

CORPORATE PLAN SUMMARY
2020-2021 to 2024-2025

OPERATING BUDGET 2020-2021 TO 2024-2025

CAPITAL BUDGET 2020-2021 TO 2024-2025

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1. OVERVIEW OF THE CORPORATION

1.1 STATUS AND MANDATE

Incorporated in 1978 under the *Canada Business Corporations Act*, JCCBI is a parent Crown corporation listed in Part I of Schedule III of the *Financial Administration Act* (FAA) and is an agent of Her Majesty. JCCBI is subject to Part X of the FAA and regulations thereof, which define the powers, duties and responsibilities of Crown corporations.

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.

JCCBI manages most of the bridges and tunnels under federal jurisdiction located in the Greater Montreal metropolitan area, namely the original Champlain Bridge and the Jacques Cartier Bridge, the Île des Sœurs Bypass Bridge, the federal section of the Honoré Mercier Bridge as well as their approaches, the Melocheville Tunnel and two (2) related infrastructures, namely the federal section of the Bonaventure Expressway and the Champlain Bridge Ice Control Structure. As for the Samuel De Champlain Bridge corridor (SDCBC) project, it is managed by Infrastructure Canada (INFC).

Accountability and Governance

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

JCCBI is governed by a Board of Directors consisting of seven (7) directors, including the Chairman of the Board and the Chief Executive Officer. The directors are appointed by the Minister, with the approval of the Governor in Council. The Chairman of the Board and the Chief Executive Officer were appointed by the Governor in Council on the recommendation of the Minister. The five-year mandate, extended by one (1) year, ends on November 6, 2020 for the Chairman of the Board and the five-year mandate for the Chief Executive Officer ends on May 19, 2024.

Board Committees

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

- + The Governance and Ethics Committee, which is responsible for evaluating all of JCCBI's governance means and practices. Its mandate is to propose to the Board the way in which JCCBI will address questions relating to its governance practices and will implement the guidelines relating to the governance of Crown corporations issued by the Treasury Board Secretariat;
- + The Audit Committee, whose responsibilities are as set out in the FAA. They include monitoring JCCBI's integrity and performance standards, the integrity and credibility of its financial statements and its internal control systems and practices; and
- + The Human Resources Committee, whose primary role is to provide 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 with its strategic plan and its objectives.

The Board of Directors has also formed various other committees. These advisory committees, which have no decision-making powers, ensure the smooth running of major projects.



List of Board Committees as of September 30, 2019

Director	Appointment Date	Term	End of Term
BONNIS, Henri-Jean	June 18, 2019	3 years	2022-06-17
CACCHIONE, Richard	June 21, 2018	3 years	2021-06-20
KEFALAS, Paul T.	November 7, 2014	5 years + 1 year	2020-11-06
LAVOIE, Catherine	June 15, 2017	3 years	2020-06-14
MARTEL, Sandra	May 20, 2019	5 years	2024-05-19
VILLIARD, Me Sylvain	June 15, 2017	3 years	2020-06-14
WILLIAMS, Dale Ellen	December 18, 2017	3 years	2020-12-17

Officers

Chair	KEFALAS, Paul T.
Vice-Chair	LAVOIE, Catherine
Acting Corporate Secretary	PAPAGIANNIS, Me John
Chief Executive Officer	MARTEL, Sandra
Treasurer	LACHANCE, Claude

AUDIT COMMITTEE

CACCHIONE, Richard/President
 VILLIARD, Me Sylvain
 WILLIAMS, Dale Ellen

GOVERNANCE AND ETHICS COMMITTEE

KEFALAS, Paul T./President
 VILLIARD, Me Sylvain
 LAVOIE, Catherine
 WILLIAMS, Dale Ellen

RISK COMMITTEE - INFRASTRUCTURES

LAVOIE, Catherine/President
 KEFALAS, Paul T.
 CACCHIONE, Richard

HUMAN RESOURCES COMMITTEE

WILLIAMS, Dale Ellen/President
 BONNIS, Henri-Jean
 CACCHIONE, Richard

CORPORATE RISK COMMITTEE

VILLIARD, Me Sylvain/President
 BONNIS, Henri-Jean
 KEFALAS, Paul T.
 CACCHIONE, Richard

Board of Director Meetings (April 1, 2019 to September 30, 2019)

Directors	Six (6) Regular Sessions	Three (3) Special Sessions
BONNIS, Henri-Jean	2	2
BOUCHARD, Dominique	2	1
CACCHIONE, Richard	6	3
KEFALAS, Paul T.	6	3
LAVOIE, Catherine	6	3
MARTEL, Sandra	6	3
VILLIARD, Me Sylvain	6	3
WILLIAMS, Dale Ellen	6	3

Audit Regime

JCCBI's auditor is the Auditor General of Canada under *The Jacques Cartier and Champlain Bridges Inc. Regulations*. This body conducts an annual audit of JCCBI's operations in accordance with the FAA in order to ensure that the financial statements are presented fairly on the basis of accepted accounting principles and that JCCBI's operations were performed in accordance with the FAA and JCCBI's statutes and bylaws.

JCCBI develops multi-year plans of internal audits for its operations in order to determine, among other things, whether its risk management, control and governance systems enable it to fulfill its mission economically, efficiently and effectively in accordance with the applicable legislation. JCCBI hires external firms to produce these plans.

The last special examination of JCCBI's activities was conducted in 2008 while JCCBI was a subsidiary of The Federal Bridge Corporation Limited.

The internal audits mandates carried out or in progress since 2016 are described as follows:

- i. Major Projects – Project Planning (2016);
- ii. Major Projects – Project Procurement (2017);
- iii. Major Projects – Execution of Projects (2017);
- iv. Review of the Governance Process and Management Structure (2017);
- v. Review of the Budget Process (2017);
- vi. Infrastructure Maintenance and Operations (2018);
- vii. Business Continuity and Disaster Management Plan IT (2018);
- viii. Financial Processes (2018);
- ix. Staffing Process (2019);
- x. Management of Environmental Risks and Issues (2019);
- xi. Occupational Health and Safety Program (2019);
- xii. Organizational Performance Monitoring Measures (2019).

1.2 STRUCTURES

Jacques Cartier Bridge

Opened to traffic on May 14, 1930, and inaugurated on May 24 of the same year, the “Harbour Bridge” was renamed “Jacques Cartier Bridge” in 1934. The bridge's toll was abolished in 1962. A jewel of our heritage, the Jacques Cartier Bridge is an architectural icon of the Montreal region and has been a fixture of the city's skyline since 1930.

Champlain Bridge

On August 17, 1955, the Federal Minister of Transport, George Marler, announced that a bridge to the South Shore, at the height of Île des Sœurs, would be built.

The bridge was opened to traffic on June 29, 1962. The bridge's toll was abolished in 1990. The Champlain Bridge was decommissioned on June 28, 2019.

Bonaventure Expressway

In the early 1960s, the decision was made to build a new Road (which would become the Bonaventure Expressway). The project took on a whole new dimension when the Expo 67 plans were published. Thereupon, the proposed new Road was the main, if not the only, access road to the Expo site. It was thus designed with that in mind, while at the same time providing for the fact that it would later be linked to the Port of Montreal. The Bonaventure Expressway was inaugurated on April 21, 1967, a few days before the opening of Expo 67.



Honoré Mercier Bridge

The Honoré Mercier Bridge in its original configuration was built in 1933 by the Corporation du pont du lac Saint-Louis, which was 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 St. Lawrence Seaway, 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. Once completed, this new section of the Honoré Mercier Bridge remained under the jurisdiction of SLSA until October 1, 1998, when SLSA transferred the bridge to JCCBI under a directive from the Minister of Transport in accordance with paragraph 80(1) of the *Canada Marine Act*.

Melocheville Tunnel

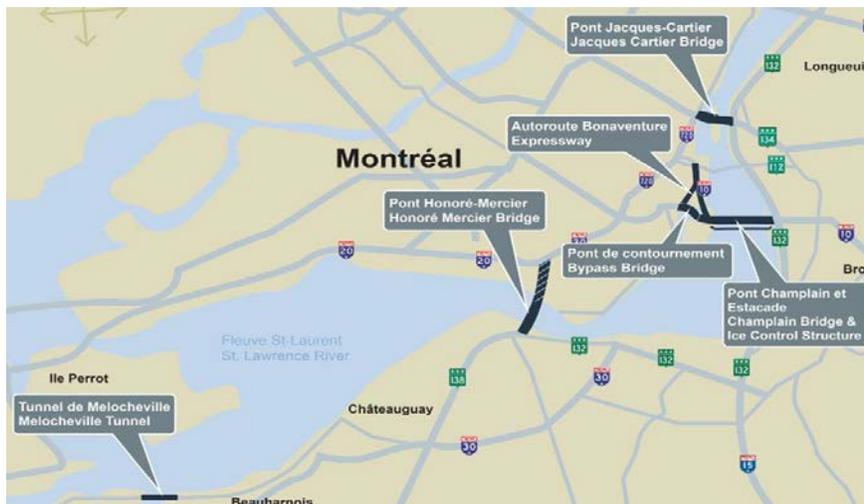
The Melocheville Tunnel was built by SLSA circa 1958 as part of the construction of the St. Lawrence Seaway. The tunnel passes under the locks of the Seaway Beauharnois Canal in Melocheville and is an extension of Highway 132.

Champlain Bridge Ice Control Structure

The Champlain Bridge Ice Control Structure was built in 1964-1965, mainly to avoid the risk of ice jams and flooding in the Montreal area after the Expo 67 islands were built. Over the years, the advent of ice-breakers eliminated the need to operate the ice control structure stop logs.

Today, this structure is used to retain the ice in the La Prairie Basin. It also serves as a bike link between Île des Sœurs and the bike paths on the South Shore and is also used by JCCBI's contractors for the maintenance and monitoring of the original Champlain Bridge. This structure is also used by the Private Partner (PP) contractors to access the St. Lawrence Seaway dike in the context of the construction and maintenance of the Samuel De Champlain Bridge.

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



1.3 ACTIVITIES

To maintain the existing infrastructures, the projects are designed to use the appropriate materials and construction methods to significantly extend their service life. However, when the structures have reached the end of their useful life, due consideration must be given to assess whether the structure meets current and future needs. Infrastructure reconstruction requires major investment, and must last for the next 50 to

100 years. It is therefore essential to discuss with partners, evaluate the built environment and maximize the solutions to meet current realities.

