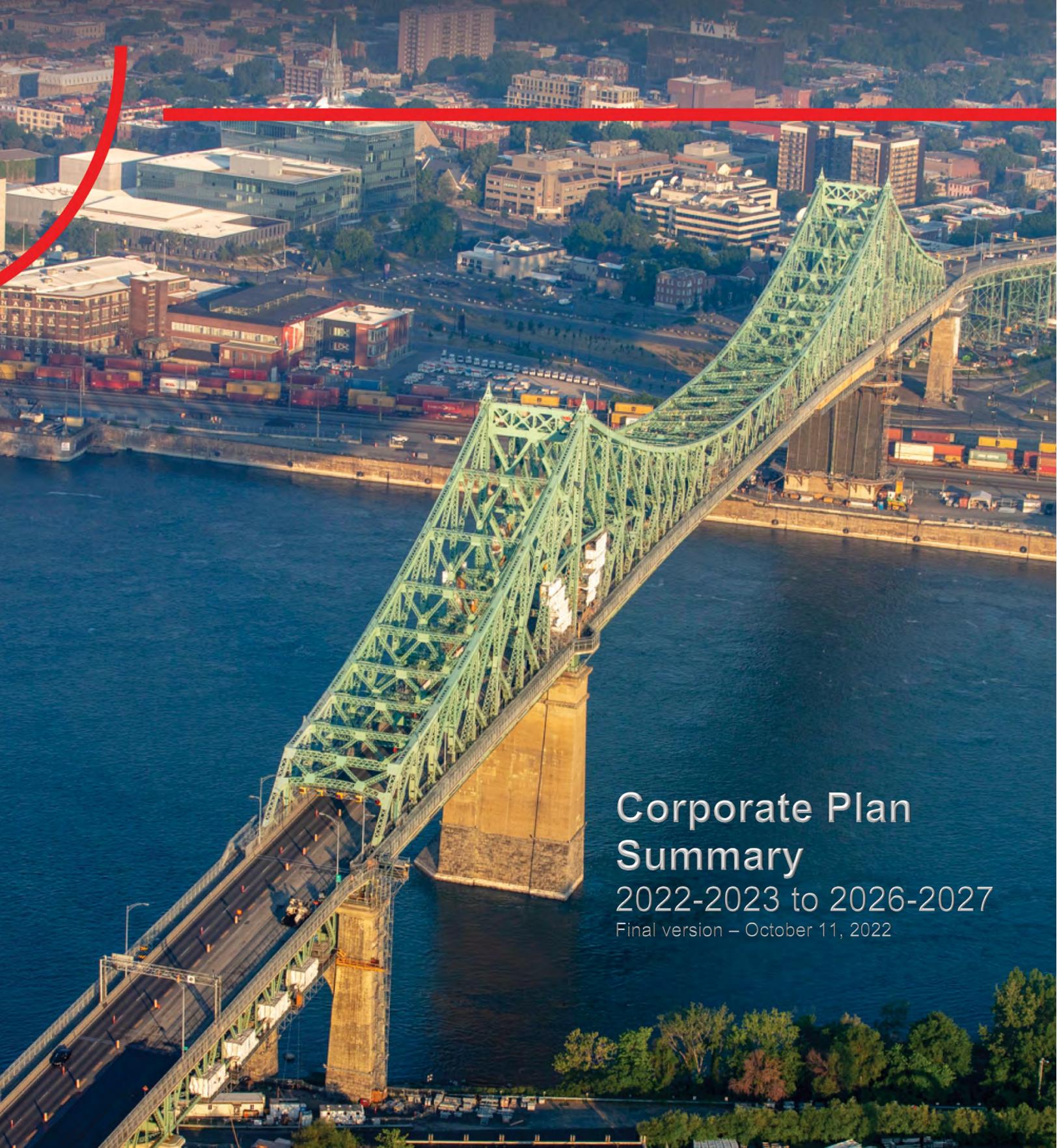




Ponts
JACQUES CARTIER +
CHAMPLAIN
Bridges
Canada



Corporate Plan
Summary
2022-2023 to 2026-2027
Final version – October 11, 2022

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1. OVERVIEW OF THE CORPORATION

1.1 STATUS AND MANDATE

Incorporated in 1978, The Jacques Cartier and Champlain Bridges Incorporated (hereinafter JCCBI or the Corporation) 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.

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 (not financed) 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.

JCCBI in a few figures:



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

MISSION
Ensure user mobility, safety, and infrastructure longevity using a systemic management approach based on sustainable development.

VISION
Become a leader in major infrastructure management as an innovative expert, a mobility leader and a social and urban contributor.

VALUES

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



Destination 2024 Strategic Plan

OUR DESTINATION

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

Section 4 of this Corporate Plan summary presents the major directions arising from the strategic plan, and it is with the collaboration of the entire organization that JCCBI has adopted an action plan and corporate and operational performance indicators to ensure the implementation thereof.

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 (BOD) 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. On December 18, 2020, Ms. Catherine Lavoie, who has been a member of the Board since 2017, was appointed Chair of the Board for a two-year term. The Chief Executive Officer's five-year term ends on May 19, 2024.

The terms of office of two directors were due to expire in June 2020 and June 2021. In accordance with the FAA, the term of office of these directors is extended pending their respective reappointments or new appointments.

Board Committees - In accordance with good governance practices, the BOD has formed three 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 BOD 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;
- + 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 BOD has also formed other advisory and non-decision-making committees to ensure the smooth running of the organization and the progress of major projects, notably the following:

- + Corporate Risk Committee
- + Risk Committee – Infrastructures

Board of Directors as at September 30, 2021

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	June 21, 2018	3 years	June 20, 2021
LAVOIE, Catherine	December 18, 2020	2 years	December 17, 2022
MARTEL, Sandra	May 20, 2019	5 years	May 19, 2024
VILLIARD, Me Sylvain	June 15, 2017	3 years	June 14, 2020
WILLIAMS, Dale Ellen	January 27, 2021	3 years	January 26, 2024

OFFICERS	
Chair of the Board	LAVOIE, Catherine
Vice Chair of the Board	VILLIARD, Me Sylvain (acting)
Acting Corporate Secretary	PAPAGIANNIS, Me John (Dentons) (until August 27, 2021)
Corporate Secretary	ROBERT, Me Paul (as of August 28, 2021)
Chief Executive Officer	MARTEL, Sandra
Treasurer	LACHANCE, Claude (until April 30, 2021) SIMARD, Nathalie (acting until July 4, 2021) PAINCHAUD, Lucie (as of July 5, 2021)

List of Board Committees as at September 30, 2021

AUDIT COMMITTEE

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

GOVERNANCE AND ETHICS COMMITTEE

VILLIARD, Me Sylvain/President
LAVOIE, Catherine
WILLIAMS, Dale Ellen

RISK COMMITTEE – INFRASTRUCTURES

LAVOIE, Catherine/President
CACCHIONE, Richard
VILLIARD, Me Sylvain
ANTOUN, Lesley

HUMAN RESOURCES COMMITTEE

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

CORPORATE RISK COMMITTEE

VILLIARD, Me Sylvain/President
BONNIS, Henri-Jean
CACCHIONE, Richard

BOD Meetings (April 1, 2021 to September 30, 2021)

DIRECTORS	SIX REGULAR SESSIONS	FOUR SPECIAL SESSIONS
ANTOUN, Lesley	6	4
BONNIS, Henri-Jean	6	4
CACCHIONE, Richard	6	4
LAVOIE, Catherine	6	4
MARTEL, Sandra	6	4
VILLIARD, Me Sylvain	6	4
WILLIAMS, Dale Ellen	6	4

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 statutes and bylaws.



The FAA also requires JCCBI to have a special examination of its activities conducted every 10 years. In August 2020, a special examination led by the Auditor General was launched and will run until the fourth quarter of 2021-2022. The resulting recommendations will be taken into account by management.

The final report of the special examination is scheduled to be presented to JCCBI's BOD in March 2022 and, in April 2022, to the Minister of Intergovernmental Affairs, Infrastructure and Communities and to the President of the Treasury Board.

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 economically, efficiently and effectively in compliance with the applicable legislation. JCCBI retains the services of external firms to conduct these audits.

The 2016 five-year internal audit plan included 22 mandates, of which 21 were carried out over the 5-year period. Over 90% of the resulting actions have been completed. The last audit in the plan is a health check of the original Champlain Bridge deconstruction project, which will be carried out in the fourth quarter of 2021-2022.

A new five-year internal audit plan is being developed and will be tabled at the JCCBI Audit Committee.

1.2 STRUCTURES

Jacques Cartier Bridge

The Jacques Cartier Bridge is a five-lane bridge that connects Montreal to Longueuil. Access and exit ramps also provide access to Île Sainte-Hélène.

A heritage jewel, the Jacques Cartier Bridge has been an architectural icon and a true signature for Montreal since its opening in 1930.

Original Champlain Bridge

Opened to traffic on June 29, 1962, the original Champlain Bridge was decommissioned on June 28, 2019, with the opening of the new Samuel De Champlain (SDC) Bridge. Its deconstruction is underway.

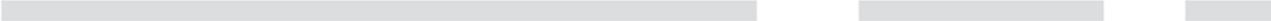
Île des Sœurs Bypass Bridge

Built as a temporary structure to allow for the decommissioning of the original Île des Sœurs Bridge and to keep traffic moving while a new permanent bridge was being built, the Île des Sœurs Bypass Bridge was decommissioned in November 2019, after the opening of the new Île des Sœurs Bridge.

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 federal section of the expressway, whose management was transferred from the National Harbours Board to JCCBI in 1978, 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 and of Viaducts AB and 3.

Honoré Mercier Bridge

The Honoré Mercier Bridge, in its initial 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 (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 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. The tunnel, whose management was transferred to JCCBI in 1998 at the same time as the Honoré Mercier Bridge, passes under the locks of the Seaway Beauharnois Canal in Melocheville and is an extension of Route 132.

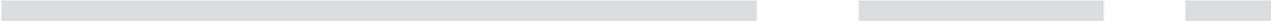
Champlain Bridge Estacade

The Champlain Bridge 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.

This structure is now used to retain the ice in the La Prairie Basin. It also serves as a bike link between Île des Sœurs and the South Shore bike paths and is used by the JCCBI contractor during the deconstruction of the original Champlain Bridge as well as by the Private Partner for the maintenance of the SDC Bridge.

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





1.3 ACTIVITIES

JCCBI's main activities are divided into two specific areas, namely the technical teams and the administrative divisions. The Planning, Expertise and Research and Applications divisions plan and manage the activities pertaining to asset management and intervention planning. The realization of the major projects is under the responsibility of the Projects division in a project-based management approach. 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 ensures the protection and enhancement of the territory as well as the implementation of the sustainable development strategy (SDS).

These groups are supported by project management and occupational health and safety (OHS) teams. The Champlain Project Office is responsible for the delivery of the original Champlain Bridge deconstruction project and provides support to Infrastructure Canada (INFC) for the Samuel De Champlain Bridge Corridor (SDCBC) project.

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

Administrative divisions such 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 site 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, many firms offering a variety of professional services assist the Corporation's various divisions in carrying out their mandates.

