381</b>	<b>964 795</b>

(1) Annual financial projections as at September 30, 2023

## Statement of Operations – Pro Forma

In thousands of Canadian dollars	Actual 2022-2023	Current Projection 2023-2024 <sup>(1)</sup>	Main Budget 2023-2024	Budget				
				2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>REVENUES</b>								
Leases and permits	647	600	600	600	600	600	600	600
Interest	1 673	2 900	400	1 750	1 750	1 400	1 050	1 050
Other sources	3 515	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>5 835</b>	<b>3 500</b>	<b>1 000</b>	<b>2 350</b>	<b>2 350</b>	<b>2 000</b>	<b>1 650</b>	<b>1 650</b>
<b>EXPENSES</b>								
Maintenance and deconstruction	186 143	158 827	188 113	197 388	167 660	145 098	161 414	274 373
Operations	4 379	7 595	7 595	8 100	8 656	8 565	8 885	10 488
Administration	17 561	23 027	22 717	25 230	25 890	27 644	27 252	28 170
Environmental obligations	121 461	(6 612)	288	(10 556)	(38 640)	(24 957)	(17 925)	(12 390)
<b>TOTAL EXPENSES</b>	<b>329 544</b>	<b>182 837</b>	<b>218 713</b>	<b>220 162</b>	<b>163 566</b>	<b>156 350</b>	<b>179 626</b>	<b>300 641</b>
Deficit before Government of Canada funding	(323 709)	(179 337)	(217 713)	(217 812)	(161 216)	(154 350)	(177 976)	(298 991)
Parliamentary appropriations for operating expenses	171 955	149 889	182 007	188 180	151 275	125 334	129 463	5 143
Parliamentary appropriations for tangible capital assets	27 986	36 940	46 851	71 683	118 488	83 159	138 518	66 400
Parent company financing	12 379	-	-	-	-	-	-	-
FCSAP parliamentary appropriations	2 761	1 911	2 692	2 551	6 592	7 419	14 970	743
Required funding (reprofiling)	-	-	(42 338)	-	-	-	-	332 119
<b>Annual Operating Surplus</b>	<b>(108 628)</b>	<b>9 403</b>	<b>(28 501)</b>	<b>44 602</b>	<b>115 139</b>	<b>61 562</b>	<b>104 975</b>	<b>105 414</b>
<b>Accumulated Operating Surplus, Beginning of the Year</b>	<b>632 328</b>	<b>523 700</b>	<b>643 740</b>	<b>533 103</b>	<b>577 705</b>	<b>692 844</b>	<b>754 406</b>	<b>859 381</b>
<b>Accumulated Operating Surplus, End of the Year</b>	<b>523 700</b>	<b>533 103</b>	<b>615 239</b>	<b>577 705</b>	<b>692 844</b>	<b>754 406</b>	<b>859 381</b>	<b>964 795</b>

(1) Annual financial projections as at September 30, 2023

## Nature of Expenses in the Statement of Operations – Pro Forma

In thousands of Canadian dollars	Actual 2022-2023	Current Projection 2023-2024 <sup>(1)</sup>	Main Budget 2023-2024	Budget				
				2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Regular and major maintenance	35 556	50 790	63 551	92 008	70 691	73 226	82 686	188 147
Deconstruction - Champlain Bridge	91 822	47 804	60 135	39 440	27 158	-	-	-
Environmental obligations	121 461	(6 612)	288	(10 556)	(38 640)	(24 957)	(17 925)	(12 390)
Asset retirement obligations	88	-	-	-	-	-	-	-
Amortization of tangible capital assets	32 106	34 150	34 634	37 637	41 989	46 555	51 468	57 241
Salaries and employee benefits	24 520	-	28 173	28 282	28 499	28 263	28 858	29 780
Others	23 991	56 706	31 932	33 350	33 869	33 263	34 540	37 863
<b>Total</b>	<b>329 544</b>	<b>182 838</b>	<b>218 713</b>	<b>220 161</b>	<b>163 566</b>	<b>156 350</b>	<b>179 627</b>	<b>300 641</b>

(1) Annual financial projections as at September 30, 2023

## Statement of Change in Net Debt – Pro Forma

In thousands of Canadian dollars	Actual 2022-2023	Current Projection 2023-2024 <sup>(1)</sup>	Main Budget 2023-2024	Budget				
				2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Annual Operating Surplus</b>	<b>(108 628)</b>	<b>9 403</b>	<b>(28 501)</b>	<b>44 602</b>	<b>115 139</b>	<b>61 562</b>	<b>104 975</b>	<b>105 414</b>
Acquisition of tangible capital assets <sup>(2)</sup>	(41 676)	(36 940)	(46 851)	(71 683)	(118 488)	(83 159)	(138 518)	(150 264)
Amortization of tangible capital assets	32 106	34 150	34 634	37 637	41 989	46 555	51 468	57 241
Gain on sale of tangible capital assets	(11)	-	-	-	-	-	-	-
Proceeds from sale of tangible capital assets	11	-	-	-	-	-	-	-
<b>Total Variation due to Total Tangible Capital Assets</b>	<b>(9 570)</b>	<b>(2 790)</b>	<b>(12 217)</b>	<b>(34 046)</b>	<b>(76 499)</b>	<b>(36 604)</b>	<b>(87 050)</b>	<b>(93 023)</b>
Acquisition of prepaid expenses	(3 193)	-	-	-	-	-	-	-
Use of prepaid expenses	2 697	-	-	-	-	-	-	-
<b>Total Variation due to Prepaid Expenses</b>	<b>(496)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Variation due to Contract Advance</b>	<b>6 215</b>	<b>4 144</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Decrease in net debt</b>	<b>(112 479)</b>	<b>10 757</b>	<b>(40 718)</b>	<b>10 556</b>	<b>38 640</b>	<b>24 958</b>	<b>17 925</b>	<b>12 391</b>
<b>Net debt, beginning of the year</b>	<b>(40 939)</b>	<b>(153 418)</b>	<b>(33 439)</b>	<b>(142 661)</b>	<b>(132 105)</b>	<b>(93 465)</b>	<b>(68 507)</b>	<b>(50 582)</b>
<b>Net Debt, End of the Year</b>	<b>(153 418)</b>	<b>(142 661)</b>	<b>(74 157)</b>	<b>(132 105)</b>	<b>(93 465)</b>	<b>(68 507)</b>	<b>(50 582)</b>	<b>(38 191)</b>

(1) Annual financial projections as at September 30, 2023

(2) Actual 2022-2023: Includes asset transfer amounting to \$12 379K, non cash item non eligible for Parliamentary appropriations

