



Ponts  
JACQUES CARTIER +  
CHAMPLAIN  
Bridges  
Canada



# Corporate Plan Summary

2025-26  
2029-30





# TABLE OF CONTENTS

<b>1. SUMMARY .....</b>	<b>3</b>
<b>2. OVERVIEW OF THE CORPORATION .....</b>	<b>7</b>
2.1 MANDATE .....	7
2.2 STRUCTURES AND ACTIVITIES .....	8
2.3 FINANCIAL POSITION .....	12
<b>3. OPERATING ENVIRONMENT.....</b>	<b>14</b>
3.1 OPERATING CONTEXT .....	14
3.2 ISSUES .....	21
<b>4. OBJECTIVES, ACTIVITIES AND PLANNED RESULTS.....</b>	<b>24</b>
4.1 OBJECTIVES .....	24
4.2 ACTIVITIES .....	25
<b>5. FINANCIAL OVERVIEW.....</b>	<b>50</b>
5.1 OUTLINE .....	50
5.2 BUDGET AND PARLIAMENTARY APPROPRIATIONS .....	50
5.3 FINANCIAL POSITION .....	52
5.4 STATEMENT OF OPERATIONS .....	52
5.5 RISKS AND ASSUMPTIONS .....	53
5.6 FUNDING .....	54

## APPENDICES

- Appendix 1 - Corporate Governance Structure
- Appendix 1 - Planned Results
- Appendix 3 - Financial Statements and Budgets
- Appendix 4 - Risks and Risk Responses
- Appendix 5 - Compliance with Legislative and Policy Requirements
- Appendix 6 - Government Priorities and Directions
- Appendix 7 - List of Abbreviations





# SECTION 1

SUMMARY



## 1. SUMMARY

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



The infrastructures managed by JCCBI are between 50 and slightly over 100 years old. They have been subjected to years of heavy traffic, harsh weather conditions and use of road salt. Traffic congestion on all bridges is an important consideration in both capacity assessment and work planning.

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

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

- + In order to extend the service life of the Jacques Cartier Bridge beyond its 150<sup>th</sup> anniversary, major work is required on the steel, the piers and the Île Sainte-Hélène Pavilion (the Pavilion). A recent seismic study confirmed the investments required to achieve a level of performance which is adequate. Several projects aim at improving and ensuring safety around the bridge through drainage improvements and land development. Finally, studies are underway to optimize the mobility offer, increase the structure urban integration and improve users’ safety.
- + The Héritage Champlain project involves the development of the shore land freed up following the deconstruction of the original Champlain Bridge through the integration of various vocations, namely active transportation, commemoration of the bridge and access to the river.
- + JCCBI was entrusted with the ownership and management of the Québec Bridge structure in order to ensure its long-term viability, with the exception of the railway deck, which remains the property of Canadian National Railway (CN). The road deck and the multiuse path will continue to be managed by the *ministère des Transports et de la Mobilité durable* (MTMD). JCCBI has integrated this asset into its business model, is working to develop short-term asset management strategies



and activities and has prepared and issued requests for proposals for professional services to start its management program for this new asset.

- + The Bonaventure Expressway has reached the end of its service life and the project to reconfigure it into a boulevard has been approved. The current route of the expressway will be moved northwards. In order to carry out the work and integrate the active mobility network, the Corporation will need to acquire certain lands from the City of Montreal and other owners along the existing expressway. The construction work is scheduled for completion in 2029.
- + JCCBI is pursuing its maintenance work program to extend the service life of the Estacade in order to maintain the important link it provides for structure maintenance, ice control structure and active mobility, by valuing social and urban involvement.
- + In collaboration with the Mohawk First Nation of Kahnawà:ke, JCCBI is ensuring the safety and longevity of the federal section of the Honoré Mercier Bridge until its 125<sup>th</sup> anniversary, by favoring an evolutionary integration of the bridge into the surrounding environments, through its ongoing maintenance work program and through the development of projects to enhance the Indigenous culture and traditions.
- + Asset maintenance work and studies to improve water infiltration control are planned at the Melocheville Tunnel to ensure its sustainability, safety and efficiency in a context of cohabitation and continuity of the St. Lawrence Seaway (SLS) operations.
- + Over the years, significant environmental mitigation measures were put in place to contain and treat the contaminated groundwater on lands managed by JCCBI in the Bonaventure Expressway sector (East and West Sectors). Studies are underway to optimize and improve the existing systems.

In addition, JCCBI has implemented a system for managing its assets to have an in-depth knowledge of their condition, which enables it to identify the work required for their maintenance in order to extend their service life, optimize the investments required and ensure user mobility and safety. Finally, risk analyses at corporate level, at asset level (for each structure) and at project level (for each project), provide JCCBI with an overall view and enable it to mitigate the risks in the day-to-day management of its activities.

The work described above is intended to address the main risk for the Corporation, namely the safety and security of aging infrastructures. The other main risks facing the Corporation, and that have guided the drafting of the Corporate Plan, are sustainable and long-term funding to achieve its mission, organizational performance, information technologies (IT), intelligent transportation systems (ITS), health and safety in a complex legal environment and close coordination with partners.

Considering its experience as manager of major structures, JCCBI provides Housing, Infrastructure and Communities Canada (HICC) with technical services during the Operation, Maintenance and Rehabilitation (OMR) phase of the management of the Project Agreement relating to the Samuel De Champlain Bridge Corridor (SDCBC) project during the operation, maintenance and rehabilitation period. A second, longer-term agreement, is under discussion.

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

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





March 31, 2024, marked the end of the Corporation's *Destination 2024* Strategic Plan. During the second quarter of fiscal year 2024-2025, the Corporation initiated a participatory approach, involving the employees, managers, partners and external stakeholders, to develop a new strategic plan. The information gathered contributed to the development of the new strategic plan presented in the Corporate Plan.

The Corporate Plan describes the work planned for the period ending in 2027-2028, as well as the work that is planned (but not financed) beyond that period. In view of the future funding issues, none of this work, with the exception of the Bonaventure Expressway reconfiguration project, will be allowed to be carried out from fiscal year 2028-2029 onwards without approval of the next five-year funding cycle covering the period 2028-2033.

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

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





# SECTION 2

## OVERVIEW OF THE CORPORATION



## 2. OVERVIEW OF THE CORPORATION

### 2.1 MANDATE

JCCBI is a parent Crown corporation subject to Part X of the *Financial Administration Act* (FAA) and is an agent of His Majesty. Its mandate is to manage, maintain and rehabilitate federal infrastructures such as bridges, highways and tunnels as well as properties, to ensure a safe passage for users. Mobility is at the heart of the actions planned and carried out by the Corporation.

JCCBI is responsible for several bridges and one tunnel under federal jurisdiction located in the province of Quebec, namely the Jacques Cartier Bridge, the Québec Bridge structure, the federal section of the Honoré Mercier Bridge, the Melocheville Tunnel, the federal section of the Bonaventure Expressway and the Estacade. Except for the Québec Bridge, JCCBI is also responsible for the lands comprising the right-of-way for these infrastructures, including the lands in the original Champlain Bridge corridor and the future developments planned thereon.

In 2024, the Corporation initiated a participatory approach, which involved employees, managers, partners and external stakeholders, to develop a new strategic plan. The information gathered through interviews and online surveys contributed to the development of the new 2025-2030 Strategic Plan.