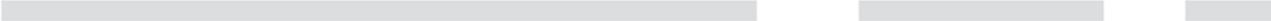
The Sûreté du Québec (SQ), under the terms of an agreement signed in 2019 and to which INFC is also a stakeholder, polices the Jacques Cartier Bridge, the Bonaventure Expressway, the Estacade, the SDC Bridge and Highway 15. The police services on the Honoré Mercier Bridge are provided by the SQ and the Kahnawà:ke Peacekeepers. The Melocheville Tunnel is policed by the Service de police de Châteauguay.

1.4 FINANCIAL POSITION

JCCBI must constantly balance its decisions with the best use of available resources to protect its assets and fulfill its mission of ensuring the safety and mobility of its users in a context of sound management of public funds.

As part of the preparation of the next corporate plan (2023-2028), JCCBI will work with government authorities to explore funding opportunities prior to the approval of the next five-year funding cycle in order to carry out the work planned (not financed) in the corporate plan, thereby ensuring mobility, safety and sustainability of the infrastructure.

As some of JCCBI's assets have exceeded their useful life, resources are focused on the maintenance and rehabilitation required to ensure longevity, safety and mobility, while seeking to improve the service offer and propose viable solutions to extend the service life of each structure.



During the year 2021-2022, JCCBI proposed a multifactorial approach to the financial evaluation of projects by introducing sensitivity analyses. In addition, an analysis of the maximum investment capacity per structure was carried out based on market realities, supplier mobilization and maintenance of traffic flow. These steps have improved the accuracy of financial forecasts in order to prepare a budget plan and a funding request adjusted to the actual capacity to deliver.

JCCBI's [2020-2021 Annual Report](#) is published on JCCBI's website.



2. OPERATING ENVIRONMENT

Historically, bridge managers have taken a curative approach (reactive maintenance) to maintaining the infrastructures under their responsibility. It was only when visible signs of deterioration appeared that repairs were undertaken and, once deemed unsafe or unusable, the bridges were demolished and reconstructed. What no one could have foreseen at the time was the impact that the use of road salt would have, prematurely reducing the service life of bridges (by decades), as well as the staggering costs involved in their premature replacement. 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 can 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. These managers are moving away from the old curative approach and are now adopting a preventive approach (proactive asset management).

This represents a major paradigm shift for the industry. Improving the sustainability of bridges through rehabilitation is a relatively new and emerging field where stakeholders are exploring different approaches. This is the situation that JCCBI is facing at the moment. The infrastructures under its responsibility are between 50 and 90 years old. Some structures have reached the end of their service life, in whole or in part, and require, to ensure the mobility and safety of users, major investments for their long-term maintenance.

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 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 Montreal, an island city that will always depend on bridges.

2.1 OPERATING CONTEXT

In carrying out its mission, JCCBI must deal with internal and external factors that highlight its strengths, create opportunities, pose challenges and impact its key risks. Once these factors have been identified, JCCBI monitors them and adapts its planning to deal with significant fluctuations.

2.1.1 External Environment

Relationships with Partners – The transportation network in the Montreal area is tightly woven. JCCBI must coordinate and plan its activities in collaboration with many partners, adding a level of complexity to its operations 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 region, as well as private partners such as the Signature on the Saint Lawrence Group.

It is essential that JCCBI liaise with the media and interact with users, affected residents and municipalities. Regular, frequent and transparent communication about the work and issues is crucial. It notably allows road users to opt for new routes, to use public transport, to prioritize carpooling or to avoid certain bridges or roadways during major work. The continuous communication of information also leads to a certain commitment on the part of users, thus facilitating the execution of the work.

The Honoré Mercier Bridge spans the Mohawk territory of Kahnawà:ke. The rehabilitation work on the federal section of the bridge is being carried out by the Mohawk contractors and workers from 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.

The Honoré Mercier Bridge is under federal jurisdiction on the section that crosses the Mohawk territory of Kahnawà:ke and under provincial jurisdiction on the section over the St. Lawrence River. On a day-to-day basis, the regular maintenance of the bridge, including traffic management, towing services, snow removal



and de-icing operations are the responsibility of the Quebec government, for the entire bridge, both on the federal and on the provincial sides.

Legal Environment – In the context of competitive markets and work that is considered high risk, the issues related to the fair treatment of tenderers, to the probity of contractors, consultants and suppliers and to health and safety in the workplace are important. In this regard, JCCBI has implemented, in early 2021, an Occupational Health and Safety (OHS) pre-qualification process for all contractors, consultants and suppliers that carry out, on property under JCCBI's responsibility, work that requires tooling (such as tools, instruments, machinery, vehicles and equipment) or specific OHS training.

The phasing in of the *Regulation respecting Traceability of Excavated Contaminated Soil* (Quebec) as of 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 soil traceability as part of the original Champlain Bridge deconstruction project.

Privacy Act Extension Order, No 3 - SOR/2021-174 will extend the right of access under this act to foreign nationals who are not physically present in Canada, thereby making this right of access universal. Its coming into force in 2022 may have an impact on the requests to be processed by JCCBI under the PA.

In addition, with the recent or anticipated coming into force of several laws and regulations relating to occupational health and safety and human resources management (including harassment and violence in the workplace, pay equity, employment equity and work in confined spaces), JCCBI is proactive and works upstream to put in place or update its internal policies and programs and to obtain expert support.

Environment and Sustainable Development (ESD) – Sustainable development is an integral part of the Corporation's mission and vision. Beyond the execution of its infrastructure projects, JCCBI's commitment extends to its methods of managing operational and administrative activities, generating a positive impact for the community, and managing stakeholders efficiently. JCCBI is currently assessing the potential impacts of climate change on its infrastructures. Mitigation measures to be implemented can be integrated into future projects.

The Corporation's commitment to sustainable development is guided by a committee that meets periodically and ensures that the goals set out in JCCBI's SDS are met. This strategy includes a multi-year action plan that contributes to five goals of the Federal Sustainable Development Strategy (FSDS), which is Canada's response to the United Nations' sustainable development goals:

- Goal 1 - Effective action on climate change
- Goal 2 - Greening government
- Goal 3 - Pristine lakes and rivers
- Goal 4 - Connecting Canadians with nature
- Goal 5 - Safe and healthy communities

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

1. Corporate Governance:
 - a. The Corporation pays close attention to risk management, accountability, ethical conduct and responsible procurement in its operations.
 - b. Main Actions:
 - i. Ensuring that its activities and those of its partners are carried out in an ethical and transparent manner in accordance with the applicable laws and regulations as well as with best practice, with the existence of a code of conduct and ethics for suppliers.

- ii. Managing the risks in a preventive and systemic manner, ensuring that all the economic, social and environmental risks are covered.
- iii. Integrating sustainable development into the Corporation's procurement processes.

2. Environmental Responsibility

- a. 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.
- b. Main Actions:
 - i. Developing an environmental management system.
 - ii. Ensuring the protection of biodiversity on and around the infrastructures.
 - iii. Promoting the management of contaminated soils and water, as well as residual materials, in a sustainable development approach.
 - iv. Developing a resilience plan for its infrastructures in relation to climate change.

3. Safety and Service Level

- a. The Corporation invests in the development of its employees in order to provide them with a stimulating, respectful, healthy and safe work environment that is conducive to the development of their individual talents. To this end, the Corporation has undertaken a workplace health and wellness initiative for the success of the organization and the well-being of its employees. The Corporation also ensures the safe passage of the thousands of users who commute on the infrastructures under its responsibility on a daily basis. The Corporation considers that the best use of available financial resources is to offer various transport alternatives, including active mobility, and to ensure that the infrastructures remain safe and fully functional.
- b. Main Actions:
 - i. Promoting the health and well-being of its employees and ensuring the safety of its employees and users.
 - ii. Ensuring the good condition of its infrastructures by implementing a monitoring system therefor.
 - iii. Improving its active transportation offer.

4. Sustainable Infrastructure Design

- a. The Corporation designs its infrastructure projects using an approach based on sustainable development in accordance with its mission and with the aim of extending the service life of the assets for which it is responsible. To do so, the Corporation integrates the concepts of sustainable development upstream of its projects, while incorporating innovation.
- b. Main Actions:
 - i. Integrating the concepts of sustainable development during the planning and design phases of the projects.
 - ii. Improving the sustainability of the assets through research and development projects.

5. Socio-Economic Contribution

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



regional communities. The Corporation participates in the creation of shared social values, both with its internal and external partners.

b. Main Actions:

- i. Promoting the positive impact of JCCBI's activities in the communities.
- ii. Formalizing a participatory approach with the communities in relation to JCCBI's strategic projects.

Participating and collaborating with working groups to share the innovative research and application practices. In terms of environmental responsibility, JCCBI is conducting several programs to increase its knowledge of the environmental issues related to the protection, preservation and enhancement of biodiversity, as well as that of the management of contaminated lands.

JCCBI conducts the 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 predict the costs of the projects related to the management of contaminated soils and to proactively define, at the planning stage, the methods and schedules required. JCCBI is participating in the Federal Contaminated Sites Action Plan (FCSAP), administered by Environment and Climate Change Canada, for the implementation of the mitigation measures required to contain and treat the contaminated groundwater on the lands in the Bonaventure Expressway sector (East and West Sectors) along the St. Lawrence River. JCCBI manages a public-private partnership (PPP) in the West Sector in collaboration with the *ministère de l'Environnement et de la Lutte contre les changements climatiques* (Quebec) and also works with landowners and other stakeholders to study the contamination and implement mitigation plans in partnership. The environmental plan for the East and West Sectors is prepared with these partners.

JCCBI has also set up a biodiversity monitoring and land development program that is ongoing and provides for regular updates of its knowledge. Some migratory birds nest on the Corporation's structures, in particular the peregrine falcon and the cliff swallow. The Corporation has put in place an avifauna management plan to ensure the protection of the various species during the execution of its work.

2.1.2 Internal Environment

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 the Institute of Asset Management (IAM) model and the ISO 55000 standard. The maturity assessment exercise conducted during the year 2021-2022 places JCCBI at an overall average rating of 2.2/3. Following this second assessment, the Corporation will develop 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 inspection and instrumentation data as well as those of load-bearing capacity studies and other specialized studies and 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 data on mobility, urban integration, environmental, sustainable and socio-economic development. These diagnoses allow the development of master plans for medium and long-term investment and for the maintenance and development of assets in order to ensure their safety, durability and functionality. The master plans thus allow the definition and planning of major investment projects. These projects are then carried out by the technical teams who ensure that the required actions are implemented.

Human Resources – JCCBI continues to implement a number of initiatives, which can be summarized in five management priorities, in order to build the capacity to stimulate the development and engagement of all in an innovative, healthy and collaborative environment, in line with its *Destination 2024* Strategic Plan:

- + 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:
 - Workplace Health and Wellness Policy;
 - Building a diverse public service (multiculturalism).
- + Maintaining a dynamic workforce plan with the aim of identifying the key skills and aspirations of employees, thereby supporting their professional development and the implementation of an ongoing succession plan;
- + Establishing a pay equity plan by employee group by September 2024.

The collective agreements of the two unions, namely the *Syndicat des travailleuses et travailleurs (CSN)* – blue-collar workers and the Canadian Union of Public Employees, local 4102 – white-collar workers expired on December 31, 2020 and are currently in negotiations. All employees are covered by a disability program, the costs of which are partially paid by the Corporation, and are members of the Public Service Pension Plan (the “Plan”). The employees of the Corporation are required to make contributions to the Plan to fund the cost of the services rendered during the fiscal year.

During the first half of fiscal year 2021-2022, the Corporation carried out a review of its activities and of the evolution of its associated workforce plan, based on its current mandate and the different investment scenarios.