## Statement of Cash Flow – Pro Forma

In thousands of Canadian dollars	Actual 2022-2023	Current Projection 2023-2024 <sup>(1)</sup>	Main Budget 2023-2024	Budget				
				2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>OPERATING TRANSACTIONS</b>								
Annual operating surplus	(108 628)	9 403	(28 501)	44 602	115 139	61 562	104 975	105 414
<b>Non-cash items</b>								
Assets transfer	(12 379)	-	-	-	-	-	-	-
Amortization of tangible capital assets	32 106	34 150	34 634	37 637	41 989	46 555	51 468	57 241
Gain on disposal of tangible capital assets	(11)	-	-	-	-	-	-	-
Decrease in employee future benefits	-	-	-	-	-	-	-	-
Changes in environmental obligations	120 009	(1 707)	(1 741)	(9 110)	(39 961)	(25 753)	(18 271)	8 455
Changes in asset retirement obligations	88	-	-	-	-	-	-	-
<b>Changes in non-cash working capital items</b>								
(Increase) decrease in accounts receivable	(14 516)	(11 014)	34 780	(118)	(18 301)	(3 485)	15 111	(16 760)
Increase (decrease) in accounts payable and accrued liabilities	(17 685)	-	(12 475)	9 946	3 242	(11 476)	(8 886)	3 956
(Decrease) in employee future benefits	(196)	-	-	-	-	-	-	-
Increase (decrease) in contractual holdbacks	(295)	(1 595)	(1 869)	4 296	5 153	(3 028)	300	11 627
Increase in deferred revenues	15	-	-	-	-	-	-	-
Increase in prepaid expenses	(496)	-	-	-	-	-	-	-
Decrease in contract advance	6 215	4 144	-	-	-	-	-	-
(Decrease) increase in environmental obligations	(1 575)	1 039	122	461	3 285	2 818	2 430	(18 700)
(Decrease) increase in obligations linked to asset retirement obligations	(126)	-	-	-	-	-	-	-
<b>Cash Flow Provided by Operating Transactions</b>	<b>2 526</b>	<b>34 420</b>	<b>24 950</b>	<b>87 714</b>	<b>110 546</b>	<b>67 193</b>	<b>147 127</b>	<b>151 233</b>
<b>TANGIBLE CAPITAL ASSET INVESTMENT ACTIVITIES</b>								
Proceeds from disposal of tangible capital assets	11	-	-	-	-	-	-	-
Cash used to acquire tangible capital assets	(33 309)	(36 940)	(46 851)	(71 683)	(118 488)	(83 159)	(138 518)	(150 264)
<b>Cash flow used for capital transactions</b>	<b>(33 298)</b>	<b>(36 940)</b>	<b>(46 851)</b>	<b>(71 683)</b>	<b>(118 488)</b>	<b>(83 159)</b>	<b>(138 518)</b>	<b>(150 264)</b>
<b>Increase (decrease) in Cash</b>	<b>(30 772)</b>	<b>(2 520)</b>	<b>(21 901)</b>	<b>16 031</b>	<b>(7 942)</b>	<b>(15 966)</b>	<b>8 609</b>	<b>969</b>
Cash, Beginning of the Year	60 561	29 789	22 248	27 269	43 300	35 358	19 392	28 001
<b>Cash, End of the Year</b>	<b>29 789</b>	<b>27 269</b>	<b>347</b>	<b>43 300</b>	<b>35 358</b>	<b>19 392</b>	<b>28 001</b>	<b>28 970</b>

(1) Annual financial projections as at September 30, 2023

## 2024-2029 Consolidated Cash Budget

In thousands of Canadian dollars	Actual	Budget	Budget Planning					TOTAL 5 years 24-29
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
<b>Major Work</b>								
Jacques Cartier Bridge	34 598	34 415	36 827	34 268	18 247	72 615	127 585	289 542
Champlain Bridge - Deconstruction	86 914	53 471	35 325	24 223	-	-	-	59 548
Honore Mercier Bridge	17 666	22 192	20 489	18 916	20 417	21 671	17 592	99 085
Melocheville Tunnel	(26)	29	1 520	10 400	4 408	8 865	12 456	37 649
Bonaventure Expressway	4 999	2 960	38 339	32 177	17 650	2 806	78 200	169 172
Bonaventure Expressway redevelopment	-	4 280	12 091	53 974	51 846	64 231	61 659	243 801
Estacade	693	-	2 163	12 795	21 074	21 620	6 602	64 254
Île des Sœurs Bypass Bridge	262	18 886	21 074	24	-	-	-	21 098
Environnement	1 464	-	992	985	868	1 787	1 846	6 478
Quebec Bridge services	594	-	-	-	-	-	-	-
<b>TOTAL Gross - Major work</b>	<b>147 164</b>	<b>136 233</b>	<b>168 820</b>	<b>187 762</b>	<b>134 510</b>	<b>193 595</b>	<b>305 940</b>	<b>990 627</b>
Non recoverable taxes (50 % GST & QST)	11 019	10 200	12 640	14 059	10 071	14 495	22 907	74 172
Related costs allocation	-	23 774	18 182	11 163	7 868	9 562	4 791	51 566
<b>TOTAL Net - Major work</b>	<b>158 183</b>	<b>170 207</b>	<b>199 642</b>	<b>212 984</b>	<b>152 449</b>	<b>217 652</b>	<b>333 638</b>	<b>1 116 365</b>
<b>Other than Major work</b>	-	-	-	-	-	-	-	-
Divisions including Operations and Maintenance	50 354	62 343	65 121	65 721	65 462	66 949	72 416	335 669
Other revenues	(5 835)	(1 000)	(2 350)	(2 350)	(2 000)	(1 650)	(1 650)	(10 000)
<b>TOTAL - Other than Major work</b>	<b>44 519</b>	<b>61 343</b>	<b>62 771</b>	<b>63 371</b>	<b>63 462</b>	<b>65 299</b>	<b>70 766</b>	<b>325 669</b>
<b>GRAND TOTAL</b>	<b>202 702</b>	<b>231 550</b>	<b>262 413</b>	<b>276 355</b>	<b>215 911</b>	<b>282 951</b>	<b>404 404</b>	<b>1 442 034</b>
<b>AUTHORIZED PARLIAMENTARY APPROPRIATIONS</b>	<b>202 702</b>	<b>231 550</b>	<b>245 221</b>	<b>236 788</b>	<b>212 011</b>	<b>282 951</b>	<b>72 285</b>	<b>1 049 256</b>
Reprofiling approved	-	-	17 192	39 567	3 900	-	-	60 659
<b>REQUIRED FUNDING</b>	<b>-</b>	<b>(42 500)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>332 119</b>	<b>332 119</b>
<b>PARLIAMENTARY APPROPRIATIONS - including reprofiling</b>	<b>202 702</b>	<b>189 050</b>	<b>262 413</b>	<b>276 355</b>	<b>215 911</b>	<b>282 951</b>	<b>404 404</b>	<b>1 442 034</b>

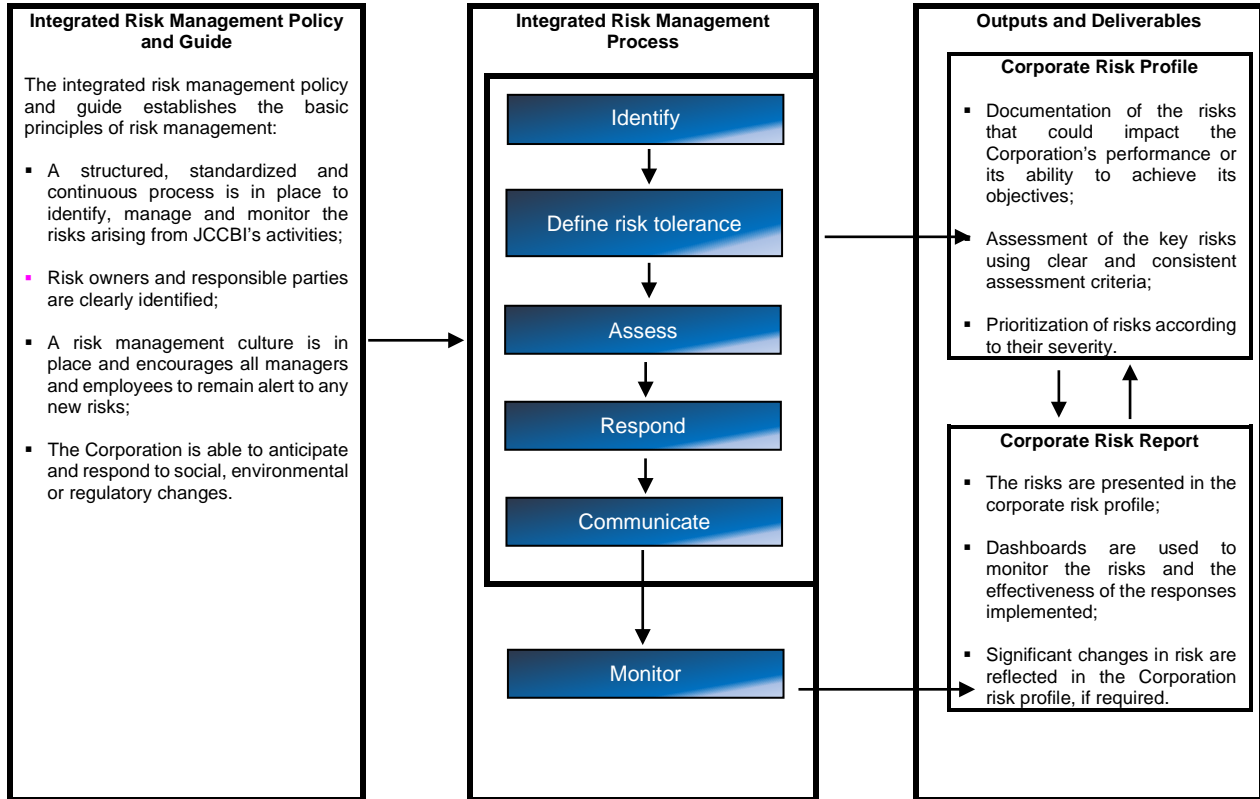
Note 1 : The year 2028-2029 marks the start of a new funding cycle 2028-2033