JCCBI's mission, vision and values served as the foundation for the plan's development, to define the objectives, performance indicators and strategies, illustrated in a strategy tree concept.

The plan is made up of three major objectives focusing on four themes: asset management and mobility, team and community, environment and sustainability, and performance and innovation.

JCCBI's new strategic plan will come into effect on April 1, 2025.







Section 4 of this Corporate Plan Summary sets out the Corporation's objectives and strategies. With the cooperation of all staff, JCCBI has drawn up detailed plans to ensure the implementation of the strategic plan.

## 2.2 STRUCTURES AND ACTIVITIES

### 2.2.1 BRIEF DESCRIPTION OF THE STRUCTURES

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



**Québec Bridge** – Commissioned in 1917, the Québec Bridge, whose ownership and management were transferred to JCCBI in 2024, is a cantilever bridge with the longest clear span in the world. The bridge crosses the St. Lawrence River between the cities of Québec and Lévis and comprises a railway deck (owned by CN), as well as a road deck and a multipurpose path (under the responsibility of the MTMD).

**Héritage Champlain** – The shoreland freed up following the deconstruction of the original Champlain Bridge and located on Île des Sœurs, on the SLS dike and in Brossard is being redeveloped as part of the Héritage Champlain project.

**Île des Sœurs Bypass Bridge** – A temporary structure built to maintain traffic flow during the reconstruction of the Île des Sœurs Bridge, the Île des Sœurs Bypass Bridge was decommissioned in November 2019. Its deconstruction began in 2023-2024 and was completed in the fall of 2024.

**Estacade** – The Estacade was built in 1964-1965 as an ice control structure. It now also serves as a privileged link for structure maintenance, as well as an emergency and a bike link between Île des Sœurs and the SLS dike and its cycling path.

**Bonaventure Expressway** – Inaugurated on April 21, 1967, the Bonaventure Expressway links the Samuel De Champlain (SDC) Bridge, Highway 15, the Port of Montreal and downtown Montreal. The management of the federal section of the expressway was transferred from the National Harbours Board to JCCBI in 1978.



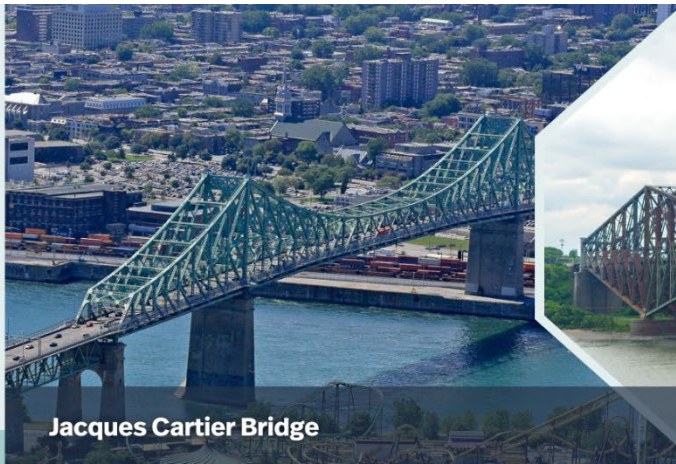
**Honoré Mercier Bridge** – This structure was built in 1933 by the Corporation du pont du lac Saint-Louis, which was constituted by the Quebec government. Since its commissioning on July 11, 1934, the operation, maintenance and management of the bridge have been under the responsibility of the province of Quebec. Between 1958 and 1959, as part of the construction of the SLS, the St. Lawrence Seaway Authority (SLSA) raised and extended the south section of the bridge to provide clear passage for ships. This section of the bridge crosses the Mohawk territory of Kahnawà:ke and has been managed by JCCBI since October 1, 1998.

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

**Samuel De Champlain Bridge Corridor** – The 3.4 km long SDC Bridge links the City of Brossard, on the South Shore, to Île des Sœurs, on the Montreal side. Opened to traffic in 2019, it allows the passage of 50,000 vehicles a day and has three lanes in each direction, one lane reserved for the Réseau express métropolitain (REM) and one multipurpose path. The SDC Bridge corridor includes the north and south approaches to the bridge, namely the federal portion of Highway 15, which has six lanes and is 2 km long, the Île des Sœurs Bridge, which has eight lanes and one multipurpose path, and a section of Highway 10 in Brossard. HICC is the authority responsible for the corridor project, which was carried out as a public-private partnership. JCCBI's mandate is to support HICC during the operation, maintenance and rehabilitation phases.



The infrastructures managed by JCCBI are illustrated in the photos below.



**Jacques Cartier Bridge**



**Québec Bridge**

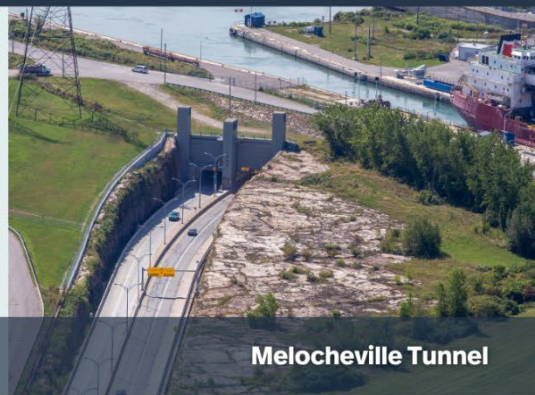


Ponts  
JACQUES CARTIER +  
CHAMPLAIN  
Bridges  
Canada

**JCCBI**  
**connects our community**  
along the St. Lawrence River



**Honoré Mercier Bridge  
(federal section)**



**Melocheville Tunnel**



**Estacade**



**Bonaventure Expressway  
(federal section)**





### 2.2.2 Activities

JCCBI's activities are divided into two parts: technical and administrative.

The Diagnostics and Planning Division manages asset management activities and major maintenance projects planning. Major projects are carried out under the responsibility of the Projects Division in a matrix approach of project-based management. The Projects Division is supported by the Engineering and Construction Divisions, which provide the expertise required to manage the various contracts. The main construction and rehabilitation projects are related to components of civil and road engineering structures, such as piers, girders, decks, steel structures, tunnels, foundations, paving and painting as well as the mechanical and electrical components associated with these structures and their signage. The Environment and Sustainable Development (ESD) Division supports the teams and ensures the protection and enhancement of the territory as well as the implementation of the sustainable development strategy (SDS). The Asset Information and Innovation Division supports these teams by documenting all infrastructure knowledge, as well as by identifying the needs and monitoring research and application projects.

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

Administrative divisions such as those providing support for projects and continuous improvement, as well as for occupational health and safety (OHS), Legal Affairs, Procurement, Finance, Information Resources, Human Resources and Communications support these teams.

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





## 2.3 FINANCIAL POSITION

JCCBI's financial framework is based on the optimal use of available resources to ensure the longevity of the assets while fulfilling its mission of ensuring the safety and mobility of users, all within the objective of sound management of public funds.

The Corporation's investments and expenditures are funded by parliamentary appropriations, which are based on the funding authorized over a five-year cycle. The Corporate Plan reflects the funding allocated in the 2023 federal budget for the 2023-2028 cycle to carry out the basic maintenance and asset maintenance work. The funding allocated also includes the Bonaventure Expressway reconfiguration project until 2031-2032.

Given the age of JCCBI's assets, resources are primarily used to perform the required maintenance and repairs, while seeking to enhance the service offering and provide viable solutions to extend their useful life.