With the help of a consultant, the Corporation was able to assess the number of resources assigned to its various activities and structures. This exercise confirmed that in 2022-2023, 13 full-time equivalent employees (supported by JCCBI’s multidisciplinary workforce) are assigned to the deconstruction of the Champlain Bridge and that this number will decrease by the time the project is completed in April 2025. The Corporate Plan therefore reflects the gradual reduction in the resources directly assigned to this project. In addition, this exercise determined that the number of resources assigned exclusively to one infrastructure is in the order of fifteen people, who are supported by JCCBI’s multidisciplinary workforce to ensure the full range of functions related to the management of aging major infrastructures.

As at November 30, 2021, of the 187 confirmed positions, 172 permanent positions and 15 temporary positions are occupied.

	Actual 2021-2022 as at November 30, 2021	Corporate Plan 2021-2022-to 2026-2027					
		2021-2022	2022-2023	2023-2024	2024-2025	2025-2025	2026-2027
Permanent	172	172	174	174	174	170	165
Temporary	15	15	13	13	10	9	9
TOTAL	187	187	187	187	184	179	174



Over the past 10 years, the Corporation has developed a business model or turnkey solution, which ensures the following:

- + Proactive management of assets and sustainable transport infrastructures;
- + Procurement;
- + Project management according to the main principles of sustainable development;
- + Environmental protection;
- + Coordination with partners;
- + Legal services;
- + Occupational health and safety;
- + Applied research;
- + Public and stakeholder consultations;
- + Technical expertise and application of innovative methods;
- + Communications with users; and
- + Maintaining mobility.

The completion of the original Champlain Bridge deconstruction project, scheduled for 2025, is a pivotal moment, conducive to improving the Corporation's portfolio of assets and responsibilities in support of the federal government's orientations and objectives. Indeed, the Corporation's business model 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;
- + Provide a single, credible representative of the government to all stakeholders.

Improving the Corporation's portfolio would allow it to maintain the high level of expertise developed over the past ten years within its workforce and the federal government, and to continue to support the government efficiently and rigorously in the management of other projects or assets.

In the second half of 2021-2022, a qualitative review of human resource needs will begin in order to target the most promising areas and adapt skills to the future needs and responsibilities of the organization to be determined with the government, as foreseen in its dynamic workforce plan.

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

The evolutionary management of JCCBI's structures from a technological perspective is linked to the strategic organizational objectives, including the integration of technology and data to support decision-making.

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

In conjunction with the Asset Management department, the process continues to develop information management plans that will be used to identify the requirements that will integrate with the geomatics tool, the corporate databases and the computerized maintenance management system (CMMS).

IT risk management is based on two axes: proactive and reactive. JCCBI's strategy for improving the security posture is being pursued within the framework of the IT Security Improvement Program (ITSIP) that has been developed for the period of 2020-2021 to 2025-2026. Said program includes the following initiatives: ongoing



IT security awareness, enhanced infrastructure security, annual penetration testing, continuous improvement of IT operating processes as well as a revised succession plan to ensure business continuity.

2.2 ISSUES

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

The assets managed by the Corporation are old and have been exposed for years to heavy traffic, harsh weather conditions and extensive use of road salt. JCCBI has an asset management system in place to manage the risks, prioritize the interventions and prepare a 15-year investment plan. The work is determined from a longer-term perspective, aiming to ensure the safety, longevity and functionality of the assets according to the vision established for each structure.

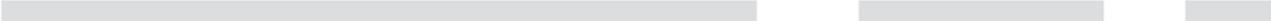
In the Greater Montreal area, the various levels of government are investing massively in major infrastructure projects. This reality is leading project authorities to innovate in order to attract, hire and retain professionals and technicians. In addition, JCCBI must compete with these authorities to award contracts to engineering firms and to contractors to carry out its work program. In this competitive environment, the duration and cost of the work may be impacted. Coordination between the various asset owners is therefore essential and critical to minimize hindrances and ensure the smooth flow of goods and users.

The Honoré Mercier Bridge has a special status in several respects, notably because of its management, which is shared between JCCBI, for the south section, and the *ministère des Transports du Québec (MTQ)*, for the north section. Regular coordination between JCCBI and the MTQ makes it possible to optimize the intervention strategies, thus minimizing the impact on users in favour of mobility. In addition, the Corporation has adopted a collaborative and inclusive approach with the community, which includes regular project meetings and detailed presentations prior to the commencement of the work. In order to ensure the social acceptability of the projects and an alignment with the interests, values and priorities of these two partners, some deviations between the investment plan and the execution of the work are possible.

As manager and operator of the original Champlain Bridge 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 "Project Agreement" (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 demonstrates the Corporation's commitment to implementing a "Zero Injury by Choice" culture and a desire to achieve a high-level OHS culture through its procedures and instructions. The management of OHS by JCCBI also includes the contractors and consultants through their contracts, in a continuous improvement approach.

JCCBI has limited revenue generation capacity and authority, other than the potential introduction of tolls, based on the user-pay policy, which is a strategic decision for the government to make. Expenditures are financed by parliamentary appropriations. As in the 2020-2025 and 2021-2026 Corporate Plans, the 2022-2027 Corporate Plan highlights the financial challenge for JCCBI to be able to continue its maintenance and asset maintenance activities from 2023-2024. The authorized funding including the reprofiling of operating expenses and tangible capital assets will decrease from \$280.0 M in 2022-2023 to \$179.3 M in 2023-2024. Of the 2023-2024 funding, \$98.0 M is dedicated to the deconstruction of the original Champlain Bridge, and \$47.9 M comes from previous years for deferred work, leaving only \$33.4 M to fund the other major work and current operations. In this context, financial viability becomes an essential criterion in all decision-making. The risks associated with the degradation of bridges and structures could increase in the event of inadequate future funding. Despite the significant investments made in recent years, JCCBI continues to face critical medium and long-term infrastructure deficits. Therefore, the reduction in funding beyond 2022-2023 could limit JCCBI's ability to start major projects and award multi-year contracts, leading to delays in operational planning, increased costs, as well as risks and delays in carrying out the major maintenance program. Such a situation



would prevent JCCBI from meeting the mobility needs in the Montreal area and, above all, could lead to a reduction in the residual service life of the assets.

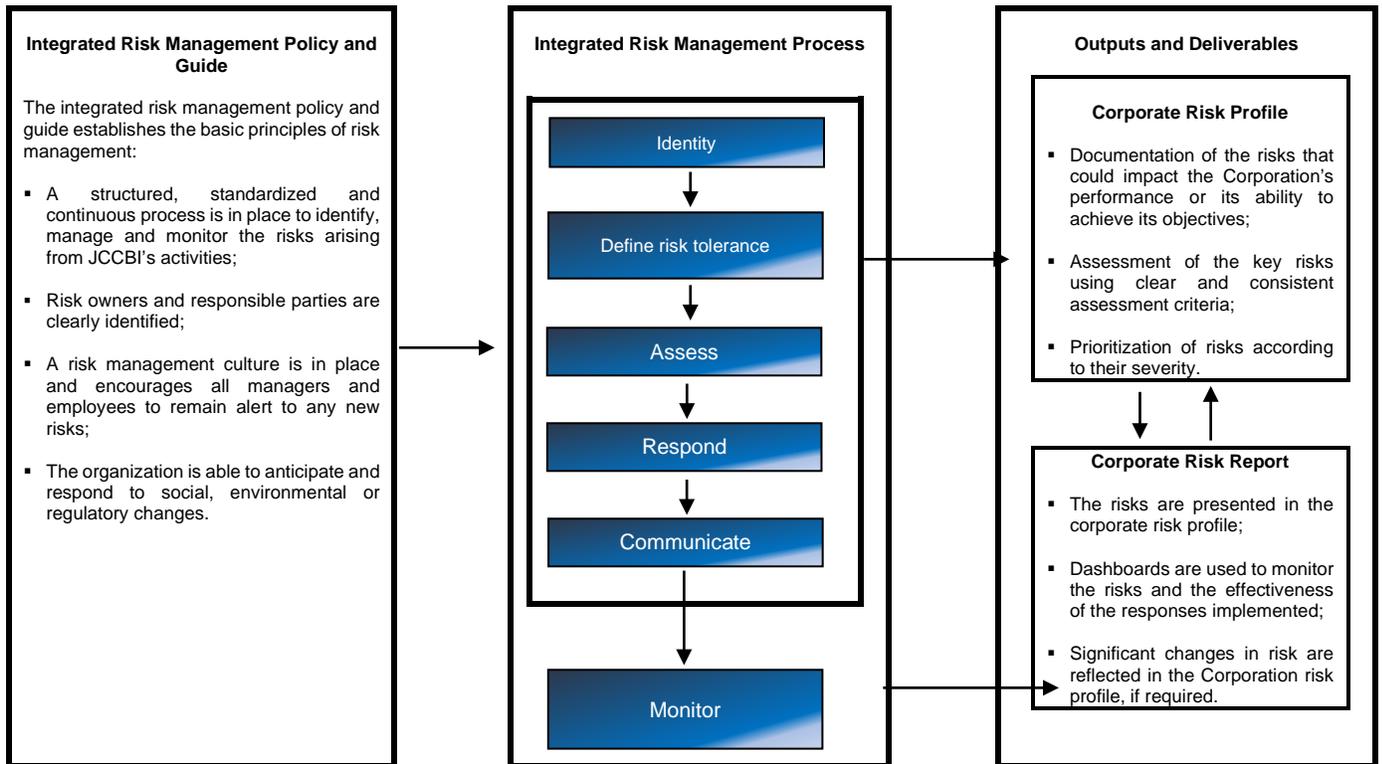
With respect to the projects related to the contaminated groundwater in the Bonaventure Expressway sector, despite the funding received for the years 2018-2019 to 2022-2023 and the FCSAP funding, the need for long-term funding over a 15-year period, started in 2016-2017, is imperative. A formal request will be made in the course of 2022 to the federal authorities through the Minister responsible for JCCBI for review.

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 financed. These projects, including the seismic file, the active mobility file (including the widening of the bike path on the Honoré Mercier and Jacques Cartier Bridges and the construction of a bike path parallel to the Clément Bridge), as well as the 100th anniversary of the Jacques Cartier Bridge in 2030, are part of the category of projects designated as “Under Evaluation” and are presented through business cases.

3. RISKS AND RISKS RESPONSES

Integrated Risk Management Approach

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 Committee of Sponsoring Organizations of the Treadway Commission's (COSO) *Enterprise Risk Management - Integrated Framework*. JCCBI's strategy is aligned with the organization's 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 for the assessment of the severity of the prioritized residual risks and on a three-yearly basis for the identification of risks.



As part of the *Destination 2024* Strategic Plan, the risk management maturity measure was completed in 2020-2021 and the rating of “Acceptable” was achieved. Opportunities for improvement have been developed as follows to target the rating of “Mature” in 2023-2024:

Strategy and Risk Tolerance	• Formal risk appetite and tolerance statements
Risk Governance	• Reinforcement, through socialization, of the policy and of the roles and responsibilities
Risk Culture	• Reinforcement through communication and training plans
Risk Assessment and Measurement	• Annual update of the risk register, analysis of interrelationships and risk velocity
Risk Management and Monitoring	• Risk indicators to improve monitoring and proactivity
Risk Report and Information	• Statutory item on the agenda of the governance meetings with complete information
Data and Technology	• Alignment of asset and corporate risks

JCCBI plans to begin the process of defining its risk appetite and tolerance statements in the last quarter of 2021-2022 and complete it during the year 2022-2023.