## 2029-2034 Consolidated Cash Budget

In thousands of Canadian dollars	Budget Planning						
	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	TOTAL 5 years	TOTAL 10 years 24-34
<b>Major Work</b>							
Jacques Cartier Bridge	117 957	43 801	62 950	68 294	99 704	392 706	682 248
Champlain Bridge - Deconstruction	-	-	-	-	-	-	59 548
Honore Mercier Bridge	51 140	55 406	26 731	22 949	27 847	184 073	283 158
Melocheville Tunnel	3 079	4 742	5 001	12 957	19 708	45 487	83 136
Bonaventure Expressway	133 986	172 584	21 448	3 851	16 322	348 191	517 363
Bonaventure Expressway redevelopment	36 325	20 333	17 355	71	-	74 084	317 885
Estacade	29 253	32 337	24 236	27 568	41 645	155 039	219 293
Île des Sœurs Bypass Bridge	-	-	-	-	-	-	21 098
Environnement	1 970	1 954	1 883	1 517	1 663	8 987	15 465
Quebec Bridge services	-	-	-	-	-	-	-
<b>TOTAL Gross - Major work</b>	<b>373 710</b>	<b>331 157</b>	<b>159 604</b>	<b>137 207</b>	<b>206 889</b>	<b>1 208 567</b>	<b>2 199 194</b>
Non recoverable taxes (50 % GST & QST)	27 982	24 795	11 950	10 273	15 491	90 491	164 663
Related costs allocation	4 913	5 039	5 170	5 304	5 444	25 870	77 436
<b>TOTAL Net - Major work</b>	<b>406 605</b>	<b>360 991</b>	<b>176 724</b>	<b>152 784</b>	<b>227 824</b>	<b>1 324 928</b>	<b>2 441 293</b>
<b>Other than Major work</b>	-	-	-	-	-	-	-
Divisions including Operations and Maintenance	75 510	77 803	78 980	80 952	84 999	398 244	733 913
Other revenues	(1 500)	(1 500)	(1 500)	(1 500)	(1 500)	(7 500)	(17 500)
<b>TOTAL - Other than Major work</b>	<b>74 010</b>	<b>76 303</b>	<b>77 480</b>	<b>79 452</b>	<b>83 499</b>	<b>390 744</b>	<b>716 413</b>
<b>GRAND TOTAL</b>	<b>480 615</b>	<b>437 294</b>	<b>254 204</b>	<b>232 236</b>	<b>311 323</b>	<b>1 715 672</b>	<b>3 157 706</b>
<b>AUTHORIZED PARLIAMENTARY APPROPRIATIONS</b>	<b>51 842</b>	<b>20 546</b>	<b>5 143</b>	<b>5 142</b>	<b>5 142</b>	<b>87 815</b>	<b>1 137 071</b>
<b>Reprofiling approved</b>	-	-	-	-	-	-	<b>60 659</b>
<b>REQUIRED FUNDING</b>	<b>428 773</b>	<b>416 748</b>	<b>249 061</b>	<b>227 094</b>	<b>306 181</b>	<b>1 627 857</b>	<b>1 959 976</b>
<b>PARLIAMENTARY APPROPRIATIONS - including reprofiling</b>	<b>480 615</b>	<b>437 294</b>	<b>254 204</b>	<b>232 236</b>	<b>311 323</b>	<b>1 715 672</b>	<b>3 157 706</b>

## APPENDIX 4 – RISKS AND RISK RESPONSES

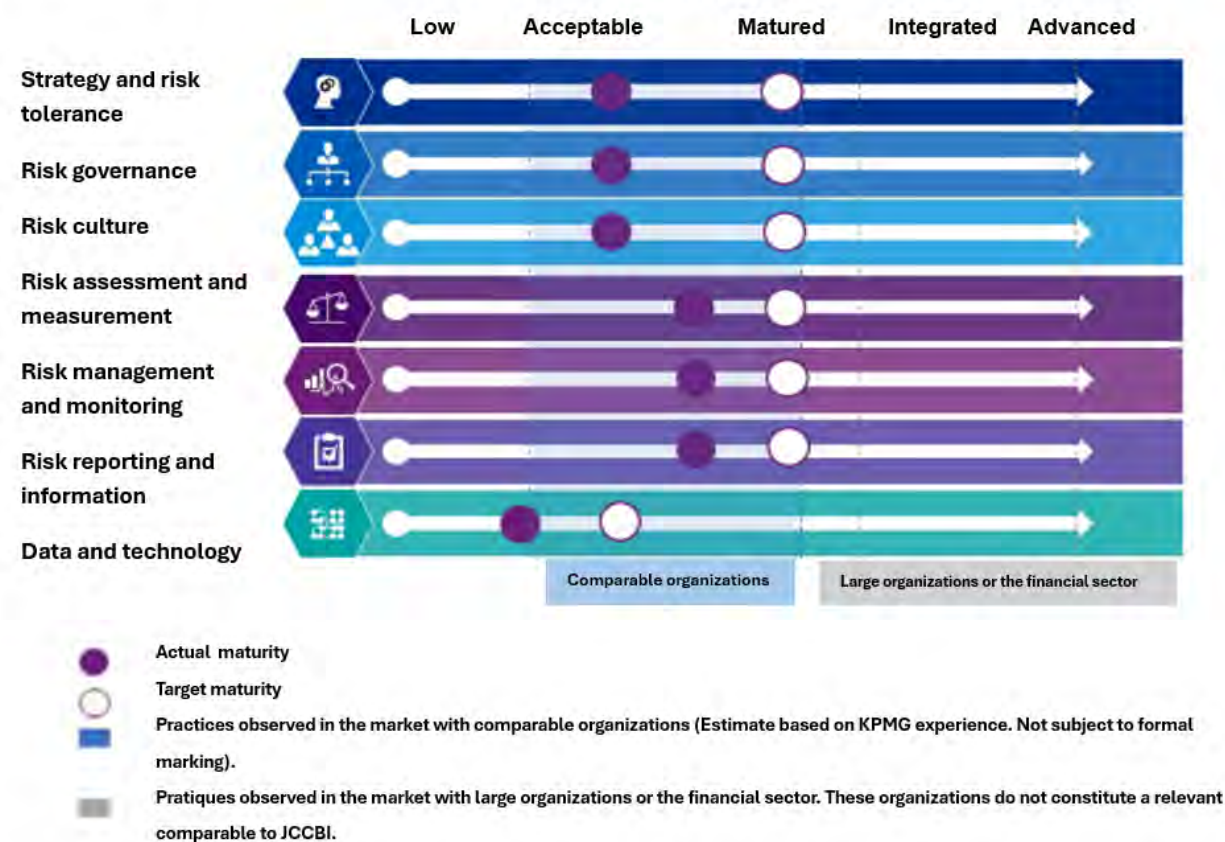
In 2018-2019, JCCBI undertook a process to define its integrated corporate risk management strategy. Since then, JCCBI has been using an integrated risk management methodology based on the COSO's *Enterprise Risk Management – Integrated Framework*. JCCBI's strategy is aligned with its mission, vision and values. Periodic review ensures that the focus is on identifying and mitigating the risks that could affect the delivery of its mandate and the achievement of its strategic priorities. This review is carried out every year as to the severity assessment for prioritized residual risks and on a three-year basis for the risks identification of emerging risks.



