



Ponts
JACQUES CARTIER +
CHAMPLAIN
Bridges
Canada



Corporate Plan Summary

2023-24
2027-28



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1. SUMMARY

The Jacques Cartier and Champlain Bridges Incorporated (“JCCBI” or the “Corporation”) is a 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.

A few figures

82
million
crossings/year

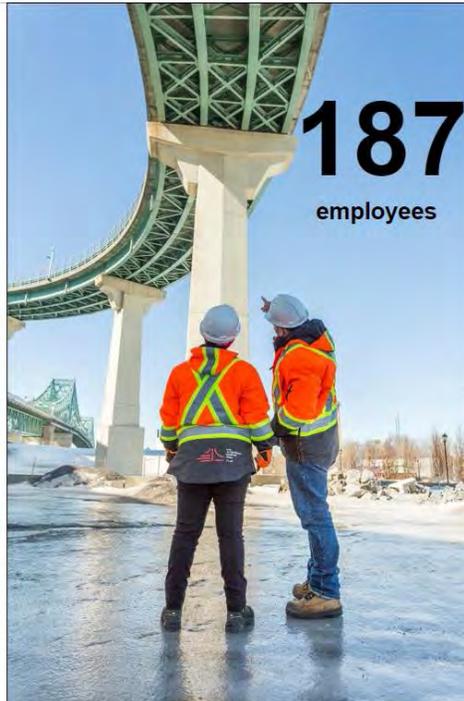
31.4 km
of elevated lanes

and

30.9 km
of non-elevated lanes

560 000
Pedestrian and cyclist
crossings (JCB)

6.4 km
Of bike path



187
employees

55
engineers

4
key infrastructures

\$165M
invested annually

Furthermore, at the request of Infrastructure Canada (INFC), 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.

The infrastructures managed by JCCBI are between 50 and 92 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, 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 an investment plan for a period of 15 years. 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 forth 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 ongoing rehabilitation as well as the following major projects:

- + In order to extend the service life of the Jacques Cartier Bridge until its 150th anniversary, major work is required on the steel, the piers and the Île Sainte-Hélène Pavilion (the Pavilion). A seismic study will also confirm the investments required to address the important issue of the Bridges seismic performance. 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. To date, work on site is progressing according to schedule and within 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 work to maintain the assets is planned, pending its reconstruction. With this in mind, 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 future *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 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 designed to extend the service life of the Estacade, in order to maintain the important link it provides 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 125th 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 maintenance 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:

- + 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;and



- 
- + The close coordination to be achieved with partners, notably for the completion of the Samuel De Champlain Bridge Corridor (SDCBC) project and the work for the construction of the REM, all of which have guided the drafting of the Corporate Plan.

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

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.

In addition, in order to achieve its objectives in 2020, the Corporation adopted a strategic plan, *Destination 2024*, consisting of five key elements focused on team, mobility, performance, risk management and innovation. Ultimately, this strategic plan will enable the Corporation to position itself as a leader in major infrastructure management and as an Employer of Choice.

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 mobility and safety of users. Finally, risk analysis at a corporate level, asset level (for each structure) and 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. JCCBI submitted a detailed action plan on January 20, 2023, to the Standing Committee on Public Accounts following the ten recommendations identified in the report. Each of them was led by one or more specific actions and at the date of the letter, nearly 30% of the actions had already been completed. As at March 31, 2023, more than 80% of the actions have been deployed and the complete implementation is planned for November 2023.

The end of the deconstruction project of the original Champlain Bridge as a whole (including all lots), scheduled for 2025, is a pivotal moment for improving 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 redevelopment project until 2031-2032. This funding will allow to ensure mobility, safety, and sustainability of 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:

1. JCCBI is currently exploring the funding options for the various business cases (not included in this financial planning) presented by JCCBI.

The financial planning for the period 2023-2024 to 2027-2028 (hereinafter "the period 2023-2028") is presented in Section 5.



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2. The expansion of the Corporation's portfolio would permit the organization 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.

As a conclusion, the Corporate Plan describes the work planned and the available funding on a ten-year horizon.

The list of abbreviations contained in this document can be found in Appendix 8.

Note to readers: The English version of this Corporate Plan Summary includes some untranslated tables from the French version.



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 original Champlain Bridge, the Jacques Cartier Bridge, the Île des Sœurs Bypass Bridge, 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 elements focused on team, 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

OUR DESTINATION

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



Destination **2024** Strategic Plan

Section 4 of this 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.



2.2 STRUCTURES AND ACTIVITIES

2.2.1 *Brief Description of the Structures*

Jacques Cartier Bridge

The Jacques Cartier Bridge is a five-lane bridge that connects Montreal to Longueuil. It passes over the SLS and provides access to Île Sainte-Hélène and Parc Jean-Drapeau.

An emblematic structure, the Jacques Cartier Bridge has been an icon and a true signature for Montrealers since its opening in 1930. Between 1958 and 1959, work to raise the bridge and rebuild the south approach was necessary because of the construction of the SLS.

This strategic and essential link provides five traffic lanes that can be modulated as required. It provides a unique cycling and pedestrian active mobility link between the two shores and is open all year round, weather permitting.

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. Its deconstruction began in June 2020 and is currently underway.

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. It is scheduled for deconstruction in 2023-2024 and 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. This new road would be the main access route to the Expo 67 site but was also designed with a view to later being linked to the Port of Montreal, a major player in the area since the early 20th century.

Inaugurated on April 21, 1967, the Road would become the Bonaventure Expressway, which today links the SDC Bridge, Highway 15, the Port of Montreal 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 at the same time as the Honoré Mercier Bridge. 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 both an emergency and a bike link between Île des Sœurs and the Seaway dike and its cycling path. It is also used by the JCCBI contractor during the deconstruction of the original Champlain Bridge as well as by the Private Partner (PP) for the maintenance of the SDC Bridge.



The map below shows the 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 Planning and Expertise, Research and Applications divisions plan and manage 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 Planning and Projects teams and ensures the protection and enhancement of the territory as well as the implementation of the sustainable development strategy (SDS).

These groups are supported by a project and continuous improvement support team and an occupational health and safety (OHS) team. The Champlain Project Office is responsible for the delivery of the original Champlain Bridge deconstruction project and provides support to INFC for the SCBCP project.

The Operations and Maintenance division is responsible for the structures' regular maintenance 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 as 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 INFC 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.

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 expenditures are funded by parliamentary appropriations based on authorized funding over a five-year cycle. The Corporate Plan has been developed in accordance with the authorized funding for the 2023-2028 cycle funding, which highlights JCCBI's financial requirements to carry out the planned 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 completion of the redevelopment project for the Bonaventure Expressway 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 financial evaluation of projects, which is based on sensitivity analyses, 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 [2021-2022 Annual Report](#) is published on JCCBI's website.





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 92 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 – Several JCCBI projects carry a high impact on public space and mobility. In order to ensure that these projects progress according to schedule and to proactively manage reputational risk, JCCBI has adopted a participatory approach to structure consultation and information activities with various audiences. The approach essentially targets three groups: partners (municipalities, government departments and other institutional partners), stakeholders (associations, interest groups, etc.), and the general public. Depending on the project, the type of work and the sector, the Corporation deploys various means to ensure transparent communication and constructive exchanges with these audiences.

For its 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. 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, the *ministère des Transports du Québec* (MTQ), as well as private partners such as Signature on the Saint Lawrence Group (SSLG).

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 public to ensure the social acceptability of its projects. 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 (MTQ).

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 and health and safety in the workplace are important.

The phasing in of the *Regulation respecting Traceability of Excavated Contaminated Soil* (Quebec), which began on November 1, 2021, will likely have an impact on JCCBI's construction contracts involving contaminated soil management. Always sensitive to the environmental impacts of its work, and even before this regulation came into effect, JCCBI required the traceability of the contaminated soil excavated in the course of its major projects, including the original Champlain Bridge deconstruction project.

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 2022-2026 FSDS addresses all the United Nations Sustainable Development Goals (SDGs), thus encompassing the three dimensions of sustainable development (society, economy and environment) and adopts a more coercive approach, making the contribution to three sustainable development goals mandatory.

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 five 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;
- + Safety at the service level, which encompasses health and safety;
- + 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, it integrates environmental issues as well as consultations with stakeholders 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. Two corporate risks were identified and prioritized, namely "*Stakeholder Relations*" (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 the environment protection, sustainable development and relations with partners and stakeholders. A committee meets periodically and monitors the achievement of the goals set out in JCCBI's SDS. For 2023-2027, this strategy will include a multi-annual action plan contributing to six goals of the 2022-2026 FSDS:



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 in stakeholder relations.
- + 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.

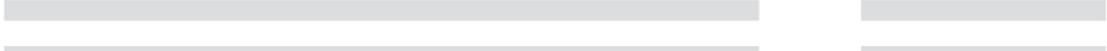
2. Environmental Responsibility:

- + 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 FCSAP administered by Environment and Climate Change Canada (ECCC). As to contaminated sites, JCCBI manages a public-private partnership in the Bonaventure West Sector in collaboration with the *ministère de l'Environnement et de la Lutte contre les changements climatiques* of Quebec and also works with partners and other 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 also 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;
- Developing a climate change resilience plan for infrastructures;
- 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 for which it is responsible using the principles of the *Envision* standard. To this end, the Corporation integrates the concepts of sustainable development as well as 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 a 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 research and development projects;
- Implementing mitigation measures for the potential impacts of climate change;
- Improving its mobility services offering through an integrated approach to the development of active transportation.

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.

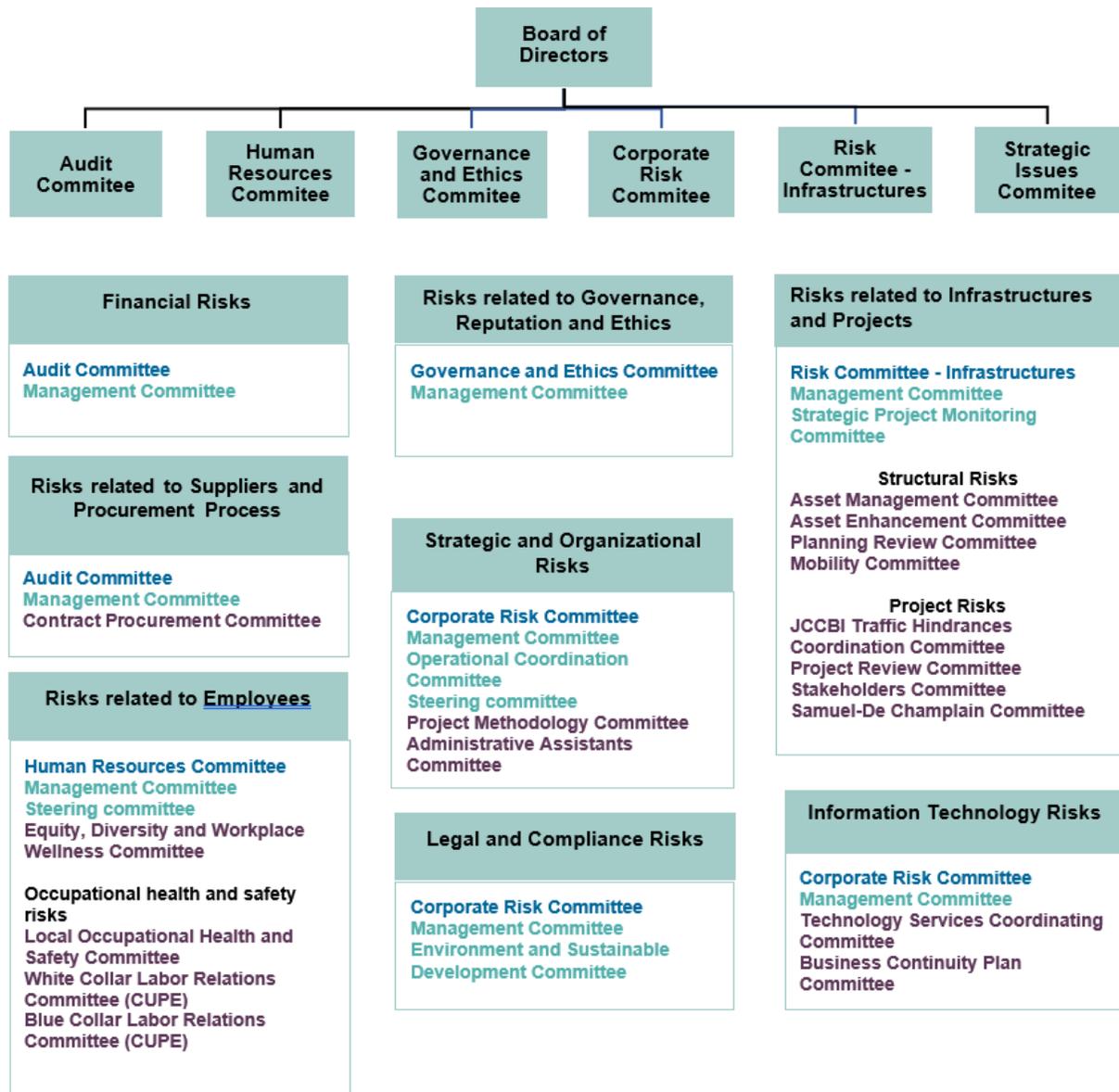
+ Main Actions:

- 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.



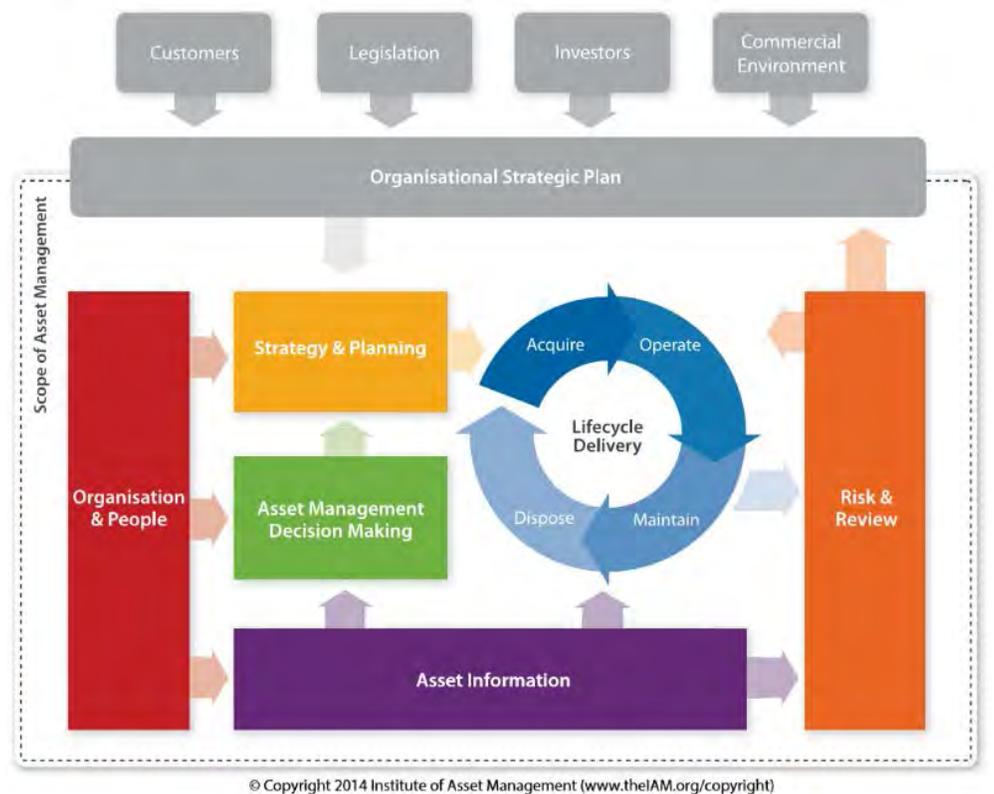
3.1.2 Internal Environment

JCCBI's Internal Management Structure



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

Asset Management – 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 both 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, which corresponds to “under development”. Following this second maturity assessment, the Corporation is in the process of developing a strategic asset management plan and an action plan to proactively pursue its asset management development.