JCCBI uses a multi-factorial approach to project analysis based on sensitivity studies, which also relies on an analysis of the maximum investment capacity per structure on the basis of market realities, supplier mobilization and maintenance of traffic flow. This approach ensures that financial forecasts are more accurate, so that budget planning and funding requests can be adjusted to reflect actual capacity.

The [annual-report\\_2023-2024](#) published on JCCBI's website.





Ponts  
JACQUES CARTIER +  
CHAMPLAIN  
Bridges  
Canada

# SECTION 3

## OPERATING ENVIRONMENT



### 3. OPERATING ENVIRONMENT

The culture in asset management has evolved in recent years. Transport infrastructure managers are moving away from the old curative or reactive approach and are adopting a preventive or proactive approach through planned, systemic and timely rehabilitation programs.

Improving the sustainability of bridges through rehabilitation is a relatively new field in which actors such as JCCBI are exploring different approaches. JCCBI's infrastructures are between 50 and slightly over 100 years old, and some elements have reached the end of their service life, in whole or in part, and require major investments to maintain them over the long term.

#### 3.1 OPERATING CONTEXT

In carrying out its mission, JCCBI must deal with internal and external factors that call upon its various strengths, create opportunities, pose challenges and have an impact on its main risks. Once these factors have been identified, JCCBI monitors them and adapts its activities and planning accordingly.

##### 3.1.1 EXTERNAL ENVIRONMENT

**Participatory Approach** – As many of JCCBI's projects have an impact on the community, the environment or mobility, JCCBI has defined and implemented a participatory approach to structure consultation and information activities with three groups: partners (municipalities, government departments and other institutional partners), stakeholders (associations, interest groups and others), and the general public. Depending on the project or sector, the Corporation deploys various means to promote transparent communication and constructive exchanges with all audiences.

In its mobility management, the Corporation must coordinate and plan its activities in collaboration with federal partners, governments, and provincial and municipal agencies, including Mobility Montreal, which coordinates the major construction projects in the Montreal area.

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

The Honoré Mercier Bridge is under federal jurisdiction on the section that crosses the SLS and the territory of Kahnawà:ke, and under provincial jurisdiction on the section over the St. Lawrence River. Rehabilitation work on the federal section is carried out by First Nations contractors and workers (Order in Council P.C. 2675 of December 7, 1932). Over the past several years, JCCBI has adopted a collaborative and inclusive approach with the Mohawk Council of Kahnawà:ke (MCK) and the community to ensure the social acceptability of its projects. On a day-to-day basis, regular maintenance of the entire bridge, including traffic management, towing and snow removal services, falls under the responsibility of the Quebec government (MTMD).

Section 4.2.1.5 of this document describes the participatory approach planned for the Québec Bridge.

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

**Environment and Sustainable Development (ESD)** – Over the years, in response to the impacts of climate change and the increase in greenhouse gas (GHG) emissions, the Government of Canada has enhanced its Sustainable Development Strategy (FSDS). The new 2022 to 2026 FSDS addresses all the United Nations Sustainable Development Goals (SDGs), thus encompassing the three dimensions of

sustainable development (social, economic and environmental) and adopts a more coercive approach, making the contribution to three sustainable development goals mandatory.

JCCBI's 2023 to 2027 SDS comprises a multi-annual action plan that contributes to six goals of the FSDS, which is outlined in Appendix 6.



In 2017, the Corporation issued its first sustainable development action plan. Since then, the Corporation has incorporated the fundamental concepts of sustainable development into its mission and vision statements. In addition, the Corporation integrates environmental issues as well as consultations with partners, stakeholders and the general public into its corporate practices and infrastructure projects. JCCBI is currently implementing sustainable development plans to contribute to the Government of Canada's objective of reducing GHG by 40% by 2030 and becoming carbon-neutral by 2050.

Appendix 4 presents the three corporate risks identified in this regard and prioritized, namely "Relationship with Stakeholders, Partners and Communities" (Risk N° 9), "Level of Knowledge and Resilience of Infrastructures" (Risk N° 19) and "Environmental Protection" (Risk N° 25), and the numerous mitigation measures in place to mitigate these risks.

The Corporation's commitment is also reflected in an internal policy that provides guiding principles for environmental protection, sustainable development and relationships with partners and stakeholders, and two committees were set up to help the Corporation meet its responsibilities.



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

- 1. Corporate Governance** – The Corporation pays close attention to risk management, accountability and ethical conduct, while promoting good practice in environment and sustainable development, and in relationships with stakeholders. Its main actions aim at:
  - + Ensuring that its activities and those of its suppliers are carried out in an ethical and transparent manner in accordance with applicable laws and regulations as well as with best practices, notably through the implementation of a code of conduct and ethics for suppliers.
  - + Managing risks in a preventive and systemic way, ensuring that all economic, social and environmental risks are covered.
- 2. Environmental Responsibility** – The Corporation is committed to limiting the impact of its projects on the environment through mitigation measures. It actively participates in the preservation and enhancement of ecosystems in the vicinity of infrastructures under its management.

JCCBI conducts environmental characterization of the lands under its responsibility in an orderly fashion. This program helps to better forecast the costs of projects related to the management of contaminated soil and to define, at the planning stage, the methods and schedules required to achieve it.

JCCBI participates in the Federal Contaminated Sites Action Plan (FCSAP) administered by Environment and Climate Change Canada (ECCC). Since 2016, the Corporation has been managing an innovative environmental project (Solution Bonaventure) to protect the St. Lawrence River from the contaminants present in the groundwater in the East and West Sectors of the Bonaventure Expressway. The projet segment that targets the West Sector is carried out in partnership with Quebec's *ministère*





*de l'Environnement et de la Lutte contre les changements climatiques, de la Faune et des Parcs.* Through a concerted effort, JCCBI and other federal, provincial and municipal authorities responsible for lands in this sector are investing to identify and implement an integrated solution to this environmental issue.

JCCBI has also set up a biodiversity monitoring and land enhancement program and plans to update its knowledge on a regular basis. Some migratory birds' nest on its structures, including the peregrine falcon and the cliff swallow. The Corporation has deployed an avifauna management plan to ensure the protection of these species while work is in progress. Its main actions aim at:

- + Ensuring biodiversity protection on and around infrastructures.
- + Promoting management of contaminated soil and water as well as residual materials.
- + Increasing the level of knowledge regarding biodiversity protection, preservation and enhancement, as well as management of contaminated lands.
- + Developing an environmental management system (EMS).

**3. Sustainable Infrastructure Design** – The Corporation designs its infrastructure projects using a sustainable development approach, with the aim of ensuring the assets' sustainability, considering various principles of the *Envision* standard. It has introduced an approach to goods and services procurement based on good practice, as well as an internal guide to responsible procurement. Its main actions aim at:

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

**4. Socio-Economic Contribution** – As manager of key infrastructures, the Corporation contributes to local and regional communities' economic activity and development notably by creating value for its employees, partners and stakeholders. Its main actions aim at:

- + Promoting its activities positive impact in communities.
- + Implementing a stakeholder relations management system.
- + Formalizing a participatory approach for its projects, notably with First Nations.
- + Collaborating with working groups and the scientific community to share innovative research and application practices.