The risk management maturity measure was completed in 2020-2021 as part of the *Destination 2024* Strategic Plan and the rating of "Acceptable" was achieved. To achieve the rating of "Mature" in 2023-2024, opportunities for improvement were developed as follows:



### Illustration: Actual maturity and target



Improvement opportunities were developed by theme as follows to target the “mature” rating in 2023-2024:

JCCBI began its process of defining its risk appetite and risk tolerance statements in the first quarter of 2022-2023 and the process was completed in the last quarter of that same year.

Theme	Improvement opportunities	Status
Strategy and risk appetite	• Formalize risk appetite	Completed
Risk governance	• Socialize risk governance, role & responsibilities	Completed
Risk culture	• Communicate risk information & develops individuals	Continuously
Review risk and performance	• Maintain risk documentation, risk interrelations	In progress
Risk management and monitoring	• Key risk indicators	In progress
Reports on risk and performance	• Reports on risk periodically to the board of directors	Completed
Data and technology	• Harmonize infrastructure and corporate risk	In progress

The overall risk appetite and tolerance statement was defined as follows:

*“In the course of its activities, JCCBI is exposed to a certain degree of risk while considering the impact thereof on its mission, vision, values and projects without compromising safety.*

*JCCBI’s risk appetite is defined according to its mandate and pursuant to rigorous governance rules. Consequently, the Corporation uses indicators as well as an established framework to assess and manage all risks according to its appetite and tolerance.*

*In doing so, the Corporation:*

- *defines a framework and acts in accordance with the applicable legislation and ethical principles;*
- *anticipates, understands and mitigates the risks it faces in order to ensure user mobility, preserve the sustainability of its assets, ensure the sound management of public funds and guarantee user safety;*
- *innovates and encourages critical thinking and diversified viewpoints;*
- *manages its risks in accordance with the statements defined for each risk category.”*

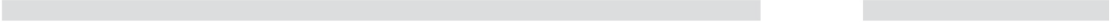

Internal Policy N° 8 on integrated corporate risk management was amended in 2023 to reflect the overall risk appetite and tolerance statement.

### **Global Severity of Prioritized Corporate Risks as approved by the Board on April 25, 2023.**

The following table presents the evolution of the severity of the prioritized corporate risks since the implementation of integrated corporate risk management within the organization. The explanations of the variations follow this table.

Cat.	Risk	Responsible Division	Severity 2019-20	Severity 2020-21	Severity 2021-22	Severity 2022-23
			14 prioritized risks	15 prioritized risks	16 prioritized risks	12 prioritized risks
GRE	[9] Relationship with Stakeholders	ESD	Moderate *	Moderate	Moderate	Moderate
RSO	[11] Political Environment	DPA	Moderate	Moderate	High	Moderate *
RSO	[14] Leadership and Succession	HR	Moderate	Moderate	Moderate	Moderate
RSO	[15] Management Model – Performance	DPA	Moderate	Moderate	Moderate	Moderate
RSO	[16] Decision Making – Information Management	DPA	Moderate	Moderate	Moderate	Moderate
RSO	[17] Performance Measurement	DPA	Moderate	Moderate	Moderate	Low *
RIP	[19] Level of Knowledge of Infrastructures	E,R&A	Moderate *	Moderate	Moderate	Moderate
RIP	[25] Environmental Protection	ESD	Moderate *	Moderate	Moderate	Moderate
FIN	[28] Funding and Parliamentary Appropriations	FIN	Moderate *	Moderate *	High	Very High
JUR	[34] Contractual Disputes and Claims	LAD	Moderate	Moderate	Moderate	Moderate *
FRS	[46] Non-Performance of Contract or Delay in Delivery	CD	Moderate	Low *	Low *	Low *
FRS	[48] Health and Safety on Worksites involving Suppliers	OHS	High	Moderate	Moderate	Moderate
FRS	[49] Unplanned Additional Costs	CD	Moderate	Moderate *	Moderate *	Moderate *
REF	[52] Recruitment and Retention	HR	Moderate	High	High	High
REF	[56] Occupational Health and Safety	OHS	High	Moderate	Moderate	Moderate
GTI	[59] Technological Infrastructure and Quality of Management Information	IT	Moderate	Moderate	Moderate	Very High
GTI	[60] Information Systems Security	IT	Moderate	Very High	Very High	Very High
GTI	[63] System Disruption or Failure	IT	Moderate	Moderate	Moderate	Low *

\*Risk not prioritized for that year.



Risk RSO [11] “*Political Environment*” was removed from the prioritized risks in 2022-2023, as ongoing mechanisms for meetings with the various levels of government and municipal authorities are in place. Thus, the risk’s severity was reduced from high to moderate.

Risk RSO [17] “*Performance Measurement*” was removed from the prioritized risks in 2022-2023 for the following reasons: i) the results of the Auditor General of Canada’s 2022 Special Examination Report are satisfactory; ii) the corporate performance indicators are monitored and reported on a quarterly basis and incorporated into the strategic plan’s annual action plan; iii) the employees’ EPP are linked to the strategic orientations and priorities; iv) the environmental and sustainable development indicators have been implemented; v) the indicators for the timetable, scope and quality of projects have been developed and the targets and thresholds were implemented by the end of 2022-2023; and vi) automation of the preparation of the corporate performance indicators is known and was evaluated for 2023-2024.

The severity of Risk FIN [28] “*Funding and Parliamentary Appropriations*” was increased in 2022-2023 because of the economic situation, labour shortages and the geopolitical situation. Considering that JCCBI has received all of its funding for the 2023-2028 cycle, the assessment of this risk has been revised downwards in 2023-2024, bringing its severity to “moderate”..

Risk FRS [46] “*Non-Performance of Contract or Delay in Delivery*” was removed from the prioritized risks in 2020-2021, because the mitigation measures have been put in place and are monitored throughout the duration of projects and contracts. In addition, the lessons learned process allows for the continuous updating of reference and contractual documents in order to eliminate the repetition of known risks

The severity of Risk FRS [48] “*Health and Safety on Worksites involving Suppliers*” was reduced in 2020-2021, because mitigation measures, such as site visits and review of the standard specifications, OHS requirements and work supervision guide, have been put in place and are being monitored.

Risk FRS [49] “*Unplanned Additional Costs*” was removed from the prioritized risks in 2020-2021 because the mitigation measures have been put in place and are being monitored,

The severity of Risk REF [52] “*Recruitment and Retention*” was increased in the third quarter of 2020-2021 because, like other organizations, JCCBI is facing increased employee recruitment issues due to resource scarcity.

The severity of Risk REF [56] “*Occupational Health and Safety*” was reduced in 2020-2021, because mitigation measures, such as training, prevention, presence of managers in the field and awareness raising, have been put in place. In addition, these measures and the controls to ensure they are applied, are carried out on an ongoing basis as part of the operations.

The severity of Risk GTI [59] “*Technological Infrastructure and Quality of Management Information*” was increased in 2022-2023, because the mitigation measures are being put in place as part of the Strategic IR Plan and the IT Security Improvement Program (ITSIP).

The severity of Risk GTI [60] “*Information Systems Security*” was increased in 2020-2021, because the mitigating measures are being put in place as part of the ITSIP.

Risk GTI [63] “*System Disruption or Failure*” was removed from the prioritized risks in 2022-2023 because the mitigation measures have been put in place. In addition, the corporate performance indicator for the availability of IT systems exceeds the established thresholds and targets, and is monitored on a quarterly basis.