Global Severity of Prioritized Corporate Risks as at October 28, 2021

Cat.	Risk	Severity 2019-20	Severity 2020-21
GRE	[9] Relationship with Stakeholders	Moderate *	Moderate
RSO	[11] Political Environment	Moderate *	Moderate
RSO	[14] Leadership and Succession	Moderate	Moderate
RSO	[15] Management Model – Performance	Moderate	Moderate
RSO	[16] Decision-Making – Information Management	Moderate	Moderate
RSO	[17] Performance Measurement	Moderate	Moderate
RIP	[19] Level of Knowledge of Infrastructures	Moderate *	Moderate
RIP	[25] Environmental Protection	Moderate	Moderate
JUR	[34] Contractual Disputes and Claims	Moderate	Moderate
FRS	[46] Non-Performance of Contract or Delay in Delivery	Moderate	Low *
FRS	[48] Health and Safety on Worksites involving Suppliers	High	Moderate
FRS	[49] Unplanned Additional Costs	Moderate	Moderate *
REF	[52] Recruitment and Retention	Moderate	High
REF	[56] Occupational Health and Safety	High	Moderate
GTI	[59] Technology Infrastructure and Quality of Management Information	Moderate	Moderate
GTI	[60] Information Systems Security	Moderate	Very high
GTI	[63] System Disruption or Failure	Moderate	Moderate

Legend: * risk non prioritized for the year mentioned

Risk FRS [46] “Non-Performance of Contract or Delay in Delivery” has been removed from the prioritized risks because the mitigation measures have been put in place and are monitored throughout the duration of the 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 scope of claims have fallen drastically since the measures were put in place.

The severity of risk FRS [48] “Health and safety on construction sites involving suppliers” has been reduced, because mitigating measures, such as site visits and the revision 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” has been increased because, like the other organizations, JCCBI is experiencing increased difficulty recruiting employees due to resource scarcity. In addition, for the same reason, organizations are recruiting employees of JCCBI, which has an impact on the retention of JCCBI’s human resources.

The severity of Risk REF [56] “Occupational Health and Safety” has been reduced, because mitigation measures, such as training, prevention, presence of managers in the field and awareness raising, have been put in place and these, along with the monitoring of the enforcement of the measures, are carried out on an ongoing basis in the operations.

The severity of Risk GTI [60] “Information Systems Security” has been increased 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 15 Prioritized Corporate Risks, by Category, as at October 28, 2021

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. Stakeholder policy. Development of work plans by axes. 	Moderate
Strategic and Organizational Risks				
Political Environment <ul style="list-style-type: none"> Federal government policies. Changes in policies. 	Very likely	Moderate	<ul style="list-style-type: none"> Formal and informal links with the federal political and administrative system. Strengthening of the representations on the mandate, the strategic plan and the corporate plan. Visit of the structures. Meetings with the Deputy Minister. Strategic reflection with the Ministry. 	Moderate
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 to establish and implement a succession plan. Individual development plan. Leadership training. Inter-division partnership culture process. Quantitative and qualitative analysis of the workforce development needs. 	Moderate
Management Model – Performance <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. Workforce plan. Analysis of the current and projected organizational capacity. 	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. 	Likely	Moderate	<ul style="list-style-type: none"> Implementation of adequate internal controls. Data categorization. Expertise in data management and exploitation. Process and project management. 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. 	Moderate

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Severity
Performance Measure <ul style="list-style-type: none"> Non-existing. Aligned with inadequate or poorly communicated objectives. 	Likely	High	<ul style="list-style-type: none"> Strategic performance indicators (targets and thresholds) based on the 2020-2024 strategic plan. Development of performance indicators for Environment and Sustainable Development. Process of accountability to management and the BOD. 	Moderate
Risks related to Infrastructures and Projects				
Level of Knowledge of the Infrastructures <ul style="list-style-type: none"> Information on the condition of the infrastructures insufficient to determine the preventive, detective or remedial measures. 	Likely	Moderate	<ul style="list-style-type: none"> Supplementary Asset Monitoring Program (SAMP). Instrumentation Strategy. 	Moderate
Environmental Protection <ul style="list-style-type: none"> Environmental offence, incident or damage. Impacts on the natural environment, which may lead to work stoppage, claims, sanctions or penalties or intervention by the media and interest groups. 	Likely	Moderate	<ul style="list-style-type: none"> Implementation of a EMS. Digitalization of the data (e.g. contaminated lands). 	Moderate
Legal and Compliance Risks				
Contractual Disputes and Claims <ul style="list-style-type: none"> 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. Evaluation of the dispute resolution process provided for in the standard construction contracts. Standard construction specifications. Guide to drafting construction documents. 	Moderate
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. OHS monitoring on the worksites: <ul style="list-style-type: none"> Contractor's OHS agent. Work supervisor's OHS specialist. Training, documentation and personal protective equipment accessible to the internal employees who visit worksites. Validation of the skills of suppliers' employees. Inspections conducted on the worksites and monitoring of corrective measures. 	Moderate

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Severity
			<ul style="list-style-type: none"> 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. Update of the Supervision Guide. Update of the standard specifications. Update of the OHS requirements of the Reference Terms. Evaluation of suppliers' OHS performance. 	
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. 	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. Criminal background, credit, diploma, reference and health check. 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 the employees. Implementation of the adjustments and adaptation of the activities and programs, due to the global pandemic caused by COVID-19. Regular feedback on motivations, concerns and suggestions for improvement. Renewal of the CUPE and CSN collective agreements. 	High
Occupational Health and Safety <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 team meetings of the divisions. Communication plan to remind people 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. 	Moderate

Category/Title/Description of the Risk	Probability	Impact	Mitigation Measures	Severity
			<ul style="list-style-type: none"> OHS management program, including procedures for risky activities. 	
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"> 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 – “Sécurité et utilisation des actifs informationnels” Policy 6 – “Gestion de l’information administrative et expression des dates” Improvement of IT operating processes. 	Moderate
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. 	High	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. System access management. Policy 10 – “Sécurité et utilisation des actifs informationnels”. Improvement of IT operating processes. Implementation of an IT and systems security improvement program. 	Very high
System Disruption or Failure <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. 	Moderate

4. OBJECTIVES AND PLANNED RESULTS

4.1 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.

JCCBI 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, stakeholders and partners.

JCCBI also 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). Its *Sustainable Development Strategy 2020 to 2023* is also published 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 2 *Compliance with Legislative and Policy Requirements* 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 23, 2020.

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.

JCCBI's multidisciplinary team consists of more than 190 people from various disciplines and trades. As at September 30, 2021, 52.0% of the Corporation's employees were women and 48.0% were men. Employees under 30 years of age represented 4.2%, those between 30 and 50 years of age represented 66.7% and those over 50 years of age represented 29.2%. In its 2020 report filed under the *Employment Equity Act*, JCCBI reported that 13.58% of its full-time employees were members of a visible minority, as that expression is defined in the Act.

JCCBI's collaboration with the Mohawk Council of Kahnawà:ke (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.

In the near future, JCCBI's job offers will be posted on the First Nations Human Resources Development Commission of Quebec website and Facebook page, in order to promote access to JCCBI jobs for Aboriginal communities.

Diversity and Employment Equity – JCCBI has a diverse workforce, reflecting the diversity of the Canadian population. JCCBI is an employer committed to ethnic and gender diversity, with women very well represented in the general workforce, senior management and the BOD. As at September 30, 2021, three of the seven members of the Management Committee and four of the seven members of the BOD were women, including the Chief Executive Officer.

Every year, JCCBI establishes a diversity and employment equity action plan in line with the government's orientations and policies.

In the fall of 2021, two internal committees, the Employment Equity (Diversity and Inclusion) Committee and the Workplace Health and Wellness Committee (WHWC) were merged to become the Workplace Equity, Diversity and Wellness Committee (WEDWC). This merger will provide an opportunity to better integrate the actions of the two committees. The mandate of the new committee is part of the organization's commitment to foster i) an equitable workplace in support of the *Employment Equity Act* and the *Canadian Multiculturalism*



Act, and ii) a healthy workplace, in support of the *Federal Public Service Workplace Mental Health Strategy*. The WEDWC has a series of annual employment equity (diversity and inclusion) interventions to promote management commitment and employee participation.

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 with respect to the work on the federal section of the Honoré Mercier Bridge and to JCCBI's planned projects on the lands, at the approach to the bridge, that border the Mohawk territory, including the project for the development of a memorial circuit.

As part of the planning for the bridge deck replacement project, a collaboration agreement was signed between JCCBI, the MCK and the Quebec government in 2007 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.

JCCBI conducted a consultation with the Mohawks of Kahnawà:ke in connection with the construction of the Île des Sœurs Bypass Bridge in 2013 and 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. In addition, an Aboriginal consultation was initiated in 2019 as part of the original Champlain Bridge deconstruction project and is ongoing.

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 the conduct of 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.

The corporate strategy deployed includes, among others, the following five goals of the Federal Sustainable Development Strategy:

1. Effective action on climate change;
2. Pristine lakes and rivers;
3. Connecting Canadians with nature;
4. Safe and healthy communities;
5. Greening government.

For this last goal, the Corporation has set the goal of developing a system for monitoring and managing the residual materials from the operations on its worksites. In addition, JCCBI wants to influence the construction (and deconstruction) industry by driving a materials reduction, reuse and recycling movement with its partners through the inclusion of specific obligations in its contracts, where applicable. JCCBI is also analyzing the resilience of the assets under its management via the development of a climate change adaptation plan and the drafting of a responsible procurement approach that includes employee training. Finally, JCCBI is working on a life cycle assessment to reduce the environmental footprint of its procurement and operations. Although GHGs from its administrative operations are relatively low, JCCBI has also set GHG reduction targets related to the renewal of its vehicle fleet.

Safe Work Environments – Online training on the prevention of violence and harassment in the workplace must, on a mandatory basis, be completed by all employees. This training will be updated by the end of 2021 to reflect the coming into force of the amendments to the *Canada Labour Code* and the *Work Place Harassment and Violence Prevention Regulations*. Furthermore, all managers must receive training to remind

them of their roles and responsibilities in maintaining a healthy work environment, both in terms of preventing and dealing with situations of violence and harassment.

Actions are undertaken by the WEDWC to increase employee awareness of the internal policy on the prevention of violence and harassment. The internal Code of Civility has also recently been updated to promote a healthy working environment in JCCBI's offices during a pandemic. A review of the risks of workplace violence and harassment and of the measures to prevent them will be undertaken in the fall of 2021, in collaboration with the local OHS committees and the WEDWC.

JCCBI is working towards its goal of "Zero Injury by Choice" through the implementation of a well-documented and structured Occupational Health and Safety Management Program (OHSMP). As a basis, a comprehensive assessment of the Corporation's facilities and activities has led to the development of an OHS risk register which, in turn, allows the information gathered to be analyzed and the risks to be eliminated or controlled. JCCBI's employees are either trained or informed, on a regular basis, about the established safety practices to ensure that everyone implements the appropriate behaviours. Finally, the active involvement of senior management, the OHS division and the members of the two local OHS committees in the carrying out of the activities ensures compliance with the OHSMP and the proactive implementation of corrective measures when required.