### 3.1.2 INTERNAL ENVIRONMENT

**Integrated Risk Management** – In 2018-2019, JCCBI defined its integrated corporate risk management strategy. Since then, JCCBI has been using an integrated risk management approach based on the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) *Enterprise Risk Management – Integrated Framework*.

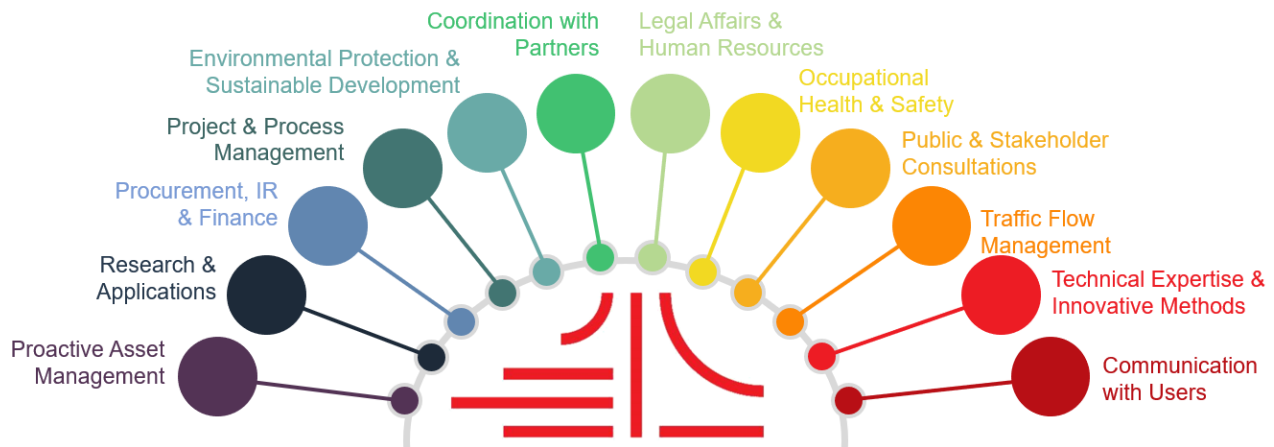
The main risk management actions include the following:

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

The Corporation measured its ICRM maturity in 2023-2024 and achieved the “mature” target set in 2020-2021. The ICRM is now an ongoing, dynamic and evolving process of the Corporation’s culture that contributes effectively to the achievement of its strategic objectives. The approach is described in Appendix 4.

**Human Resources** – JCCBI is deploying various measures to meet the challenges of retaining its staff and attracting qualified candidates, particularly technical resources supporting its core business, in a context of competition with high-profile projects from other project authorities.

The completion of the original Champlain Bridge deconstruction project was a pivotal moment, providing an opportunity to enhance the Corporation’s portfolio of assets and responsibilities in support of the Government of Canada’s orientations and objectives. With the support of its multidisciplinary team, the JCCBI’s business model is based on a turnkey solution, that covers all the aspects required for the sound management of major infrastructures.



The Corporation’s business model makes it possible to:

- + Start up projects easily, given its agility;
- + Proactively manage climate change issues;
- + Maintain excellent relations with the community and First Nations;



- + Contribute to the creation of hundreds of direct and indirect jobs;
- + Ensure sound management of public funds and protection of public property.

The Corporation's enhanced responsibilities, as described below, allow it to maintain the high level of expertise within its workforce and the federal government in Quebec, and to continue to support the government efficiently and rigorously in the management of other projects or assets.

To achieve its mission and vision, JCCBI must remain an attractive, inclusive and constantly evolving organization. To this end, JCCBI implements actions to stimulate the leadership, development and commitment of its employees in an innovative environment, while ensuring a climate of goodwill and collaboration.

JCCBI is continuing to implement a number of initiatives, which can be summarized as management priorities, in order to:

1. Maintain the capacity of the dynamic workforce plan (WFP), notably by developing individual and collective skills, and by improving management and leadership practices within the organization, while continuing to implement the 2023-2025 succession plan;
2. Pursue activities aimed at developing the organizational culture based on its values and bringing to life the internal employer brand "Together, WE CONNECT – OUR COMMUNITY", building on distinctive elements that reflect the employee experience within the organization, such as recognition practices and ownership of organizational values;
3. Use the "BRIDGE – YOUR CAREER" external employer brand incentive to act in external communications since the summer of 2024 to distinguish JCCBI as an employer of choice;
4. Establish and deploy corporate action plans to meet the following government priorities:
  - + Equity, diversity and inclusion, in order to build a diverse (multiculturalism) and inclusive (employment equity) public service;
  - + Workplace health and wellness (notably by obtaining the *Reconnaissance Entreprise en santé* every year);



- + Prevention of violence and harassment in the workplace;
  - + Development of staff skills, particularly in an increasingly digital environment;
5. Update the pay equity plan on an annual basis, following completion of the initial plan and posting thereof in May 2024.

Following the review of its workforce requirements, JCCBI wishes to retain the specialized and diversified expertise that constitutes its strength, enabling it to support the government in new mandates.

To this end, a new mandate and a new asset were entrusted to JCCBI. As mentioned in paragraph 4.2.2.10, a memorandum of understanding (MOU) was signed with HICC under which JCCBI will support HICC during the operation, maintenance and rehabilitation phase of the SDCBC project. In addition, following the acquisition of the Québec Bridge structure by the Government of Canada, JCCBI was entrusted with the ownership and management of that structure. In 2025-2026, the resources assigned to the original

Champlain Bridge deconstruction project and those assigned to the SDCBC will be shared to carry out the activities on the Québec Bridge.

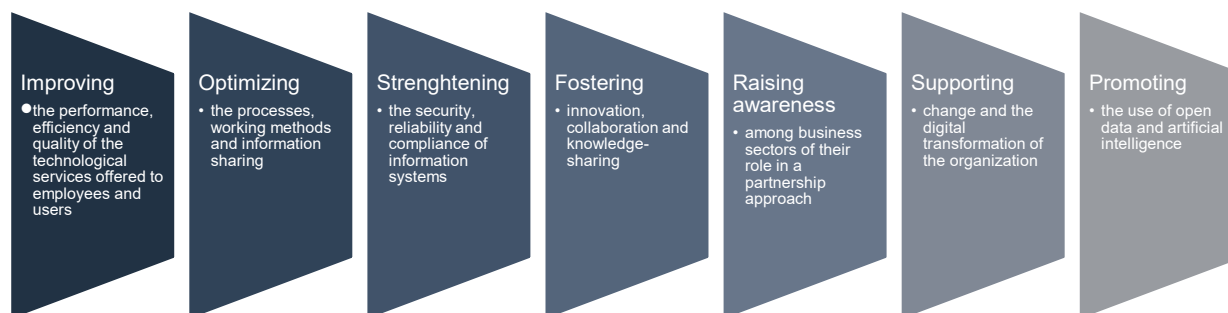
The collective agreements of both unions, namely the *Syndicat des travailleuses et travailleurs (CSN)* – blue-collar workers and the Canadian Union of Public Employees, local 4102 – white-collar workers were renewed until December 31, 2025. All employees are covered by various programs and benefits, including a disability program whose costs are partially paid by the Corporation, in addition to being affiliated with the Public Service Pension Plan.