## Summary of the Mitigation Measures and Action Plans for the 12 Prioritized Corporate Risks, by Category, as at October 19, 2023

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Severity
<b>Governance, Reputation and Ethics</b>				
<b>Relationship with Stakeholders</b> <ul style="list-style-type: none"> <li>Inability to establish and maintain healthy and sustainable relationships with partners and stakeholders.</li> <li>Disruption of mobility and reputation.</li> </ul>	Likely	Moderate	<ul style="list-style-type: none"> <li>Development of corporate work plans.</li> <li>New ESD policy that addresses, stakeholders.</li> <li>Development of work plans by Axis (Bonaventure, Honoré Mercier, Champlain (Héritage), Estacade, Jacques Cartier, Melocheville).</li> </ul>	Moderate
<b>Strategic and Organizational Risks</b>				
<b>Leadership and Succession</b> <ul style="list-style-type: none"> <li>Lack of leadership within management.</li> <li>Vacant key positions or functions.</li> <li>Positions or functions without a succession plan.</li> </ul>	Likely	Moderate	<ul style="list-style-type: none"> <li>Employee-succession and critical positions to establish and implement a succession plan in line with the business continuity plan.</li> <li>Individual development plan.</li> <li>Leadership training.</li> <li>Inter-division partnership culture process.</li> <li>Quantitative and qualitative analysis of workforce development needs.</li> </ul>	Moderate
<b>Management Model</b> <ul style="list-style-type: none"> <li>Ineffective or inefficient management model, leading to red tape.</li> <li>Inability to adapt quickly to changes.</li> <li>Difficulties in identifying opportunities for value creation.</li> </ul>	Likely	Moderate	<ul style="list-style-type: none"> <li>Participatory approach to the 2020-2024 strategic planning.</li> <li>Management and leadership skills development program.</li> <li>Partnership/cohesion between the different departments.</li> <li>Analysis of the current and projected organizational capacity.</li> <li>Continuous improvement and process review initiatives.</li> <li>Internal Policy N° 28 – <i>Administration de contrats et pouvoirs d'approbation.</i></li> </ul>	Moderate
<b>Decision-Making – Information Management</b> <ul style="list-style-type: none"> <li>Inaccurate or incomplete information.</li> <li>Process for communicating a decision or a material change could be inadequate or insufficient.</li> </ul>	Unlikely	Very high	<ul style="list-style-type: none"> <li>Implementation of adequate internal controls.</li> <li>Data security categorization.</li> <li>Expertise in data management and exploitation.</li> <li>Process and project management.</li> <li>Optimization of internal committees.</li> </ul>	Moderate

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Severity
			<ul style="list-style-type: none"> <li>Internal audits, annual audit of financial statements, special examination.</li> <li>Performance indicators (KPI) as a tool for decision-making and continuous improvement.</li> </ul>	
<b>Risks related to Infrastructures and Projects</b>				
<b>Level of Knowledge of Infrastructures</b> <ul style="list-style-type: none"> <li>Information on the condition of the infrastructures insufficient to determine the preventive, detection or remedial measures.</li> </ul>	Unlikely	Very high	<ul style="list-style-type: none"> <li>Supplementary Asset Monitoring Program (SAMP).</li> <li>Instrumentation strategy.</li> <li>Internal Asset management policy.</li> <li>Seismic assessment program and impact on the life cycle of assets.</li> </ul>	Moderate
<b>Environmental Protection</b> <ul style="list-style-type: none"> <li>Environmental offence, incident or damage.</li> <li>Impacts on natural environment that may lead to cessation of work, claims, sanctions or penalties or intervention of media and interest groups.</li> </ul>	Likely	High	<ul style="list-style-type: none"> <li>New environment and sustainable development internal policy.</li> <li>Implementation of an EMS.</li> <li>Digitalization of the data (e.g. contaminated lands and biodiversity).</li> </ul>	Moderate
<b>Financial Risks</b>				
<b>Funding and Parliamentary Appropriations</b> <ul style="list-style-type: none"> <li>Loss of financial flexibility for JCCBI as a result of a government decision limiting JCCBI's ability to adequately manage project funding and award multi-year contracts in the future, resulting in delays in operational planning.</li> </ul>	Very likely	Very high	<ul style="list-style-type: none"> <li>Meetings with the federal political and administrative system.</li> <li>Strategic planning to prioritize actions and business cases.</li> <li>Financial evaluation of projects with sensitivity analyses, analysis of maximum investment capacity per structure based on market realities, mobilization of service providers and maintenance of traffic flow.</li> <li>2023-2028 funding request.</li> </ul>	Very high
<b>Risks related to Suppliers and Procurement Process</b>				
<b>Health and Safety on Worksites Involving Suppliers</b> <ul style="list-style-type: none"> <li>Failure to take appropriate measures to prevent or detect risk exposure.</li> <li>Putting their employees, JCCBI's employees or the general public at risk.</li> </ul>	Likely	High	<ul style="list-style-type: none"> <li>Implementation of an internal OHS division in support to internal and external operations.</li> <li>Prevention plan specific to each contract.</li> <li>Triple OHS monitoring on the worksites: <ul style="list-style-type: none"> <li>Prevention officer.</li> </ul> </li> </ul>	Moderate

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Severity
			<ul style="list-style-type: none"> <li>○ Work supervisor's OHS specialist.</li> <li>○ External consultant OHS coordinator who is an OHS expert reporting to the OHS division.</li> <li>• Training, documentation and personal protective equipment accessible to JCCBI's employees who visit worksites.</li> <li>• Validation of the skills of suppliers' employees.</li> <li>• Inspections conducted on the worksites and monitoring of corrective measures.</li> <li>• Physical visits and attestations by engineers before authorizing access.</li> <li>• OHS visits before commissioning of the structures/assets following the completion of the work, in order to identify any potential risk to user safety.</li> <li>• Assessment of accidents, events or observations that have occurred, identification of trends and implementation of generic corrective measures.</li> <li>• Update of the Work Supervision Guide.</li> <li>• Update of the standard construction specifications.</li> <li>• Update of OHS requirements in the Reference Terms.</li> <li>• Evaluation of suppliers' OHS performance.</li> <li>• OHS pre-qualification criteria.</li> </ul>	
<b>Risks related to Employees</b>				
<p><b>Recruitment and Retention</b></p> <ul style="list-style-type: none"> <li>• Number of employees insufficient or too high.</li> <li>• Recruitment policies and processes may not allow the recruitment of honest and qualified staff, permanent or temporary.</li> <li>• Not retain qualified personnel.</li> </ul>	Very likely	High	<ul style="list-style-type: none"> <li>• Internal health and wellness policy aligned with JCCBI's values.</li> <li>• Health/wellness survey (analysis and action plans).</li> <li>• Compensation management policy.</li> <li>• Criminal background, diploma, reference and health check.</li> <li>• Equity and diversity action plan.</li> </ul>	High



Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Severity
			<ul style="list-style-type: none"> <li>• “Together, WE CONNECT — OUR COMMUNITY” Employer Brand.</li> <li>• Ensuring consistency between the job profiles and the management skills.</li> <li>• Approach for the professional development of employees.</li> <li>• Attractive sustainable mobility incentive program for employees.</li> <li>• Regular feedback on motivations, concerns and suggestions for improvement.</li> <li>• Renewal of the CUPE and CSN collective agreements.</li> <li>• Pay equity plan under development.</li> </ul>	
<p><b>Occupational Health and Safety</b></p> <ul style="list-style-type: none"> <li>• Work environment does not ensure the health and safety of JCCBI's employees.</li> <li>• Putting JCCBI's employees or the general public at risk.</li> </ul>	Likely	High	<ul style="list-style-type: none"> <li>• Presence of the managers in the field.</li> <li>• Sharing of information at divisions team meetings.</li> <li>• Communication plan to remind all of the issues and procedures.</li> <li>• Skills management plan including the list of mandatory training by type of job.</li> <li>• Monitoring of the results of prevention efforts in the mid/long term.</li> <li>• OHS management program, including procedures for risky activities.</li> <li>• Return to work program for the support and reintegration of employees following extended absences.</li> <li>• Action plan for OHS culture.</li> </ul>	Moderate
<b>Information Technology Risks</b>				
<p><b>Technological Infrastructure and Quality of Management Information</b></p> <ul style="list-style-type: none"> <li>• Inadequate technology infrastructure.</li> <li>• Inefficient use of IT.</li> <li>• False, inaccurate or incomplete management information.</li> </ul>	Very likely	High	<ul style="list-style-type: none"> <li>• Involvement of users and owners in the life cycle of IT systems.</li> <li>• Implementation of an IT and systems security improvement program.</li> <li>• Drafting and execution of test plans.</li> <li>• Post implementation maintenance.</li> <li>• Internal Policy N° 10 – “<i>Sécurité de l'information.</i>”</li> </ul>	Very high