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 to 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.

Integrated Risk Management – In 2018-2019, JCCBI undertook a process for implementing a corporate risk management framework as provided of the strategic action plan since 2017-2018. The objective of this process was to enable JCCBI to identify the key corporate risks and establish mitigation measures to address the high-risk areas.

JCCBI has developed its risk profile according to the integrated risk management methodology based on the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) *Enterprise Risk Management - Integrated Framework*. This framework provides JCCBI with an overview of its key risks and a common understanding of its operating environment.

The main risk management actions include the following:

- + Implementation 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;
- + Employee training.

The process to determine JCCBI's risk appetite and risk tolerance through a participatory approach has been underway since the end of the first quarter of 2022-2023. As a result, multidisciplinary teams were formed to define the statements for each category of corporate risk. These statements have then been submitted and approved by the Corporation's Board of Directors (the Board) at the end of 2022-2023.

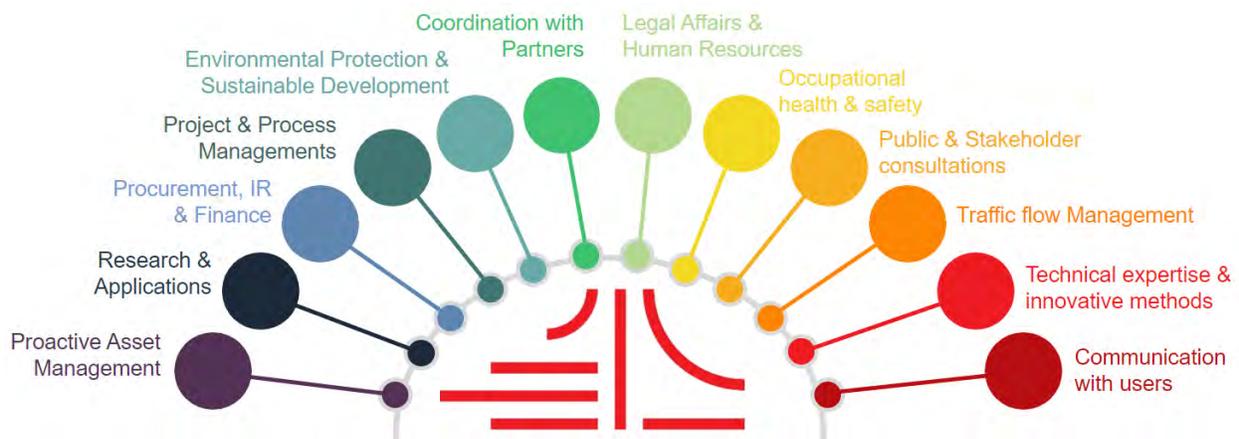
It is therefore an ongoing, dynamic and evolving process that has become part of the Corporation's culture and contributes effectively to the achievement of its strategic objectives.

The approach is described in Appendix 4.

Human Resources – The increase in the employee turnover rate is affecting all businesses in Quebec more than ever. 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 ensure the safety and longevity of the ageing infrastructures.

Scheduled for 2025, the end of the entire deconstruction project of the original Champlain Bridge (all lots included), is a pivotal moment, conducive to 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, JCCBI'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 the skilled workforce and fill the key positions left vacant, it is important for JCCBI to continue to stimulate the development and engagement of employees in an innovative, healthy and collaborative environment, in line with its *Destination 2024* Strategic Plan. Always in action, JCCBI aims to:

- + Developing a dynamic workforce plan (WFP) to identify the key skills and aspirations of employees, thereby supporting their professional development, and implementing a succession plan to ensure that key positions are filled in the event of a departure;
- + Supporting the teams in the implementation of improvement activities/initiatives for a partnership approach;
- + Developing an action plan to promote JCCBI's distinctive elements, promote them and distinguish JCCBI as an Employer of Choice;
- + Supporting the management team in initiatives to increase the level of employee engagement;
- + Establishing and deploying, in collaboration with the internal committees, corporate action plans for the following departmental priorities:
 - o Workplace Health and Wellness Policy;
 - o Prevention of harassment and violence in the workplace;
 - o Building a diverse public service (multiculturalism);
- + 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, and are affiliated with the Public Service Pension Plan (the Plan).

During 2022-2023, the Corporation completed the second qualitative phase of its workforce needs review to target the most promising areas and adapt skills to future needs and responsibilities. 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.

To this end, JCCBI was mandated to assess the condition of the Quebec Bridge and, together with INFC, is assessing its involvement in the management of the agreement relating to the SDCBC project (PA).

In the second half of 2022-2023, JCCBI has worked and the launched the first phase of its Employer Brand, based on distinctive elements that reflect the employee experience within the organization.

Teamwork, central to its success, is part of JCCBI's identity, as is thoroughness and expertise in the structures.





Information Resources (IR) – The IR division is responsible for three prioritized corporate risks.

The “*Technology 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 2022-2023, 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 “*Security Information Systems*” 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 consists in ensuring the proper functioning of the systems in order to contribute to business continuity. The performance indicator entitled “*Business Continuity Maturity*” is monitored on an annual basis.

As mentioned above, the IR division has started drafting 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.

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

The FAA also requires JCCBI to have a special examination of its activities conducted every 10 years. A special examination led by the Auditor General of Canada was launched in August 2020 and ran until the fourth quarter of 2021-2022.

The special examination report was tabled and presented to the Board in April 2022, and to both the Minister of Intergovernmental Affairs, Infrastructure and Communities and the President of the Treasury Board in May 2022. The recommendations focus on four major themes, notably governance, performance indicators, risk appetite and tolerance, and lessons learned in project management. They have all been favorably received by JCCBI.

A detailed action plan was tabled on January 20, 2023, to the Standing Committee on Public Accounts following the ten recommendations identified in the report. Each of them was led by one or more specific actions and at the date of the letter, nearly 30% of the actions had already been completed. As of March 31, 2023, more than 80% of the actions have been implemented and monitoring of current and future actions will be performed until the end of the detailed action plan implementation scheduled for November 2023.

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.





All 22 mandates identified in the 2016-2021 five-year internal audit plan have been carried out and over 93% of the resulting actions have been completed. The last audit, conducted on the health check of the original Champlain Bridge deconstruction project, was completed with a perfect score, without any recommendations.

In 2022-2023, JCCBI decided to audit the OHS maturity assessment. A new five-year internal audit plan for the period 2023-2028 will be developed and submitted to JCCBI's Audit Committee for recommendation to the Board during the course of 2023-2024.





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 infrastructures' age and 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 exposed for years to 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 a management and inspection plan. Inspections, load-bearing capacity studies and instrumentation are the main sources of information that enable JCCBI to manage the risks associated with the safety of the structures, prioritize interventions and prepare an investment plan for a fifteen-year period. The work is determined from a longer-term perspective, aimed at ensuring the longevity of the structures and extending their useful life according to the vision stated by JCCBI for each of them.

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. 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, notably the REM and Louis-Hippolyte La Fontaine Tunnel projects.

In addition, due to the demographic curve, the market anticipates the retirement of approximately 22% of the non-residential construction workforce by 2029 (reference: BuildForce Canada – Highlights 2020-2029). The market should regain a certain balance in the medium term.

JCCBI is also impacted by the significant increase in the price of essential materials and the cost of skilled labour. JCCBI is also experiencing pressures and shortages in supply chains that are making it more difficult to obtain the materials needed to maintain its structures.

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 the Queen in Right of Canada (represented by INFC), 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 and continues the development of an OHS management program. This program 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. 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 pays" policy, which is a strategic decision for the government to make. Its funding is mainly provided through parliamentary appropriations. JCCBI has received funding until 2022-2023, thus mitigating the risks associated with the degradation of the bridges and structures. 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 2018-2019 to 2022-2023 and the FCSAP funding, the need for long-term funding over a 15-year period, started in 2016-2017, is imperative.

JCCBI has been subject to the FSDA since 2020 and, as such, contributes to the FSDS to help the government achieve its objectives. Its sustainable development issues are thus aligned with the government's orientations.

The Corporation is working with INFC to identify its financial requirements over the short and long term. JCCBI has received significant investment for short-term specific needs related to assets or operating requirements, but upcoming major projects are not currently funded, such as the Estacade asset maintenance program, as well as the seismic component and the widening of the Honoré Mercier and Jacques Cartier Bridges bike paths. These projects are currently under evaluation. Long-term funding needs are identified in the 10-year planning of the Corporate Plan (Appendix 3).



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 five orientations of the *Destination 2024* Strategic Plan, which are listed below, demonstrate JCCBI's will stand out by focusing its actions on team development and engagement, user mobility, organizational performance, integrated risk management and innovation. This strategic plan will enable the Corporation to position itself as a leader in major infrastructure management and as an Employer of Choice.



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 carry 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

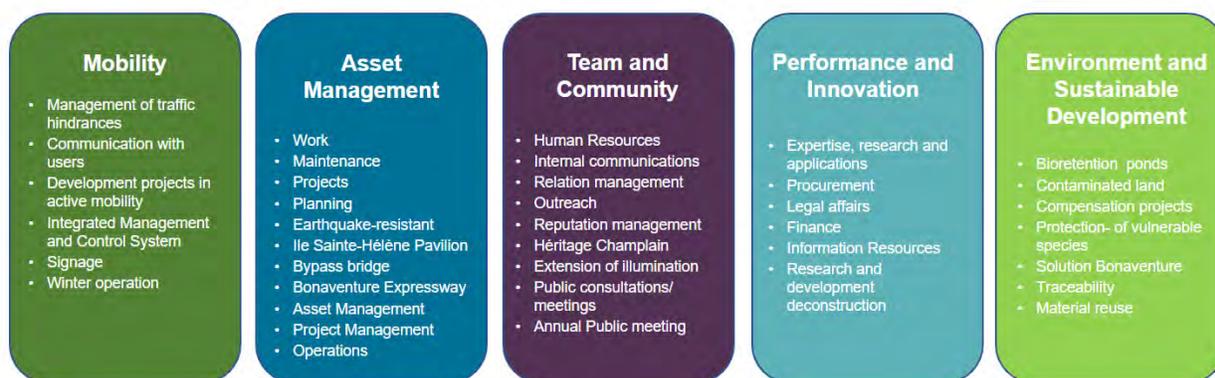
4.2.1 Activities related to Strategic Planning

As part of the *Destination 2024* Strategic Plan implementation process, which began in the fall of 2019, JCCBI is entering the fourth year of carrying out its action plan. This plan continues to mobilize all employees to ensure their understanding, commitment 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 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 of this Corporate Plan Summary illustrates the key performance indicators developed to measure the success of *Destination 2024*.

4.2.2 Activities related to the Structures

Strategy and Axes of Intervention



Mobility

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.

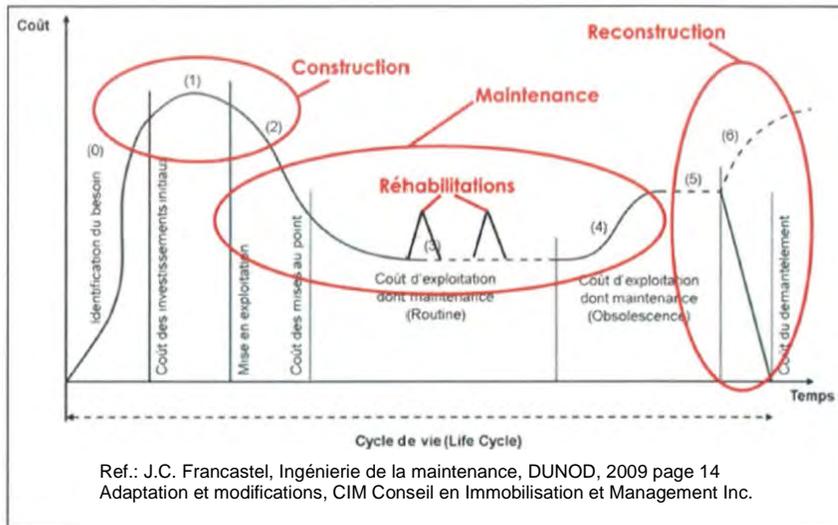
Through the realization of its active mobility business case, JCCBI aims to achieve the following operational objectives:

- + 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.).

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.

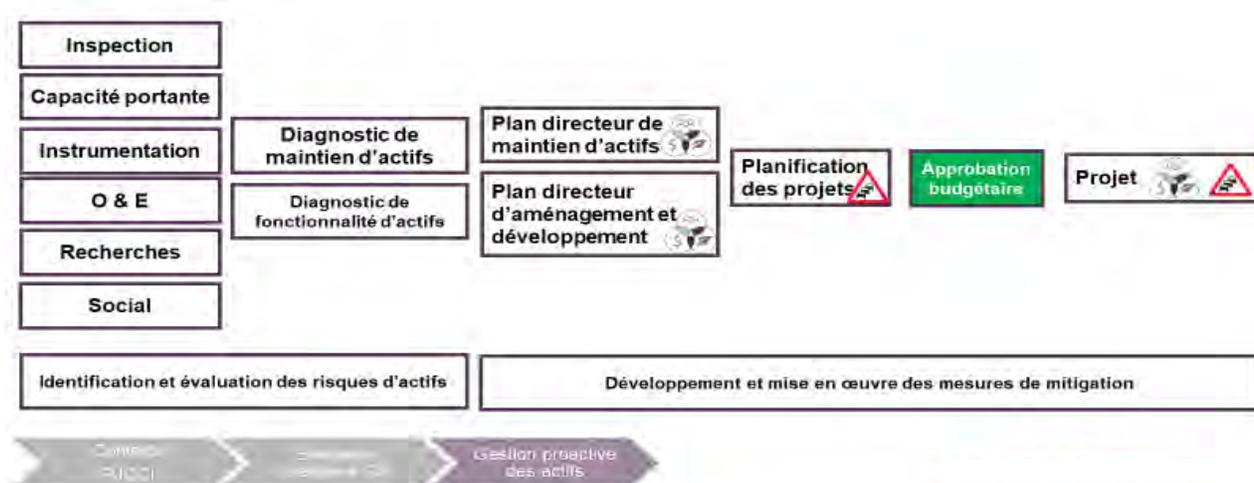
The figure below illustrates the different stages in the life cycle of an infrastructure.



JCCBI is continuing its efforts to formalize the integrated risk management program that has been put in place to identify, assess and manage all its risks through a consistent and systematic approach.

Accurate and quality information is essential for asset management decision-making. JCCBI devotes significant effort to collecting and maintaining accurate data on the assets it manages. JCCBI generates and manages a considerable amount of information in various formats, crucial to JCCBI for fulfilling its mission and role as manager of major infrastructures. Such data are a vital part of the organization. By flowing between people, systems, databases, processes and divisions, the data enable the organization to be more intelligent and efficient. In line with JCCBI's corporate objective, 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.

The figure below illustrates JCCBI's asset management planning process.



Asset diagnoses establish an assessment of the functionality and condition of the various components; they identify the causes and mechanisms of deterioration and estimate the residual service life thereof. In so doing, diagnoses also identify the asset risks.

The master plans are the logical continuation of the diagnoses and provide a framework for planning and development visions (master planning and development plans) as well as the development of intervention scenarios through the analysis of intervention priorities, service lives and costs under short-, medium- and long-term asset maintenance scenarios (asset maintenance master plans (AMMP)).