4.2 OBJECTIVES

The Corporate Plan incorporates new realities that require reflection on future investments in order to ensure that JCCBI's infrastructures 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 offer and proposing viable and innovative solutions in order to ensure the longevity of each of the structures in a context where social acceptability has become an imperative for the carrying out of projects.

4.2.1 Corporate Strategic Objectives

The five orientations of the *Destination 2024* Strategic Plan demonstrate JCCBI's desire to stand out by focusing its actions on team commitment, 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.



4.2.2 Operational Objectives related to Assets

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;

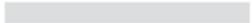
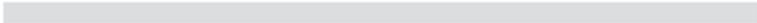
- + Carry out the inspections of the structures and determine the needs through projects to be prioritized in function of the life cycle and risks, and carry out the work based on the available funding;
- + Improve maintenance by adopting innovative measures in terms of inspection, maintenance and construction 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.

Projects identified as “Under Evaluation” in Appendix 1 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.

4.2.3 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%	85%	Employee survey every 2 years
	Training rate	1%	0.5%	Percentage of the payroll
	Turnover rate	-	15.5%	Number of departures divided by the 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%	95%	24-hour availability rate on weekdays
C – Improve organizational efficiency, performance and fluidity				
Efficient infrastructure manager	Average lead time for the contract procurement process	80 days	-	Number of days for all types of contracts
	Ratio professional services costs/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%	-	Actual financial results (cash basis) compared to budget planning



	Compliance with the budget and schedule for the original Champlain Bridge deconstruction (all lots) project	\$400 M	-	Actual financial results (cash basis) compared to budget planning
		April 2025 *		Project completion date compared to the planned schedule
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	

* Contrary to what is written in the 2022-2023 to 2026-2027 Corporate Plan, the planned completion date for the Original Champlain Bridge deconstruction project should read December 2025.



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 authorized funding covers a five-year period. Such funding is granted annually through parliamentary appropriations, which are JCCBI's primary source of revenue.

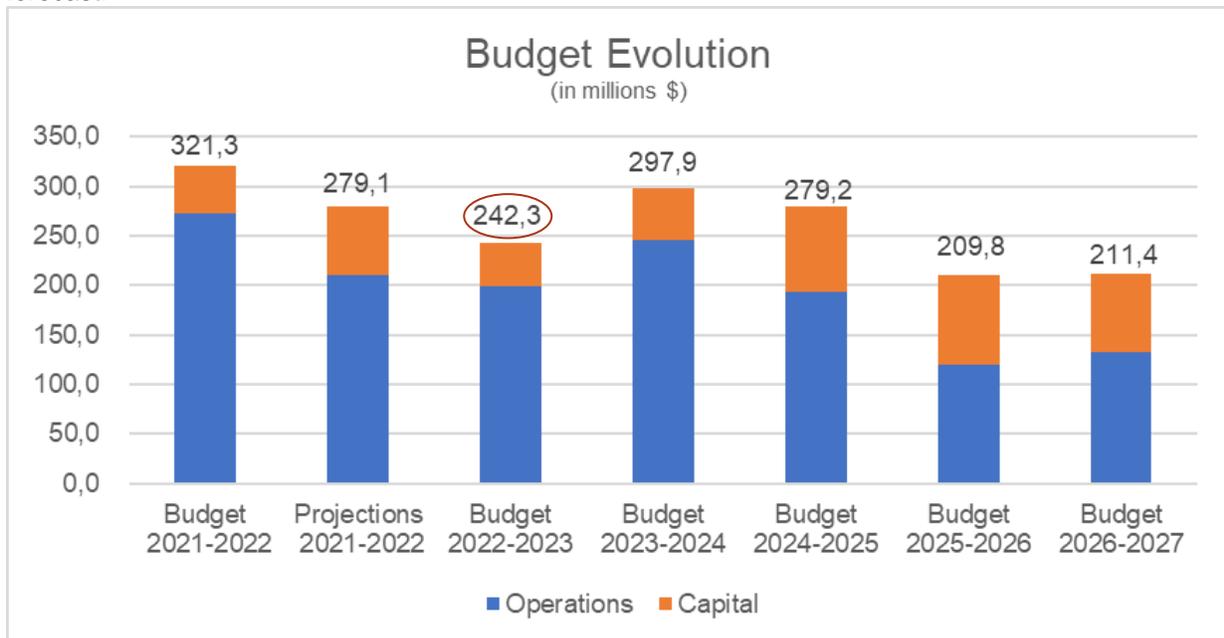
JCCBI also presents a budget related to the environmental obligations, which are mostly funded by Phase IV of the FCSAP program ending on March 31, 2025.

This section should be read in conjunction with Appendix 1, which presents the full set of pro forma financial statements, the operating and capital budgets, as well as the level of funding required. Appendix 1 also includes a table by type of expense.

5.2 BUDGET AND PARLIAMENTARY APPROPRIATIONS

5.2.1 Budget

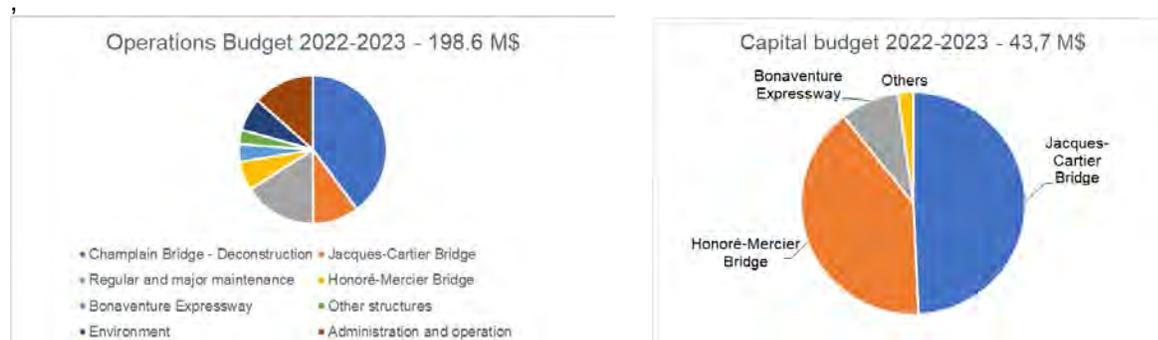
For the fiscal year ending March 31, 2023, the operating and capital budgets total \$242.3 M. The chart below shows the evolution of the budgets over the next five years compared to the 2021-2022 budgets and financial forecast.



Note: The 2022-2023 to 2026-2027 budget plan includes the Bonaventure Expressway reconfiguration project and the basic work on the Champlain Bridge Estacade. These projects are not funded at this time.

The decrease in the level of investment observed for the last two years of the five-year plan is mainly due to the completion of the original Champlain Bridge deconstruction project, whose work will be completed in fiscal year 2024-2025.

The following charts show the breakdown, by main structures and for funding purposes, of the 2022-2023 operating and capital budgets.



5.2.1.1 Operating Budget

The operating budget, in the amount of \$198.6 M as at March 31, 2023, consists primarily of the maintenance and deconstruction, operation and administration expenses. This budget is \$11.8 M lower than the financial forecast of \$210.4 M as at March 31, 2022. This decrease is primarily due to adjustments in the schedule for the deconstruction of the original Champlain Bridge.

The amount of parliamentary appropriations required in 2022-2023 for the operating expenses is \$197.5 M, (including \$12.0 M for the FCSAP funding) which is the equivalent of the operating expenses of \$198.6 M net of other sources of revenue (\$1.1 M). The variation over the 2021-2022 main budget represents a \$73.4 M (27.1%) decrease, and is distributed as follows:

- Jacques-Cartier Bridge: \$19.8 M decrease;
- Original Champlain Bridge: \$43.5 M decrease;
- Bonaventure Expressway: \$8.7 M decrease;
- Environment – Bonaventure Expressway, East and West Sectors: \$10.9 M increase;
- Honoré Mercier Bridge: \$15.8 M decrease;
- Regular maintenance expenses: \$1.2 M increase;
- Major maintenance expenses: \$0.8 M increase;
- Other expenses and impact of change in revenue: \$1.5 M increase.

5.2.1.2 Investment Budget

The capital budget totals \$43.7 M and is below the financial forecast of \$68.7 M as at March 31, 2022. This \$25.0 M decrease is mainly attributable to the end of the fibre optic loopback project and the commissioning of the new Operations and Maintenance building at the south approach to the Jacques Cartier Bridge.

The parliamentary appropriations required for capital expenditures for the 2022-2023 budget total \$43.7 M. This represents a decrease of \$5.6 M, or 11.4% compared to the 2021-2022 budget.

The capital expenditures planned for 2022-2023 and extending over a few years are the following:

- Jacques Cartier Bridge – Development of the pavilion and lands on Île Sainte-Hélène, as well as steel reinforcement work;
- Honoré Mercier Bridge – Pier rehabilitation, steel reinforcement, connection of the bike path and increase in the level of service thereof, as well as bank stabilization;

- Bonaventure Expressway – Reconfiguration of the Bonaventure Expressway;
- Other capital assets.

5.2.2 Parliamentary Appropriations

The funding requirements for the year 2022-2023 covering the operating and capital expenditures total \$242.3 M. After deducting the other revenue in the amount of \$1.1 M, the parliamentary appropriations required represent an amount of \$241.2 M.

5.3 FINANCIAL POSITION

The forecast for financial assets for the fiscal year ending March 31, 2022 is \$67.6 M, which is stable compared to the previous fiscal year and to the 2022-2023 budget.

The liability forecast is \$104.5 M and decreases over time by an average of \$3 M per year due to the work carried out in relation to the environmental obligations. This decrease is due, among other things, to the management of the soils in the context of the deconstruction of the original Champlain Bridge and to the development of the lands in section 8 under the Jacques Cartier Bridge.

The projected non-financial assets total \$695.1 M compared to \$712.6 M in the 2022-2023 budget. This \$17.5 M increase is mainly due to the capital investments described in Section 5.2.1, net of the amortization expense for the fiscal year.

5.4 STATEMENT OF OPERATIONS

JCCBI generates an operating surplus for all fiscal years of this 2022-2027 budget. This surplus is primarily related 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 have been concluded at predetermined rates. The inflation rate as specified in Section 5.5 has been applied to the other leases.

Interest Income – Interest income is linked to market rates and is expected to be similar to the forecast for the current fiscal year.

5.4.2 Expenses

The total projected expenses for the fiscal year ending March 31, 2022, in the amount of \$230.9 M, are up from the previous fiscal year's actual expenses of \$199.8 M. This \$31.1 M increase is mainly due to the increase in the expenses related to the work carried out as part of the original Champlain Bridge deconstruction project as well as that carried out on the Honoré Mercier Bridge.

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

	Actual 2020- 2021	Current Projections 2021- 2022	Main Budget 2021- 2022	Pro Forma Budget					
				2022- 2023	2023- 2024	2024- 2025	2025- 2026	2026- 2027	Total
EXPENSES									
Maintenance and deconstruction	176.1	208.8	279.0	198.0	245.7	196.1	124.6	140.1	904.6
Operation	4.4	4.2	4.6	4.7	4.8	5.0	4.5	4.6	23.6
Administration	15.9	21.3	20.6	22.0	22.2	21.8	22.5	22.2	110.7
Environmental obligations	3.4	-3.4	-4.4	-2.7	-1.8	-1.8	-1.9	-1.9	-10.1
TOTAL EXPENSES	199.7	230.9	299.8	222.0	271.0	221.1	149.8	165.0	1,028.8
Administration - capital assets	0.6	1.2	0.0	0.3	0.2	0.2	0.6	1.5	2.8
BUDGET TOTAL	234.2	278.0	320.3	241.2	296.8	278.1	208.8	210.4	1,235.3

Note: The 2022-2023 to 2026-2027 budget plan includes the Bonaventure Expressway reconfiguration project and the basic work on the Champlain Bridge Estacade. These projects are not financed at this time.