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Severity
			<ul style="list-style-type: none"> <li>Internal Policy N° 6 – “<i>Gestion intégrée de l’information.</i>”</li> <li>Improvement of IT operating processes.</li> <li>Electronic signature.</li> <li>Strategic IR Plan.</li> </ul>	
<b>Information Systems Security</b> <ul style="list-style-type: none"> <li>Unauthorized access.</li> <li>Breaches of personal information, confidential information and strategic data.</li> <li>Corrupted data.</li> <li>Interruption in business activities.</li> <li>Damage to JCCBI’s reputation.</li> </ul>	Very likely	Very high	<ul style="list-style-type: none"> <li>Monthly update of operating systems and network equipment.</li> <li>Monitoring, via a monitoring software, of security exceptions.</li> <li>Training and awareness regarding computer security.</li> <li>System access management.</li> <li>Internal Policy N° 10 – “<i>Sécurité de l’information.</i>”</li> <li>Improvement of IT operating processes.</li> <li>Implementation of an IT and systems security improvement program.</li> </ul>	Very high





## APPENDIX 5 – COMPLIANCE WITH LEGISLATIVE AND POLICY REQUIREMENTS

JCCBI was incorporated in 1978 as a subsidiary of the SLSA under the *St. Lawrence Seaway Authority Act* and the *Canada Business Corporations Act*. On October 1, 1998, JCCBI became a wholly owned subsidiary of The Federal Bridge Corporation Limited and, since February 13, 2014, the Corporation has been wholly owned by His Majesty in right of Canada and listed under Part I of Schedule III of the FAA as a parent Crown corporation. JCCBI is subject to the governance framework for parent Crown corporations set out in Part X of the FAA.

All JCCBI divisions, supported by the Board, work together to ensure that JCCBI meets its obligations under the FAA, including the tabling and publication of the reports required thereunder.

Since the repeal of the *St. Lawrence Seaway Authority Act* in 1998, JCCBI is subject to and operates under *The Jacques Cartier and Champlain Bridges Inc. Regulations* (SOR/98-568), which designates JCCBI as an agent of His Majesty for the purposes of its powers.

JCCBI is subject to and operates in compliance with various other laws as well as with the Treasury Board policy instruments applicable thereto.

### + **Access to Information Act (ATIA) and Privacy Act**

All requests received under the ATIA and the Privacy Act are forwarded to the ATIP Coordinator for processing in accordance with the ATIA and the Privacy Act. In accordance with the ATIA requirements, JCCBI publishes on its website, on a monthly basis, the travel and hospitality expenditures of the Chair of the Board (position currently vacant), Board members and Chief Executive Officer. In accordance with the ATIA, JCCBI also publishes on its website, within 30 days of their tabling - required by law - in the Senate or the House of Commons, the reports concerning its activities, such as the annual report and the Corporate Plan summary.

In addition, every year, JCCBI submits its ATIA and Privacy Act reports within the required timeframe for tabling in the Houses of Parliament. Both reports are then published on the Corporation's website. JCCBI also meets the requirements of the Privacy Act with respect to the collection, use and disclosure of personal information.

### + **Impact Assessment Act (IAA)**

As part of JCCBI's project planning, the ESD Division ensures compliance with applicable environmental legislation, including the IAA. As a federal authority carrying out rehabilitation, maintenance or deconstruction projects on lands belonging to His Majesty, JCCBI is required by the IAA to determine whether such projects are likely to cause significant adverse environmental effects and, if so, to put in place the appropriate mitigation measures.

Unless the work in question is maintenance or repair on a structure, which has been designated by the Minister as having only insignificant adverse environmental effects (section 88 of the IAA and the *Designated Classes of Projects Order* (SOR/2019-323)), JCCBI carries out a rigorous analysis of the potential environmental impacts of its projects pursuant to sections 82 et seq. of the IAA. Such analysis takes into account all of the criteria set out in the IAA, including the potential adverse impacts of the project on the rights of Indigenous Peoples as affirmed by section 35 of the *Constitution Act, 1982*.



+ **Federal Sustainable Development Act (FSDA)**

JCCBI was added, at its request, to the schedule to the FSDA by the *Order amending the Schedule to the Federal Sustainable Development Act - SOR/2019-177*. This order came into force and JCCBI thereby became subject to the FSDA on December 1, 2020. Despite this effective date, in the fall of 2020, JCCBI chose to voluntarily contribute to the 2019 to 2022 FSDS and thus filed its first SDS for 2020 to 2023.

JCCBI has contributed to the development of certain chapters of the new 2022 to 2026 FSDS. The sustainable development goals of this new FSDS to which JCCBI can contribute were established and approved by the Board during fiscal year 2022-2023. Based on these goals, JCCBI developed its 2023 to 2027 SDS in the course of 2023-2024. Said SDS was tabled by HICC before both Houses of Parliament within the deadlines set out in the FSDA, and was subsequently published on the Corporation's website.

+ **Conflict of Interest Act (CIA) and Code of Conduct and Ethics for Directors**

Board members, including the Chief Executive Officer, are required to comply with the *Conflict of Interest Act*. An item is systematically added to the agenda of Board meetings for members to declare, at the beginning of the meeting, all types of conflicts of interest related to the items presented at the meeting, if any.

In December 2022, in accordance with the commitment made as part of the 2022 Special Examination Report from the Auditor General of Canada, the Board adopted a Code of Conduct and Ethics for Directors. Every year, all directors, including the Chief Executive Officer, must confirm their commitment to and compliance with said Code.

In addition to the CIA and the Code of Conduct and Ethics for Directors, the Chief Executive Officer is subject to the provisions of the Corporation's internal policy dealing with conflicts of interest (unless inconsistent with the CIA).

+ **Ethical Conduct/Public Servants Disclosure Protection Act (PSDPA)**

In addition to an internal conflict of interest and post-employment policy, JCCBI has a values and ethics code for all its employees, which must be read in conjunction with the Values and Ethics Code for the Public Sector, also applicable to JCCBI's employees.

By March 31 of every year, all employees must sign a declaration that they have complied with both the internal conflict of interest and post-employment policy and the values and ethics code during the 12 months preceding the date of signature.

JCCBI has developed and communicated to its employees an internal policy that provides mechanisms for employees to disclose information regarding wrongdoings and ensure that they are treated fairly and protected from reprisal when they do so in a manner consistent with said policy and the PSDPA. A toll-free telephone line and an online reporting service, operated by an independent firm, have been set up to allow an employee to disclose information about wrongdoing in a confidential, secure and anonymous manner.

JCCBI's suppliers are subject to the Corporation's Code of Conduct and Ethics for Suppliers that summarizes JCCBI's expectations of suppliers based on the principles of integrity, ethics and sustainable development to which JCCBI adheres. The Corporation's construction and professional services contracts contain tendering and contract integrity provisions, which are rooted in the Ineligibility and Suspension Policy of the Government of Canada's Integrity Regime, to ensure the probity of tenderers and contractors.



### + **Pay Equity Act (PEA)**

JCCBI complies with the requirements of the PEA in establishing a pay equity plan for its employees. A joint pay equity committee, comprising representatives of each employee group (unionized, non-unionized and management) and employer representatives, was set up and began the pay equity exercise.