**Occupational Health and Safety (OHS)** – JCCBI has put in place an occupational health and safety management program that shows its commitment to implementing a “Zero Injury by Choice” culture. In order to achieve the “Independent” maturity stage according to the Bradley curve, the OHS Division, in collaboration with the local OHS Committee, structures OHS management through processes, procedures and instructions, as well as training. JCCBI’s OHS management also includes contractors and consultants through their contracts. Contract adjustments and clarifications are made on an ongoing basis to clearly define everyone’s role, such as the prime contractor, the work supervisor and JCCBI, in order to reduce OHS risks during the execution of the work. In addition, JCCBI has implemented a pre-qualification system for contractors and consultants thus ensuring that they have a level of OHS culture that meets JCCBI’s requirements.

**Information Resources (IR)** – The Corporation owns its technological assets. It manages them through maintenance and support contracts and ensures that they continue to evolve.

As part of the “*Technological Infrastructure and Quality of Management Information*” and “*Information Systems Security*” risks, as well as the Convergence program, which aimed at mapping and optimizing all information flows and their interoperability in agile mode, a number of lessons learned have been documented. They are mainly deviations from the enterprise architecture that do not make it possible to reduce the administrative burden by using the full potential of technological solutions in place. Based on these lessons learned and, on a willingness, to align IR with strategic orientations to safely support operations and decision-making, an IR vision was adopted and will be broken down into three digital projects as part of the IR 2024-2027 Master Plan.

The IR Master Plan’s objectives are the following:



The IR master plan will therefore be divided into three projects, which will be implemented jointly as follows:



**Compliance and Performance Audit Regime** – JCCBI's auditor is the Auditor General of Canada who conducts an annual audit of the Corporation's activities in accordance with the FAA.

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

JCCBI develops internal performance audit plans for its operations. To conduct these audits, JCCBI retains the services of external firms. A new five-year internal audit plan for the 2024-2029 period was developed during fiscal year 2024-2025.



### 3.2 ISSUES

Risk management is an essential process for any organization wishing to identify, assess and mitigate potential threats that could affect its objectives and operations. By situating the organizational issues, risk management provides a means of understanding the vulnerabilities and opportunities that exist within the organization, including analysis of internal and external factors that could influence the organization's performance. By effectively managing its risks, the Corporation can both minimize potential negative impacts and capitalize on opportunities to improve its resilience and performance. The Corporation can also better prioritize the resources and efforts based on the likelihood and impact of the risks identified, thereby making it possible to allocate resources more strategically and effectively. Risk management is therefore a strategic tool that helps the Corporation to navigate in a complex and uncertain environment, by ensuring a better understanding of the organizational issues and proactively managing their impact on the organization. Based on its risk management, the Corporation has identified the following three issues:



#### External Factors:

Car-free cities, real estate projects, stakeholder opposition and climate change

- [9] Relationship with Stakeholders, Partners and Communities
- [19] Level of Knowledge and Resilience of Infrastructures



#### Investment Capacity:

Availability of external skilled labour, prioritization and administrative burden

- [15] Management Model
- [21] Management of the Planned and Ongoing Project Portfolio
- [28] Funding and Parliamentary Appropriations



#### Safe and Efficient Digital Evolution:

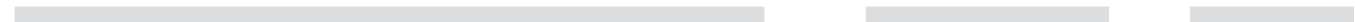

Technological tools to increase visibility, productivity and cyber security

- [59] Technological Infrastructure and Quality of Management Information
- [60] Information Systems Security

**External Factors** – The structures managed by JCCBI will have to adapt to the evolution and transformation of the various modes of mobility. Adjustments to its investment program could therefore be required.

In the Greater Montreal area, municipal authorities and the Quebec government have major infrastructure projects that are either underway or in the planning stages, including the work at the Louis-Hippolyte La Fontaine Tunnel, at the Île aux Tourtes Bridge and on the Ville-Marie Expressway. The Bonaventure Expressway reconfiguration project, which will start in 2025, is added to this list of major projects. These major projects will disrupt user mobility over the coming years.

Consultations with partners and stakeholders play an increasingly important role in project planning. This approach is now a must for achieving social acceptability.



Close coordination between Greater Montreal players is required to minimize the impact on mobility and it is in that spirit that JCCBI participates to Mobility Montreal Committees.

Over the next few years, several projects planned by JCCBI will require important agreements with third parties. It will be essential to conclude these agreements at the right time so as not to affect the projects' schedules.

Climate change and the possibility of a seismic event are also issues that JCCBI will have to address, notably through its asset resilience plan.

**Investment Capacity** – The volume of work in the Greater Montreal area and the shortage of labour in the market mean that JCCBI must compete with other employers and project authorities to hire and retain staff and to award contracts to consulting engineering firms and contractors to carry out its work program, at a fair price.

Financially, JCCBI has a limited revenue-generating capacity and authority. Its funding comes almost entirely from parliamentary appropriations. Despite the significant investments made in recent years, JCCBI will need to obtain the funding provided for, in the Corporate Plan, in order to ensure the sustainability of our infrastructures. Its major projects are mainly carried out through multi-year contracts. The lack of multi-year funding commitments limits JCCBI's ability to initiate such major projects and award these multi-year contracts, which may lead to delays in operational planning, increased costs, execution delays and a possible impact on mobility.

The Corporation is working with HICC and ECCC (as part of the FCSAP) to identify its short- and long-term financial needs. In addition to significant investments received for specific needs related to assets or operating requirements, JCCBI conducts preliminary project studies for projects “under evaluation” that would add value to the road network or land and that meet needs identified by partners or stakeholders.

With respect to the environmental projects for the management of contaminated groundwaters in the Bonaventure Expressway sector, despite the funding received for years 2024-2025 to 2028-2029 and FCSAP funding, long-term funding for the containment systems over a 15-year period, which began in 2016-2017, is imperative.

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

**Safe and Efficient Digital Evolution** – In a context where innovation is at the heart of the Corporation's values and where the vision is to become a leader in major infrastructure management, the digital shift is essential, but the challenges are many and complex. For the organization to embark on this digital journey, it is essential to consider several key aspects, including data governance, cyber security and the adoption of a new digital culture.

In order to manage its challenges effectively, the Corporation has drawn up an information resources master plan divided into three digital projects, listed in Section 3.1.2.





# SECTION 4

OBJECTIVES, ACTIVITIES AND  
PLANNED RESULTS



## 4. OBJECTIVES, ACTIVITIES AND PLANNED RESULTS

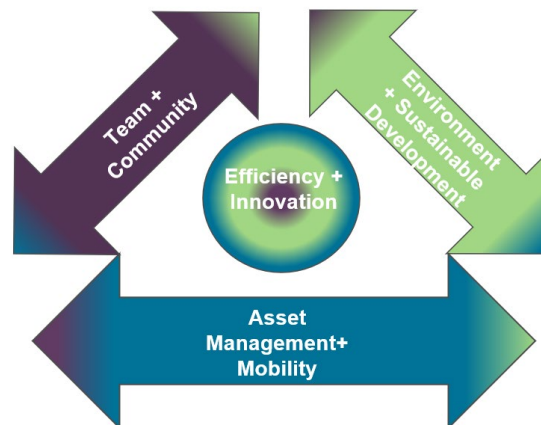
### 4.1 OBJECTIVES

The Corporate Plan incorporates new realities that could have an impact on future investments, in order to ensure that the infrastructures managed by JCCBI will meet the current and future needs in a perspective of sustainable development. Several proposed projects demonstrate that it is no longer a question of repairing or redoing as the existing, but of enhancing the service offer and proposing viable and innovative solutions in order to ensure structure longevity, resilience and functionality in a context where social acceptability has become an imperative for the carrying out of projects and where the impact of climate change is omnipresent.