Explanation of Variations:

Maintenance and Deconstruction – For the fiscal year ending March 31, 2022, JCCBI forecasts maintenance and deconstruction expenses of \$208.8 M while the 2022-2023 budget forecasts expenses of \$198.0 M. The fluctuation in these expenses is primarily related to the schedule for the deconstruction of the original Champlain Bridge.

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

Operation – These expenses are related to the contract with the SQ, and the electricity used on JCCBI's territory. The annual variations are determined in function of the inflation rate provided for in the agreement with the SQ until 2029. There is a decrease from 2025-2026 onwards due to the end of the contract for the management of the access to the Estacade in connection with the original Champlain Bridge deconstruction project.

Administration – During the year 2021-2022, JCCBI revised its financial planning approach taking into account the market realities and the maximum investment capacity per structure, thus reducing the investments to a level adjusted to the actual implementation capacity. Although different from the previous budgets, these amounts correspond to the work carried out in the previous years.

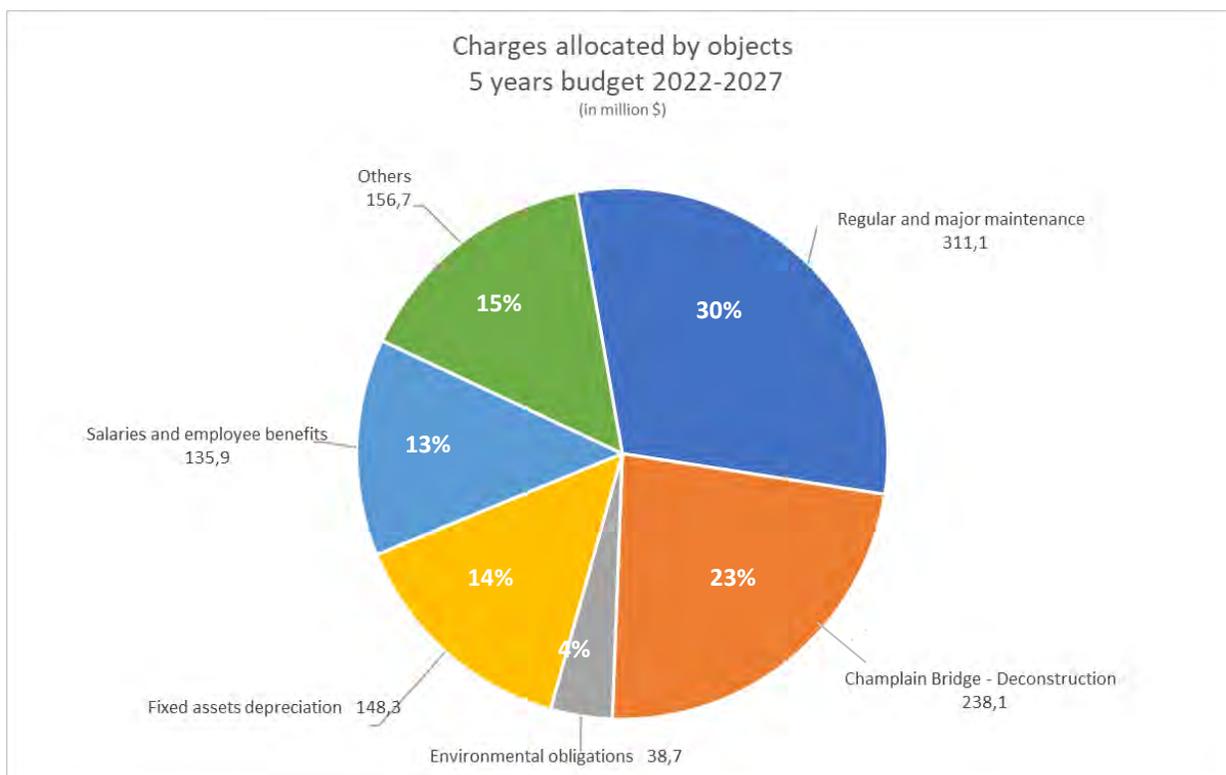
The market conditions and labour shortage are putting upward pressure on the costs of professional services contracts, particularly for IT, accounting, legal and engineering services. This pressure has resulted in a \$5.5 M increase in administration expenses for the fiscal year ending March 31, 2022 compared to the previous fiscal year.

Over the five fiscal years covered by the Corporate Plan, the percentage of administration expenses (including capital expenditures) in relation to the overall budget ranges from 7.54% to 11.25%, averaging 9.19% (8.27%

in the 2021-2026 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 total expense for the current fiscal year represents the change in the annual expense and the provision for the environmental obligation. For the future years, the expenses are shown as a decrease in the “Environmental obligations” in the liabilities of the Statement of Financial Position.

The expenses in the Statement of Operations may also be allocated by object to show the proportion given to the following items:



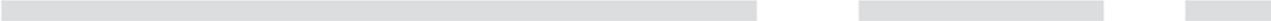
Note: The 2022-2023 to 2026-2027 budget plan includes the Bonaventure Expressway reconfiguration project and the basic work on the Champlain Bridge Estacade. These projects are not financed at this time.

More than 50% of the budget over the next five years will be spent on maintenance (30%) and on the deconstruction of the original Champlain Bridge (23%). The remaining expenditures are mainly for the administrative and legal functions in support of the ongoing operations.

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

5.5 RISKS AND ASSUMPTIONS

When preparing its budget plan, JCCBI takes into account certain financial and other factors and has used 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 3% was set based on the average of the non-residential building construction price index for the Montreal area over the last five years for major maintenance work.

5.5.3 Inflation Rate for Other Expenditures

For all other expenditures, the inflation rate was set at 2%, 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 funding included in the budget takes into account the reprofiling request submitted as part of the 2021 Annual Reference Level Update (ARLU) process.

The financial forecast as at August 31, 2021 for the fiscal year ending March 31, 2022 shows a further potential reprofiling of \$10.6 M for the current fiscal year.

For the first year of the budget which ends on March 31, 2023, the authorized funding is \$280.0 M. According to the operating and capital budgets, the required funding, after deduction of the other revenue, totals \$241.2 M. Therefore, a reprofiling in the order of \$38.8 M may be required in 2022-2023 to account for this gap.

The year 2022-2023 will mark the last year of the five-year funding cycle authorized in the 2018-2019 to 2022-2023 Corporate Plan. Beyond that date, only the original Champlain Bridge deconstruction project and the FCSAP Phase IV environmental projects are financed until 2024-2025.

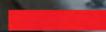
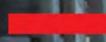
The pro forma financial statements distinguish between the authorized funding and the required funding (or potential reprofiling) for each fiscal year.

The 2023-2024 to 2027-2028 Corporate Plan will form the basis for the next funding cycle.

ANNEXES



+APPENDICES



APPENDIX 1 – FINANCIAL STATEMENTS AND BUDGETS

Presentation of Financial Statements

The following section presents JCCBI's 2022-2027 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 2022-2023 to 2026-2027 budget plan includes the Bonaventure Expressway reconfiguration project and the basic work on the Champlain Bridge Estacade. These projects are not financed to date.

Summary Table – 2022-2027 Five-Year Plan – for Funding Purposes

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	5 Year Total
	Actual	Current Projection (1)	Budget					
(In thousands)	\$	\$	\$	\$	\$	\$	\$	
Major Work								
Jacques Cartier Bridge	71 573	62 631	41 565	37 357	35 003	32 909	15 985	162 819
Champlain Bridge - Deconstruction	78 542	102 441	79 111	102 210	56 752	-	-	238 073
Honore Mercier Bridge	20 984	38 948	30 053	30 533	56 566	51 525	56 191	224 868
Melocheville Tunnel	1 767	1 637	2 593	1 064	2 276	7 791	4 524	18 248
Bonaventure Expressway	14 327	15 198	11 290	27 451	37 980	44 891	57 264	178 876
Estacade	1 559	2 700	1 442	4 879	11 365	10 797	16 314	44 797
Île des Sœurs Bypass Bridge	585	585	2 290	20 379	4 871	151	145	27 836
Environment	2 605	1 530	14 318	14 202	15 583	2 852	1 897	48 852
Total Major Work	191 942	225 670	182 662	238 075	220 396	150 916	152 320	944 369
Total of "Other than Major Work"	43 360	53 402	59 616	59 812	58 768	58 933	59 119	296 248
Total Expenses and Tangible Capital Assets	235 302	279 072	242 278	297 887	279 164	209 849	211 439	1 240 617
Revenues	(1 141)	(1 052)	(1 067)	(1 071)	(1 075)	(1 080)	(1 084)	(5 377)
Grand total	234 161	278 020	241 211	296 816	278 089	208 769	210 356	1 235 240
Projects "Under Evaluation" (2)	-	-	2 448	9 622	31 214	60 494	150 088	253 866

(1) (1) Annual financial projections as of August 31st, 2021

(2) Projects "under evaluation" are not included in the corporate plan budget. The value of these projects vary according to the assumptions applied.

Summary of the Operating and Capital Budgets – for Funding Purposes

Operating Budget	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2021-2022			2020-2021		
	Budget					Budget	Projection ⁽¹⁾	Variance	Budget	Actual	Variance
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES											
Parliamentary appropriations for operating expenses	194 833	148 327	76 758	4 589	4 046	266 954	238 575	(28 379)	278 758	170 513	(108 245)
Leases and permits	590	594	598	603	607	593	593	-	597	633	36
Interest	477	477	477	477	477	459	459	-	793	445	(348)
Material disposal - Original Champlain Bridge	-	-	-	-	-	-	-	-	-	48	48
Other sources	-	-	-	-	-	-	-	-	-	15	15
TOTAL REVENUES	195 900	149 398	77 833	5 669	5 130	268 006	239 627	(28 379)	280 148	171 654	(108 494)
EXPENSES											
Maintenance	198 032	245 729	196 086	124 632	140 075	278 961	208 770	(70 191)	273 669	176 105	(97 564)
Operations	4 732	4 846	4 962	4 488	4 598	4 622	4 164	(458)	4 554	4 350	(204)
Administration	21 959	22 199	21 845	22 512	22 218	20 551	21 336	785	17 879	15 854	(2 025)
Environmental obligations	(2 725)	(1 801)	(1 835)	(1 868)	(1 900)	(4 368)	(3 366)	1 002	(1 585)	3 404	4 989
STATEMENT OF INCOME EXPENSES	221 998	270 973	221 058	149 764	164 991	299 766	230 904	(68 862)	294 517	199 713	(94 804)
Non-cash items	(23 405)	(25 626)	(27 427)	(29 725)	(32 037)	(27 766)	(20 532)	7 234	(28 283)	(28 059)	224
TOTAL BUDGET EXPENSES	198 593	245 347	193 631	120 039	132 954	272 000	210 372	(61 628)	266 234	171 654	(94 580)
POTENTIAL REPROFILING (FUNDING REQUIRED) OF OPERATIONS	(2 693)	(95 949)	(115 798)	(114 370)	(127 824)	(3 994)	29 255	33 249	13 914	-	(13 914)