The work carried out to date has led to the identification of the job class of positions occupied or that may be occupied by employees, the determination of those that are predominantly female and male and the determination of the value of the work performed in each of the predominantly female and male job classes.

The committee is continuing its work according to the steps set out in the PEA.

### + **Official Languages Act (OLA)**

JCCBI is subject to and operates in accordance with the OLA, the *Official Languages (Communications With and Services to the Public) Regulations*, and the Treasury Board of Canada's *Policy on Official Languages* (including its related directives).

In addition, the Corporation ensures that all its communications with and services to the public are either conducted or available in both official languages, including the services provided to the public by third parties on its behalf.

### + **Fighting Against Forced Labour and Child Labour in Supply Chains Act**

With the goal of contributing to the implementation of Canada's international commitment to contribute to the fight against forced labour and child labour, JCCBI will be filing its first report pursuant to the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* that came into force on January 1<sup>st</sup>, 2024, by May 31, 2024.

### + **Trade Agreements**

As part of the planning process for each contract, the Procurement Division, supported by the Legal Affairs Division, determines whether the contract is subject to the free trade agreements applicable to JCCBI as a parent Crown corporation, namely the *Canadian Free Trade Agreement* (CFTA) and the *Comprehensive Economic and Trade Agreement* (CETA). Where applicable, the Procurement Division ensures compliance with the applicable requirements of these agreements.


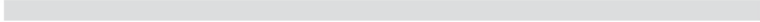
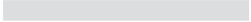

### + **Guideline on Travel, Hospitality, Conference and Event Expenditures**

The Corporation has amended its policies and practices related to travel, hospitality, conferences and events expenditures to align with the applicable Treasury Board of Canada policies and instruments, in accordance with Instruction P.C. 2015-1112 received under section 89 of the FAA.

### + **Other Legislative Requirements**

JCCBI ensures that its activities are carried out in compliance with the applicable Treasury Board policies and instruments and other applicable laws and regulations, including the following acts and regulations:

- *Canada Business Corporations Act*;
- *Crown Corporation General Regulations, 1995*;
- *Crown Corporation Corporate Plan, Budget and Summaries Regulations*;
- *Migratory Birds Convention Act, 1994*;
- *Migratory Birds Regulations*;

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- *Fisheries Act;*
  - *Canadian Environmental Protection Act, 1999;*
  - *Canadian Navigable Waters Act;*
  - *Canada Labour Code;*
  - *Employment Equity Act;*
  - *Payments in Lieu of Taxes Act;*
  - *Accessible Canada Act and Accessible Canada Regulations.*





## APPENDIX 6 – GOVERNMENT PRIORITIES AND DIRECTIONS

### TRANSPARENCY AND OPEN GOVERNMENT

Transparency is one of the values that JCCBI has adopted in fulfilling its mandate. Open communication with the media, users, partners and the general public is essential for JCCBI to achieve its objectives and its vision.

As mentioned in Section 3.1 of this Corporate Plan Summary, JCCBI has established a corporate process to structure its consultation and information activities with various audiences, particularly its partners, the stakeholders and the general public. As part of its projects and based on the type of work and the sector concerned, the Corporation deploys various means to ensure transparent communication and constructive exchanges with all publics.

JCCBI also proactively discloses, on its website, numerous reports and studies on the structures for which it is responsible and on its projects, which are of interest to users, partners and stakeholders.

Furthermore, JCCBI publishes on its website its quarterly financial reports, the summary of its Corporate Plan and the annual report on its activities, including its annual audited financial statements and the report of the Auditor General of Canada (once tabled in Parliament). The Auditor General's report on the special examination of the Corporation conducted in 2020 and 2021 was published in June 2022. JCCBI's 2023 to 2027 Sustainable Development Strategy is also published on its website in the *Sustainable Development* section.

On a monthly basis, a summary of the access to information requests completed in the previous month is also published. Appendix 5 *Compliance with Legislative and Policy Requirements* of this Corporate Plan Summary outlines the other disclosures made by JCCBI pursuant to the ATIA.

Every year, JCCBI holds a public meeting as required by the FAA and posts the presentations on its website. The last public meeting was held on November 21, 2023.


### GENDER-BASED ANALYSIS (GBA) PLUS

JCCBI aims to integrate equality, diversity and inclusion considerations into its initiatives, where applicable, and while taking into account its mission and the nature of its activities.

As at September 30, 2023, JCCBI's multidisciplinary team consisted of 178 people from various disciplines and trades. Within the Corporation, at the same date, 53.0% of employees were women and 47.0% were men. Employees under 30 years of age represented 3.0%, those between 30 and 50 years of age represented 59.0% and those over 50 years of age represented 38.0%. JCCBI is committed to being a model of inclusion and diversity. For example, 25.0% of team members identify themselves as members of a visible minority. 79.0% of employees are bilingual.

Equity, diversity, health and wellness are essential both to the success of the organization and to the physical and psychological health of staff members, and are a priority underlying the Corporation's activities. The Human Resources Division reiterates this priority in Section 3, "Terms of Reference", of its professional services contracts.

JCCBI's collaboration with the Mohawk First Nation of Kahnawà:ke on the work and other projects at the Honoré Mercier Bridge, as described in this Corporate Plan Summary, is an example of JCCBI's initiative to support the GBA Plus.



Several initiatives have been undertaken by JCCBI to integrate equality, diversity and inclusion into internal processes. A guide to good recruitment practices for recruiting without discrimination was developed and communicated to the organization's managers. Aimed at educating and raising awareness among those responsible for hiring, the guide was developed following training on how to conduct attractive selection interviews. In line with this orientation, the titles of the various positions within the Corporation are worded in such a way as not to discriminate on the basis of gender, and particular attention is paid to epicene writing in documents issued by the Human Resources Division.

## **DIVERSITY AND EMPLOYMENT EQUITY**

The Corporation is in line with the Government of Canada's commitment to promote diversity and employment equity, notably through the initiatives taken by the Workplace Equity, Diversity and Wellness Committee (WEDWC). The Committee's visibility and the participation of its ambassador-members support the process in compliance with the *Employment Equity Act*. Committee members play an important role in the sharing of information and values, as well as in representation and two-way communication to staff, thereby generating everyone's interest. The WEDWC's mission and the Corporation's values were highlighted at a major corporate event to mark the in-house launch of the Employer Brand, reinforcing these values and positioning.

Various training workshops on unconscious biases and inclusive leadership in the workplace were given during the fall of 2023. The workshops provided an opportunity to learn how to recognize and manage unconscious biases in the workplace, and to understand the importance of inclusive leadership in the work environment, regardless of the position held, as well as its benefits for productivity and motivation. Such initiatives are in addition to past and future initiatives aimed at providing tools and raising awareness of diversity among all members of the organization.

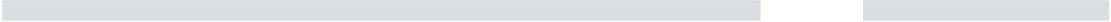

Discussion meetings with volunteer staff members, in the form of appreciative inquiries, were organized during the fall of 2023. This approach, whose basis emphasizes the positive, made it possible to identify the resources and strengths of the labour environment and to obtain direct feedback from the volunteer-participants in terms of equity, diversity and inclusion. The WEDWC ensures that initiatives to promote equity, diversity and inclusion are tailored to the feedback received, and to the results of the organizational survey on health and wellness in the workplace conducted in May 2023.

Capsules on employee experiences are also published internally to build knowledge and highlight the richness of diversity within the organization. Diversity-themed gatherings are also being organized to celebrate this richness.

## **INDIGENOUS MATTERS**

Since the transfer of responsibility for the federal section of the Honoré Mercier Bridge to JCCBI in 1998, JCCBI has maintained a close relationship with the MCK. This long-standing relationship is adapting to changes in governance at MCK and the evolving socio-political context in relation to First Nations.