The evolution of the modes of transportation brings a new reality. From autonomous vehicles to the increase in active mobility to the introduction of electric bikes and scooters, the built network must either evolve or be transformed to meet these new modes of transportation, which are used on a daily basis and whose year-round use is demanded.

In keeping with its objective of ensuring mobility on its network, the Corporation has put in place various communication tools with users relating to the work, hindrances and emergency interventions affecting its structures.

JCCBI's main activities are divided into two (2) specific areas, namely the technical teams and the administrative division. The technical teams include planning, engineering, expertise, environment and sustainable development, construction and operations and maintenance. These groups are supported by project management and occupational health and safety teams. In the project management team, the Champlain Project Office is responsible for ensuring the execution of the deconstruction project and the monitoring of the major maintenance program for the original Champlain Bridge, and provides INFC with support as part of the SDCBC project. Administrative divisions such as Legal Affairs, Procurement, Finance, Information Technology (IT), Human Resources and Communications support these sectors.

The Planning, Environment and Sustainable Development (ESD), Engineering, Expertise and Projects and Construction divisions plan and manage the activities pertaining to asset management and major construction, rehabilitation and repair projects related to the components of civil and road engineering structures, such as piers, girders, decks, steel structures, tunnels, foundations, paving and painting as well as the mechanical and electrical components associated with these structures. In order to carry out the work program, a project-based management structure is set up in collaboration with the different departments. In addition, the ESD division ensures the protection and enhancement of the territory as well as the implementation of the sustainable development strategy.

The Operations and Maintenance division oversees and manages contracts for snow removal and spreading of abrasives, road cleaning and maintenance, landscaping, replacement of guardrails, sealing cracks and lubricating bearings, repairing potholes in the pavement and bridge decks, as well as maintenance and operations of lane control signal and surveillance camera systems, electrical distribution and road lighting.

The Corporation awards contracts, mainly to engineering consulting firms, for professional services in the fields of inspection, planning, engineering and work site supervision. Contracts for various activities related to its major maintenance program are awarded to contractors. In addition, many firms offering a variety of professional services assist the Corporation's various departments in carrying out their mandates.

The Sûreté du Québec (SQ), under the terms of a new contractual agreement signed in 2019 and to which INFC is also a party, polices the Jacques Cartier Bridge, the Bonaventure Expressway, the Champlain Bridge Ice Control Structure, the Samuel De Champlain Bridge and Highway 15, as well as the original Champlain Bridge and the Île des Sœurs Bypass Bridge (until deconstruction thereof). The Honoré Mercier Bridge is policed by the SQ, except at the approaches, which are policed by the Kahnawà:ke Peacekeepers.

1.4 FINANCIAL POSITION

JCCBI has an important responsibility inherent in the management of its bridges and structures, namely that of stewardship and public interest. JCCBI must constantly balance its decisions on how best to use available resources to protect its assets and the overriding obligation to ensure the safety and mobility of its users.

Expenditures are funded by parliamentary appropriations. Since the funding in place covers only a limited timeframe, financial viability becomes a leading driving force in all decisions. Since some of JCCBI's assets



have extended beyond their useful life, resources are used primarily for the maintenance and rehabilitation necessary to ensure safety and mobility. JCCBI provides an essential service for the well-being of the population and the region's economy. JCCBI can never put financial factors ahead of public safety. JCCBI continues to prioritize the risk and management thereof, and the work is defined and addressed in the context of available resources.

JCCBI's 2018-2019 annual report is published at https://jacquescartierchamplain.ca/wp-content/uploads/2020/02/1440-18-19_rapport-annuel_2018-2019_en_web.pdf.



2. OPERATIONAL ENVIRONMENT

Historically, bridge managers have taken a reactive approach to maintaining the infrastructures under their responsibility. In the middle of the last century, it was common practice to build bridges in the most basic and economical way possible and to design them to meet the minimum criteria in terms of capacity. It was only when visible signs of deterioration appeared that repairs were undertaken. Once deemed unsafe or unusable, the bridges were demolished and reconstructed. What no one could have predicted at the time is the impact that the use of road salt would have, reducing prematurely (by tens of years) the lifespan of bridges. No one could anticipate the astronomical costs of prematurely replacing a large number of bridges. The culture in asset management had to change.

In fact, the culture in asset management has evolved. Transport infrastructure managers have come to realize that they could delay replacement costs by addressing the problem of deterioration through planned, systemic and timely rehabilitation programs. Such reasoning makes sense from a financial point of view. Bridge managers are moving away from the old curative approach (reactive maintenance) and are now taking a proactive approach (proactive asset management).

This represents a significant paradigm shift for the transportation industry, bridge managers and the engineering community. Until recently, rehabilitating structures to increase their sustainability was not part of the consulting engineering curriculum. Those seeking to improve the sustainability of bridges through their rehabilitation cannot rely on any accurate or proven scientific data. This is a relatively new and emerging field whose actors are exploring different approaches. Such is the situation that JCCBI is facing at the moment. The infrastructures managed by JCCBI are between 50 and 89 years old. Ensuring mobility on all bridges is an important consideration in both the capacity assessment and the work planning.

In the current Montreal context, the Corporation plays a vital role in the daily life of thousands of users whose modes of transportation are constantly evolving. Bridges are an essential part of Montreal's landscape and economy. As an island city, Montreal will always depend on bridges, ensuring the passage of goods and people.

Some structures have reached the end of their service life, in whole or in part, thus requiring major investments for their long-term maintenance to ensure mobility and user safety.

2.1 EXTERNAL ENVIRONMENT

Relationships with Partners: The Greater Montreal area transportation system is a closely woven network. JCCBI must coordinate and plan its activities in collaboration with many partners, thus adding a level of complexity to its operations, in the establishment of its policies and in the execution of its projects. These partners include federal partners as well as provincial and municipal governments and agencies. In addition, JCCBI participates at all four (4) levels of Mobility Montreal (technical, communications, advisory and steering committees), whose principal mandate is to plan and coordinate the work and the different mitigation measures required because of the numerous construction sites (federal, provincial and municipal).

It is essential that JCCBI build relationships with the media and consult with the users, the residents, the municipalities and the other affected stakeholders. Regular, frequent and transparent communication of the construction sites, issues and challenges faced by the Corporation is required. This communication also enables users to opt for new routes, use public transit, prioritize carpooling or avoid certain bridges during major work.

The Honoré Mercier Bridge spans the Mohawk territory of Kahnawà:ke. The rehabilitation work on this federal section of the bridge was, and still is carried out by the Mohawk contractors and workers of Kahnawà:ke. This is due to a number of factors, including the location of this section of the bridge and Order in Council P.C. 2675 dated December 7, 1932.



Legal: In a context of competitive markets and construction work considered as “high-risk”, the issues related to the fair treatment of tenderers, probity of contractors and consultants, as well as health and safety on construction sites are important. A judgement rendered by the Supreme Court of Canada in February 2017 closed a debate that JCCBI has had with Quebec’s *Commission des normes, de l’équité, de la santé et de la sécurité du travail* for several years. This judgment confirmed that Quebec’s *Act respecting Occupational Health and Safety* did not apply to JCCBI and, at the same time, the fact that JCCBI could not, under this act, be designated “prime contractor” on its worksites. It should be noted that JCCBI’s contracts assign to each contractor the duties and responsibilities of “prime Contractor”.

The recent entry into force of significant amendments to the *Access to Information Act* and to the *Canada Labour Code* impacts JCCBI, notably in its proactive disclosure practices, its occupational health and safety obligations and practices as well as in the management of its human resources. The entry into force of the *Impact Assessment Act* as well as the amendments to the *Fisheries Act* and the *Canadian Navigable Waters Act* also impact JCCBI in the planning of its projects.

If implemented, federal bills that are either currently under consideration or whose entry into force has not yet been decreed, such as Bill C-86 *A second Act to implement certain provisions of the budget tabled in Parliament on February 27, 2018 and other measures*, which enacts the *Pay Equity Act*, will also have an impact on JCCBI.

Environment and Sustainable Development (ESD): The Corporation is subject to the *Migratory Birds Convention Act, 1994* and its *Migratory Birds Regulations*. Some migratory birds nest on the Corporation’s structures, particularly the peregrine falcon and the cliff swallow. The Corporation has put in place an avifauna management plan and sees to the filing, when required, of the permit applications prescribed in this Act. There is a potential risk that obtaining permits may affect the timing of some work.

JCCBI participates in the Federal Contaminated Sites Action Plan (FCSAP), administered by Environment and Climate Change Canada, to put in place the mitigation measures required to contain and treat contaminated groundwater on lands in the Bonaventure Expressway sector (East and West Sectors) along the St. Lawrence River. JCCBI is also working with owners and other stakeholders to study the contamination and implement mitigation plans in partnership. The environmental plan for the East and West Sectors is developed with these partners.

In the field of environment, JCCBI conducts several programs to increase its level of knowledge regarding environmental issues. First, JCCBI conducts the environmental characterization of the land under its management in an orderly manner, integrating it into its project-based management. In certain cases, JCCBI conducts such characterization under circumstances other than as part of a project. Such characterization is ongoing, but its scope will decrease as the land cover progresses. In addition to protecting the environment, this program makes it possible to better plan the project costs related to the management of contaminated soils. JCCBI has also set up a biodiversity monitoring program that is ongoing and provides for regular knowledge updates. In addition, JCCBI is in the process of assessing the potential impacts of climate change on its infrastructures. The mitigation measures to be put in place could be integrated into future projects.

Sustainable development is an integral part of the Corporation’s mission and vision. Beyond the delivery of its infrastructure projects, JCCBI’s commitment extends to its management of operational and administrative activities and its focus on generating a positive impact for the community. The Corporation’s commitment to sustainable development is steered by a committee that meets periodically and ensures that the objectives set out in JCCBI’s sustainable development strategy are met.

This strategy includes a multi-year action plan contributing to the Federal Sustainable Development Strategy (FSDS) that stems from the *Federal Sustainable Development Act*, which constitutes Canada’s response to the United Nations’ seventeen (17) sustainable development goals.