#### 4.1.1 STRATEGY TREE – OBJECTIVES AND STRATEGIES

The 2025-2030 Strategic Plan is broken down into three major objectives and four strategies to support the four themes.

##### THEMES



##### OBJECTIVES



##### STRATEGIES



In order to measure the expected results of its 2025-2030 strategic plan, JCCBI has adopted performance indicators that address the three objectives of its plan. Said indicators are currently being implemented and will evolve according to the Corporation's future realities, challenges and issues.

Appendix 2 presents the indicators.

#### **4.1.2 OPERATIONAL OBJECTIVES RELATED TO ASSETS**

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

- + Aligning intervention and investment plans with the government's strategic directions, including the FSDS, resilience to climate change and carbon neutrality.
- + Monitoring the assets and determining the investment needs based on life cycle, functionality and risk, and carrying out the work according to available funding.
- + Improving operations and maintenance by adopting innovative measures relating to inspection, maintenance and construction methods, in addition to considering the execution challenges and investments made by our partners, to provide integrated solutions for users.
- + Ensuring longevity and resilience of road links, as well as safe and efficient mobility, using an approach based on sustainable development.

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

- + The details of the interventions are not sufficiently documented and remain hypothetical to date.
- + Further studies or validations are required to decide on the desired future of the structure.
- + The relevance of the project in relation to the Corporation's mandate must be assessed.

### **4.2 ACTIVITIES**

#### **4.2.1 ACTIVITIES RELATED TO STRUCTURES**

##### **4.2.1.1 Strategy and Axes of Intervention**

##### **Mobility through Asset Management**

The Corporation ensures the efficient movement of people and goods on the infrastructures through several modes of transportation and maintains an overview of the entire Montreal network. Annually, 82 million vehicle passages and 700,000 active mobility passages are made on the Corporation's assets (excluding the Québec Bridge), thereby making a major contribution to the economy of the metropolitan area. According to Statistics Canada, transport is responsible for 28% of global GHG emissions. Therefore, the smooth flow of traffic and the efficiency of the road network require close collaboration between JCCBI and its partners.

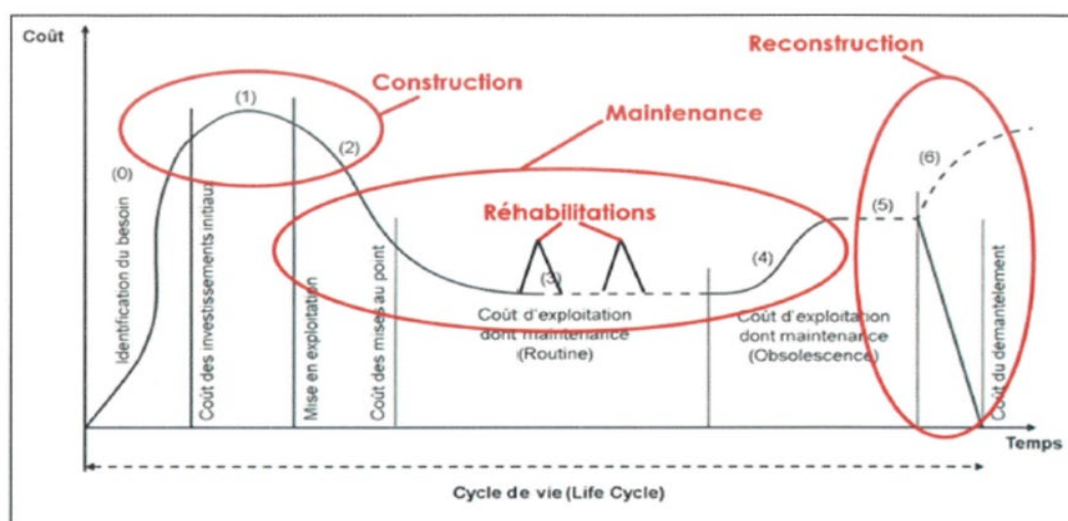
In order to optimize performance, risk management and road infrastructure maintenance costs, JCCBI is continuing its efforts to continuously enhance its asset management practices by drawing inspiration from the Institute of Asset Management (IAM) model and the ISO 55000 standard. JCCBI advocates a cross-functional, multi-disciplinary integration approach to asset management, where all divisions contribute to the creation of quality data and knowledge sharing. The Corporation's asset management practices enable it to integrate the infrastructures' structural longevity and functionality requirements over the short, medium

and long term to ensure an adequate level of service for users. Its Asset Management Strategic Plan (AMSP), which is reviewed on an annual basis, ensures that industry best practices are implemented and that the highest standards of asset management are achieved.

JCCBI's priority objectives in terms of mobility are the following:

- + Ensuring a reliable level of service that is compatible with its partners' networks;
- + Ensuring longevity of existing road infrastructures, thereby reducing the need for reconstruction and its impact on the environment;
- + Responding to the emergence of alternative and intelligent modes of transportation;
- + Enhancing the level of service of the active mobility network by improving connectivity, safety and user comfort, while adapting to new and innovative mobility trends;
- + Ensuring the integration of automated and connected vehicles through efficient communication with users.

Optimizing investments in the rehabilitation and replacement of structures requires in-depth, centralized knowledge of the data that must be used at the right moment in the decision-making process. To this end, the Corporation is currently developing a BIM (Building Information Modeling) approach for its structures, so as to centralize all relevant data.



Ref.: JC Francastel, *Ingénierie de la maintenance*, DUNOD, 2009 page 14  
Adaptation and modifications, CIM Conseil en immobilisation et management Inc.

In addition to the major rehabilitation program to ensure long-term viability of the infrastructures and user mobility, the following investments are planned to improve the mobility service offering:

- + Addition of two active mobility links as part of the reconfiguration of the Bonaventure Expressway (funding granted in the 2023 federal budget);
- + Transfer of cyclists to the Estacade main deck (budget included in the Héritage Champlain program of the original Champlain Bridge deconstruction project);
- + In collaboration with HICC, connection of the SDC Bridge multipurpose path to the *La Rivéraine* path in Brossard (project also included in Héritage Champlain).



## Team and Community

As explained in Section 3, as manager of major infrastructures in both the Montreal and the Quebec City areas, the Corporation contributes to the economic activity and plays a part in the development of local and regional communities.

Héritage Champlain meets this orientation. Indeed, following the deconstruction of the original Champlain Bridge, seven hectares of land were freed up and will be redeveloped based on the vocations identified during public consultations held in 2019. The three sites are located on the shore at Île des Sœurs, on the shore at Brossard, and on the SLS dike.

## Environment and Sustainable Development

The Corporation is committed to limiting the environmental impact of its projects and biodiversity through mitigation measures. In addition, the Corporation actively participates in the preservation and enhancement of ecosystems in the vicinity of the structures, while ensuring the assets' resilience to climate change impacts.

JCCBI's main objectives are to:

- + Implement an EMS using a decentralized approach;
- + Ensure biodiversity protection on and around the assets;
- + Ensure optimal operation of the containment systems in the Bonaventure sector;
- + Ensure traceability of soil and residual materials;
- + Develop a plan for the resilience of the infrastructures to the impacts of climate change;
- + Develop a GHG reduction plan based on the government's objectives;
- + Implement its 2023 to 2027 SDS.