JCCBI develops life cycle cost analyses for its infrastructures on an ongoing basis. Said analyses are subsequently used as a tool to support investment decisions. JCCBI's investment planning also takes into account the design life of the various structures and of their components. The table below illustrates the service lives considered for some of these components.

| 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 | 30 |
| Electrical systems | 25 |
| Signage | 30 |
| Building | 40 |

Most of the work is therefore planned according to the design life of the components, using the table above as reference. However, many components of the structures managed by JCCBI are now well beyond their design life, which significantly increases the scope of the required rehabilitation work. In addition, some



components may have a shortened service life when an underlying or dependent component is beyond its own service life. For example, pavement resurfacing is more frequently required when the foundation is at the end of its useful life.

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 under evaluation or in progress;
- + Participating and collaborating with working groups to share innovative practices in applied research, notably in civil engineering.

Héritage Champlain

Following the deconstruction of the original Champlain Bridge, seven hectares of land will be freed up and redeveloped for the benefit of citizens.

The following areas will be developed:

- + The shoreline on the Montreal side of 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.

The West Sector encompasses the lands between Gaétan-Laberge Boulevard and the river, at the approach to the Bonaventure Expressway. In this area, analyses revealed the presence of ammonia nitrogen, polycyclic hydrocarbons (PAHs) and dissolved metals in the groundwater.

The East Sector represents the section of the Bonaventure Expressway located between the Clément Bridge and the Victoria Bridge. Analyses carried out on these lands revealed the presence of a free phase of petroleum hydrocarbons (diesel) contaminated with polychlorinated biphenyls (PCBs), which float above the groundwater.

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.



Asset Maintenance Programs

4.2.2.1 Jacques Cartier Bridge

Vision

- + Keep the bridge safe and operational until its 150th anniversary (i.e., 2080) by constantly integrating it into its urban environment, promoting alternative transportation, and maintaining traffic flow.

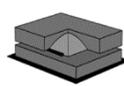
Description of Specific Programs and Strategies

- + Seismic (Project “under evaluation”)



The Jacques Cartier Bridge is located in a seismic zone. At the time of its construction, it was not designed to withstand the loads generated by a seismic event, since no such standards existed. This program, which is currently under evaluation, 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 condition and capacity of the steel components were significantly improved under a major maintenance program for the steel structure that started in 2013 and will end in 2030. However, some damage can still be observed and their expected progression varies according to its location on the structure. For example, the components located close to traffic lanes experience more rapid degradation. The steel programs include the replacement of the bearings so as to optimize complex site mobilizations.

The paint provides the steel components with a protective barrier. Since the commissioning of the bridge in 1930, only one cycle of complete paint replacement was carried out from 1989 to 2006. The durability of the painting system now allows it to be maintained through paint touch-ups during steelwork. Since 1989, the paint was totally replaced only in areas most heavily exposed to de-icing salt.

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. The touch-up approach makes it possible to delay the complete replacement of the coating, which is a costly and time-consuming operation because of site mobilization and has a greater environmental impact than the touch-ups. This strategy makes it possible to maintain good control over the structure degradation level at all times.

- + Concrete Piers



A first round of concrete cladding was carried out for most of the piers. This work 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 (this project is “under evaluation”). A second cladding cycle is to be planned with a view to preserving the structure in the long term, i.e. beyond 2100.

The concrete porticos of the north approach have not undergone any major intervention since the bridge was opened in 1930. Securing work carried out between 2014 and 2016 ensures the bridge’s level of



service in the short term (10 to 15 years). The complete replacement of these porticos is therefore required in the short term, which will also improve the mobility and urban integration of the sector.

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

The Pavilion forms an integral part of the bridge as it supports the main deck thereof and connects the two access ramps to Île Sainte-Hélène. The interior spaces are very large and represent an interesting potential for use, notably for the 100th anniversary of the bridge (project “under evaluation”).

The Pavilion is generally in good condition due to the major work carried out in 2015-2016. With a view to the long-term preservation of the structure, maintenance cycles of the concrete structure combined with the complete replacement of the paint on the interior steel structure are to be planned, as well as the replacement of the slab to limit water infiltration inside the building. It should be noted that, given its structural purpose and the impact on users, the complete replacement of the existing structure of the Pavilion is not a feasible solution.

+ Deck

The deck was replaced in 2001-2002. Local concrete rehabilitation work cycles will make it possible to maintain it until 2065 to 2070. In order to preserve the structure in the very long term, a second deck replacement is inevitable and will allow for adjustments of the functionality of the bridge to future needs. 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 north approach to the bridge consists of pavements and concrete frames that were originally built in a very urban environment.

Since 2016, JCCBI and the City of Montreal have been working together to achieve a development vision for the north approach to improve the mobility, urban integration and safety of the sector (project “under evaluation”). In 2017, a development vision was presented to the public in a joint announcement by the federal government and the City of Montreal. Since then, the City of Montreal has pursued its studies and public consultations. It would be appropriate to combine the replacement of the porticos at the north approach required in the short term, with the development of said approach.

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. Certain opportunities to improve the illumination system will be studied as part of the centenary (project “under evaluation”). In addition, an evaluation will be carried out to extend the service life of the system for a further 10 years.



Major Work Planned between 2023 and 2028

+ Steel, Paint, Bearings and Seismic



- Finalization of the steelwork of the current cycle for the local repair of the steel components in section 7, which started in 2018.
- 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.
- Start 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 the replacement of the bearings with seismic isolators (project “under evaluation”).
- Start of the paint touch-ups on the steel structure in sections 4, 5 and 6.
- Start of the preliminary project studies to continue the steel and paint work on sections 2, 3 and 8.

+ Concrete Piers and Seismic



- Start of the work on the rehabilitation and seismic reinforcement of Piers 23 and 26 in section 7. Start of the preliminary project studies for the rehabilitation and seismic reinforcement of Piers 24 and 25 (project “under evaluation”).

+ Montreal Sector



- Start of the preliminary project studies for the replacement of the concrete frames in section 9.
- Start 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”).

+ 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, and drainage work.
- Design for the exterior landscaping of the Pavilion and the seismic reinforcement of the Pavilion (project “under evaluation”).

+ Longueuil Sector



- Finalization of the construction and commissioning of the new Operations and Maintenance division’s building.
- Deconstruction of the original building and development of the peripheral areas.





+ Deck and Mobility (work not shown on the sketch above)

- Start of the work to level and pave the bridge deck and non-elevated lanes at the approaches.
- Carrying out of the design and the work for the replacement and raising of railings (project “under evaluation”).
- Start of the design for the replacement of railings and raising of railings as well as the addition of a protective membrane on the sidewalk.

+ Upgrade of the Illumination Equipment (work not shown on the sketch above)

- Carrying out of the design for the maintenance of the illumination system to ensure its operation beyond the 2030 structure’s centenary (project “under evaluation”).





4.2.2.2 Original Champlain Bridge

Vision

- + 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

By letter dated May 3, 2018, the Minister of Infrastructure and Communities, the Honourable Amarjeet Sohi, mandated JCCBI to undertake the deconstruction of the original Champlain Bridge in accordance with the principles of sustainable development upheld by the Corporation.

This project is being carried out on a design-build basis. The contract was signed on June 26, 2020, with Nouvel Horizon St-Laurent G.P. (NHSL), formed by Pomerleau Inc. and Delsan-A.I.M. Environmental Services Inc. To date, the work on site is on schedule and on budget.

Special mitigation measures to protect certain species are being carried out as part of this large-scale project in order to minimize adverse effects on swallow colonies and fish.

Once deconstruction is complete (January 2024), the final phase of the project, the Héritage Champlain program, provides for the development of the freed-up shoreland. 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. These consultations will continue in 2022-2023.

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 a connection will allow users from Brossard and neighbouring municipalities to have 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. INFC 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.



4.2.2.3 Estacade

Vision

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

Description of Specific Programs and Strategies

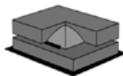
The maintenance programs for the Estacade prioritize interventions on the most critical components and aim to mitigate the degradation mechanisms that significantly affect their sustainability. Most of the investments are distributed over the next 20 to 30 years, thus allowing the asset to be maintained for the next 60 years.

- + Concrete Piers



The piers of the Estacade are generally in good condition and will not require major long-term investment. However, due to the original configuration of the concrete pier footings, a footing containment program is required to ensure their sustainability. The footings have been prioritized according to their condition and will be reinforced over a period of 20 years.

- + Bearings



The 870 Estacade bearings have reached the end of their service life. A strategy for the complete replacement of the bearings is advocated to keep the Estacade in service in the long term.

- + Deck

The beams, expansion joints and paving are generally in good condition. Local spot repairs will be carried out over the next 20 to 30 years.

Major Work Planned between 2023 and 2028

- + Concrete Piers



- Repair of the pier footings, prioritizing the seven affected axes.
- Start of the preliminary study for further repairs of footings.

- + Bearings



- Start of the replacement work for 312 original bearings. Repair of the foundation blocks.
- Start of the preliminary study to continue the bearings replacement.

- + Deck

- Repair of the beams and joints.
- Start of the preliminary study for further repairs of the deck.

4.2.2.4 Bonaventure Expressway

Vision

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

Description of Strategies for the Bonaventure Sector

The federal section of the expressway consists of four sections: i) section 10, consisting of elevated lanes and of the underlying lands between the Victoria Bridge and the Lachine Canal; ii) section 11, which borders the St. Lawrence River between the Victoria Bridge and the SDC Bridge (commonly referred to as the “East Sector”); section 12, consisting of non-elevated highway lanes, the Gaétan-Laberge Boulevard and lands between the roadways and the river (lands commonly referred to as the “West Sector”); and iv) section 13, consisting of the Clément Bridge, Viaducts AB and 3, and of Lane B, located between Viaduct AB and Highway 15, which was transferred from INFC to JCCBI in December of 2022.

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 important opportunity to link the functionality and vocation of the sector to the new neighbouring corridors under development. Thus, mobility needs such as access to the Port of Montreal, downtown and the PEPSC could be improved, access to the river restored to citizens and active transportation links integrated into the reconstruction of the sector.

An urban boulevard vision was selected for the reconfiguration and reconstruction of sections 11 and 12 to ensure urban integration with the new SDC Bridge corridor. This vision, developed in partnership with the City of Montreal and other partners and stakeholders, includes mobility links and shoreline developments along the St. Lawrence River. In order to carry out these shoreline improvements at section 11, the alignment of the existing highway must be moved north and the acquisition of land owned by the City of Montreal will be required for this purpose.

With respect to the elevated lane structure of section 10, JCCBI does not foresee any significant configuration changes over the next 30 years, advocating instead maintenance and repair work. Most of this section will remain in place, notably because the City of Montreal is working on a vision for the future of the industrial sector and surrounding area, of which a large part belongs to the Port of Montreal. Only the non-elevated lanes of section 10 will be reconfigured from 2032 onwards to align with the urban boulevard of sections 11 and 12 and the riverside properties, as well as to increase connectivity and safety for active routes.

The only exception for the elevated lane structure is the caissons, as recent inspections have indicated the need to replace them within 5 to 7 years. A major intervention will be required on the box girder deck, which is at the end of its useful life and will need to be replaced. This section consists of 4 spans out of a total of 29.

The section 13 structures, namely the Clément Bridge and Viaducts S and AB, have a residual service life ranging from 25 to 45 years without major intervention. Their maintenance and eventual replacement are recommended in coordination with the maintenance, reconstruction and transformation of section 10.

Major Work Planned between 2023 and 2028

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

+ Île des Sœurs Bypass Bridge



- Deconstruction of the Île des Sœurs Bypass Bridge and the multifunctional tunnel.
- It should be noted that the access roads to the bypass bridge and the lands at the approach to Montreal will not be redeveloped and will be used as storage areas for materials from the deconstruction of the original Champlain Bridge and the bypass bridge, for future reuse.

+ Section 13 – Deck, Abutments, Viaducts, Pavement, Lighting and Signal 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 repair of the signage structures.

+ Urban Boulevard

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



+ Section 10 – Deck and Piers

- Repairs to the box girders, slab and concrete beams of the original deck.



4.2.2.5 Honoré Mercier Bridge

Vision

- + Keep the federal section of the bridge safe and operational until its 125th anniversary (1959-2085) by constantly integrating it into its local environments and by collaborating with the Mohawk community, which is consistent with the “Rural and Northern Communities” orientation of the “Investing in Canada” federal plan.

Description of Specific Programs and Strategies

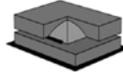
The investment strategy for the Honoré Mercier Bridge takes into account the conditions set out in Order in Council P.C. 2675 of 1932 regarding the use of Indigenous workforce to carry out the maintenance and major rehabilitation work. The volume of work that can be carried out annually is therefore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

- + Seismic Component (Project “under evaluation”)



The replacement of the provincial section upstream bridge which is planned by the MTQ within the next 10 years, gives rise to some reflection regarding the seismic compatibility of the federal section. Seismic performance studies and the update of the AMMP will allow the establishment of an appropriate investment scenario for the seismic reinforcement considering the life cycle of the structure.

- + 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 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. Work to reduce steel loss and deformation due to corrosion will therefore be planned at the same time as the ongoing painting program, in order to optimize site mobilizations.

The paint provides a protective barrier to the steel components. The painting strategy for the steel structure is to combine complete replacement cycles with localized touch-up interventions. The touch-up approach makes it possible to delay the complete replacement of the coating, which is a costly and time-consuming operation because of site mobilization and to minimize the environmental impact of the work (see Section 4.2.2.1 on the Jacques Cartier Bridge). This strategy makes it possible to maintain, at all times, good control over the structure level of degradation and to modulate investments in the medium term according to the desired residual service life of the structure.

- + Deck

The deck of the federal section of the bridge was replaced between 2009 and 2016. Since this replacement work, 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.



+ Concrete Piers



The strategy for maintaining the piers consists of preventive maintenance, targeted repairs and major rehabilitation. Preventive maintenance includes the removal of concrete fragments and the application of waterproofing to surfaces to minimize contamination by de-icing salt. Targeted repairs include local repairs and crack injection to extend the service life by 20 to 35 years. Major rehabilitation includes full reinforced concrete cladding and extends the service life by 35 to 55 years. A comprehensive cladding program has been underway since 2002 and will be completed by 2035. Thereafter, from 2040 onwards, a targeted repair program will allow the bridge to reach the end of its useful life in 2085.

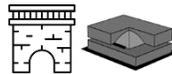
Major Work Planned between 2023 and 2028

+ Steel and Paint



- Continuation of the repair, steel reinforcement and painting work on 12 spans.

+ Concrete Piers and Bearings



- Continuation of the pier rehabilitation program, including the rehabilitation of the bearing housings ($\pm 12/60$). Replacement of four bearings at Piers 14 upstream and downstream. Based on the results of the seismic assessment, start of the preliminary project studies for seismic reinforcement.

+ Deck

- Preliminary project studies for the pavement replacement.
- Preliminary project studies for the joint corrections and repairs.

+ Mobility

- Connection of the multifunctional path between the deck and the non-elevated pavement level, including the stabilization of the bank.

+ Multifunctional Path (project “under evaluation”)

- Widening and addition of safety features to the multifunctional path according to current standards and to allow for the connection thereof with the future path located on the bridge provincial section. This project needs to be adjusted over time in light of the concept social acceptability.

+ Pavement, Lands and Memorial Circuit

- Creation of a layout to showcase the culture of the Mohawk First Nation of Kahnawà:ke, while improving land use and safety around the bridge, in collaboration with the community.
- Preliminary project studies for the stabilization of banks.