The following themes regroup the actions that the Corporation implements on a daily basis to achieve its sustainable development objectives:

1. Responsible governance and strategy: Integrate the sustainable development issues and corporate social responsibility into its governance, strategic planning and management processes.
2. Integrity and financial stewardship: Manage its financial resources in an honest, efficient and responsible manner.
3. Responsible procurement: Ensure that its partners share the same ethics and contribute to sustainable development.
4. Infrastructure and user safety: While ensuring mobility, provide a reliable and safe service to the users of the infrastructures thereby managed as well as a healthy work environment for its employees and suppliers.
5. Infrastructure sustainable design: Design and develop its transportation assets according to a sustainable development vision.
6. Environmental stewardship: Limit the impact of its operations on the environment.
7. Human capital: Treat employees fairly and equitably and provide them with a safe, healthy work environment that allows them to excel.
8. Socio-economic contribution: Contribute to the economic development and the quality of life of the communities in which the Corporation operates.

The aforementioned eight (8) themes comprise a total of 128 actions that either have been or will be taken as per the Corporation's multi-year action plan. In 2020, the Corporation will renew its multi-year action plan to align it with the new cycle of the FSDS.

2.2 INTERNAL ENVIRONMENT

Asset Management: Following the recent organizational transformations, the Asset Management department now comprises the Planning, Inspection and Expert, as well as Environment and Sustainable Development divisions and, since September 2019, the Research and Applications (RAD) division, thus confirming JCCBI's positioning as a leader in major infrastructure management as an innovative expert, a mobility leader and a social and urban contributor.

In this sense, a broad and overall approach to the real condition of the assets under JCCBI's management is now in place. Such approach comprises the inspection of civil engineering structures, diagnoses and various studies such as bearing capacities and degradation curves, which now allows the Corporation to conduct comprehensive reviews of its assets, determine the condition thereof and, in certain cases, assess with precision the obsolescence index and the degradation curves required for the preparation of short and long-term asset maintenance investment plans with the aim of ensuring the security and longevity thereof.

The investments for each of the assets include an additional amount to take into account the sustainable development approach and the environmental issues.

Optimizing investments in the rehabilitation and replacement of structures requires deepening knowledge. The costs of rehabilitating and replacing structures could be reduced and/or significantly deferred by integrating the results and research into the relevant projects.

To consolidate its contribution, the RAD continues to work towards the development of its network of collaboration with the public entities and groups specializing in research, notably the National Research Council Canada. The experience sharing network is continually being developed with infrastructure owners such as Public Services and Procurement Canada.

The RAD leads a dozen research and development projects annually. The main research areas targeted concern the criteria for evaluating the capacity of older structures, instrumentation, validation of the loads applied to structures, materials, and durability and longevity of the existing structures. More specifically, the projects currently underway for the Jacques Cartier Bridge deal, among other things, with the following:

Osculation tools targeting certain specific components of the metallic structure of the bridge;

- + Types of instrumentation and data interpretation method;
- + Seismic performance.

Other projects include the following activities on the other structures:

- + Ice loads;
- + Placement of ultra-high performance fibre-reinforced concrete;
- + New de-icing techniques and products.

The research projects generally extend over long periods of time, sometimes over several years, to identify and analyze a promising technology, transpose said technology from the laboratory to the worksite and assess the performance thereof over time.

Human Resources: In order to develop the capacity to achieve its strategic objectives, JCCBI continues to implement several initiatives, which are summarized in five (5) management priorities:

- i. Supporting the teams in the collaborative implementation of improvement activities/initiatives to optimize the organizational performance.
- ii. Supporting managers in initiatives aiming at increasing employees' commitment level.
- iii. Establishing and deploying corporate action plans for the following ministerial priorities:
 - Workplace Health and Well-Being Program;
 - Building a diverse public service (multiculturalism).
- iv. Managing professional development in order to better identify employees' aspirations, and completing a succession plan.
- v. Developing an intervention action plan to promote the elements that distinguish JCCBI from the others, promote them and make JCCBI stand out as "Best Employer".

The Corporation ensures that it has in place a dynamic workforce plan to become a "Best Employer", in order to meet current and future workforce needs. The Corporation must adapt to new realities related, notably, to sustainable development, collaboration and involvement with both the employees and the various stakeholders as well as to a preventive intervention approach.

Information Technologies (IT): The IT department supports the entire organization in the deployment, implementation and maintenance of flexible solutions tailored to internal and external needs.

In this sense, the evolving management, from a technological point of view, of JCCBI's structures will be linked to the strategic and organizational objectives.

As part of the IT master plan, the IT guiding principles based on IT enterprise architecture best practices will be applied gradually in order to ensure the integration between the IT systems.

In order to ensure the longevity, the capacity and a periodic review of IT needs in the organization, a process to centralize and transfer the new IT systems to the operational teams once the project is completed will be formalized.



In conjunction with the Asset Management department, a technological positioning will be determined to identify a tool that will integrate with geomatics, the corporate databases and the Computerized Maintenance Management System to act as leverage to align with the Asset Management vision.

2.3 ISSUES

JCCBI's priority is to ensure the mobility of users and goods, which involves the continued safety of the structures under its responsibility. The age of the infrastructures managed by JCCBI and the funding for their maintenance and rehabilitation are real risks for the Corporation.

Indeed, the bridges and other structures managed by the Corporation are old and have been subjected to years of heavy traffic, harsh weather conditions and extensive use of road salt. In order to determine the actual condition of its structures and their damage level, JCCBI has developed a management and inspection plan. Inspections, load capacity studies and instrumentation are the main sources of information that enable JCCBI to manage the risks associated with the safety of structures, prioritize interventions and prepare an investment plan over a fifteen-year period. The work is determined from a longer-term perspective to ensure the longevity of the structures and extend their useful life according to the vision established for each structure.

In the metropolitan Montreal area, municipal authorities and the Quebec government have major infrastructure projects under way or in the planning stages. JCCBI must compete with these authorities to hire and retain professionals and technicians and to award contracts to engineering firms and contractors in order to carry out its work program. The duration and cost for said work can be influenced by this market, where competition is very fierce considering the number and scope of ongoing and planned road works, notably the SDCBC, *Réseau express métropolitain* (REM), Turcot Interchange and Louis-Hippolyte La Fontaine Tunnel projects. In addition, due to the demographic curve, the market anticipates the retirement of approximately one third of the workforce by 2022, representing 32% of the non-residential construction workforce. By way of comparison, 6% left in 2017 (reference: BuildForce Canada – Highlights 2018-2027). The market should regain a certain balance in the medium term.

JCCBI has put in place and continues the development of an occupational health and safety (OHS) management program. This program demonstrates the Corporation's commitment to implementing a culture of "Zero Injury by Choice". In addition, in order to achieve the highest level of OHS culture, management, in collaboration with the local OHS Committee, structures the OHS management through processes, procedures and instructions. The management of OHS by JCCBI also includes the 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, of the work supervisor and of JCCBI, in order to reduce the OHS risks during the execution of the work.

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 infrastructure. The lack of funding beyond 2022-2023 could limit JCCBI's ability to start major projects and award multi-year contracts, which may lead to delays in the operational planning, increased costs, execution delays and a possible decrease in mobility.

For projects related to the contaminated groundwater in the Bonaventure Expressway sector, despite the funding received for years 2018-2019 to 2022-2023 and the FCSAP funding, the need for long-term funding over a 15-year period, which started in 2016-2017, is imperative.

The Corporation is working with INFC to identify its financial requirements over the short and long term. JCCBI has received significant investment for specific needs related to assets or short-term operating requirements, but upcoming major projects are not currently funded, such as the Champlain Bridge Ice



Control Structure asset maintenance program and the seismic component and bike path widening at the Honoré Mercier and Jacques Cartier Bridges. These projects are currently under evaluation. Long-term funding needs are identified in the 10-year planning of the Corporate Plan (Appendix 1).



3. RISKS AND RISK RESPONSES

JCCBI uses an integrated risk management approach to ensure that corporate, asset and project risks are taken into account at all stages of the cycle of activities, from the strategic planning process to day-to-day operations, at all levels of the organization. The focus is on identifying and mitigating the risks that could affect the delivery of its strategic priorities.

Risks are reviewed by the various committees and management considers internal and external factors and potential impact thereof.



To assess inherent and residual risks, JCCBI uses a matrix (global severity of the risk), taking into account the likelihood of occurrence of a risk and its impact, namely the potential consequences for JCCBI. This matrix provides a clear vision of the issues, their evolution and the importance of the mitigation measures to reduce negative impacts.

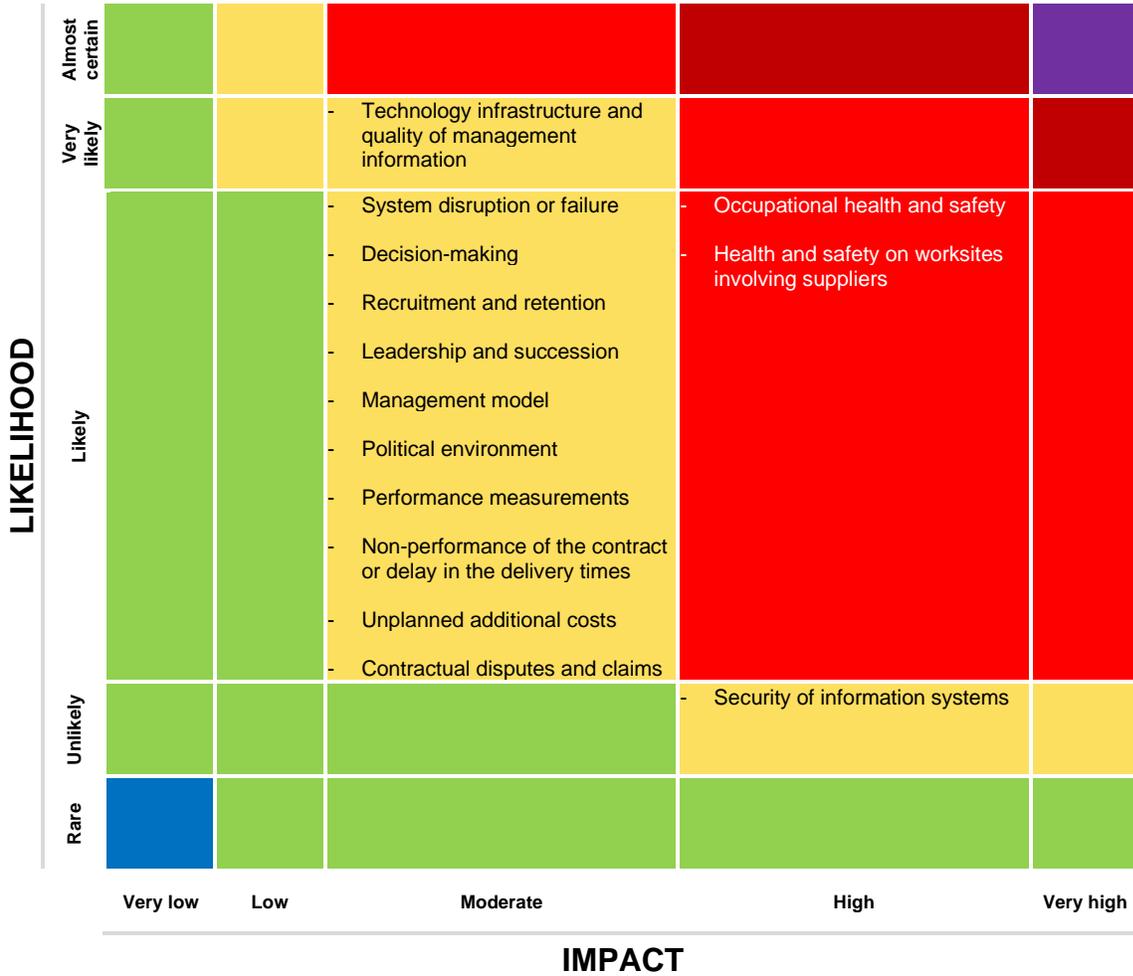
Through this risk identification methodology, JCCBI has a detailed understanding of all risks and various components thereof, which makes it possible to develop specific action plans to reduce the residual risk. The risk assessment covers the following points:

- + Inherent risk;
- + Risk components;
- + Risk scenarios, implications and impacts;
- + Mitigation measures and mitigating factors; and
- + Residual risk trend.



Risk Management: Global Severity of the Risk

Out of 63 risks which were inventoried and for which global severity was assessed, the following fourteen (14) risks were prioritized.



Risk Identification

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Residual Level of Risk
INFORMATION TECHNOLOGY RISKS				
Technology infrastructure and quality of management information <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"> Change management practices. Involvement of users in defining needs. Preparation and execution of test plans. Designation of change champions. Maintenance after implantation. Policy 10 – “<i>Sécurité et utilisation des actifs informationnels</i>”. 	Medium
Security of Information Systems <ul style="list-style-type: none"> Unauthorized access. Breaches of personal information, confidential information and strategic data. Corrupted data. Interruption in business activities. Damage to JCCBI’s reputation. 	Unlikely	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. Management of system access. Policy 10 – “<i>Sécurité et utilisation des actifs informationnels</i>”. Intrusion tests (recommendations and action plans). 	Medium
System Disruption or Failure <ul style="list-style-type: none"> Interruption of business continuity during critical periods. 	Likely	Moderate	<ul style="list-style-type: none"> Backup copies made daily on an incremental basis and kept outside the primary site. Full copies also made monthly and kept by a third party. 	Medium
STRATEGIC AND ORGANIZATIONAL RISKS				
Decision-Making <ul style="list-style-type: none"> Inaccurate or incomplete information. Process for communicating a decision or a material change could be inadequate or insufficient. 	Likely	Moderate	<ul style="list-style-type: none"> Controls in SAP. Annual audits (five-year plan). Validation and certification of both the information obtained from outside and that produced internally. Internal consultation mechanisms to review projects. Project monitoring process. 	Medium
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"> Leadership development and improvement program. Detailed workforce plan, by division. Health/wellness survey (analyses and action plans). 	Medium
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"> 2017-2020 strategic planning covering three (3) corporate orientations, each with three (3) objectives (revised annually). HR management plan, by division. Committees and/or working groups to identify opportunities for improving efficiency. Partnership/cohesion between the different departments. Five-year internal audit plan. Dynamic workforce plan. 	Medium
Political Environment <ul style="list-style-type: none"> Federal government policies. Policy changes. 	Likely	Moderate	<ul style="list-style-type: none"> Corporate Plan aligned with the federal government’s objectives and expectations. Strategic planning taking into account the priorities of the government’s “Investing in Canada” plan. 	Medium
Performance Measures <ul style="list-style-type: none"> Absent. Aligned with bad or poorly communicated objectives. 	Likely	Moderate	<ul style="list-style-type: none"> Process of accountability to management and the Board of directors. Performance measures (KPI) established and monitored. Formal employee performance measurement process. Communication of various reports to its stakeholders in relation to its performance. 	Medium

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Residual Level of Risk
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 honest and qualified staff, permanent or temporary. Not retain qualified personnel. 	Likely	Moderate	<ul style="list-style-type: none"> Health and wellness policy aligned with JCCBI's values. Health/wellness survey (analyses and action plans). Processes and protocols. Compensation management policy. Criminal background, credit, diploma, reference and health check. Employee satisfaction surveys. 	Medium
Occupational Health and Safety <ul style="list-style-type: none"> Work environment to ensure the health and safety of JCCBI employees. Putting JCCBI's employees or the general public at risk. 	Likely	High	<ul style="list-style-type: none"> OHS management procedure: <ol style="list-style-type: none"> Policy; Generic safety procedures according to risks; Safe work procedures according to the activity; Safe work instructions according to the task. Presence of managers on the field. Sharing information at service team meetings. Communication plan to remind people of the issues and procedures. Skills management plan including the list of compulsory training by type of job. Monitoring the results of prevention efforts in the medium/long term. 	High
RISKS RELATED TO SUPPLIERS AND PROCUREMENT PROCESS				
Non-Performance of the Contract or Delay in the Delivery Times <ul style="list-style-type: none"> Failure to comply with all or part of its contractual obligations. Unable to perform its obligations. Late in the delivery of its goods/services. 	Likely	Moderate	<ul style="list-style-type: none"> Project constructability (feasibility) review process. Formal project-based management process. Work supervision process. Expert in contractual claims (external). Contractual surety-bond clause in all contracts. Deterrents to avoid delays. Joint validation (consultant + JCCBI) before accepting deliverables. Review of the call for tender documents by the extended team. Additional investigations before the preparation of the call for tender documents. 	Medium
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 service in support to internal and external operations. Prevention plan specific to each contract. OHS monitoring on the worksites: <ul style="list-style-type: none"> Contractor's OHS agent. Work supervisor's OHS specialist. Simulations on the worksites. Training, documentation and personal protective equipment accessible to the internal employees who go on the worksites. Validation of the skills of suppliers' employees. Inspections conducted on the worksites and corrective measures follow-up. 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 and of all events or observations that have occurred, identification of trends and implementation of generic corrective measures. Work Supervision Guide update. Standard specifications update. Update of the OHS requirements of the Terms of Reference. 	High

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Residual Level of Risk
Unplanned Additional Costs <ul style="list-style-type: none"> • Underestimation of the costs by the supplier in its initial proposal. • Poor planning or coordination of the work. • Changes to the scope of work while in progress. • Notices, objections or special requests by third parties or by stakeholders of JCCBI (e.g. a municipality). 	Likely	Moderate	<ul style="list-style-type: none"> • Project constructability (feasibility) review process. • External firms specializing in estimation. • Climatic conditions taken into account in establishing costs and/or schedule. • Database of environmental factors developed to prevent environmental risks and associated additional costs. • Worksite continuous monitoring process. • Analysis of contracts on a monthly basis. • Documented and mapped project management process. • Bid review with contractors when sensitive elements are present. • Project review meeting 	Medium
LEGAL AND COMPLIANCE RISKS				
Contractual Disputes and Claims Disputes or claims in connection with the execution of contracts.	Likely	Moderate	<ul style="list-style-type: none"> • To be able to settle disputes by negotiation. • Dispute resolution process. • Analysis of claims in order to make recommendations. • Reduction of the claim period from 90 days to 60 days of the last Interim Certificate of Completion in construction contracts. 	Medium

Legal risk level	<input checked="" type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High	Risk considered controlled through the implementation of mitigation measures.
Overall risk level	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Moderate <input type="checkbox"/> High	Despite the implementation of mitigation measures, the level of overall residual risk remains “moderate” in a medium and long-term perspective.

4. OBJECTIVES AND PLANNED RESULTS

The Corporate Plan incorporates new realities that require reflection on future investments in order to ensure that they will meet the current and future needs in a context of sustainable development. It is no longer a question of repairing or redoing as the existing, but of improving the service offered and proposing viable solutions based on the projected service life of each structure.

JCCBI's planning strategies are as follows:

- + Align the intervention and investment plans with the government's "Investing in Canada" federal plan and with the FSDS;
- + Carry out the inspections of the structures and determine the needs through projects to be prioritized in function of the life cycle and risks, and carry out the work based on the available financing;
- + Improve 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;
- + Ensure the longevity of the road links as well as a safe and efficient passage, while ensuring mobility, using an approach based on sustainable development.

4.1 GOVERNMENT PRIORITIES AND DIRECTION

Transparency and Open Government

JCCBI makes proactive disclosure on its website of numerous reports and studies on the infrastructures for which it is responsible, and which are of interest to users, the public, the stakeholders and the partners.

JCCBI also publishes on its website, on a monthly basis, a summary of the access to information requests completed during the previous month. Appendix 2 lists the disclosures made by JCCBI on its website in accordance with the *Access to Information Act*.

Gender-Based Analysis+ (GBA+)

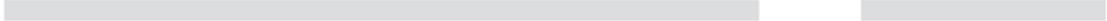
JCCBI's multidisciplinary team consists of more than 180 people from various disciplines and trades. Within the Corporation, women represent 52% of employees and men 48%. 7.1% of employees are under 30 years of age, 66.1% are between 30 and 50 and 26.8% are over 50.

Diversity and Employment Equity

JCCBI benefits from a very diverse workforce, which reflects the diversity of the Canadian population. JCCBI is an employer concerned with ensuring diversity in terms of ethnicity and gender, with women being very well represented on both the staff (currently, 3 of the 6 members of the Management Committee are women, including the Chief Executive Officer) and the Board of Directors (3 out of the 7 members are women). Every year, JCCBI establishes a diversity and employment equity action plan, in line with the government's orientations and policies.

Indigenous Matters

Since 1998, JCCBI has been working closely with the Mohawk Council of Kahnawà:ke (MCK) with respect to the work on the federal section of the Honoré Mercier Bridge and to JCCBI's projects planned on the lands at the approach to the bridge that border the Mohawk territory. A collaboration agreement was signed between JCCBI, the MCK and the Quebec government in 2007 for the Honoré Mercier Bridge deck replacement project.