Sustainable development is an integral part of JCCBI's mission and is integrated into the governance processes that guide the administrative and operational management of the assets.

## Performance and Innovation

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

Increasing its knowledge of asset performance and behaviour allows JCCBI to optimize risk assessment and maintenance programs. JCCBI cannot rely solely on design codes; it must innovate and interpret the current codes and standards, hence the importance of applied research.

The deconstruction of the original Champlain Bridge provided JCCBI with a unique opportunity to implement an applied research program which, following a Canada-wide request for proposals, led to the selection of 12 research projects. Conducted by various Canadian research entities, these projects will allow for significant advances in knowledge related to infrastructure performance and sustainability. The lessons learned from this program will enable JCCBI to:

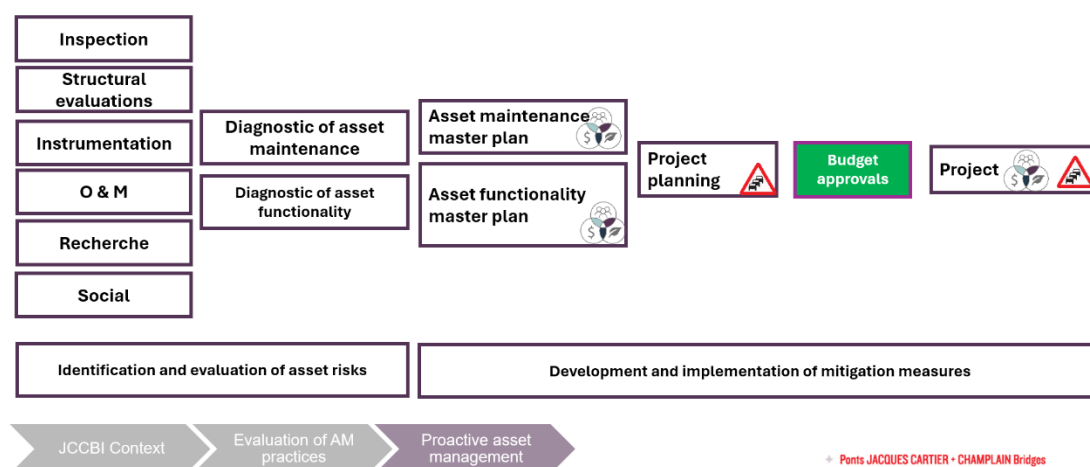
- + Develop innovative techniques;
- + Improve the sustainability of the infrastructures under its responsibility.

#### 4.2.1.2 Asset Maintenance Programs

Best practice in asset management is implemented using a range of decision-support tools and management frameworks to establish the activities involved in planning, upkeeping, maintaining and operating assets. This framework is achieved by implementing a systemic approach to asset management.

**Systemic Approach** – An asset maintenance diagnosis first ensures the integration of data from inspections, load-bearing capacity studies, monitoring and other specialized studies. Such diagnosis provides a complete assessment of the condition and behaviour of an asset. This is followed by an asset functionality diagnosis that integrates mobility, urban integration, environmental, sustainable development and socio-economic data. Once combined, these two diagnoses lead to the development of a medium- and long-term investment master plan aimed at ensuring the safety, longevity and functionality of the asset throughout its life cycle. Finally, the master plan is used to plan major projects and investments. These projects are then implemented by the technical teams following the planning phase.

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



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

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



JCCBI's typical asset maintenance strategies are as follows:

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

**Non-Elevated Lanes** – The maintenance of non-elevated lanes, including the foundations and paving, is similar to that of a deck. The frequency of leveling/paving work is determined by the volume of use. The reconstruction of non-elevated lanes may be combined with functionality improvements.

**Steel Structure, Protective Coating and Bearings** – With regard to the steel structure, conservative intervention criteria are used to target the repairs required and correct the defects caused by corrosion. Steel repairs include the complete replacement of the protective coating in the intervention area.

To ensure the longevity of the steel structure, the corrosion protection coating is maintained at a high level of performance and durability. In view of the very high mobilization costs for this work, high quality materials and robust methods are recommended.

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

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

**Concrete Structure** – The concrete structure is mainly affected by corrosion of the reinforcement. Maintaining the watertightness and drainage of the decks above the concrete structure is essential to limit contamination of the reinforcement by de-icing salts. When defects occur, local repairs are carried out to slow the reinforcement deterioration. In cases of significant loss of reinforcement, the installation of external prestressing to restore the lost load-bearing capacity is recommended. In cases where the damage is too extensive, the beams must be completely replaced.

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

**Electrical Systems** – Electrical distribution systems are maintained to supply power to lighting systems, intelligent transportation systems and surveillance equipment. Some critical systems have redundant power supplies in case of failure.

**Intelligent Transportation Systems (ITS)** – To optimize mobility and safety, various equipment linked to an Integrated Traffic Management System (ITMS), such as surveillance cameras, lane signals, automated gates, variable message signs and dynamic warning signs are deployed and maintained on JCCBI's network. The ITS are modified according to observations on the network, count data and accident data. They are also updated in line with technological developments.

**Asset Functionality** – The maintenance and development of the functionality of structures in terms of mobility, urban integration and public safety are integrated into JCCBI's investment plans. Mobility is essential to the transportation of goods and the movement of people, considering emerging modes such as micro-mobility. Urban integration ensures that structures are consistent with the built environment. Safety is ensured by police forces, surveillance networks, deterrent installations and preventive signage.

#### 4.2.1.3 Jacques Cartier Bridge



##### Vision Statement

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

#### Description of Specific Programs and Strategies

##### Seismic



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

##### Major Work Planned between 2025 and 2030

- + Included in the steel and concrete programs described below.

##### Steel, Paint and Bearings



The long-term investment strategy is to start with a cycle of steel rehabilitation work and paint touch-ups, followed by a full coating replacement program.

##### Major Work Planned between 2025 and 2030

- + Continuation of the paint touch-ups on the steel structure (sections 4, 5 and 6).
- + Continuation of the steelwork for the local repair of secondary elements, main ramp members and mobile bearings. Begin seismic reinforcement of the steel structure and the replacement of bearings with seismic isolators.
- + Continue preliminary project studies for steel and painting work (sections 2, 3 and 8).



## Concrete Piers



The first round of concrete cladding carried out on most of the piers ensures their integrity, in addition to making it possible to replace the bearings and improve their aesthetic appearance. Once this first cycle completed, the reinforcement program to improve their seismic resistance will start.

### Major Work Planned between 2025 and 2030

- + Continuation of the rehabilitation work on Piers 23 and 26 (section 7), including seismic reinforcement.

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

With a view to preserving the bridge beyond 150 years, maintenance cycles for the Pavilion’s concrete and steel structure will be continued. Improvement to the asset functionality is under evaluation and not financed.

### Major Work Planned between 2025 and 2030

- + Rehabilitation of the Pavilion to ensure its longevity and seismic resistance, including interior structural work, rehabilitation of the building envelope, addition of mechanical systems and drainage.