+ Electricity/Telecom/Access Monitoring and Traffic Control (project “under evaluation”)

- Design work for the replacement of the streetlights.
- Start preliminary project studies for the modernization of telecommunication equipment.

4.2.2.6 Melocheville Tunnel

Vision

- + Ensure 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. Therefore, the replacement or the complete or partial reconstruction of the tunnel in the current axis is 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 2023 and 2028



- Hydrogeological, geological and geotechnical diagnostic studies to better understand the sources of infiltration and the quantities of water pumped.
- Replacement of the West Bridge (P-113), which is at the end of its service life.
- 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.



4.2.2.7 Infrastructure Rehabilitation in the Province of Quebec

At the request of INFC, JCCBI provides technical and financial advice for potential infrastructure maintenance and rehabilitation projects in Quebec. JCCBI may also be called upon to undertake planning or acquisition and rehabilitation activities for some of these projects, subject to obtaining the necessary approvals from the Government of Canada.

To this end, JCCBI has been mandated to assess the condition of the Quebec Bridge and, together with INFC, assess its involvement in the management of the PA for the SDCBC project.



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 and thresholds.



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.

JCCBI's funding covers a five-year period. A new cycle started in 2023-2024 and will extend until 2027-2028. Such funding is granted annually through parliamentary appropriations, which are JCCBI's primary source of revenue.

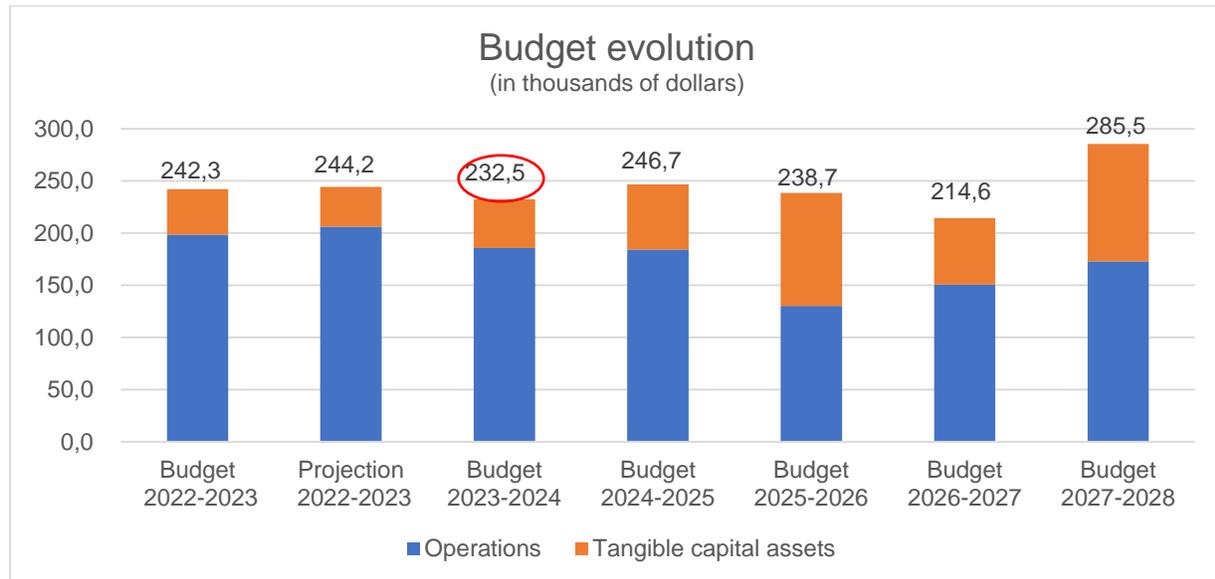
JCCBI also presents a budget for environmental obligations, which are mostly funded by Phase IV of the FCSAP program ending on March 31, 2025.

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

5.2.1 Budget

For fiscal year ending March 31, 2024, the operating and capital budgets total \$232.5M. The chart below shows the evolution of the budgets over the next five years compared to the 2022-2023 budgets and financial forecast.



The slight decrease in the level of investment observed for the years 2025-2026 and 2026-2027 of the five-year plan is mainly due to the completion of the original Champlain Bridge deconstruction project, which will be completed in fiscal year 2024-2025. The increase in the level of investment for fiscal year 2027-2028 is attributable to the planned repair work on the Jacques Cartier Bridge.

The following charts breaks down the 2023-2024 operations budget and capital budget by structures for funding purposes.



5.2.1.1 Operating Budget

The operating budget, totalling \$185.7M as at March 31, 2024, primarily consists of the maintenance and deconstruction, operation and administration expenses. This budget is comparable to the financial forecast of \$206.3M as at March 31, 2023.

The \$185.7M operating budget is also broken down by structure as shown in the above chart. The variation compared to the 2022-2023 operating budget, in the amount of \$198.6M, represents a decrease of \$12.9M, or 6.5%.

5.2.1.2 Capital Budget

The capital budget for 2023-2024 totals \$46.8M and is higher than the financial forecast as at March 31, 2023, in the amount of \$37.9M. This \$8.9M increase is mainly due to the Honoré Mercier Bridge pier reinforcement project.

5.2.2 Parliamentary Appropriations

The funding requirements for 2023-2024 covering the operating and capital budgets total \$232.5M. After deducting the other revenue totalling \$1.0M, the required funding received through parliamentary appropriations amounts to \$231.5M. This represents a decrease of \$9.7M, or 4.0%, compared to \$241,2M in the 2022-2023 budget. The parliamentary appropriations for the 2023-2024 budget are also slightly lower than those in the financial forecast as at March 31, 2023.

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

In the 2023-2024 budget, transfer payments for operating expenses amount to \$182.0M. To these are added the FCSAP transfer payments totalling \$2.7M. Therefore, Parliamentary appropriations for expenses amount to \$184.7M for the year 2023-2024.

With respect to the 2023-2024 capital budget, transfer payments total \$46.8M. This represents an increase of \$3.1M or 7.1% compared to \$43.7M in the 2022-2023 budget.



5.3 FINANCIAL POSITION

The 2023-2024 budget for financial assets totals \$70.4M. This amount is \$14.3M lower compared to the financial forecast of \$84.7M for fiscal year ending March 31, 2023. It is \$2.8M higher than the 2022-2023 budget of \$67.6M. These increases are mainly due to the variation in amounts receivable from the government.

Total liabilities in the 2023-2024 budget amount to \$102.2M, a decrease of \$16.0M compared to the financial forecast of \$118.2M for the fiscal year ending March 31, 2023. Liabilities fluctuate over time as a result of the changes in accounts payable and accrued liabilities as well as the decrease in environmental obligations related to work carried out over the period 2023-2028.

Non-financial assets in the 2023-2024 budget amount to \$689.4M compared to \$677.2M per the financial forecast for the fiscal year ending March 31, 2023. This \$12.2M increase is mainly due to the capital investments described in Section 5.2.1.2, 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 2023-2028 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 constant rate was used in establishing interest income.

5.4.2 Expenses

Total expenses for the 2023-2024 budget amount to \$218.7M. This budget is lower by \$20.9M compared to the financial forecast of \$239.6M for the fiscal year ending March 31, 2023. It is also lower than the actual expenses of \$218.8M for the fiscal year ending March 31, 2022. However, it is relatively stable compared to the actual expenses of \$218.8M for the year ended March 31, 2022



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

| | Actual 2021- 2022 | Projection 2022- 2023 | Main budget 2022- 2023 | Budget pro forma | | | | | |
|--|-------------------------|-----------------------------|------------------------------|------------------|--------------|--------------|--------------|--------------|----------------|
| | | | | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | Total |
| EXPENSES | | | | | | | | | |
| Maintenance and deconstruction | 199,6 | 211,6 | 198,0 | 188,1 | 180,9 | 127,5 | 149,6 | 173,3 | 819,4 |
| Operations | 4,4 | 4,7 | 4,7 | 7,6 | 7,8 | 8,1 | 8,3 | 8,5 | 40,3 |
| Administration | 16,9 | 22,2 | 22,0 | 22,7 | 22,5 | 23,1 | 23,3 | 24,1 | 115,7 |
| Environmental obligations | (2,2) | 1,2 | (2,7) | 0,3 | 0,4 | 0,5 | 0,5 | 0,6 | 2,3 |
| TOTAL EXPENSES | 218,8 | 239,6 | 222,0 | 218,7 | 211,6 | 159,2 | 181,7 | 206,4 | 977,7 |
| Administration - capital assets | 1,5 | 0,3 | 0,3 | 0,2 | 0,2 | 0,6 | 1,5 | 0,2 | 2,7 |
| BUDGET TOTAL | 239,5 | 239,6 | 241,2 | 231,5 | 245,7 | 237,7 | 213,6 | 284,5 | 1 212,9 |
| Percentage of administration expenses on the total budget | 7,7% | 9,4% | 9,4% | 9,9% | 9,2% | 10,0% | 11,6% | 8,5% | 9,8% |

Explanation of Variations:

Maintenance and Deconstruction – The 2023-2024 budget forecasts \$188.1M in expenses compared to the fiscal year ending March 31, 2023, where JCCBI forecasts \$211.6M in maintenance and deconstruction expenses. The fluctuation in these expenses is primarily related to the schedule for the deconstruction of the original Champlain Bridge and to the start of the Île des Sœurs Bypass Bridge deconstruction project.

Major maintenance work will be required on all structures during the current planning period. Because of the nature of the work and pursuant to the Corporation's capitalization policy, it will not be capitalizable. These maintenance expenses will vary annually in the coming fiscal years.

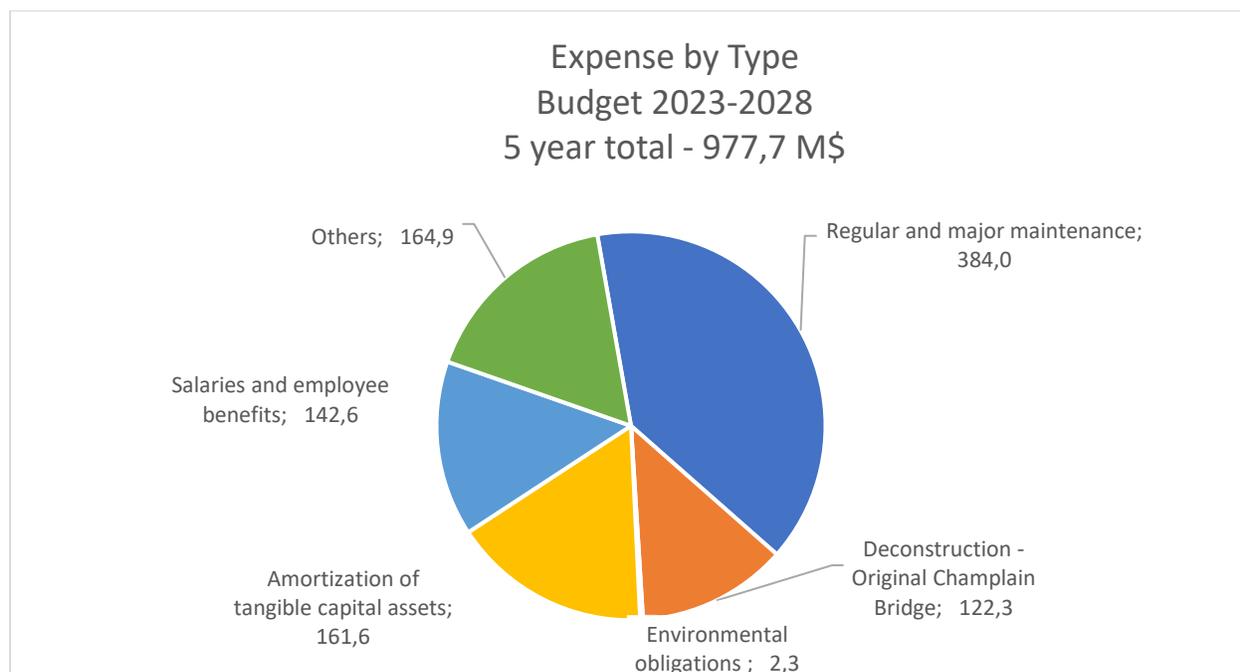
Operation – These expenses are related to the SQ contract, and the electricity used on JCCBI's territory. The annual variations take into account the inflation rates provided for in the agreement with the SQ until 2029. There is a progression from 2023-2024 onwards due to the increase in the inflation rates as well as maintenance costs for the new Operations and Maintenance building.

Administration – The 2023-2024 budget for administration expenses totals \$22.7M, which represents an increase of \$0.7M over the 2022-2023 budget. The market conditions and labour shortage are putting upward pressure on the costs of professional services contracts. This pressure, along with delays in the delivery of goods and services, explains the \$5.8M increase in administration expenses from \$16.9M for the fiscal year ended March 31, 2022.

The percentage of administration expenses (including capital investments) in the total budget ranges from 8.5% to 11.6% over the duration of the 2023-2028 Corporate Plan, averaging 9.6% over the five-year period (9.2% in the 2022-2023 to 2026-2027 Corporate Plan). This percentage must be considered as an average over a minimum period of five years, as administrative support services are often phased in relation to the construction work carried out.

Environmental Obligations – The 2023-2024 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 expenses in the Statement of Operations may also be allocated by type, showing the proportion given to the following items:



More than 50% of the budget over the next five years will be spent on regular and major maintenance (39%) and on the deconstruction of the original Champlain Bridge (13%). The other expenditures relate primarily to the amortization of capital assets (17%), salaries and employee benefits (15%) and other expenses (17%), which include the administrative and legal functions, operating expenditures and purchases of goods and services.

With regard to salaries and employee benefits, remuneration is based on both collective agreements and employment contracts.

5.5 RISKS AND ASSUMPTIONS

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

5.5.1 Interest Rate

Interest is calculated on the daily net credit balance maintained in the bank account. A stable interest rate was considered in the budget model.

5.5.2 Inflation Rate for Construction Work

An inflation rate of 4% was set for major maintenance work on the basis of the average of the non-residential building construction price index for the Montreal area over the last seven years. Should actual inflation rates turn out to be higher than the budgeted rate of 4%, JCCBI will need to apply for additional funding in the event of a significant difference.



5.5.3 Inflation Rate for the Other Expenditures

For all other expenditures, the inflation rate was set at 3%, which is the average of the non-residential building construction price index for the Montreal region over the last seven years.

5.6 FUNDING

The year 2023-2024 marks the beginning of a new five-year funding cycle for which the funding was approved at the release of the Federal budget on March 28, 2023.

The authorized funding for the operating and tangible capital expenditures, after approved reprofiling, amounts to \$269.9M in 2022-2023 compared to \$231.5M in 2023-2024.

The available funding for the year 2023-2024 totaling \$231.5M includes an amount of \$144.1M from the 2018-2023 funding cycle. The remaining \$87.4M was approved in the March 2023 Federal budget.

It should be noted that the most recent financial forecast for 2022-2023 (not presented in Appendix 3) shows an additional surplus to the excess funding of \$38.8M included in the 2022-2027 Corporate Plan. This surplus could be subject to a potential reprofiling request.





11

+ APPENDICES



APPENDIX 1 – CORPORATE GOVERNANCE STRUCTURE

Accountability and Governance

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

JCCBI is governed by a Board of Directors (the Board) consisting of seven directors, including the Chair of the Board and 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 and Chief Executive Officer are appointed by the Governor in Council on the recommendation of the Minister. The current two-year term of the Chair of the Board, Ms. Catherine Lavoie, ends on December 17, 2022. On September 22, 2022, the Minister of Intergovernmental Affairs, Infrastructure and Communities announced the reappointment of Ms. Lavoie as Chair of the Board for a period of four years, effective December 18, 2022. The Chief Executive Officer's five-year term ends on May 19, 2024.