Capital Budget	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2021-2022			2020-2021		
	Budget					Budget	Projection ⁽¹⁾	Variance	Budget	Actual	Variance
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES											
Parliamentary appropriations for tangible capital assets	85 171	30 955	10 098	4 412	2 641	58 056	50 024	(8 032)	48 862	63 648	14 786
TOTAL REVENUES	85 171	30 955	10 098	4 412	2 641	58 056	50 024	(8 032)	48 862	63 648	14 786
TANGIBLE CAPITAL ASSETS											
Jacques Cartier Bridge	21 519	20 877	20 410	17 315	3 310	35 406	40 821	5 415	53 332	46 649	(6 683)
Champlain Bridge	-	-	-	-	-	-	-	-	-	9	9
Honoré Mercier Bridge	17 485	17 035	42 498	34 911	28 806	11 097	20 960	9 863	7 141	11 293	4 152
Melocheville Tunnel	-	-	325	3 692	1 754	293	937	644	676	1 012	336
Bonaventure Expressway	3 718	13 728	21 347	32 470	42 322	635	3 248	2 613	-	3 062	3 062
Estacade	-	-	144	468	516	921	872	(49)	255	503	248
Other capital assets	963	900	809	954	1 777	978	1 863	885	1 372	1 121	(251)
TOTAL TANGIBLE CAPITAL ASSETS	43 685	52 540	85 533	89 810	78 485	49 330	68 700	19 370	62 776	63 648	872
POTENTIAL REPROFILING (FUNDING REQUIRED) OF TANGIBLE CAPITAL ASSETS	41 486	(21 585)	(75 435)	(85 398)	(75 844)	8 726	(18 676)	(27 402)	(13 914)	-	13 914

Summary of Operating and Capital Budget	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2021-2022			2020-2021		
	Budget					Budget	Projection ⁽¹⁾	Écart	Budget	Actual	Variance
Parliamentary appropriations authorized	194 833	148 327	76 758	4 589	4 046	266 954	238 575	(28 379)	278 758	170 513	(108 245)
Total budget expenses and budget of tangible capital assets	198 593	245 347	193 631	120 039	132 954	272 000	210 372	(61 628)	266 234	171 654	(94 580)
Total other revenues	1 067	1 071	1 075	1 080	1 084	1 052	1 052	-	1 390	1 141	(249)
Parliamentary appropriations required	197 526	244 276	192 556	118 960	131 871	270 948	209 320	(61 628)	264 844	170 513	(94 331)
TOTAL POTENTIAL REPROFILING (FUNDING REQUIRED) - OPERATIONS AND TANGIBLE CAPITAL ASSETS	38 793	(117 534)	(191 233)	(199 768)	(203 668)	4 732	10 579	5 847	-	-	-

(1) Annual financial projections as at August 31, 2021

Statement of Financial Position – Pro forma

	Actual 2020-2021	Current Projection 2021-2022 ⁽¹⁾	Main Budget 2021-2022	Budget				
				2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
FINANCIAL ASSETS								
Cash	48 836	48 836	33 506	48 836	48 836	48 836	59 195	59 195
Accounts receivable								
Due from the Government of Canada	14 276	14 276	402	14 276	14 276	14 276	14 276	14 276
Other	4 448	4 448	1 440	4 448	4 448	4 448	4 448	4 448
TOTAL FINANCIAL ASSETS	67 560	67 560	35 348	67 560	67 560	67 560	77 919	77 919
LIABILITIES								
Accounts payable and accrued liabilities	69 517	69 517	29 003	69 517	69 517	69 517	69 517	69 517
Employee future benefits	518	518	512	518	518	518	518	518
Contractual holdbacks	6 353	6 353	4 214	6 353	6 353	6 353	6 353	6 353
Deferred revenue	300	300	230	300	300	300	300	300
Environmental obligations	31 157	27 791	26 662	25 066	23 265	21 430	19 562	17 662
TOTAL LIABILITIES	107 845	104 479	60 621	101 754	99 953	98 118	96 250	94 350
NET DEBT	(40 285)	(36 919)	(25 273)	(34 194)	(32 393)	(30 558)	(18 331)	(16 431)
NON-FINANCIAL ASSETS								
Tangible capital assets	638 677	683 479	654 031	701 034	726 147	782 418	840 635	885 183
Prepaid expenses	1 217	1 217	1 066	1 217	1 217	1 217	1 217	1 217
Contract advance	10 359	10 359	-	10 359	10 359	10 359	-	-
TOTAL NON-FINANCIAL ASSETS	650 253	695 055	655 097	712 610	737 723	793 994	841 852	886 400
ACCUMULATED SURPLUS	609 968	658 136	629 824	678 416	705 330	763 436	823 521	869 969

(1) Annual financial projections as at August 31, 2021

Statement of Operations – Pro forma

	Actual 2020-2021	Current Projection 2021-2022 (1)	Main Budget 2021-2022	Budget				
				2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES								
Leases and permits	633	593	593	590	594	598	603	607
Interest	445	459	459	477	477	477	477	477
Material disposal - Original Champlain Bridge	48	-	-	-	-	-	-	-
Other sources	15	-	-	-	-	-	-	-
TOTAL REVENUES	1 141	1 052	1 052	1 067	1 071	1 075	1 080	1 084
EXPENSES								
Maintenance	176 105	208 770	278 961	198 032	245 729	196 086	124 632	140 075
Operations	4 350	4 164	4 622	4 732	4 846	4 962	4 488	4 598
Administration	15 854	21 336	20 551	21 959	22 199	21 845	22 512	22 218
Environmental obligations	3 404	(3 366)	(4 368)	(2 725)	(1 801)	(1 835)	(1 868)	(1 900)
Loss on disposal of assets	110	-	-	-	-	-	-	-
TOTAL EXPENSES	199 823	230 904	299 766	221 998	270 973	221 058	149 764	164 991
Deficit before Government of Canada funding	(198 682)	(229 852)	(298 714)	(220 931)	(269 902)	(219 983)	(148 684)	(163 907)
Parliamentary appropriations for operating expenses	167 929	235 741	264 120	182 799	136 345	64 776	4 589	4 046
Parliamentary appropriations for tangible capital assets	63 648	50 024	58 056	85 171	30 955	10 098	4 412	2 641
FCSAP parliamentary appropriations	2 584	2 834	2 834	12 034	11 982	11 982	-	-
Parliamentary appropriations - others	-	-	-	-	-	-	-	-
Required funding (potential reprofiling)	-	(10 579)	(4 732)	(38 793)	117 534	191 233	199 768	203 668
Annual Operating Surplus	35 479	48 168	21 564	20 280	26 914	58 106	60 085	46 448
Accumulated Operating Surplus, Beginning of the Year	574 489	609 968	608 260	658 136	678 416	705 330	763 436	823 521
Accumulated Operating Surplus, End of the Year	609 968	658 136	629 824	678 416	705 330	763 436	823 521	869 969

(1) Annual financial projections as at August 31, 2021

Nature of Expenses in the Statement of Operations – Pro forma

	Actual 2020-2021	Current Projection 2021-2022 (1)	Main Budget 2021-2022	Budget				
				2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
(In thousands)								
Regular and major maintenance	47 307	54 294	89 419	47 739	70 002	62 431	58 361	72 485
Deconstruction - Original Champlain Bridge	73 340	101 188	121 587	79 111	102 210	56 752	-	-
Environmental obligations	3 404	(583)	38	11 593	12 401	13 748	984	(3)
Amortization of tangible capital assets	31 310	23 898	32 134	26 130	27 427	29 262	31 593	33 937
Salaries and employee benefits	24 288	22 476	21 522	25 754	26 281	26 911	28 484	28 496
Others	20 064	29 632	35 066	31 672	32 651	31 954	30 342	30 076
Loss on disposal of tangible capital assets	110	-	-	-	-	-	-	-
Total	199 823	230 904	299 766	221 998	270 973	221 058	149 764	164 991

(1) Annual financial projections as at August 31, 2021

Statement of Change in Net Debt – Pro forma

	Actual 2020-2021	Current Projection 2021-2022 (1)	Main Budget 2021-2022	Budget				
				2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
Annual Operating Surplus	35 479	48 168	21 564	20 280	26 914	58 106	60 085	46 448
Acquisition of tangible capital assets	-	-	-	-	-	-	-	-
Amortization of tangible capital assets	(63 648)	(68 700)	(49 330)	(43 685)	(52 540)	(85 533)	(89 810)	(78 485)
Gain on sale of tangible capital assets	31 310	23 898	32 134	26 130	27 427	29 262	31 593	33 937
Proceeds from sale of tangible capital assets	(8)	-	-	-	-	-	-	-
Loss on disposal of tangible capital assets	8	-	-	-	-	-	-	-
	110	-	-	-	-	-	-	-
Total Variation due to Total Tangible Capital Assets	(32 228)	(44 802)	(17 196)	(17 555)	(25 113)	(56 271)	(58 217)	(44 548)
Acquisition of prepaid expenses	(1 897)	-	-	-	-	-	-	-
Use of prepaid expenses	1 746	-	-	-	-	-	-	-
Total Variation due to Prepaid Expenses	(151)	-	-	-	-	-	-	-
Total Variation due to Contract Advance	(10 359)	-	-	-	-	-	10 359	-
(Increase) decrease in net debt	(7 259)	3 366	4 368	2 725	1 801	1 835	12 227	1 900
Net debt, beginning of the year	(33 026)	(40 285)	(29 641)	(36 919)	(34 194)	(32 393)	(30 558)	(18 331)
Net Debt, End of the Year	(40 285)	(36 919)	(25 273)	(34 194)	(32 393)	(30 558)	(18 331)	(16 431)

(1) Annual financial projections as at August 31, 2021

Statement of Cash Flow – Pro forma

	Actual 2020-2021	Current Projection 2021-2022 (1)	Main Budget 2021-2022	Budget				
				2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
(In thousands)	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING TRANSACTIONS								
Annual operating surplus	35 479	48 168	21 564	20 280	26 914	58 106	60 085	46 448
Non-cash items								
Amortization of tangible capital assets	31 310	23 898	32 134	26 130	27 427	29 262	31 593	33 937
Loss on disposal of tangible capital assets	110	-	-	-	-	-	-	-
Gain on disposal of tangible capital assets	(8)	-	-	-	-	-	-	-
Changes in environmental obligations	1 906	(3 366)	(4 368)	(2 725)	(1 801)	(1 835)	(1 868)	(1 900)
Changes in non-cash working capital items								
Increase in accounts receivable	(16 883)	-	-	-	-	-	-	-
Increase in accounts payable and accrued liabilities	34 670	-	-	-	-	-	-	-
Decrease in employee future benefits	(12)	-	-	-	-	-	-	-
Increase in contractual holdbacks	2 139	-	-	-	-	-	-	-
Increase in deferred revenues	70	-	-	-	-	-	-	-
Increase in prepaid expenses	(151)	-	-	-	-	-	-	-
Increase in contract advance	(10 359)	-	-	-	-	-	10 359	-
Decrease in environmental obligations	(5 145)	-	-	-	-	-	-	-
Cash Flow Provided by Operating Transactions	73 126	68 700	49 330	43 685	52 540	85 533	100 169	78 485
TANGIBLE CAPITAL ASSET INVESTMENT ACTIVITIES								
Proceeds from disposal of tangible capital assets	8	-	-	-	-	-	-	-
Cash used to acquire tangible capital assets	(57 804)	(68 700)	(49 330)	(43 685)	(52 540)	(85 533)	(89 810)	(78 485)
Cash flow used for capital transactions	(57 796)	(68 700)	(49 330)	(43 685)	(52 540)	(85 533)	(89 810)	(78 485)
Increase (decrease) in Cash	15 330	-	-	-	-	-	10 359	-
Cash, Beginning of the Year	33 506	48 836	33 506	48 836	48 836	48 836	48 836	59 195
Cash, End of the Year	48 836	48 836	33 506	48 836	48 836	48 836	59 195	59 195