JCCBI consulted with the Mohawks of Kahnawà:ke in the context of the construction of the Île des Sœurs Bypass Bridge in 2013, and their concerns, notably with respect to fish habitat, were addressed.

JCCBI participated in an Aboriginal consultation undertaken by several federal stakeholders as part of the REM project, stemming from the granting of property rights on federal structures or lands as well as the granting of authorizations and permits. The concerns of the Mohawk community have been addressed to their satisfaction. In addition, an Aboriginal consultation is underway as part of the original Champlain Bridge deconstruction project.

Sustainable Development and Government's Greening Operations

Sustainable development is an integral part of JCCBI's mission and vision. JCCBI has adopted a policy and developed an action plan to take into account the environmental, social and economic dimensions in the manner in which it carries out its operational and administrative activities. . This approach is aligned with the *Federal Sustainable Development Act (FSDA)*. It should be noted that under a decree amending the schedule to the FSDA, JCCBI will become subject to the FSDA as of December 1, 2020.

In order to contribute to the government's greening operations, JCCBI has, for several years, been monitoring its environmental footprint with respect to its administrative, construction, operations and maintenance activities. JCCBI is also developing a climate change adaptation plan for all the infrastructures under its management.

Safe Work Environment

JCCBI is committed to investing in the development of its employees and providing them with a positive, stimulating, respectful, healthy and safe work environment where they can develop their talents. This year, JCCBI has continued in this direction by developing and communicating to employees a Values and Ethics Code and an internal policy on workplace health and well-being, and by setting up a Workplace Health and Well-Being Committee, which provides for a series of initiatives that will be put forward over the next few months according to the results of an employee survey. JCCBI has continued to invest in training, knowledge transfer and awareness of the different aspects of workplace wellness. JCCBI also establishes, on an annual basis, an action plan to promote management commitment and employee participation.

4.2 PLANNED RESULTS 2020-2021

STRATEGIC OUTCOME	PERFORMANCE INDICATOR	TARGETS	DATA STRATEGY
Efficient and safe passage on the infrastructures managed by JCCBI	Number of lane reductions on the structures during rush hours	Maintenance or reduction of the number of closures compared to the previous year	Information system – Traffic hindrance management (quarterly)
	Number of road accidents	Maintenance or reduction of the number of road accidents compared to the previous year	SQ report (quarterly)
	Percentage of planned projects started according to the approved Corporate Plan	100% start-up of projects planned annually according to the approved Corporate Plan	SAP by Design information system (quarterly)
	Percentage of annual inspections conducted according to the approved Corporate Plan	Full completion of inspections planned annually according to the approved Corporate Plan	Follow up file (monthly)
	Percentage of the work comprised in the annual work program carried out according to the approved Corporate Plan	Completion of 90% of the annual major work program planned according to the approved Corporate Plan	SAP by Design information system (quarterly)

Monitoring and Evaluation

These performance indicators are monitored and discussed on a quarterly basis at JCCBI's Management Committee. In addition, the performance indicators for project start-up and completion of inspections are discussed at the following Board committee meetings:

- + Corporate Risk Committee
- + Risk Committee - Infrastructures
- + Audit Committee

5. FINANCIAL OVERVIEW

5.1 OUTLINE

JCCBI's financial statements and budgets include operating funding as well as capital assets that were approved in the 2019 budget and take into account the fund reprofiling request in progress in the fall of 2019. The funding required to continue the activities beyond the years involved has been presented separately in the financial statements, as well as in the operating and capital budgets.

5.2 BUDGET

Operating Budget

The amount of parliamentary appropriations required in 2020-2021 for operating expenses is \$264.8 M, (including \$3.1 M for the FCSAP funding) which is the equivalent of the operating expenses (\$266.2 M) net of other sources of revenue (\$1.4 M). The variation over the 2019-2020 main budget represents a \$14.3 M (5.72%) increase, and is distributed as follows:

- + Ice Control Structure: \$3.0 M decrease;
- + Jacques Cartier Bridge: \$2.5 M increase;
- + Champlain Bridge: \$10.2 M increase;
- + Bonaventure Expressway: \$4.8 M increase;
- + Environment – Bonaventure Expressway, East and West Sectors: \$1.0 M decrease;
- + Honoré Mercier Bridge: \$1.1 M increase;
- + Melocheville Tunnel: \$2.2 M decrease;
- + Regular maintenance expenses: \$1.6 M increase;
- + Operation expenses: \$1.1 M increase;
- + Other expenses: \$0.8 M decrease.

Capital Budget

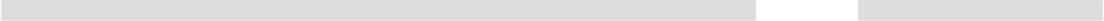
The parliamentary appropriations required for capital expenditures are \$0.8 M lower for the 2020-2021 budget (\$62.8 M) than the forecast for 2019-2020, and \$9.4 M (13.0%) lower compared to the budget of the same year.

The main capital expenditures planned over the next three (3) years are the following: pier rehabilitation, steel reinforcement, connection of the bike path and bank stabilization at the Honoré Mercier Bridge, the new building for the Operations and Maintenance department, fibre optic loopback, evaluation of the Île Sainte-Hélène Pavilion, as well as steel reinforcement, drainage improvement and land development on the Montreal side for the Jacques Cartier Bridge and, finally, reconfiguration of the Bonaventure Expressway.

5.3 FINANCIAL POSITION

The projection of financial assets for the current fiscal year (2019-2020) is \$53.1 M and remains stable compared to the previous fiscal year. Compared to the current fiscal year's budget, the projected total financial assets decrease by \$19.4 M, representing a \$12.7 M decrease in cash flow and a \$6.7 M decrease in accounts receivable, mainly resulting from parliamentary appropriations receivable.

The projection of the liability for the current fiscal year is \$75.9 M, a \$2.1 M decrease compared to the previous fiscal year, mainly due to the execution of work related to the environmental projects as well as to the revision of the underlying assumptions.



The gradual decrease in liabilities for subsequent years is due mainly to the decreasing variation of environmental obligations resulting from the commissioning of the containment systems for the East and West Sectors of the Bonaventure Expressway.

The estimated total non-financial assets for the current fiscal year amounts to \$627.3 M. This net value of fixed assets compares with \$590.8 M in the fiscal year ended March 31, 2019. Compared to the current fiscal year's budget, the projected tangible capital assets present a negative variance of \$34.3 M, which is mainly due to the variances in the work carried out in 2019-2020. The forecasted net value of the tangible capital assets in the next fiscal year (2020-2021) increases by \$32.9 M compared to the current fiscal year's forecast, totaling \$659.4 M. The main driving forces of this forecasted increase in capital assets are the Jacques Cartier and Honoré Mercier Bridges.

5.4 STATEMENT OF OPERATIONS

Revenues

Leases and Permits: The revenues generated by the leases and permits currently in force should remain relatively stable over the next few fiscal years. The small variation is partly because some leases were concluded at predetermined rates.

Interest: The interest income is expected to be similar to the current fiscal year forecast. Continued cash management in connection with JCCBI's obligations and the return on the daily net balance in JCCBI's bank account are the source of this stability. The increase in interest income for the year ended March 31, 2019 is directly related to the increase in the rate of return applicable during the year.

Expenses

The forecasted total expenses for the current fiscal year, in the amount of \$156.4 M, is stable compared to the actual expenses of the previous fiscal year (2018-2019).

Salaries and Employee Benefits: Remuneration is based on collective agreements and employment contracts. JCCBI reviews salary increases of non-unionized employees once a year.

Maintenance Expenses: JCCBI plans to spend \$137.5 M in 2019-2020 for regular and major maintenance, compared to \$133.1 M in 2018-2019. This work includes investments in the order of \$12.0 M at the original Champlain Bridge to maintain the structure safe. It should be noted that the maintenance expenses include regular maintenance in the order of \$8.7 M as well as the amortization of all assets, for a forecasted total of \$27.1 M. The total annual expenses until 2022-2023 are significantly higher than the total expenses in 2019-2020. This increase is mainly due to the start of the original Champlain Bridge deconstruction project.

Major maintenance work will be required for each structure during the current planning period, but it does not qualify as a capital expenditure because of the nature of the work according to the Corporation's capitalization policy. These maintenance expenses will vary annually in the coming fiscal years.

Operation Expenses: These expenses are related to the contract with the SQ and with the electricity used on JCCBI's territory. The significant increase for the current year is due to the new agreement with the SQ. The annual variations are determined in function of the inflation rate provided for in the agreement until 2029. It should be noted that the projected decrease in operation expenses starting in 2022-2023 is related to the original Champlain Bridge deconstruction project.

Administration Expenses: The administration expense forecast for the current fiscal year increase by \$1.4 M compared to the previous fiscal year. In 2018-2019, the actual administration expenses represented 9.71% of the total expenses and net capital expenditures. This percentage decreases to 8.66% for the current fiscal year. Over the next five (5) fiscal years covered by the Corporate Plan, the percentage of administration expenses in relation to total expenses is expected to range between 5.46% and 12.34% for an average of 7.77% (7.43% in the 2019-2024 Corporate Plan). In the 2021-2026 Corporate Plan, JCCBI



intends to allocate the Administrative Expenses according to a distribution based on the number of full-time positions for each division of the Corporation.

This percentage should be considered as an average over a minimum period of five (5) years as these services are often offset relative to the construction work carried out. In addition, the current context where work is carried out by all authorities at the same time makes it necessary to move and coordinate the work on a daily basis, increasing the loads and the administrative work.

Environmental Obligations: The total expense for the current fiscal year represents the variation in the annual expense and in the provision for the environmental obligation. In future years, the expenses are presented as a decrease of the “Environmental Obligations” under the item “Liabilities” of the Statement of Financial Position.