In addition, the term of office of one of the directors was due to expire in June 2022. In accordance with the FAA, this director's term of office is extended pending renewal or a new appointment.

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 has also formed two other committees, namely:

- + The Corporate Risk Committee, which assists 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;
- + The Risk Committee – Infrastructures, which assists the Board in the monitoring and progress of major projects.



Board of Directors as at December 15, 2022

| 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 |
| LAVOIE, Catherine | December 18, 2020 December 18, 2022 | 2 years 4 years | December 17, 2022 December 17, 2026 |
| MARTEL, Sandra | May 20, 2019 | 5 years | May 19, 2024 |
| VILLIARD, M ^e Sylvain | December 15, 2022 | 3 years | December 14, 2025 |
| WILLIAMS, Dale Ellen | January 27, 2021 | 3 years | January 26, 2024 |

| OFFICERS | |
|-------------------------|---|
| Chair of the Board | LAVOIE, Catherine |
| Vice Chair of the Board | VILLIARD, M ^e Sylvain (acting) |
| Corporate Secretary | ROBERT, M ^e Paul |
| Chief Executive Officer | MARTEL, Sandra |
| Treasurer | PAINCHAUD, Lucie |

List of Board Committees as at December 15, 2022

AUDIT COMMITTEE

CACCHIONE, Richard/Chair
VILLIARD, M^e Sylvain
WILLIAMS, Dale Ellen

GOVERNANCE AND ETHICS COMMITTEE

VILLIARD, M^e Sylvain/Chair
ANTOUN, Lesley
WILLIAMS, Dale Ellen

RISK COMMITTEE – INFRASTRUCTURES

LAVOIE, Catherine/Chair
CACCHIONE, Richard
VILLIARD, M^e Sylvain

HUMAN RESOURCES COMMITTEE

ANTOUN, Lesley/Chair
BONNIS, Henri-Jean
WILLIAMS, Dale Ellen

CORPORATE RISK COMMITTEE

CACCHIONE, Richard/Chair

ANTOUN, Lesley

LAVOIE, Catherine

STRATEGIC ISSUES COMMITTEE

LAVOIE, Catherine/Chair

CACCHIONE, Richard

VILLIARD, M^e Sylvain**Board Meetings (April 1, 2022 to December 15, 2022)**

| Directors | Regular Sessions | Special Sessions and Resolutions in Lieu of Meetings |
|----------------------------------|------------------|--|
| ANTOUN, Lesley | 9 | 4 |
| BONNIS, Henri-Jean | 8 | 4 |
| CACCHIONE, Richard | 8 | 4 |
| LAVOIE, Catherine | 9 | 4 |
| MARTEL, Sandra | 9 | 4 |
| VILLIARD, M ^e Sylvain | 9 | 4 |
| WILLIAMS, Dale Ellen | 9 | 4 |

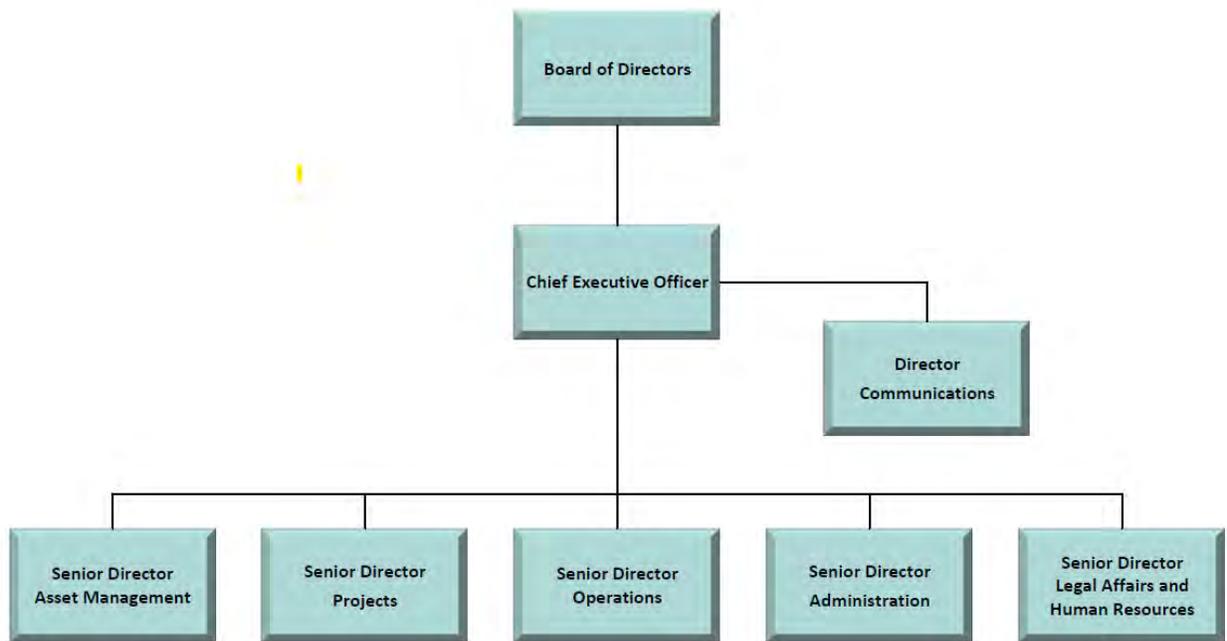
Remuneration

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 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 thus receives 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 of December 15, 2022, the Chief Executive Officer’s remuneration (CEO 3) is in the “\$204,200 - \$240,200” 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.

Organizational Chart as at December 15, 2022



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 | 90.0% | 85.0% | Employee survey every 2 years |
| | Training rate | 1% | 0.5% | Percentage of the payroll |
| | Turnover rate | <15.5% | < CHRP 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 offer | 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 | Forthcoming | Forthcoming | Benchmarking study with the major project authorities in the Greater Montreal area |
| D – Integrate an organizational approach to asset management with a focus on risk management and sustainable development | | | | |
| 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 |

| STRATEGIC ORIENTATIONS/ MEASURE OF SUCCESS | KEY PERFORMANCE INDICATORS | TARGET | THRESHOLD | BASIS OF THE MEASURE |
|--|---|--------------------------|-----------|---|
| D – Integrate an organizational approach to asset management with a focus on risk management and sustainable development | | | | |
| Asset life cycle management | 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 contract for the deconstruction (all lots) of the original Champlain Bridge | Dec. 2025 | - | Project completion date compared to the planned schedule |
| | Compliance with the schedule of the project for the deconstruction (only) of the original Champlain Bridge | January 2024 | - | |
| E – Integrate technology and data into our strategic actions to support decision-making | | | | |
| Organizational agility through improved data accessibility | Business continuity maturity | 3 | 2 | Gartner Capability Maturity Model Integration (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 |



APPENDIX 3 – FINANCIAL STATEMENTS AND BUDGETS

Presentation of Financial Statements

The following section presents JCCBI's 2023-2028 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 2023-2024 to 2027-2028 budget plan includes the Bonaventure Expressway reconfiguration project and the basic work on the Estacade.

Summary Table – 2023-2028 Five-Year Plan – for Funding Purposes

| In thousands of Canadian dollars | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 5 Year Total |
|---|----------------|-----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|
| | Actual | Current Projection ⁽¹⁾ | Budget | | | | | |
| Major Work | | | | | | | | |
| Jacques Cartier Bridge | 55 456 | 41 853 | 43 955 | 35 406 | 33 068 | 11 019 | 69 115 | 192 562 |
| Champlain Bridge - Deconstruction | 91 612 | 103 166 | 60 775 | 62 813 | - | - | - | 123 587 |
| Honore Mercier Bridge | 30 303 | 21 984 | 26 241 | 37 777 | 28 440 | 35 883 | 33 356 | 161 697 |
| Melocheville Tunnel | 1 144 | 2 639 | 273 | 1 442 | 7 272 | 3 677 | 10 811 | 23 475 |
| Bonaventure Expressway | 11 614 | 9 513 | 9 636 | 42 550 | 97 365 | 56 660 | 55 727 | 261 938 |
| Estacade | 1 083 | 1 973 | 5 724 | 1 576 | 1 331 | 34 972 | 34 734 | 78 337 |
| Île des Sœurs Bypass Bridge | 589 | 1 425 | 21 046 | 331 | 22 | - | - | 21 398 |
| Environment | 1 612 | 1 905 | 2 560 | 2 567 | 6 796 | 7 751 | 15 358 | 35 032 |
| Total Major Work | 193 413 | 184 458 | 170 209 | 184 462 | 174 294 | 149 961 | 219 101 | 898 026 |
| Total of "Other than Major Work" | 47 351 | 59 758 | 62 341 | 62 190 | 64 395 | 64 595 | 66 395 | 319 916 |
| Total Expenses and Tangible Capital Assets | 240 764 | 244 216 | 232 550 | 246 652 | 238 689 | 214 556 | 285 496 | 1 217 942 |
| Revenues | (1 229) | (4 567) | (1 000) | (5 000) |
| Grand total | 239 535 | 239 649 | 231 550 | 245 652 | 237 689 | 213 556 | 284 496 | 1 212 942 |
| Projects "Under Evaluation" ⁽²⁾ | - | - | 5 524 | 11 999 | 117 898 | 150 404 | 173 177 | 459 003 |

(1) Annual financial projections as at September 30, 2022.

(2) Projects "under evaluation" are not included in the corporate plan budget and are presented for information purposes. To be noted that "under evaluation" projects estimates may evolve as assumptions are refined.

Operating Budget – for Funding Purposes

| In thousands of Canadian dollars | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2022-2023 | | | 2021-2022 | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|---------------------------|---------------|----------------|----------------|-----------------|
| | Budget | | | | | Budget | Projection ⁽¹⁾ | Variance | Budget | Actual | Variance |
| REVENUES | | | | | | | | | | | |
| Parliamentary appropriations for operating expenses | 184 698 | 183 205 | 129 294 | 149 655 | 172 050 | 194 833 | 201 707 | 6 874 | 266 954 | 189 119 | (77 835) |
| Leases and permits | 600 | 600 | 600 | 600 | 600 | 590 | 352 | (238) | 593 | 618 | 25 |
| Interest | 400 | 400 | 400 | 400 | 400 | 477 | 706 | 229 | 459 | 424 | (35) |
| Material disposal - Original Champlain Bridge | - | - | - | - | - | - | - | - | - | 51 | 51 |
| Other sources ⁽²⁾ | - | - | - | - | - | - | 3 509 | 3 509 | - | 135 | 135 |
| TOTAL REVENUES | 185 698 | 184 205 | 130 294 | 150 655 | 173 050 | 195 900 | 206 274 | 10 374 | 268 006 | 190 347 | (77 659) |
| EXPENSES | | | | | | | | | | | |
| Maintenance and deconstruction | 188 112 | 180 887 | 127 539 | 149 572 | 173 256 | 198 031 | 211 553 | 13 522 | 278 961 | 199 626 | (79 335) |
| Operations | 7 595 | 7 813 | 8 060 | 8 299 | 8 541 | 4 732 | 4 732 | - | 4 622 | 4 441 | (181) |
| Administration | 22 717 | 22 487 | 23 058 | 23 337 | 24 062 | 21 960 | 22 168 | 208 | 20 551 | 16 907 | (3 644) |
| Environmental obligations | 288 | 448 | 538 | 496 | 559 | (2 725) | 1 183 | 3 908 | (4 368) | (2 182) | 2 186 |
| STATEMENT OF OPERATIONS EXPENSES | 218 713 | 211 635 | 159 195 | 181 703 | 206 417 | 221 998 | 239 637 | 17 639 | 299 766 | 218 792 | (80 974) |
| Non-cash items | (33 015) | (27 430) | (28 901) | (31 048) | (33 367) | (23 405) | (33 363) | (9 958) | (27 786) | (28 445) | (679) |
| TOTAL BUDGET EXPENSES | 185 698 | 184 205 | 130 294 | 150 655 | 173 050 | 198 593 | 206 274 | 7 681 | 272 000 | 190 347 | (81 653) |
| POTENTIAL REPROFILING (FUNDING REQUIRED) OF OPERATIONS ⁽³⁾ | - | - | - | - | - | (2 693) | - | 2 693 | (3 994) | - | 3 994 |

Capital Budget – for Funding Purposes

| In thousands of Canadian dollars | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2022-2023 | | | 2021-2022 | | |
|---|---------------|---------------|----------------|---------------|----------------|---------------|---------------------------|-----------------|---------------|---------------|----------------|
| | Budget | | | | | Budget | Projection ⁽¹⁾ | Variance | Budget | Actual | Variance |
| REVENUES | | | | | | | | | | | |
| Parliamentary appropriations for tangible capital assets | 46 851 | 62 447 | 108 395 | 63 902 | 112 446 | 85 171 | 37 942 | (47 229) | 58 056 | 50 420 | (7 636) |
| TOTAL REVENUES | 46 851 | 62 447 | 108 395 | 63 902 | 112 446 | 85 171 | 37 942 | (47 229) | 58 056 | 50 420 | (7 636) |
| TANGIBLE CAPITAL ASSETS | | | | | | | | | | | |
| Jacques Cartier Bridge | 25 672 | 18 382 | 18 700 | 3 635 | 51 923 | 21 519 | 25 209 | 3 690 | 35 406 | 33 402 | (2 004) |
| Champlain Bridge | - | - | - | - | - | - | - | - | - | - | - |
| Honoré Mercier Bridge | 14 398 | 20 567 | 7 081 | 6 922 | 7 943 | 17 485 | 8 708 | (8 776) | 11 097 | 18 499 | 7 402 |
| Melocheville Tunnel | - | 325 | 3 692 | 1 243 | 9 | - | 494 | 494 | 293 | 936 | 643 |
| Bonaventure Expressway | 5 989 | 22 552 | 77 336 | 50 291 | 51 736 | 3 718 | 2 180 | (1 538) | 635 | 2 661 | 2 026 |
| Estacade | - | 621 | 40 | 85 | 179 | - | 388 | 388 | 921 | 213 | (708) |
| Other capital assets | 793 | 621 | 1 546 | 1 726 | 656 | 963 | 963 | (0) | 978 | 1 926 | 948 |
| TOTAL TANGIBLE CAPITAL ASSETS | 46 851 | 62 447 | 108 395 | 63 902 | 112 446 | 43 685 | 37 942 | (5 742) | 49 330 | 57 637 | 8 307 |
| Assets transfer - non cash | - | - | - | - | - | - | - | - | - | (7 217) | (7 217) |
| TOTAL TANGIBLE CAPITAL ASSETS | 46 851 | 62 447 | 108 395 | 63 902 | 112 446 | 43 685 | 37 942 | (5 742) | 49 330 | 50 420 | 1 090 |
| POTENTIAL REPROFILING (FUNDING REQUIRED) OF TANGIBLE CAPITAL ASSETS ⁽³⁾ | - | - | - | - | - | 41 486 | - | (41 487) | 8 726 | - | (8 726) |

Summary of the Operating and Capital Budgets – for Funding Purposes

| In thousands of Canadian dollars | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2022-2023 | | | 2021-2022 | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|---------------------------|-----------------|----------------|----------------|-----------------|
| | Budget | | | | | Budget | Projection ⁽¹⁾ | Écart | Budget | Actual | Variance |
| PARLIAMENTARY APPROPRIATIONS AUTHORIZED | 231 550 | 245 652 | 237 689 | 213 556 | 284 496 | 280 004 | 239 649 | (40 355) | 325 010 | 239 539 | (85 471) |
| Total budget expenses and budget of tangible capital assets | 232 550 | 246 652 | 238 689 | 214 557 | 285 496 | 242 277 | 244 216 | 1 939 | 321 330 | 240 767 | (80 563) |
| Total other revenues | 1 000 | 1 000 | 1 000 | 1 000 | 1 000 | 1 067 | 4 567 | 3 500 | 1 052 | 1 228 | 176 |
| PARLIAMENTARY APPROPRIATIONS FORECASTED | 231 550 | 245 652 | 237 689 | 213 557 | 284 496 | 241 210 | 239 649 | (1 561) | 320 278 | 239 539 | (80 739) |
| TOTAL POTENTIAL REPROFILING (FUNDING REQUIRED) - OPERATIONS AND TANGIBLE CAPITAL ASSETS ⁽³⁾ | - | - | - | - | - | 38 794 | - | (38 794) | 4 732 | - | (4 732) |

(1) Annual financial forecasts as at September 30, 2022.