JCCBI is therefore working with the MCK in planning the work on the federal section of the bridge and the development projects on the lands bordering the Mohawk territory. In order to ensure social acceptability and alignment of the development vision with the needs, JCCBI benefits from the support of the MCK in obtaining the pulse of the community and thus make any required adjustments to its planning. The introduction of a new active transportation link was studied but, in conjunction with the MCK, it was agreed that further studies would be postponed to a later date, to allow the focus to be placed on the pathway project.



The development of such a pathway at the south approach to the Honoré Mercier Bridge is a project that is currently under study. In addition, its usual collaboration with the MCK when planning new projects, JCCBI, in collaboration with a firm from Kahnawà:ke, carried out consultations during the winter of 2023 to more clearly define the population's expectations. A survey of 430 participants was conducted, in addition to individual interviews and focus groups. This process has helped identify the preferences and challenges of such a project within the community. Since fall of 2023, a working group made up of residents, MCK representatives and experts is studying various development scenarios. Between now and 2024, the community will be consulted again to select a scenario to be developed. The design of the new facilities and the construction work will be carried out thereafter. This collaborative approach will enable JCCBI to secure the community's commitment to an inclusive project that meets the needs of the population.

JCCBI also pursued its collaborative work with the MCK through the renewal of an initiative undertaken in 2017, which involved launching an art competition with the Mohawk community and reproducing the selected artworks on banners installed on the federal section of the Honoré Mercier Bridge. Thus, in 2023, the Kahnawà:ke Language and Cultural Center identified 11 Indigenous artists, each of whom created an artwork reflecting the Mohawk culture, on a theme of his or her choice. The banners were installed in July 2023, in time for the annual Pow Wow organized by the community, and were on display until early November 2023. This initiative sparked creativity within the community and provided significant exposure for the Mohawk First Nation.

The formal Indigenous consultation process, which arises from the Crown's legal duty to consult under common law, is undertaken by JCCBI for its specific activities or projects when certain conditions are met. The Legal Affairs Division ensures that these consultations are undertaken when required and in accordance with JCCBI's internal guidelines and the applicable federal guidelines.

In 2013, JCCBI conducted a consultation with the Mohawk First Nation of Kahnawà:ke in connection with the construction of the Île des Sœurs Bypass Bridge. This consultation, which also covered the deconstruction of the bridge, is continuing, considering the start of the deconstruction work in the fall 2023. JCCBI participated, between 2017 and 2019, in an Indigenous consultation undertaken by several federal stakeholders in connection with the *REM* project. Indigenous concerns were addressed to their satisfaction during these consultations. From 2019, an Indigenous consultation was also initiated as part of the original Champlain Bridge deconstruction project.

In addition, an Indigenous consultation process began in 2023 for work to stabilize the riverbank on a section of the Bonaventure Expressway, which will involve interventions in the St. Lawrence River. The process is underway with the support of the federal stakeholders concerned.

JCCBI also assesses the adverse impacts that a project may have on the rights of Indigenous Peoples in the context of projects environmental impact analyses carried out under the IAA (s. 82 et seq.), with a view to identifying and implementing, where required, consultations and appropriate mitigation measures.

## **SUSTAINABLE DEVELOPMENT AND GOVERNMENT'S GREENING OPERATIONS**

JCCBI recognizes the importance of an approach based on sustainable development in the management of both the assets and its operations. As such, in 2015, JCCBI deployed its first corporate sustainable development strategy with the objective of making JCCBI a leader in the responsible and sustainable management of the assets under its management. This strategy was renewed in 2020. Over the years, JCCBI has integrated the concept of sustainable development into its activities and has gradually positioned itself among the public leaders in this field. JCCBI's current sustainable development approach remains broad and is now integrated into both governance and operations.

In line with the Greening Government Strategy aimed at greening government operations, JCCBI participates in the efforts through its 2023 to 2027 Sustainable Development Strategy, which was tabled in November 2023.





## SAFE WORK ENVIRONMENTS

In line with the *Work Place Harassment and Violence Prevention Regulations*, the Corporation, in collaboration with the local OHS committees, has carried out an harassment and violence risk assessment. An action plan was approved in the spring of 2023 and preventive measures aimed at reducing the incidence of these risks have been deployed, including a poster awareness campaign and an update of the civility code and its publication to all staff through various means of communication. The online training course on workplace harassment and violence prevention was also revised and all staff members were required to view it in the fall of 2023 in order to update their knowledge on harassment and violence in the workplace and the mechanisms in place within JCCBI to deal with and respond to such situations.

Following the May 2023 organizational survey on health and wellness in the workplace, a 2023-2025 action plan was developed by the WEDWC and the deployment of the identified actions is underway.

The Corporation is in the process of implementing the OHS action plan, which was developed following the OHS maturity internal audit carried out in 2022-2023. The actions aim at providing managers more tools to ensure they assume their OHS leadership roles, as well as increasing their presence on site to demonstrate their commitment to all employees. This approach is always in line with JCCBI's commitment to achieve its "Zero Injury by Choice" goal.

## ACCESSIBILITY

The measures taken by JCCBI to date to promote accessibility and inclusion for its staff, stakeholders and the public are described in the *Gender-Based Analysis Plus (GBA) Plus* and *Diversity and Employment Equity* sections of this Appendix.

On December 21, 2022, JCCBI published its accessibility plan in accordance with the requirements of the *Accessible Canada Act* and the *Accessible Canada Regulations*. JCCBI published its first progress report on the implementation of the accessibility plan in December 2023.





## APPENDIX 7 – LIST OF ABBREVIATIONS

AMMP	ASSET MAINTENANCE MASTER PLAN
ATIA	ACCESS TO INFORMATION ACT
BOARD	JCCBI'S BOARD OF DIRECTORS
COSO	COMMITTEE OF SPONSORING ORGANIZATIONS OF THE TREADWAY COMMISSION
CSN	CONFÉDÉRATION DES SYNDICATS NATIONAUX
DPP	DETAILED PRELIMINARY PROJECT
ECCC	ENVIRONMENT AND CLIMATE CHANGE CANADA
EMS	ENVIRONMENT MANAGEMENT SYSTEM
EPP	EMPLOYEE PERFORMANCE PLAN
ESD	ENVIRONMENT AND SUSTAINABLE DEVELOPMENT
FAA	FINANCIAL ADMINISTRATION ACT
FCSAP	FEDERAL CONTAMINATED SITES ACTION PLAN
FSDA	FEDERAL SUSTAINABLE DEVELOPMENT ACT
FSDS	FEDERAL SUSTAINABLE DEVELOPMENT STRATEGY
GHG	GREENHOUSE GAS
HICC	HOUSING, INFRASTRUCTURE AND COMMUNITIES CANADA
IR	INFORMATION RESOURCES
IT	INFORMATION TECHNOLOGIES
ITS	INTELLIGENT TRANSPORTATION SYSTEM
ITSIP	IT SECURITY IMPROVEMENT PROGRAM
JCCBI	THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED
MCK	MOHAWK COUNCIL OF KAHNAWÀ:KE
MMC	MONTREAL METROPOLITAN COMMUNITY
MTMD	MINISTÈRE DES TRANSPORTS ET DE LA MOBILITÉ DURABLE
OHS	OCCUPATIONAL HEALTH AND SAFETY
PA	PROJECT AGREEMENT RELATING TO THE SDCBC PROJECT
PP	PRIVATE PARTNER (IN THE CONTEXT OF THE SDCBC PROJECT)
REM	RÉSEAU EXPRESS MÉTROPOLITAIN
SDC	SAMUEL DE CHAMPLAIN
SDCBC	SAMUEL DE CHAMPLAIN BRIDGE CORRIDOR
SDS	SUSTAINABLE DEVELOPMENT STRATEGY
SLS	ST. LAWRENCE SEAWAY
SLSA	ST. LAWRENCE SEAWAY AUTHORITY
SPP	SUMMARY PRELIMINARY PROJECT
SQ	SÛRETÉ DU QUÉBEC
SSLG	SIGNATURE ON THE SAINT-LAURENT GROUP
WFP	WORKFORCE PLAN



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