5.5 RISKS AND ASSUMPTIONS

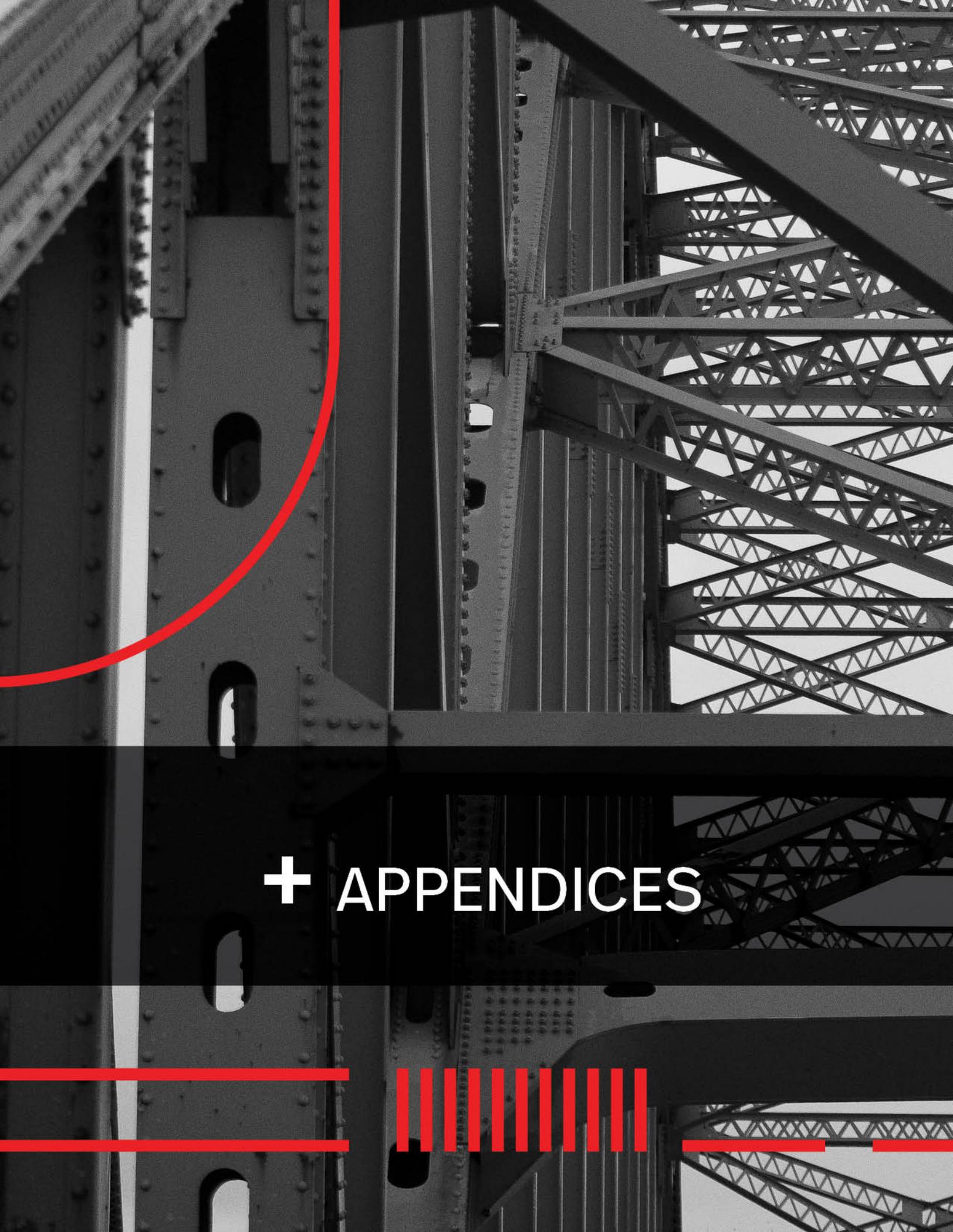
When preparing its budget forecasts, JCCBI takes into account certain financial and other factors and has used the following assumptions:

Interest Rate

Interest calculated on the daily net credit balance maintained in the bank account.

Inflation Rate

An inflation rate of 2% has been set according to the average of the non-residential building construction price index for the Montreal area for the last seven (7) years. The payroll escalation rate of 1.5% was determined until March 31, 2021 on the basis of the terms of the collective agreements. For subsequent years, the rate applied is 2%.



+ APPENDICES

APPENDIX 1 – FINANCIAL STATEMENTS AND BUDGETS

Presentation of Financial Statements

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

Statement of Financial Position – Pro forma

Statement of Financial Position - Pro forma								
	Actual 2018-2019	Current Projection 2019-2020 (1)	Main Budget 2019-2020	Budget				
				2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
FINANCIAL ASSETS								
Cash	47 833	47 833	60 525	47 833	47 833	47 833	47 833	47 833
Accounts receivable								
Due from the Government of Canada	-	-	7 307	-	-	-	-	-
Other	5 270	5 270	4 656	5 270	5 270	5 270	5 270	5 270
TOTAL FINANCIAL ASSETS	53 103	53 103	72 488	53 103				
LIABILITIES								
Accounts payable and accrued liabilities	44 295	44 295	57 634	44 295	44 295	44 295	44 295	44 295
Employee future benefits	496	468	430	468	468	468	468	468
Contractual holdbacks	6 362	6 362	12 241	6 362	6 362	6 362	6 362	6 362
Deferred revenue	269	269	268	269	269	269	269	269
Environmental obligations	26 592	24 531	20 238	22 946	21 249	19 530	17 787	16 019
TOTAL LIABILITIES	78 014	75 925	90 811	74 340	72 643	70 924	69 181	67 413
NET DEBT	(24 911)	(22 822)	(18 323)	(21 237)	(19 540)	(17 821)	(16 078)	(14 310)
NON-FINANCIAL ASSETS								
Tangible capital assets	590 018	626 484	660 768	659 392	683 470	734 474	796 665	831 630
Prepaid expenses	789	789	621	789	789	789	789	789
TOTAL NON-FINANCIAL ASSETS	590 807	627 273	661 389	660 181	684 259	735 263	797 454	832 419
ACCUMULATED SURPLUS	565 896	604 451	643 066	638 944	664 719	717 442	781 376	818 109

(1) Unaudited FS as at September 30, 2019

Statement of Operations – Pro forma

Statement of Operations - Pro forma								
	Actual 2018-2019	Current Projection 2019-2020 (1)	Main Budget 2019-2020	Budget				
				2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES								
Leases and permits	587	596	596	597	607	618	628	639
Interest	1 065	793	934	793	793	793	793	793
Other sources	51	-	-	-	-	-	-	-
TOTAL REVENUES	1 703	1 389	1 530	1 390	1 400	1 411	1 421	1 432
EXPENSES								
Maintenance	133 080	137 516	267 285	273 669	265 378	206 878	135 560	96 124
Operations	3 176	4 184	3 431	4 554	4 635	4 188	4 290	4 395
Administration	15 299	16 739	17 108	17 879	18 581	18 427	18 594	18 868
Environmental obligations	4 241	(2 061)	(2 103)	(1 585)	(1 697)	(1 719)	(1 743)	(1 768)
Loss on disposal of assets	670	-	-	-	-	-	-	-
TOTAL EXPENSES	156 466	156 378	285 721	294 517	286 897	227 774	156 701	117 619
Deficit before Government of Canada funding	(154 763)	(154 989)	(284 191)	(293 127)	(285 497)	(226 363)	(155 280)	(116 187)
Parliamentary appropriations for operating expenses	109 339	180 650	247 667	275 666	264 120	223 125	24 202	4 046
Parliamentary appropriations for tangible capital assets	50 274	66 595	72 181	48 862	58 056	94 690	2 641	2 641
FCSAP parliamentary appropriations	1 717	3 853	2 840	3 092	2 834	12 034	11 982	11 982
Required funding (potential reprofiling)	-	(57 554)	-	-	(13 738)	(50 763)	180 389	134 251
Annual Operating Surplus	6 567	38 555	38 497	34 493	25 775	52 723	63 934	36 733
Accumulated Operating Surplus, Beginning of the Year	559 329	565 896	604 569	604 451	638 944	664 719	717 442	781 376
Accumulated Operating Surplus, End of the Year	565 896	604 451	643 066	638 944	664 719	717 442	781 376	818 109

(1) Unaudited FS as at September 30, 2019

Statement of Change in Net Debt – Pro forma

Statement of Change in Net Debt - Pro forma								
	Actual 2018-2019	Current Projection 2019-2020 (1)	Main Budget 2019-2020	Budget				
				2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
Annual Operating Surplus	6 567	38 555	38 497	34 493	25 775	52 723	63 934	36 733
Acquisition of tangible capital assets	-	-	-	-	-	-	-	-
Amortization of tangible capital assets	(50 274)	(63 575)	(72 181)	(62 776)	(55 456)	(76 473)	(89 704)	(64 352)
Loss on disposal of assets	670	-	-	-	-	-	-	-
Gain on sale of tangible capital assets	(18)	-	-	-	-	-	-	-
Proceeds from sale of tangible capital assets	18	-	-	-	-	-	-	-
Total Variation due to Total Tangible Capital Assets	(8 736)	(36 466)	(36 384)	(32 908)	(24 078)	(51 004)	(62 191)	(34 965)
Acquisition of prepaid expenses	(1 366)	-	-	-	-	-	-	-
Use of prepaid expenses	1 198	-	-	-	-	-	-	-
Total Variation due to Prepaid Expenses	(168)	-	-	-	-	-	-	-
(Increase) decrease in net debt	(2 337)	2 089	2 113	1 585	1 697	1 719	1 743	1 768
Net debt, beginning of the year	(22 574)	(24 911)	(20 436)	(22 822)	(21 237)	(19 540)	(17 821)	(16 078)
Net Debt, End of the Year	(24 911)	(22 822)	(18 323)	(21 237)	(19 540)	(17 821)	(16 078)	(14 310)

(1) Unaudited FS as at September 30, 2019

Statement of Cash Flow – Pro forma

Statement of Cash Flow - Pro forma								
	Actual 2018-2019	Current Projection 2019-2020 (1)	Main Budget 2019-2020	Budget				
				2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING TRANSACTIONS								
Annual operating surplus	6 567	38 555	38 497	34 493	25 775	52 723	63 934	36 733
Non-cash items								
Amortization of tangible capital assets	40 868	27 109	35 797	29 868	31 378	25 469	27 513	29 387
Loss on disposal of assets	670	-	-	-	-	-	-	-
Gain on sale of assets	(18)	-	-	-	-	-	-	-
Decrease in employee future benefits	-	(28)	(10)	-	-	-	-	-
Increase (decrease) in environmental obligations	4 084	(2 061)	(2 103)	(1 585)	(1 697)	(1 719)	(1 743)	(1 768)
Changes in non-cash working capital items								
Decrease in accounts receivable	6 694	-	-	-	-	-	-	-
Decrease in accounts payable and accrued liabilities	(10 068)	-	-	-	-	-	-	-
Decrease in employee future benefits	(21)	-	-	-	-	-	-	-
Decrease in contractual holdbacks	(5 879)	-	-	-	-	-	-	-
Increase in deferred revenues	1	-	-	-	-	-	-	-
Increase in prepaid expenses	(168)	-	-	-	-	-	-	-
Decrease in environmental obligations	(1 894)	-	-	-	-	-	-	-
Cash Flow Provided by Operating Transactions	40 836	63 575	72 181	62 776	55 456	76 473	89 704	64 352
TANGIBLE CAPITAL ASSET INVESTMENT ACTIVITIES								
Proceeds from disposal of tangible capital assets	18	-	-	-	-	-	-	-
Cash used to acquire tangible capital assets	(53 546)	(63 575)	(72 181)	(62 776)	(55 456)	(76 473)	(89 704)	(64 352)
Cash flow used for capital transactions	(53 528)	(63 575)	(72 181)	(62 776)	(55 456)	(76 473)	(89 704)	(64 352)
Increase (decrease) in Cash	(12 692)	-	-	-	-	-	-	-
Cash, Beginning of the Year	60 525	47 833	60 525	47 833	47 833	47 833	47 833	47 833
Cash, End of the Year	47 833	47 833	60 525	47 833	47 833	47 833	47 833	47 833