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

(3) In the 2022-2023 budget, there is excess funding in the amount of \$38,794K, which could be the subject of a reprofiling request.

Statement of Financial Position – Pro Forma

| In thousands of Canadian dollars | Actual 2021-2022 | Current Projection 2022-2023 ⁽¹⁾ | Main Budget 2022-2023 | Budget | | | | |
|--|---------------------|---|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | | | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 |
| FINANCIAL ASSETS | | | | | | | | |
| Cash | 60 561 | 22 248 | 48 836 | 347 | 16 460 | 7 442 | 7 226 | 30 108 |
| Accounts receivable | | | | | | | | |
| Due from the Government of Canada | 21 717 | 59 434 | 14 276 | 66 993 | 57 214 | 60 775 | 57 774 | 51 534 |
| Other | 3 040 | 3 040 | 4 448 | 3 040 | 3 040 | 3 040 | 3 040 | 3 040 |
| TOTAL FINANCIAL ASSETS | 85 318 | 84 722 | 67 560 | 70 380 | 76 715 | 71 257 | 68 040 | 84 682 |
| LIABILITIES | | | | | | | | |
| Accounts payable and accrued liabilities | 83 100 | 83 100 | 69 517 | 70 626 | 76 956 | 59 975 | 58 818 | 73 555 |
| Employee future benefits | 403 | 403 | 518 | 403 | 403 | 403 | 403 | 403 |
| Contractual holdbacks | 10 405 | 9 810 | 6 353 | 7 941 | 7 946 | 9 111 | 7 050 | 8 956 |
| Deferred revenue | 305 | 305 | 300 | 305 | 305 | 305 | 305 | 305 |
| Environmental obligations | 25 211 | 24 543 | 25 066 | 22 924 | 21 409 | 19 924 | 18 336 | 16 749 |
| TOTAL LIABILITIES | 119 424 | 118 161 | 101 754 | 102 199 | 107 019 | 89 717 | 84 912 | 99 968 |
| NET DEBT | (34 106) | (33 438) | (34 194) | (31 819) | (30 304) | (18 460) | (16 872) | (15 286) |
| NON-FINANCIAL ASSETS | | | | | | | | |
| Tangible capital assets | 661 809 | 665 720 | 701 034 | 677 938 | 711 439 | 789 448 | 820 714 | 898 205 |
| Prepaid expenses | 1 099 | 1 099 | 1 217 | 1 099 | 1 099 | 1 099 | 1 099 | 1 099 |
| Contract advance | 10 359 | 10 359 | 10 359 | 10 359 | 10 359 | - | - | - |
| TOTAL NON-FINANCIAL ASSETS | 673 267 | 677 178 | 712 610 | 689 396 | 722 897 | 790 547 | 821 813 | 899 304 |
| ACCUMULATED SURPLUS | 639 161 | 643 740 | 678 416 | 657 577 | 692 593 | 772 087 | 804 940 | 884 019 |

(1) Annual financial forecasts as at September 30, 2022

Statement of Operations – Pro Forma

| In thousands of Canadian dollars | Actual 2021-2022 | Current Projection 2022-2023 ⁽¹⁾ | Main Budget 2022-2023 | Budget | | | | |
|---|---------------------|---|--------------------------|----------------|----------------|----------------|----------------|----------------|
| | | | | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 |
| REVENUES | | | | | | | | |
| Leases and permits | 618 | 352 | 590 | 600 | 600 | 600 | 600 | 600 |
| Interest | 424 | 706 | 477 | 400 | 400 | 400 | 400 | 400 |
| Material disposal - Original Champlain Bridge | 51 | - | - | - | - | - | - | - |
| Assets transfer | 7 217 | - | - | - | - | - | - | - |
| Other sources | 136 | 3 509 | - | - | - | - | - | - |
| TOTAL REVENUES | 8 446 | 4 567 | 1 067 | 1 000 |
| EXPENSES | | | | | | | | |
| Maintenance and deconstruction | 199 626 | 211 553 | 198 031 | 188 112 | 180 887 | 127 539 | 149 572 | 173 256 |
| Operations | 4 441 | 4 732 | 4 732 | 7 595 | 7 813 | 8 060 | 8 299 | 8 541 |
| Administration | 16 907 | 22 168 | 21 960 | 22 717 | 22 487 | 23 058 | 23 337 | 24 062 |
| Environmental obligations | (2 182) | 1 183 | (2 725) | 288 | 448 | 538 | 496 | 559 |
| TOTAL EXPENSES | 218 792 | 239 637 | 221 998 | 218 713 | 211 635 | 159 195 | 181 703 | 206 417 |
| Deficit before Government of Canada funding | (210 346) | (235 070) | (220 931) | (217 713) | (210 635) | (158 195) | (180 703) | (205 417) |
| Parliamentary appropriations for operating expenses | 186 358 | 199 796 | 182 799 | 182 007 | 180 654 | 122 702 | 142 236 | 157 080 |
| Parliamentary appropriations for tangible capital assets | 50 420 | 37 942 | 85 171 | 46 851 | 62 447 | 108 395 | 63 902 | 112 446 |
| FCSAP parliamentary appropriations | 2 761 | 1 911 | 12 034 | 2 692 | 2 551 | 6 592 | 7 419 | 14 970 |
| Required funding (potential reprofiling) | - | - | (38 793) | - | - | - | - | - |
| Annual Operating Surplus | 29 193 | 4 579 | 20 280 | 13 837 | 35 016 | 79 494 | 32 853 | 79 079 |
| Accumulated Operating Surplus, Beginning of the Year | 609 968 | 639 161 | 658 136 | 643 740 | 657 577 | 692 593 | 772 087 | 804 940 |
| Accumulated Operating Surplus, End of the Year | 639 161 | 643 740 | 678 416 | 657 577 | 692 593 | 772 087 | 804 940 | 884 019 |

Nature of Expenses in the Statement of Operations – Pro Forma

| In thousands of Canadian dollars | Actual 2021-2022 | Current Projection 2022-2023 ⁽¹⁾ | Main Budget 2022-2023 | Budget | | | | |
|---|---------------------|---|--------------------------|----------------|----------------|----------------|----------------|----------------|
| | | | | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 |
| Regular and major maintenance | 47 723 | 44 313 | 62 056 | 63 552 | 59 200 | 66 797 | 86 822 | 107 657 |
| Deconstruction - Champlain Bridge | 90 991 | 103 166 | 79 111 | 60 135 | 62 154 | - | - | - |
| Environmental obligations | (2 182) | 1 183 | (2 725) | 288 | 448 | 538 | 496 | 559 |
| Amortization of tangible capital assets | 34 506 | 34 031 | 26 130 | 34 634 | 28 946 | 30 386 | 32 636 | 34 954 |
| Salaries and employee benefits | 24 814 | 25 752 | 25 754 | 28 173 | 28 862 | 28 601 | 28 257 | 28 660 |
| Others | 22 940 | 31 192 | 31 672 | 31 932 | 32 026 | 32 873 | 33 492 | 34 587 |
| Total | 218 792 | 239 637 | 221 998 | 218 713 | 211 635 | 159 195 | 181 703 | 206 417 |

(1) Annual financial forecasts as at September 30, 2022.

Statement of Change in Net Debt – Pro Forma

| In thousands of Canadian dollars | Actual 2021-2022 | Current Projection 2022-2023 ⁽¹⁾ | Main Budget 2022-2023 | Budget | | | | |
|---|---------------------|---|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | | | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 |
| Annual Operating Surplus | 29 193 | 4 579 | 20 280 | 13 837 | 35 016 | 79 494 | 32 853 | 79 079 |
| Acquisition of tangible capital assets ⁽²⁾ | (57 638) | (37 942) | (43 685) | (46 851) | (62 447) | (108 395) | (63 902) | (112 446) |
| Amortization of tangible capital assets | 34 506 | 34 031 | 26 130 | 34 634 | 28 946 | 30 386 | 32 636 | 34 954 |
| Gain on sale of tangible capital assets | (22) | - | - | - | - | - | - | - |
| Proceeds from sale of tangible capital assets | 22 | - | - | - | - | - | - | - |
| Total Variation due to Total Tangible Capital Assets | (23 132) | (3 911) | (17 555) | (12 218) | (33 501) | (78 009) | (31 265) | (77 492) |
| Acquisition of prepaid expenses | (2 378) | - | - | - | - | - | - | - |
| Use of prepaid expenses | 2 497 | - | - | - | - | - | - | - |
| Total Variation due to Prepaid Expenses | 119 | - | - | - | - | - | - | - |
| Total Variation due to Contract Advance | - | - | - | - | - | 10 359 | - | - |
| Decrease in net debt | 6 180 | 668 | 2 725 | 1 619 | 1 515 | 11 844 | 1 588 | 1 587 |
| Net debt, beginning of the year | (40 286) | (34 106) | (36 919) | (33 438) | (31 819) | (30 304) | (18 460) | (16 872) |
| Net Debt, End of the Year | (34 106) | (33 438) | (34 194) | (31 819) | (30 304) | (18 460) | (16 872) | (15 286) |

Statement of Cash Flow – Pro Forma

| In thousands of Canadian dollars | Actual 2021-2022 | Current Projection 2022-2023 ⁽¹⁾ | Main Budget 2022-2023 | Budget | | | | |
|---|---------------------|---|--------------------------|-----------------|-----------------|------------------|-----------------|------------------|
| | | | | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 |
| OPERATING TRANSACTIONS | | | | | | | | |
| Annual operating surplus | 29 193 | 4 579 | 20 280 | 13 837 | 35 016 | 79 494 | 32 853 | 79 079 |
| Non-cash items | | | | | | | | |
| Assets transfer | (7 217) | - | - | - | - | - | - | - |
| Amortization of tangible capital assets | 34 506 | 34 031 | 26 130 | 34 634 | 28 946 | 30 386 | 32 636 | 34 954 |
| Gain on disposal of tangible capital assets | (22) | - | - | - | - | - | - | - |
| Changes in environmental obligations | (2 895) | (1 707) | (2 725) | (1 741) | (1 681) | (1 694) | (1 861) | (1 913) |
| Changes in non-cash working capital items | | | | | | | | |
| (Increase) decrease in accounts receivable | (6 033) | (37 717) | - | (7 558) | 9 778 | (3 561) | 3 001 | 6 240 |
| Increase (decrease) in accounts payable and accrued liabilities | 19 139 | - | - | (12 474) | 6 330 | (16 981) | (1 157) | 14 737 |
| (Decrease) in employee future benefits | (115) | - | - | - | - | - | - | - |
| Increase (decrease) in contractual holdbacks | 4 052 | (595) | - | (1 869) | 5 | 1 165 | (2 061) | 1 906 |
| Increase in deferred revenues | 5 | - | - | - | - | - | - | - |
| Increase in prepaid expenses | 119 | - | - | - | - | - | - | - |
| Decrease in contract advance | - | - | - | - | - | 10 359 | - | - |
| (Decrease) increase in environmental obligations | (3 051) | 1 039 | - | 122 | 166 | 209 | 273 | 326 |
| Cash Flow Provided by Operating Transactions | 67 681 | (371) | 43 685 | 24 951 | 78 560 | 99 377 | 63 686 | 135 329 |
| TANGIBLE CAPITAL ASSET INVESTMENT ACTIVITIES | | | | | | | | |
| Proceeds from disposal of tangible capital assets | 22 | - | - | - | - | - | - | - |
| Cash used to acquire tangible capital assets | (55 978) | (37 942) | (43 685) | (46 851) | (62 447) | (108 395) | (63 902) | (112 446) |
| Cash flow used for capital transactions | (55 956) | (37 942) | (43 685) | (46 851) | (62 447) | (108 395) | (63 902) | (112 446) |
| Increase (decrease) in Cash | 11 725 | (38 313) | - | (21 901) | 16 113 | (9 018) | (216) | 22 882 |
| Cash, Beginning of the Year | 48 836 | 60 561 | 48 836 | 22 248 | 347 | 16 460 | 7 442 | 7 226 |
| Cash, End of the Year | 60 561 | 22 248 | 48 836 | 347 | 16 460 | 7 442 | 7 226 | 30 108 |

(1) Annual financial forecasts as at September 30, 2022.

(2) Actual 2021-2022: Includes asset transfer amounting to \$7,217K, non cash item non eligible for Parliamentary appropriations.

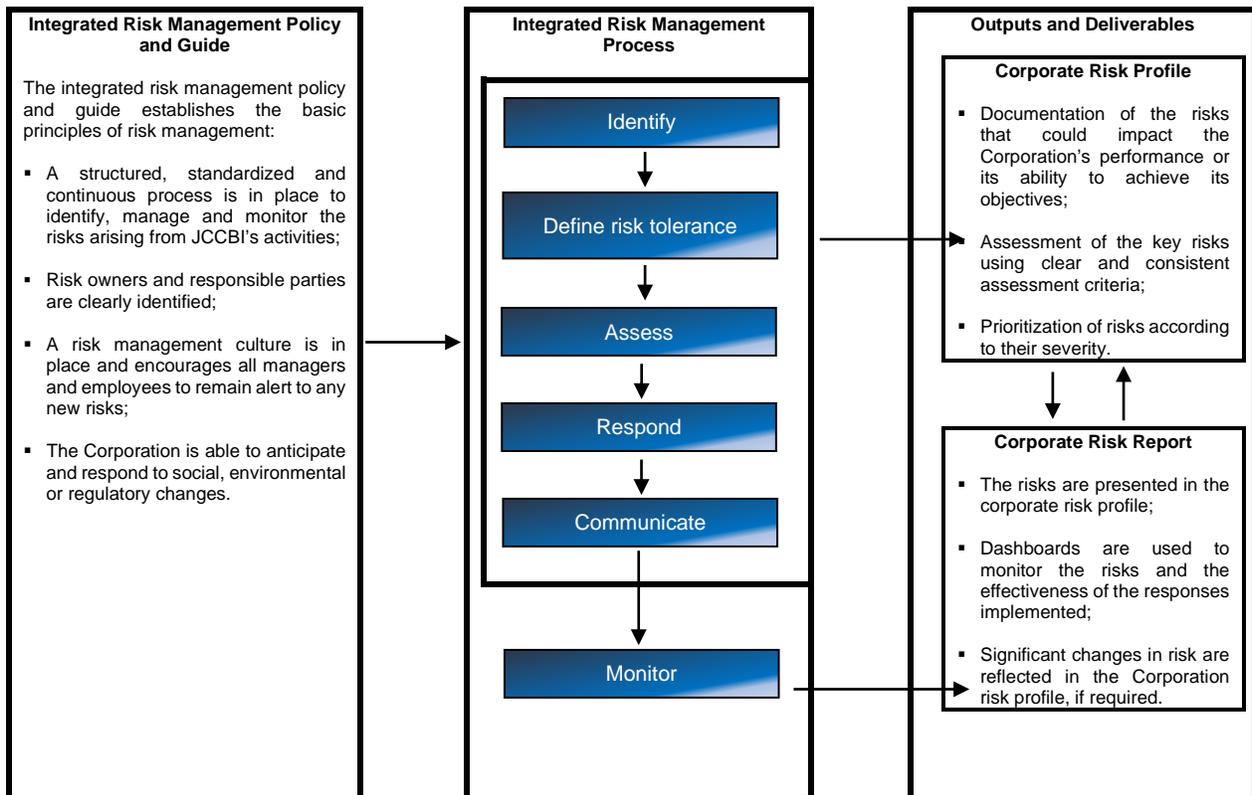
Summary Table – Ten-Year Financial Summary (2023-2033) – Pro Forma