(1) Annual financial projections as at August 31, 2021

Summary Table – Ten-Year Financial Summary (2022-2032) – Pro forma

(In thousands)	Budget										Projection			
	Actual 2020-2021	Current Projection 2021-2022 (1)	Main Budget 2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	
REVENUES	633	593	593	590	594	598	603	607	619	631	644	657	670	
Leases and permits	445	459	459	477	477	477	477	477	487	497	507	517	527	
Interest	48	-	-	-	-	-	-	-	-	-	-	-	-	
Material disposal - Original Champlain Bridge	15	-	-	-	-	-	-	-	-	-	-	-	-	
Other sources	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL REVENUES	1 141	1 052	1 052	1 067	1 071	1 075	1 080	1 084	1 106	1 128	1 151	1 174	1 197	
EXPENSES														
Regular maintenance	7 896	9 379	8 472	9 671	9 883	10 082	10 180	10 381	10 584	10 791	10 997	11 209	11 426	
Major maintenance	14 573	16 661	21 442	22 291	21 984	20 799	20 145	20 145	20 923	21 090	21 979	22 025	22 969	
Jacques Cartier Bridge	24 924	21 810	39 806	20 046	16 480	14 593	15 594	12 675	28 062	45 680	78 390	27 128	49 952	
Champlain Bridge - Without deconstruction	1 306	-	-	-	-	-	-	-	-	-	-	-	-	
Champlain Bridge - Deconstruction	77 227	102 441	122 563	79 111	102 210	56 752	-	27 385	29 251	7 650	22 406	20 770	14 430	
Honore Mercier Bridge	9 691	17 988	28 331	12 568	13 498	14 068	16 614	14 068	10 584	3 487	4 625	4 250	5 765	
Melochville Tunnel	755	699	2 560	2 593	1 064	1 951	4 069	2 770	3 001	3 487	4 625	4 250	5 765	
Bonaventure Expressway	11 265	11 950	16 506	7 572	13 723	16 633	12 421	14 942	6 288	7 089	5 550	14 540	14 274	
Ice Control Structure	1 056	1 829	1 533	1 442	4 879	11 221	10 329	15 798	16 523	6 001	3 115	2 875	2 893	
Ile-des-Seigneurs Bypass Bridge	585	585	2 384	2 290	20 379	4 871	151	145	148	118	148	118	118	
Environnement	2 605	1 530	3 430	14 318	14 202	15 583	2 852	1 897	15 387	11 204	1 997	2 031	2 067	
Operations	4 350	4 164	4 622	4 732	4 846	4 982	4 488	4 598	4 690	4 784	4 880	4 978	5 078	
Administration	15 408	21 336	20 551	21 959	22 199	21 845	22 512	22 218	22 831	23 118	23 715	24 073	24 689	
Amortization	34 310	23 998	32 134	26 130	27 427	29 262	31 593	33 637	36 261	39 063	42 583	46 169	50 856	
Environmental obligations	(3 239)	(3 366)	(4 368)	(2 725)	(1 801)	(1 835)	(1 868)	(1 900)	(1 931)	(1 960)	(1 985)	(2 006)	(2 026)	
Loss on disposal of assets	10	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES	199 823	230 904	299 766	221 998	270 973	221 058	149 764	164 991	192 028	178 115	218 391	178 167	201 971	
Deficit before Government of Canada funding	(198 682)	(229 852)	(298 714)	(220 931)	(269 902)	(219 983)	(148 684)	(163 907)	(190 922)	(176 987)	(217 240)	(176 993)	(200 774)	
Non-cash items	33 318	20 532	27 766	23 405	25 626	27 427	29 725	32 037	34 330	37 103	40 598	44 163	48 330	
Deficit before Government of Canada funding (eligible for funding)	(165 364)	(209 320)	(270 948)	(197 526)	(244 276)	(192 556)	(118 959)	(131 870)	(156 592)	(139 884)	(176 642)	(132 830)	(152 444)	
Government of Canada funding - expenditures*:														
Authorized appropriations	170 513	238 575	266 954	194 833	148 327	76 758	4 589	4 046	4 046	4 046	4 046	4 046	4 046	
Appropriations requested (potential replanning)	-	(29 255)	3 994	2 693	95 949	115 798	114 370	127 824	152 546	135 838	172 596	128 784	148 398	
Government of Canada funding - tangible capital assets*:														
Authorized appropriations	63 648	50 024	58 056	65 171	30 955	10 098	4 412	2 641	2 641	2 641	2 641	2 641	2 641	
Appropriations requested (potential replanning)	-	18 676	(8 726)	(41 486)	21 585	75 435	85 398	75 844	87 169	95 358	110 167	119 482	160 227	
Non-cash items	(33 318)	(20 532)	(27 766)	(23 405)	(25 626)	(27 427)	(29 725)	(32 037)	(34 330)	(37 103)	(40 598)	(44 163)	(48 330)	
Annual Operating Surplus	35 479	48 168	21 564	20 280	26 914	58 106	60 095	46 448	55 480	60 896	72 210	77 960	114 538	
Notes 1: Tangible Capital Asset Acquisition														
Jacques Cartier Bridge	46 649	40 821	35 406	21 519	20 877	20 410	17 315	3 310	22 404	53 149	55 941	32 153	55 860	
Champlain Bridge - Deconstruction	9	-	-	-	-	-	-	-	-	-	-	-	-	
Honore Mercier Bridge	11 293	20 960	11 097	17 485	17 035	42 488	34 911	28 806	22 192	3 606	27 348	23 923	20 715	
Melochville Tunnel	1 012	937	293	325	325	3 692	1 754	3 486	3 486	6 024	4 002	1 836	18 955	
Bonaventure Expressway	3 062	3 248	6 35	3 718	13 728	21 347	32 470	42 322	40 593	23 553	14 069	56 004	58 730	
Ice Control Structure	503	872	921	963	900	809	954	516	692	10 281	10 612	6 555	6 871	
Other	1 121	1 863	978	963	900	809	954	1 777	433	796	836	1 651	1 737	
Total Tangible Capital Assets	63 648	68 700	49 330	43 685	52 540	85 533	89 810	78 485	89 810	97 999	112 008	122 123	162 868	
Authorized Funding:														
Operating funding	170 513	238 575	266 954	194 833	148 327	76 758	4 589	4 046	4 046	4 046	4 046	4 046	4 046	
Tangible capital asset funding	63 648	50 024	58 056	65 171	30 955	10 098	4 412	2 641	2 641	2 641	2 641	2 641	2 641	
Total	234 161	288 599	325 010	260 004	179 282	86 856	9 001	6 687						

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

(1) Annual financial projections as at August 31, 2021

APPENDIX 2 – COMPLIANCE WITH LEGISLATIVE AND POLICY REQUIREMENTS

+ **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 BOD, 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 (FAA)**

All JCCBI divisions, supported by the BOD, work together to ensure that JCCBI meets its obligations under Part X of the FAA, including the filing and publication of reports.

+ **Impact Assessment Act (IAA)**

Within the framework of project planning, the ESD division ensures compliance with the applicable requirements of the IAA, particularly with regard to the assessment of the environmental effects of projects (Sections 82 and seq.).

+ **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 to file a first sustainable development strategy for 2020 to 2023. JCCBI also plans to file, on a voluntarily basis, the progress reports on its 2020-2023 SD strategy for the years 2020-2021 and 2021-2022.

+ **Conflict of Interest Act (CIA)**

Board members, including the Chief Executive Officer, are required to comply with the *Conflict of Interest Act*. In addition to the CIA, 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)**

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 each year, all employees must sign a declaration that they have complied with 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.



+ **Official Languages Act**

JCCBI is committed to complying with the *Official Languages Act*, the *Official Languages (Communications with and Services to the Public) Regulations*, and the Treasury Board Policy on Official Languages (including related directives).

The Corporation ensures that all its communications with and services to the public are conducted or available in both official languages, in compliance with the *Official Languages Act*, 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*;
- *Fisheries Act*;
- *Canadian Environmental Protection Act, 1999*;
- *Canadian Navigable Waters Act*;
- *Canada Labour Code*;
- *Employment Equity Act*;
- *Payments in Lieu of Taxes Act*.



APPENDIX 3 – COVID-19

The 2021-2022 fiscal year continues in times of pandemic, although the situation has gradually evolved over the course of 2021. Indeed, vaccination, which began in 2021, has reduced the risk of spreading of the virus and variants thereof. The sanitary rules put in place in the organization are maintained to ensure a safe and healthy environment for all.

In addition, the sanitary rules changed less frequently and less drastically in 2021-2022 than in the previous year. Most changes were gradual easing according to government guidelines and the epidemiological situation. With the situation under control, JCCBI was able to carry out a voluntary return to its offices for the 2021 summer season and begin the phased return of employees on October 4, 2021.

The documentation already in place was adapted as the easing process progressed. An effective communication plan ensured that the changes were communicated to employees in real time.

To date, no outbreaks have occurred in the administrative offices, nor among the essential employees who have remained on duty at all times since the beginning of the pandemic.

A return to the office in hybrid mode is planned for the beginning of 2022 in order to benefit from the advantages of both work modes: the face-to-face mode, which will favour the collaborative and human aspects, and telecommuting, which will offer employees an environment conducive to concentration and the production of files, as well as a better work-life balance.

The pandemic situation has had no impact on the progress of the major maintenance program in the 2021-2022 fiscal year. Only a few isolated cases of Covid-19 contamination, with no impact on work schedules or costs, were reported for all active construction sites during the period. As a reminder, the Corporation promptly amended its call for tender documents at the outset of the pandemic to require its suppliers to report, by the quickest means of communication, any case of notifiable disease.

In addition, since November 2021, JCCBI requires the vaccination of any of its suppliers' employees who have access to a JCCBI workplace and who may be in contact with one of its employees. This, combined with strict adherence to the sanitary measures on construction sites, ensures that the risks of contagion and spread are minimized.

JCCBI also ensures continuous monitoring, through its consultants responsible for work supervision, of the application of the sanitary measures in force in order to eliminate the risks of contamination at source.



APPENDIX 4 – LIST OF ABBREVIATIONS

BOD	BOARD OF DIRECTORS
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
MTQ	MINISTÈRE DES TRANSPORTS DU QUÉBEC
OHS	OCCUPATIONAL HEALTH AND SAFETY
SDC	SAMUEL DE CHAMPLAIN
SDCBC.....	SAMUEL DE CHAMPLAIN BRIDGE CORRIDOR
SDS.....	SUSTAINABLE DEVELOPMENT STRATEGY
SLS	ST. LAWRENCE SEAWAY
SLSA.....	ST. LAWRENCE SEAWAY AUTHORITY
SQ.....	SÛRETÉ DU QUÉBEC





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