(1) Unaudited FS as at September 30, 2019

Operating Budget and Capital Budget – Pro forma

Operating Budget - Pro forma											
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2019-2020			2018-2019		
	Budget					Budget	Projection (1)	Variance	Budget	Actual	Variance
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES											
Parliamentary appropriations for operating expenses	278 758	266 954	235 159	36 184	16 028	250 507	184 503	(66 004)	277 184	111 056	(166 128)
Leases and permits	597	607	618	628	639	596	596	-	607	587	(20)
Interest	793	793	793	793	793	934	793	(141)	572	1 065	493
Other sources	-	-	-	-	-	-	-	-	-	51	51
TOTAL REVENUES	280 148	268 354	236 570	37 605	17 460	252 037	185 892	(66 145)	278 363	112 759	(165 604)
EXPENSES											
Maintenance	273 669	265 378	206 878	135 560	96 124	267 285	137 516	(129 769)	289 478	133 080	(156 398)
Operations	4 554	4 635	4 188	4 290	4 395	3 431	4 184	753	3 431	3 176	(255)
Administration	17 879	18 581	18 427	18 594	18 868	17 108	16 739	(369)	16 814	15 299	(1 515)
Environmental obligations	(1 585)	(1 697)	(1 719)	(1 743)	(1 768)	(2 103)	(2 061)	42	(2 318)	4 241	6 559
Non-cash items	(28 283)	(29 681)	(23 750)	(25 770)	(27 619)	(33 684)	(25 020)	8 664	(29 042)	(43 037)	(13 995)
TOTAL EXPENSES	266 234	257 216	204 024	130 931	90 000	252 037	131 358	(120 679)	278 363	112 759	(165 604)
POTENTIAL REPROFILING (FUNDING REQUIRED) OF OPERATIONS	13 914	11 138	32 546	(93 326)	(72 540)	-	54 534	54 534	-	-	-

(1) Unaudited FS as at September 30, 2019

Capital Budget - Pro forma											
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2019-2020			2018-2019		
	Budget					Budget	Projection (1)	Variance	Budget	Actual	Variance
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES											
Parliamentary appropriations for tangible capital assets	48 862	58 056	94 690	2 641	2 641	72 181	66 595	(5 586)	78 100	50 274	(27 826)
TOTAL REVENUES	48 862	58 056	94 690	2 641	2 641	72 181	66 595	(5 586)	78 100	50 274	(27 826)
TANGIBLE CAPITAL ASSETS											
Jacques Cartier Bridge	53 332	39 243	32 779	30 015	5 348	51 304	47 586	(3 718)	59 251	32 816	(26 435)
Champlain Bridge	-	-	-	-	-	-	-	-	-	219	219
Honoré Mercier Bridge	7 141	9 466	12 938	22 280	13 031	9 464	11 985	2 521	6 411	8 202	1 791
Melocheville Tunnel	676	319	545	396	653	8 754	3 000	(5 754)	1 310	3 443	2 133
Bonaventure Expressway	-	5 717	29 592	36 066	45 057	600	9	(591)	3 582	7	(3 575)
Ice Control Structure	255	582	280	560	-	550	493	(57)	6 342	4 706	(1 636)
Île-des-Sœurs Bypass Bridge	-	-	-	-	-	654	-	(654)	-	(30)	(30)
Other capital assets	1 372	129	339	387	263	855	502	(353)	1 204	911	(293)
TOTAL TANGIBLE CAPITAL ASSETS	62 776	55 456	76 473	89 704	64 352	72 181	63 575	(8 606)	78 100	50 274	(27 826)
POTENTIAL REPROFILING (FUNDING REQUIRED) OF TANGIBLE CAPITAL ASSETS	(13 914)	2 600	18 217	(87 063)	(61 711)	-	3 020	3 020	-	-	-

(1) Unaudited FS as at September 30, 2019

TOTAL POTENTIAL REPROFILING (FUNDING REQUIRED) - OPERATIONS AND TANGIBLE CAPITAL ASSETS	-	13 738	50 763	(180 389)	(134 251)	-	57 554	57 554	-	-	-
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Summary Table – Ten-Year Financial Summary

Ten-Year Financial Summary

(In thousands)				Budget					Projection				
	Actual 2018-2019	Current Projection 2019-2020 (1)	Main Budget 2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
REVENUES													
Leases and permits	587	596	596	597	607	618	628	639	652	665	678	692	706
Interest	1065	793	934	793	793	793	793	793	609	825	842	859	876
Other sources	51	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	1 703	1 389	1 530	1 390	1 400	1 411	1 421	1 432	1 461	1 490	1 520	1 551	1 582
EXPENSES													
Regular maintenance	8 368	8 714	6 513	8 117	8 032	8 069	8 165	8 332	8 492	8 655	8 831	8 995	9 167
Major maintenance	13 194	16 468	22 147	20 526	19 994	19 514	18 618	18 819	19 210	19 471	20 166	21 121	20 959
Jacques Cartier Bridge	12 639	18 328	35 959	38 455	23 928	11 714	17 244	12 697	11 517	30 371	32 096	48 849	47 388
Champlain Bridge - Without deconstruction	32 882	12 058	40 379	4 526	-	-	-	-	-	-	-	-	-
Champlain Bridge - Deconstruction	3 992	18 774	85 733	131 794	139 543	110 320	21 437	-	-	-	-	-	-
Honoré Mercier Bridge	10 698	15 632	18 990	19 462	25 633	11 366	9 300	11 192	18 488	9 837	14 100	27 321	7 738
Melocheville Tunnel	(1 154)	5 270	3 043	874	1 645	2 009	841	704	1 392	1 938	1 166	1 406	2 467
Bonaventure Expressway	9 879	12 534	10 437	15 189	9 578	2 776	3 137	3 317	3 887	3 581	28 743	29 428	2 515
Highway 15	(32)	-	-	-	-	-	-	-	-	-	-	-	-
Ice Control Structure	1 741	183	4 209	1 173	623	556	4 064	941	749	564	1 070	4 769	825
Île-des-Sœurs Bypass Bridge	5	649	1 215	1 241	2 329	12 203	14 614	94	-	-	-	-	-
Environment	2 051	1 797	3 463	2 444	2 695	2 882	10 627	10 641	10 760	25 259	20 572	10 614	10 815
Operations	3 176	4 184	3 431	4 554	4 635	4 188	4 290	4 395	4 483	4 573	4 664	4 757	4 852
Administration	15 299	16 739	17 108	17 879	18 581	18 427	18 594	18 868	19 364	19 609	20 015	20 355	20 746
Amortization	40 868	27 109	35 797	29 868	31 378	25 469	27 513	29 387	30 940	31 807	32 469	33 748	35 399
Environmental obligations	2 190	(2 061)	(2 103)	(1 585)	(1 697)	(1 719)	(1 743)	(1 768)	(1 794)	(1 819)	(1 844)	(1 868)	(1 891)
Loss on disposal of assets	670	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	196 466	196 378	285 721	294 517	286 897	227 774	166 701	117 619	127 488	153 846	182 048	209 495	160 980
Deficit before Government of Canada funding	(154 763)	(154 989)	(284 191)	(293 127)	(285 497)	(226 363)	(155 280)	(116 187)	(126 027)	(152 356)	(180 528)	(207 944)	(159 398)
Non-cash items	43 710	25 020	33 684	28 283	29 681	23 750	25 770	27 619	29 146	29 988	30 625	31 880	33 508
Deficit before Government of Canada funding (eligible for funding)	(111 053)	(129 969)	(250 507)	(264 844)	(255 816)	(202 613)	(129 510)	(88 568)	(96 881)	(122 368)	(149 903)	(176 064)	(125 890)
Government of Canada funding - expenditures*:													
Authorized appropriations	111 056	184 503	250 507	278 758	266 954	235 159	36 184	16 028	4 046	4 046	4 046	4 046	4 046
Appropriations requested (potential reprofiling)	-	(54 534)	-	(13 914)	(11 138)	(32 546)	93 326	72 540	92 835	118 322	145 857	172 018	121 844
Government of Canada funding - tangible capital assets*:													
Authorized appropriations	50 274	66 595	72 181	48 862	58 056	94 690	2 641	2 641	2 641	2 641	2 641	2 641	2 641
Appropriations requested (potential reprofiling)	-	(3 020)	-	13 914	(2 600)	(18 217)	87 063	61 711	57 492	26 719	30 842	66 406	65 713
Non-cash items	(43 710)	(25 020)	(33 684)	(28 283)	(29 681)	(23 750)	(25 770)	(27 619)	(29 146)	(29 988)	(30 625)	(31 880)	(33 508)
Annual Operating Surplus	6 567	38 555	38 497	34 493	25 775	52 723	63 934	36 733	30 977	(628)	2 858	37 167	34 846
Note 1: Tangible Capital Asset Acquisition													
Jacques Cartier Bridge	32 816	47 586	51 304	53 332	39 243	32 779	30 015	5 348	4 089	4 665	7 758	24 837	16 063
Champlain Bridge - Deconstruction	219	-	-	-	-	-	-	-	-	-	-	-	-
Honoré Mercier Bridge	8 202	11 985	9 464	7 141	9 466	12 938	22 280	13 031	5 069	11 880	6 053	7 876	13 198
Melocheville Tunnel	3 443	3 000	8 754	676	319	545	396	653	7 606	1 197	7 688	8 688	10 209
Bonaventure Expressway	7	9	600	-	5 717	29 592	36 066	45 057	43 037	11 403	11 554	27 243	28 669
Ice Control Structure	4 706	493	550	255	582	280	560	-	-	-	-	-	-
Île-des-Sœurs Bypass Bridge	(30)	-	654	-	-	-	-	-	-	-	-	-	-
Other	911	502	855	1 372	129	339	387	263	322	215	430	403	215
Total Tangible Capital Assets	50 274	63 575	72 181	62 776	55 456	76 473	89 704	64 352	60 123	29 360	33 483	69 047	68 354
Authorized Funding:													
Operating funding	227 126	184 503	250 507	278 758	266 954	235 159	36 184	16 028	4 046	4 046	4 046	4 046	4 046
Tangible capital asset funding	62 001	66 595	72 181	48 862	58 056	94 690	2 641	2 641	2 641	2 641	2 641	2 641	2 641
Total	289 127	251 098	322 688	327 620	325 010	329 849	38 825	18 669	6 687				

* Subject to Government grants and appropriated allocations. The funding takes into account the possible reclassifications between the capital assets and the expenses to reflect the budgeted amounts.