| (In thousands of Canadian dollars) | Projection | | | | | | | | | | | | |
|---|---------------------|---|--------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual 2021-2022 | Current Projection 2022-2023 ⁽¹⁾ | Main Budget 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 |
| REVENUES | | | | | | | | | | | | | |
| Leases and permits | 618 | 352 | 590 | 600 | 600 | 600 | 600 | 600 | 612 | 624 | 636 | 649 | 662 |
| Interest | 424 | 706 | 477 | 400 | 400 | 400 | 400 | 400 | 408 | 416 | 424 | 432 | 441 |
| Material disposal - Original Champlain Bridge | 51 | - | - | - | - | - | - | - | - | - | - | - | - |
| Other sources | 136 | 3 509 | - | - | - | - | - | - | - | - | - | - | - |
| Assets transfer | 7 217 | - | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL REVENUES | 8 446 | 4 567 | 1 067 | 1 000 | 1 020 | 1 040 | 1 060 | 1 081 | 1 103 |
| EXPENSES | | | | | | | | | | | | | |
| Regular maintenance | 8 313 | 9 671 | 9 671 | 8 482 | 8 482 | 8 716 | 8 954 | 9 202 | 8 642 | 8 822 | 9 008 | 9 199 | 9 391 |
| Major maintenance | 15 461 | 22 083 | 22 290 | 22 843 | 22 947 | 22 875 | 22 140 | 23 795 | 19 972 | 19 792 | 20 334 | 20 627 | 20 864 |
| Jacques-Cartier Bridge | 22 054 | 16 644 | 20 046 | 18 283 | 17 024 | 14 368 | 7 384 | 17 192 | 41 897 | 72 055 | 27 656 | 33 785 | 53 210 |
| Champlain Bridge - Deconstruction | 91 612 | 103 166 | 79 111 | 60 775 | 62 813 | 21 359 | 28 961 | 25 413 | 46 350 | 44 569 | 48 389 | 34 862 | 25 046 |
| Honoré Mercier Bridge | 18 299 | 13 275 | 12 568 | 11 843 | 17 210 | 3 580 | 2 434 | 10 802 | 13 754 | 3 083 | 4 867 | 4 302 | 13 839 |
| Melecheville Tunnel | 930 | 2 145 | 2 593 | 2 773 | 1 117 | 2 029 | 6 369 | 3 900 | 9 031 | 26 763 | 6 418 | 2 063 | 4 412 |
| Bonaventure Expressway | 8 953 | 7 333 | 7 572 | 3 648 | 19 988 | 20 029 | 3 887 | 34 555 | 9 581 | 31 855 | 33 027 | 10 419 | 9 537 |
| Esкарade | 870 | 1 585 | 1 442 | 5 724 | 1 576 | 1 290 | 34 887 | 34 555 | 9 581 | 31 855 | 33 027 | 10 419 | 9 537 |
| Ile-des-Seigneurs Bypass Bridge | 589 | 1 425 | 2 280 | 2 046 | 331 | 22 | 7 751 | 15 368 | 13 534 | 25 501 | 17 272 | 2 543 | 2 631 |
| Environment | 1 612 | 1 905 | 14 318 | 2 560 | 2 367 | 6 796 | 8 299 | 8 885 | 8 711 | 8 885 | 9 063 | 9 244 | 9 429 |
| Operations | 4 441 | 4 732 | 4 732 | 7 595 | 7 813 | 8 060 | 8 541 | 8 885 | 8 541 | 20 802 | 25 426 | 21 691 | 26 383 |
| Administration | 17 210 | 22 308 | 21 960 | 22 857 | 22 627 | 23 198 | 23 477 | 24 202 | 24 451 | 20 802 | 25 426 | 21 691 | 26 383 |
| Amortization | 34 506 | 34 031 | 26 130 | 34 634 | 28 946 | 30 386 | 32 636 | 34 954 | 37 138 | 41 192 | 46 489 | 49 701 | 51 588 |
| Environmental obligations provision | (5 945) | (668) | (2 725) | (1 619) | (1 515) | (1 485) | (1 587) | (1 587) | (1 931) | (1 960) | (1 985) | (2 006) | (2 026) |
| Employee future benefits provision | (115) | - | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL EXPENSES | 218 792 | 239 637 | 221 998 | 218 713 | 211 635 | 159 195 | 181 703 | 206 417 | 231 131 | 301 360 | 245 964 | 196 430 | 224 305 |
| Deficit before Government of Canada funding | (210 346) | (235 070) | (220 931) | (217 713) | (210 635) | (158 195) | (180 703) | (205 417) | (230 111) | (300 320) | (244 904) | (195 349) | (223 202) |
| Non-cash items | 21 229 | 33 363 | 23 405 | 33 015 | 27 430 | 28 901 | 31 048 | 33 367 | 35 207 | 39 232 | 44 504 | 47 695 | 49 562 |
| Deficit before Government of Canada funding (eligible for funding) | (189 117) | (201 707) | (197 526) | (184 698) | (183 205) | (129 294) | (149 655) | (172 050) | (194 903) | (261 087) | (200 400) | (147 654) | (173 640) |
| Government of Canada funding - expenditures | | | | | | | | | | | | | |
| Authorized appropriations | 189 119 | 201 707 | 194 833 | 184 698 | 183 205 | 129 294 | 149 655 | 172 050 | 4 989 | 9 746 | 8 750 | 4 054 | 4 046 |
| Appropriations requested (potential reprofiling) | - | - | 2 693 | - | - | - | - | - | 189 915 | 251 341 | 191 650 | 143 600 | 169 594 |
| Government of Canada funding - tangible capital assets : | | | | | | | | | | | | | |
| Authorized appropriations | 50 420 | 37 942 | 85 171 | 46 851 | 62 447 | 108 395 | 63 902 | 112 446 | 68 841 | 43 641 | 13 341 | 2 641 | 2 641 |
| Appropriations requested (potential reprofiling) | - | - | (41 486) | - | - | - | - | - | 148 211 | 155 869 | 34 042 | 65 248 | 62 469 |
| Non-cash items | (21 229) | (33 363) | (23 405) | (33 015) | (27 430) | (28 901) | (31 048) | (33 367) | (35 207) | (39 232) | (44 504) | (47 695) | (49 562) |
| Annual Operating Surplus | 29 193 | 4 579 | 20 280 | 13 837 | 35 016 | 79 494 | 32 853 | 79 079 | 179 844 | 160 277 | 2 879 | 20 193 | 15 548 |
| Note 1: Tangible Capital Asset Acquisition | | | | | | | | | | | | | |
| Jacques-Cartier Bridge | 33 402 | 25 209 | 21 519 | 25 672 | 18 382 | 18 700 | 3 635 | 51 923 | 55 732 | 53 492 | 22 809 | 50 079 | 52 927 |
| Champlain Bridge | 18 489 | 8 708 | 17 485 | 14 398 | 20 567 | 7 081 | 6 922 | 7 943 | 7 601 | 5 470 | 7 571 | 5 078 | 3 872 |
| Honoré Mercier Bridge | 836 | 484 | - | - | 325 | 3 682 | 1 243 | 9 | 107 | 121 | 3 750 | 3 363 | 74 |
| Melecheville Tunnel | 2 661 | 2 180 | 3 718 | 5 989 | 22 552 | 77 336 | 50 291 | 51 736 | 150 445 | 139 138 | 11 814 | 21 | - |
| Bonaventure Expressway | 213 | 388 | 963 | - | 40 | 40 | 85 | 179 | 387 | 650 | 550 | 6 733 | 7 247 |
| Esкарade | 1 926 | 963 | 753 | 621 | 621 | 1 546 | 1 726 | 656 | 769 | 650 | 888 | 2 615 | 990 |
| Other | 57 637 | 37 942 | 43 695 | 46 851 | 62 447 | 108 395 | 63 902 | 112 446 | 215 052 | 199 510 | 47 363 | 67 889 | 65 110 |
| Total Tangible Capital Assets | | | | | | | | | | | | | |
| Authorized Funding | | | | | | | | | | | | | |
| Operating funding | 189 119 | 201 707 | 194 833 | 184 698 | 183 205 | 129 294 | 149 655 | 172 050 | 4 989 | 9 746 | 8 750 | 4 054 | 4 046 |
| Tangible capital asset funding | 50 420 | 37 942 | 85 171 | 46 851 | 62 447 | 108 395 | 63 902 | 112 446 | 68 841 | 43 641 | 13 341 | 2 641 | 2 641 |
| Total | 239 539 | 239 649 | 280 004 | 231 550 | 245 652 | 237 689 | 213 556 | 284 496 | 73 830 | 53 387 | 22 091 | 6 695 | 6 687 |

(1) Annual financial projections as at September 30, 2022

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 *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.



The risk management maturity measurement was completed in 2020-2021 as part of the Destination 2024 Strategic Plan and the "Acceptable" rating was achieved.

Improvement opportunities have been developed by theme as follows to target the "mature" rating in 2023-2024:

| Thématique | Opportunités d'améliorations | Statut |
|---|--|------------|
| Stratégie et tolérance au risque | • Énoncés formels d'appétit et de tolérance au risque | Complété |
| Gouvernance des risques | • Renforcement par la socialisation de la politique et des rôles et responsabilités | Complété |
| Culture du risque | • Renforcement par la communication et les plans de formation | En continu |
| Évaluation et mesure des risques | • Mise à jour annuelle du registre de risque, révision de la politique 08, les interrelations et la vélocité des risques | En cours |
| Gestion et surveillance des risques | • Indicateurs de risque pour bonifier la surveillance et la proactivité | À venir |
| Rapport et informations sur les risques | • Point statutaire à l'ordre du jour des rencontres de gouvernance avec des informations complètes | Complété |
| Données et technologies | • Harmonisation des risques d'actifs et corporatifs | À venir |

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

Global Severity of Prioritized Corporate Risks as approved by the Board on April 22, 2022

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

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

Legend: * risk non prioritized for the year mentioned

The severity of Risk RSO [11] “Political Environment” was increased in 2021-2022, as the current geopolitical situation, in particular with the war in Ukraine and the looming recession, could redirect government priorities and have an impact on JCCBI and thus limit funding for certain projects.

The severity of Risk FIN [28] “*Funding and Parliamentary Appropriations*” was prioritized in 2021-2022 because the financial risk caused by the COVID-19 pandemic and the elements described in Risk RSO [11] “Political Environment” could have a significant impact on the 2023-2028 funding cycle.

The severity of Risk FRS [46] “*Non-Performance of Contract or Delay in Delivery*” was removed from the prioritized risks 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 the reference and contractual documents in order to eliminate the repetition of known risks. The number and scale of claims have fallen considerably since the measures were introduced.

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 supervision guide, 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 [60] “Information Systems Security” was increased in 2020-2021, because the mitigating measures are being put in place as part of the IT Security Improvement Program (ITSIP).

Summary of the Mitigation Measures and Action Plans for the 16 Prioritized Corporate Risks, by Category, as at October 25, 2022

| Category/Title/Description of the Risk | Probability | Impact | Mitigation Measures | Severity |
|---|-------------|-----------|---|----------|
| Governance, Reputation and Ethics | | | | |
| Relationship with Stakeholders <ul style="list-style-type: none"> Inability to establish and maintain healthy and sustainable relationships with partners and stakeholders Disruption of mobility and reputation | Likely | Moderate | <ul style="list-style-type: none"> Development of corporate work plans. New ESD policy that addresses, stakeholders. Development of work plans by Axis (Bonaventure, Honoré Mercier, Champlain (Héritage), Estacade, Jacques Cartier, Melocheville). | Moderate |
| Strategic and Organizational Risks | | | | |
| Political Environment <ul style="list-style-type: none"> Federal government policies Changes in policies | Likely | Very high | <ul style="list-style-type: none"> Formal and informal ties with the federal political and administrative system. Strengthening of representations on mandate, strategic plan and corporate plan. Visits of structures. Meetings with the Deputy Minister. Strategic reflection with INFC. | High |
| Leadership and Succession <ul style="list-style-type: none"> Lack of leadership within management Vacant key positions or functions Positions or functions without a succession plan | Likely | Moderate | <ul style="list-style-type: none"> Employee-succession and critical positions to establish and implement a succession plan. Individual development plan. Leadership training. Inter-division partnership culture process. Quantitative and qualitative analysis of workforce development needs. | Moderate |
| Management Model <ul style="list-style-type: none"> Ineffective or inefficient management model, leading to red tape Inability to adapt quickly to changes Difficulties in identifying opportunities for value creation | Likely | Moderate | <ul style="list-style-type: none"> Participatory approach to the 2020-2024 strategic planning. Management and leadership skills development program. Partnership/cohesion between the different departments. Analysis of the current and projected organizational capacity. Continuous improvement and process review initiatives. | Moderate |
| Decision-Making – Information Management <ul style="list-style-type: none"> Inaccurate or incomplete information Process for communicating a decision or a material change could be inadequate or insufficient | Unlikely | Very high | <ul style="list-style-type: none"> Implementation of adequate internal controls. Data security categorization. Expertise in data management and exploitation. Process and project management. | Moderate |

| Category/Title/Description of the Risk | Probability | Impact | Mitigation Measures | Severity |
|---|-------------|-----------|--|----------|
| | | | <ul style="list-style-type: none"> Optimization of internal committees. Internal audits, annual audit of financial statements, special examination. Performance indicators (KPI) as a tool for decision-making and continuous improvement. | |
| Performance Measures <ul style="list-style-type: none"> Non-existing Aligned with inadequate or poorly communicated objectives | Likely | Moderate | <ul style="list-style-type: none"> Corporate performance indicators (targets and thresholds) based on the Destination 2024 Strategic Plan communicated to employees. Development of performance indicators for environment and sustainable development, as well as for project timelines, scope and quality. Process of accountability to management and the Board. Annual asset management report to the Board. | Moderate |
| Risks related to Infrastructures and Projects | | | | |
| Level of Knowledge of Infrastructures <ul style="list-style-type: none"> Information on the condition of the infrastructures insufficient to determine the preventive, detection or remedial measures | Unlikely | Very high | <ul style="list-style-type: none"> Supplementary Asset Monitoring Program (SAMP). Instrumentation Strategy. Asset management policy. Seismic assessment program and impact on the life cycle of assets. | Moderate |
| Environmental Protection <ul style="list-style-type: none"> Environmental offence, incident or damage Impacts on natural environment that may lead to cessation of work, claims, sanctions or penalties or intervention of media and interest groups | Likely | High | <ul style="list-style-type: none"> New environment and sustainable development policy. Implementation of an EMS. Digitalization of the data (e.g. contaminated lands). | Moderate |
| Financial Risks | | | | |
| Funding and Parliamentary Appropriations <p>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</p> | Likely | Very high | <ul style="list-style-type: none"> Meetings with the federal political and administrative system. Strategic planning to prioritize actions and business cases. 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. 2023-2028 funding request. | High |
| Legal and Compliance Risks | | | | |
| Contractual Disputes and Claims <ul style="list-style-type: none"> Disputes or claims in connection with the execution of contracts | Unlikely | High | <ul style="list-style-type: none"> Be able to settle disputes by negotiation. Dispute resolution process. Analysis of claims in order to make recommendations. | Moderate |

| Category/Title/Description of the Risk | Probability | Impact | Mitigation Measures | Severity |
|---|-------------|--------|---|----------|
| | | | <ul style="list-style-type: none"> Evaluation of the dispute resolution process provided for in the standard construction contracts. Standard construction specifications. Guide to drafting construction documents. Process for drafting change orders. | |
| Risks related to Suppliers and Procurement Process | | | | |
| Health and Safety on Worksites Involving Suppliers <ul style="list-style-type: none"> Failure to take appropriate measures to prevent or detect risk exposure Putting their employees, JCCBI's employees or the general public at risk | Likely | High | <ul style="list-style-type: none"> Implementation of an internal OHS division in support to internal and external operations. Prevention plan specific to each contract. Triple OHS monitoring on the worksites: <ul style="list-style-type: none"> Prevention officer. Work supervisor's OHS specialist. External consultant OHS coordinator who is an OHS expert reporting to the OHS division. Training, documentation and personal protective equipment accessible to JCCBI's employees who visit worksites. Validation of the skills of suppliers' employees. Inspections conducted on the worksites and monitoring of corrective measures. Physical visits and attestations by engineers before authorizing access. OHS visits before commissioning of the structures/assets following the completion of the work, in order to identify any potential risk to user safety. Assessment of accidents, events or observations that have occurred, identification of trends and implementation of generic corrective measures. Update of the Work Supervision Guide. Update of the standard specifications. Update of OHS requirements in Terms of Reference. Evaluation of suppliers' OHS performance. OHS pre-qualification criteria. | Moderate |
| Risks related to Employees | | | | |
| Recruitment and Retention <ul style="list-style-type: none"> Number of employees insufficient or too high Recruitment policies and processes may not allow the recruitment of | Very likely | High | <ul style="list-style-type: none"> Health and wellness policy aligned with JCCBI's values. Health/wellness survey (analysis and action plans). Compensation management policy. | High |

| Category/Title/Description of the Risk | Probability | Impact | Mitigation Measures | Severity |
|--|-------------|-----------|---|-----------|
| <p>honest and qualified staff, permanent or temporary</p> <ul style="list-style-type: none"> Not retain qualified personnel | | | <ul style="list-style-type: none"> Criminal background, diploma, reference and health check. Equity and diversity action plan. “Employer Brand” approach. Ensuring consistency between the job profiles and the management skills. Approach for the professional development of employees. Attractive sustainable mobility incentive program for employees. Regular feedback on motivations, concerns and suggestions for improvement. Renewal of the CUPE and CSN collective agreements. Pay equity plan under development. | |
| <p>Occupational Health and Safety</p> <ul style="list-style-type: none"> Work environment to ensure the health and safety of JCCBI’s employees Putting JCCBI’s employees or the general public at risk | Likely | High | <ul style="list-style-type: none"> Presence of the managers in the field. Sharing of information at divisions team meetings. Communication plan to remind all of the issues and procedures. Skills management plan including the list of mandatory training by type of job. Monitoring of the results of prevention efforts in the mid/long term. OHS management program, including procedures for risky activities. Return to work program for the support and reintegration of employees following extended absences. | Moderate |
| Information Technology Risks | | | | |
| <p>Technology Infrastructure and Quality of Management Information</p> <ul style="list-style-type: none"> Inadequate technology infrastructure. Inefficient use of IT False, inaccurate or incomplete management information | Likely | Moderate | <ul style="list-style-type: none"> Involvement of users and owners in the life cycle of IT systems. Implementation of an IT and systems security improvement program. Drafting and execution of test plans. Post implementation maintenance. Policy 10 – « <i>Sécurité et utilisation des actifs informationnels</i> ». Policy 6 – « <i>Gestion de l’information administrative et expression des dates</i> ». Improvement of IT operating processes. Electronic signature. Updating of infrastructures. | Moderate |
| <p>Security of Information Systems</p> <ul style="list-style-type: none"> Unauthorized access Breaches of personal information, confidential information and strategic data Corrupted data | Very likely | Very high | <ul style="list-style-type: none"> Monthly update of operating systems and network equipment. Monitoring, via a monitoring software, of security exceptions. Training and awareness regarding computer security. | Very high |

| Category/Title/Description of the Risk | Probability | Impact | Mitigation Measures | Severity |
|--|-------------|----------|---|----------|
| <ul style="list-style-type: none"> • Interruption in business activities • Damage to JCCBI's reputation | | | <ul style="list-style-type: none"> • System access management. • Policy 10 – « <i>Sécurité et utilisation des actifs informationnels</i> » • Improvement of IT operating processes. • Implementation of an IT and systems security improvement program. | |
| <p>System Disruption or Failure</p> <ul style="list-style-type: none"> • Interruption of business continuity during critical periods | Very likely | Moderate | <ul style="list-style-type: none"> • Implementation of a business continuity plan including IT succession and integrated into the emergency response plan. • Improvement of IT operating processes. • Updating of infrastructures. | Moderate |

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 filing 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 (PA)**

All requests received under the ATIA and the PA are forwarded to the ATIP Coordinator for processing in accordance with the ATIA and the PA. 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, Board members and Chief Executive Officer.

Every year, JCCBI submits its ATIA (including the statistical report) and PA 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 PA 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 and said work 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 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 2019-2022 FSDS and thus filed its first SDS for 2020 to 2023.



JCCBI has contributed to the development of certain chapters of the new 2022-2026 FSDS. The sustainable development goals to which JCCBI will be able to contribute were established in fiscal year 2022-2023. The next step for JCCBI in relation to the 2022-2026 FSDS will be to develop an SDS for 2023 to 2027. As JCCBI is now subject to the FSDA, this new SDS will need to be filed in the fall of 2023.

+ ***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 accordance with the commitment made in the context of the 2022 Special Examination Report from the Auditor General of Canada, the Board will adopt a Code of Conduct and Ethics for Directors by March 2023. Every year, all directors, including the Chief Executive Officer, will be required to confirm their commitment and compliance with said Code.

In addition to the CIA (and, eventually, to 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 or mail-in 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***

In compliance with the *Pay Equity Act*, the Corporation is working on a mobilization plan in order to adopt an evaluation plan and start the pay equity exercise through a joint committee.



+ **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 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.

+ **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*;
- *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 DIRECTION

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 partners, 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 *Sustainable Development Strategy* for 2020 to 2023 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 30, 2022.

GENDER-BASED ANALYSIS (GBA) PLUS

JCCBI will initiate an evaluation of the GBA Plus with a view to integrating it more systematically into its decision-making process and operational activities, where applicable.

As at September 30, 2022, JCCBI's multidisciplinary team consisted of more than 177 people from various disciplines and trades. Within the Corporation, at the same date, 51.0% of employees were women and 49.0% were men. Employees under 30 years of age represented 2.0%, those between 30 and 50 years of age represented 62.0% and those over 50 years of age represented 36.0%.

JCCBI's collaboration with the MCK at the Honoré Mercier Bridge, as described below in the *Indigenous Matters* section, is an example of JCCBI's initiative to support the GBA Plus.

Several other initiatives were undertaken by JCCBI in this regard. As part of the improvement of the office layout at its head office, push buttons were installed on the entrance doors and on the doors to the washrooms. This initiative was part of the 2021-2022 action plan of the Diversity, Inclusion Sub-Committee of the Workplace Equity, Diversity and Wellness Committee (WEDWC) to accommodate persons with impaired mobility and broaden the pool of employees by providing easy access to its offices for people with disabilities.

In line with this orientation, elements in Braille format were planned in the original plans and specifications for the construction of the new Operations and Maintenance building and were included in the signage of the elevator, main washrooms and stairs.



During 2022-2023, initiatives related to the use of gender-neutral writing will be implemented to facilitate its common use, especially in written exchanges.

In addition, in order to promote the integration into employment of people with disabilities, a first letter of agreement was signed with the Canadian Union of Public Employees, local 4102, to agree to the hosting, by JCCBI, of a participant in an employment integration program, demonstrating the intention of union and management to promote a culture of equity, diversity, inclusion, health and wellness in the workplace.

DIVERSITY AND EMPLOYMENT EQUITY

The Corporation is in line with the Government of Canada's commitment to promote diversity and employment equity, notably with the merger of the Employment Equity Committee with the Workplace Health and Wellness Committee into a single committee, the WEDWC. This merger allows for greater visibility and a greater number of collaborators and ambassadors to support the employment equity process in compliance with the *Employment Equity Act*. Committee members play an important role in sharing information and values, representation and two-way communication to employees across the organization, thereby generating their interest.

Training on good practices in diversity and inclusion management was provided to the management team in 2021, enabling them to learn about strategies for working effectively with employees from all cultures and to gain knowledge about cultural dimensions of the workplace, communication styles, motivational approaches and conflict management in a cross-cultural context. Training on communication in a cross-cultural context will again be offered to employees, enabling participants to be equipped and made aware of the impact of their own culture on their communications and to become aware of the culture related elements that raise questions or challenges in a cross-cultural context.

Discussions with a group of organizations specializing in the employability of people with disabilities and with the First Nations Human Resources Development Commission of Quebec led to the posting of job openings within JCCBI on their websites, thereby promoting access to JCCBI jobs for people with disabilities and Indigenous communities. A business relationship has also been established with an organization specializing in the employability of people with disabilities, which forwards job postings to employment counselors.

In addition, a corporate video posted on the intranet and social networks promotes diversity in line with the organization's values aiming at attracting talent from diversity. Capsules on employee experiences are also published internally to build knowledge and highlight the richness of diversity within the organization.

INDIGENOUS MATTERS

Since the transfer of responsibility for 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 Honoré Mercier 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 development of a memorial circuit and the introduction of a new active transportation link are among the development projects currently under study.

In 2007, as part of the planning for the bridge deck replacement project, a collaboration agreement was signed between JCCBI, the MCK and the Quebec government to determine the project delivery structure.

The formal Aboriginal 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 Mohawks 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 in preparation for the deconstruction work scheduled to begin in 2023-2024. JCCBI participated, between 2017 and 2019, in an Aboriginal consultation undertaken by several federal stakeholders in connection with the *REM* project. Aboriginal concerns have been addressed to their satisfaction during these consultations. In addition, an Aboriginal consultation was initiated in 2019 as part of the original Champlain Bridge deconstruction project and is ongoing.

Adverse impacts that a project may have on the rights of aboriginal peoples are also assessed by JCCBI in the context of projects environmental impact analysis of projects carried out under the IAA (s. 82 et seq.), with a view to identifying and implementing, where required, appropriate consultation and 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 under its responsibility 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.

JCCBI's sustainable development strategy includes six of the United Nations Sustainable Development Goals that are part of the 2022-2026 FSDS. These goals have been selected taking into account the mission and values of the Corporation. They also reflect JCCBI's know-how and leading expertise in terms of environment and sustainable development.

| Sustainable Development Goals | Selected Orientations |
|--|---|
|  | Innovating and investing in green infrastructure |
|  Mandatory | Supporting First Nations economic development through stakeholder management |
|  | Investing in public transit and active transportation, and promoting access to green spaces and cultural and natural heritage |
|  Mandatory | Managing contaminated sites |
|  Mandatory | Implementing measures to address climate change (carbon neutrality by 2050) |
|  | Better understanding lands and forests and putting forward biodiversity conservations measures |

As such, JCCBI aims to extend the life of the assets it manages by focusing on new innovations in research and development while protecting, preserving and enhancing the environment. In this sense, the characterization of the biodiversity of JCCBI’s assets and the implementation of the contaminated sites management process, combined with the assessment of the impacts of active mobility and environmental footprint of site operations, will make it possible to develop a climate change adaptation plan and a proactive approach with stakeholders.

JCCBI is also working on the implementation of an EMS to ensure the environmental compliance of its activities and develop a monitoring structure for various environmental topics such as the traceability of materials generated by construction sites. JCCBI wishes to influence the industry by driving a materials reduction, reuse and recycling movement with its partners through the inclusion of specific obligations to this effect in its contracts, where applicable.





SAFE WORK ENVIRONMENTS

Online training on the prevention of harassment and violence in the workplace was completed on a mandatory basis by all employees. As a complement to this training, all employees were required to watch an information capsule on the main changes to JCCBI's internal policy on the prevention of harassment and violence in the workplace following the coming into force of the amendments to the *Canada Labour Code* and the *Work Place Harassment and Violence Prevention Regulations*. In addition, all managers have received training to emphasis on their roles and responsibilities in maintaining a healthy work environment, both in terms of preventing and dealing with situations of violence and harassment.

Actions were also undertaken by the WEDWC to increase employee awareness of the aforementioned internal policy on the prevention of harassment and violence, as well as the internal code of civility. The analysis of violence and harassment risks and the development of an action plan are currently underway with the collaboration of local OHS committees.

The first three-year cycle of review and update of the Corporation's occupational health and safety management program (OHSMP) was completed in the spring of 2022. This update ensures that the structure of JCCBI's OHS processes is well adapted and provides an adequate framework for its activities so that they can be carried out safely. All these prevention rules are communicated to employees through awareness activities, such as the publication of posters, brochures or capsules, the participation of OHS team representatives in various team or project meetings, personalized OHS training, as well as the monitoring of certain field activities by managers, the OHS team or members of one of the two local OHS committees, in order to remind employees of good OHS practices and put them into practice. All of these steps are directly related to JCCBI's strong commitment to achieving 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 has published its accessibility plan in accordance with the requirements of the *Accessible Canada Act* and the *Accessible Canada Regulations*.



APPENDIX 7 – COVID-19

In line with the government's position, JCCBI has suspended its internal policy of mandatory vaccination against COVID-19 as of June 20, 2022. All employees are familiar with the basic measures to protect themselves from the virus. The sanitary rules implemented in the organization are adapted to the new reality to ensure a healthy and safe environment for all.

The current internal rules provide for symptomatic employees and visitors to be removed from the working environment quickly. Although there are no longer any obligations to do so, JCCBI maintains good practices for its employees, providing them with access to procedural masks, hand sanitizer and 2-meter social distance dividers at their workstations.

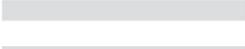
To date, there is no evidence that any outbreak has occurred at the Corporation's offices.

Hybrid work has been in place since the beginning of 2022 in order to benefit from the advantages of both working modes: the face-to-face mode, which favours the collaborative and human aspects, and telecommuting, which offers employees an environment conducive to concentration and the production of files, as well as a better work-life balance.

The current pandemic situation has no impact on the progress of the major maintenance program. Again this year, a few isolated cases of COVID-19 contamination were reported, but there were no impacts on work schedules or costs.

After more than two years, the management of the pandemic has become a normality for contractors, who manage same as any other risk. Through its consultants responsible for supervising the work, JCCBI monitors the application of sanitary measures to eliminate at source the risks of contamination.





APPENDIX 8 – LIST OF ABBREVIATIONS

| | |
|-------------|--|
| AMMP | ASSET MAINTENANCE MASTER PLAN |
| ATIA | ACCESS TO INFORMATION ACT |
| BOARD | JCCBI'S BOARD OF DIRECTORS |
| CMMS | COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM |
| 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 |
| 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 |
| INFC | INFRASTRUCTURE 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 |
| MTQ | MINISTÈRE DES TRANSPORTS DU QUÉBEC |
| OHS | OCCUPATIONAL HEALTH AND SAFETY |
| PA | PRIVACY ACT |
| 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 LAWRENCE GROUP |
| WFP | WORKFORCE PLAN |



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