(1) Unaudited FS as at September 30, 2019

Summary Table – 2020-2025 Five-Year Planning

SUMMARY TABLE - 2020-2025 FIVE-YEAR PLANNING						
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	5 Year Total
	Budget					
(In thousands)	\$	\$	\$	\$	\$	
Major Work						
Jacques Cartier Bridge	91 787	63 171	44 493	47 259	18 045	264 755
Champlain Bridge - Without Deconstruction	4 526	-	-	-	-	4 526
Champlain Bridge - Deconstruction	131 794	139 543	110 320	21 437	-	403 094
Honoré Mercier Bridge	26 603	35 099	24 304	31 580	24 223	141 809
Melocheville Tunnel	1 550	1 964	2 554	1 237	1 357	8 662
Bonaventure Expressway	15 189	15 295	32 368	39 203	48 374	150 429
Ice Control Structure	1 428	1 205	836	4 624	941	9 034
Île des Sœurs Bypass Bridge	1 241	2 329	12 203	14 614	94	30 481
Environment	2 444	2 695	2 882	10 627	10 641	29 289
Total Major Work	276 562	261 301	229 960	170 581	103 675	1 042 079
Total of "Other than Major Work"	52 448	51 371	50 537	50 054	50 677	255 087
Revenues	(1 390)	(1 400)	(1 411)	(1 421)	(1 432)	(7 054)
Grand total	327 620	311 272	279 086	219 214	152 920	1 290 112
Total "Under Evaluation"	-	-	19 855	151 917	170 234	342 006

APPENDIX 2 – COMPLIANCE WITH LEGISLATIVE AND POLICY REQUIREMENTS

+ ***Access to Information Act and Privacy Act***

All requests received under the *Access to Information Act (ATIA)* and the *Privacy Act (PA)* are forwarded to the ATIP Coordinator for processing in accordance with the *ATIA* and the *PA*. In accordance with the new *ATIA* requirements, JCCBI publishes on its website, on a monthly basis, the travel, hospitality and conference expenditures of the Chairman of the Board of Directors, Board members and Chief Executive Officer and, on an annual basis, its annual report to Parliament under the *ATIA* and the *PA*.

+ ***Financial Administration Act***

All JCCBI's departments, supported by the Board of Directors, work together to ensure compliance by JCCBI with its obligations under Part X of the *FAA*, including the filing and publication of the plans and reports and the internal audits.

+ ***Impact Assessment Act***

As part of project planning, the ESD division ensures compliance with the applicable requirements of the *Impact Assessment Act*, notably with respect to the assessment of the environmental effects of projects (section 82).

+ ***Conflict of Interest Act***

In addition to the *Conflict of Interest Act (CIA)*, the Chief Executive Officer is subject to the provisions of the Corporation's internal conflict of interest policy (unless inconsistent with the *CIA*).

+ ***Public Servants Disclosure Protection Act (PSDPA)***

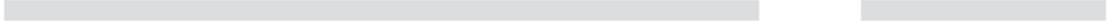
JCCBI has developed and communicated to its employees an internal policy that provides mechanisms for employees to disclose information regarding wrongdoings and to ensure that they are treated fairly and protected from reprisals when they do so in a manner that is consistent with said policy and the *PSDPA*. A toll-free telephone line and an online or mail reporting service, supported by an independent firm, have been put in place to allow an employee to disclose any information concerning a wrongdoing in a confidential and secure manner that maintains his anonymity.

+ ***Official Languages Act***

The Corporation ensures that all its communication with the public and that all its services to the public are provided 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 for each contract, the Procurement department, supported by the Legal Affairs department determines whether the contract is subject to the free trade agreements applicable to JCCBI, namely the *Canadian Free Trade Agreement (CFTA)* and the *Comprehensive Economic and Trade Agreement (CETA)* and, where appropriate, ensures compliance with these agreements.



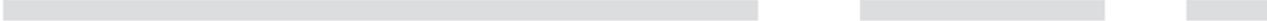
+ **Guideline on Travel, Hospitality, Conference and Event Expenditures**

The Corporation has amended its travel, hospitality, conference and event expenditure directives and practices so as to align them with applicable Treasury Board of Canada policies and instruments.

+ **Other Legislative Requirements**

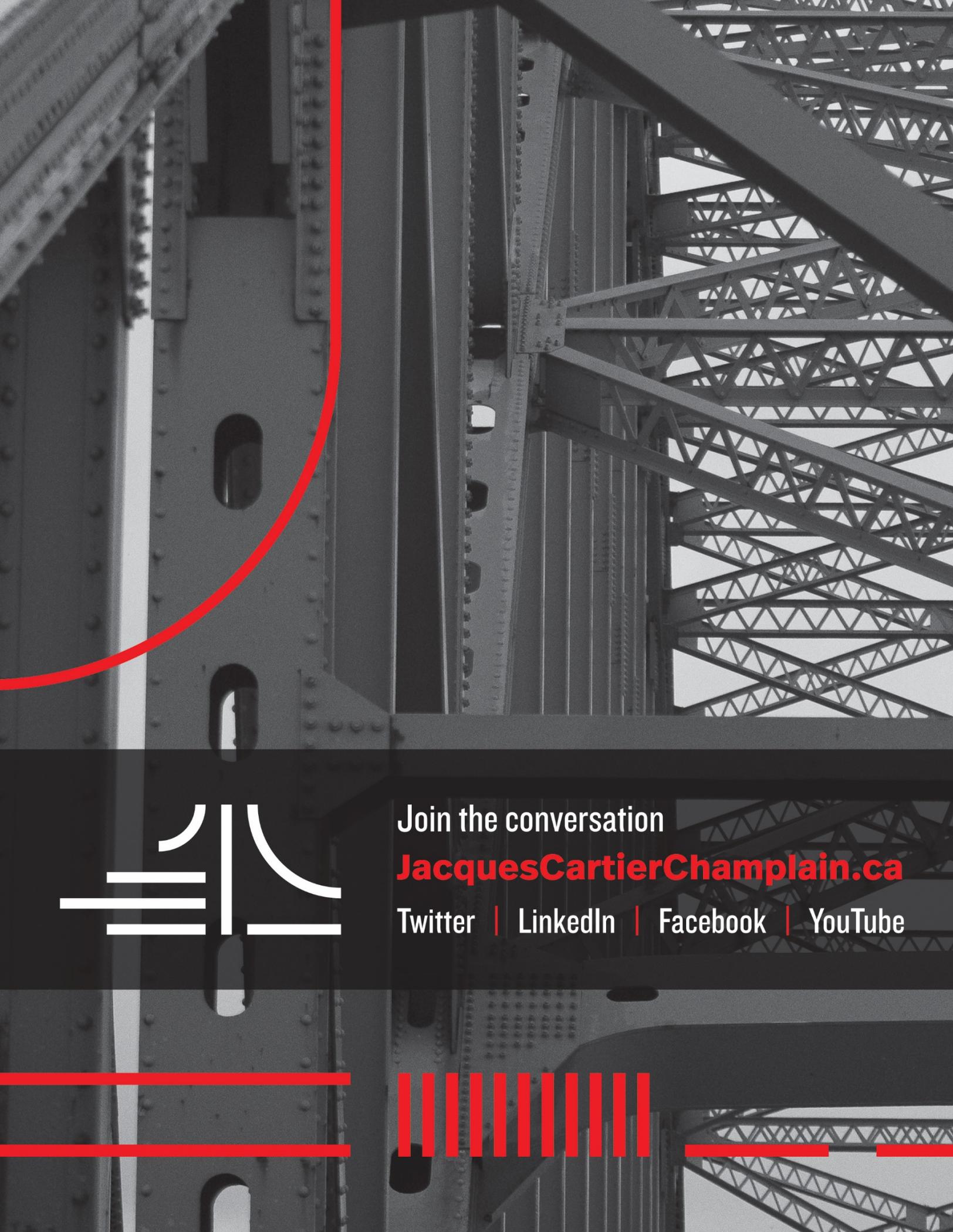
JCCBI ensures that its activities are carried out in compliance with the other applicable laws and regulations, including the following acts and regulations:

- *Canada Business Corporations Act*
- *Crown Corporation General Regulations, 1995*
- *Crown Corporation Corporate Plan, Budget and Summaries Regulations*
- *Migratory Birds Convention Act, 1994*
- *Fisheries Act*
- *Canadian Environmental Protection Act, 1999*
- *Canadian Navigable Waters Act*
- *Canada Labour Code*
- *Employment Equity Act*
- *Federal Real Property and Federal Immovables Act*
- *Highway Safety Code (Quebec)*



APPENDIX 3 – LIST OF ABBREVIATIONS

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
INFC.....	INFRASTRUCTURE CANADA
IT	INFORMATION TECHNOLOGIES
JCCBI.....	THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED
MCK	MOHAWK COUNCIL OF KAHNAWÀ:KE
OHS	OCCUPATIONAL HEALTH AND SAFETY
RAD	RESEARCH AND APPLICATIONS DIVISION
REM	RÉSEAU EXPRESS MÉTROPOLITAIN
SDCBC.....	SAMUEL DE CHAMPLAIN BRIDGE CORRIDOR
SLSA.....	ST. LAWRENCE SEAWAY AUTHORITY
SQ.....	SÛRETÉ DU QUÉBEC



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