## Deck

Always with a view to preserving the structure beyond 150 years, a second deck replacement is unavoidable. Such replacement will provide an opportunity to adjust the bridge’s functionality according to future needs. Cycles of local repairs to the deck, which dates to 2001 (south section) and 2002 (north section), will make it possible to maintain it until 2065. This timeframe is set to optimize the number of interventions required to maintain the deck, and plan for its replacement at the optimum time to maintain the bridge in the very long term. Maintaining the longevity and improving the functionality of the multipurpose path and sidewalk will allow JCCBI to meet the growing needs of active mobility users.

### Major Work Planned between 2025 and 2030

- + Leveling and paving of the bridge deck and the approaches non-elevated lanes.
- + Local repairs and application of waterproofing to the multipurpose path and sidewalk.
- + Improvements to the multipurpose path

## Montreal Sector

The north approach concrete porticos have not undergone any major intervention since the bridge opening in 1930. They are scheduled for reconstruction starting in 2031, which work will also help improve mobility, urban integration and safety in the sector.

### Major Work Planned between 2025 and 2030

- + Continuation of the preliminary project studies and carrying out of the detailed design for the concrete porticos replacement work.
- + Continuation of the preliminary project studies and carrying out of the detailed design for the north approach reconfiguration work. (Project is under evaluation and not financed.)



## Longueuil Sector

The south approach to the Jacques-Cartier Bridge takes root at the convergence of major highway infrastructures located in an environment adjacent to downtown Longueuil, currently under development. The urban fabric of this sector will undergo significant change by 2035, with the addition of numerous residential, commercial and community buildings. JCCBI and the City of Longueuil are working together to transform this area.

### Major Work Planned between 2025 and 2030

- + Deconstruction of the original Operations and Maintenance building and development of the surrounding areas.

## Illumination Equipment

Since 2017, interactive illumination equipment has been installed on the iconic structure of the bridge (section 7). The initial estimated useful life of this system is 10 years, and JCCBI aims at keeping it in place for a further 3 years, until the 100<sup>th</sup> anniversary of the bridge in 2030. In addition, an assessment is underway to extend the service life of the current system by 10 years.

For the safety of users circulating under the deck of section 8, the structure's functional lighting and illumination system will be replaced. Various improvements to the structure's illumination system will be studied.

### Major Work Planned between 2025 and 2030

- + Carrying out of the design and start of the work to maintain and update the illumination system on section 7 of the bridge to ensure that it continues to operate beyond the structure's centenary.

## Surveillance Equipment

Cameras are in place under the deck. JCCBI plans on improving the surveillance and detection systems.

### Major Work Planned between 2025 and 2030

- + Start of the design to increase the surveillance coverage and installation of control devices.

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

The aim of this project is to highlight the centenary of the Jacques-Cartier Bridge in 2030.

#### 4.2.1.4 Héritage Champlain



##### Vision Statement

Documenting and improving our knowledge of the original Champlain Bridge, in order to share the acquired experience with the technical community and other organizations.

##### Planned Work

The Héritage Champlain program provides for the development of the shoreland freed up by the deconstruction of the original Champlain Bridge and the transfer of the Estacade bike lanes onto its main deck. JCCBI is committed to creating unique public spaces based on the public consultations held in 2019 that identified Héritage Champlain's four orientations: Connectivity, Citizen ownership, Biodiversity and Commemoration.



A multipurpose path was built on the SDC Bridge, which provides a direct link between Montreal and Brossard and consolidates the existing bicycle network. Now that the work to deconstruct the original Champlain Bridge has been completed, JCCBI will, at HICC's request, build the final section connecting the existing local bicycle network to this multipurpose path, to give users from Brossard and neighbouring municipalities easy access to the SDC Bridge path.



#### 4.2.1.5 Québec Bridge



Since September 2018, JCCBI has, at HICC's request, analyzed various documents and studies relating to the Québec Bridge, with regard to its condition and investment needs among others, on the basis of available documentation. More recently, in 2022, JCCBI worked closely with HICC and supported it through its expertise as a major infrastructure manager, in the due diligence activities carried out prior to the acquisition of the Québec Bridge by the Government of Canada.

On May 15, 2024, Prime Minister Justin Trudeau announced a buyback agreement with CN to repatriate this essential and historic infrastructure to the federal government and ensure its long-term viability. It is with this in mind that on November 12, 2024, CN transferred the structure of the Québec Bridge to His Majesty in right of Canada, with the exception of the railway deck, which remains the property of CN. The road deck and the multiuse path remain the responsibility of the MTMD. On the same day, His Majesty transferred the ownership and management of this emblematic structure to JCCBI.

This section summarizes the activities planned by JCCBI to ensure that the Québec Bridge, which is over 100 years old, remains fully functional and attractive, both now and in the future.

As with all the infrastructures for which JCCBI is responsible, the Québec Bridge is managed on a cross-functional and collaborative basis, with contributions from all the divisions on JCCBI's multidisciplinary team, which are responsible for carrying out the investment program over a 25-year period.

Despite the fact that the management of the Québec Bridge is in line with what JCCBI's team is already doing with regard to the Jacques Cartier Bridge, the Honoré Mercier Bridge and the other infrastructures for which JCCBI is responsible, several factors or issues are specific to this infrastructure, including the required transfer of knowledge, the structure's particularities, the co-management by three partners and the new role of the Corporation as owner of the asset (subject to the exceptions described above for the railway and road decks). Consequently, the integration of this asset will require specific activities, which are grouped under seven headings:

1. Integration into JCCBI's business model;
2. Development of asset management strategies and short-term activities;
3. Integration of the main asset management risks;
4. Implementation of a participatory approach that includes relations with First Nations;
5. Integration of the asset into the 2023 to 2027 SDS;
6. Integration of the information into administrative and information resource systems;
7. Integration of resources (FTEs) into the WFP, and new facilities.

The planned activities are summarized below.

## **ACTIVITIES:**

### **1. Integration into JCCBI's Business Model**

The Québec Bridge structure will be included in JCCBI's asset portfolio under the same collaborative management model in place between JCCBI and HICC.

### **2. Development of Asset Management Strategies and Short-Term Activities**

JCCBI has begun and will continue to issue requests for proposals for professional services to start its management program for this new asset. Various analyses will be carried out to gain a better understanding of the current condition of the bridge and environment thereof.

- JCCBI has issued a request for proposals for an asset management professional services contract for inspections, load-bearing capacity studies and other related services.
- JCCBI has also issued a request for proposals for professional services relating to the preparation of plans and specifications for targeted and priority work to rehabilitate and reinforce the steel structure and to carry out painting work.
- As part of the deed of transfer dated November 12, 2024, a steel repair and painting contract, which is already in progress, between CN and the contractor Construction Injection E.D.M. inc. was assigned to JCCBI. JCCBI plans to resume work on the bridge for the 2025 season.
- JCCBI is reviewing the work plans of its partners (CN and the MTMD) to optimize coordination and execution of all activities.

In addition, JCCBI will have to ensure structural monitoring in connection with the replacement of the MTMD's road deck, which is scheduled to take place in the near future.

### **3. Integration of the Main Asset Management Risks**

JCCBI operates within a proven risk management framework. The following is a summary of the main risks associated with the integration of the Québec Bridge into JCCBI's portfolio of assets, as well as the main mitigation measures.

- **Infrastructure Knowledge Risk**

The transfer of knowledge related to the asset is a risk to be mitigated. To this end, JCCBI is considering several measures, such as the following:

- Information transfer meetings with interested parties to understand and integrate the previous technical documentation;
- Recovery and integration of the archives transferred by CN, and conservation measures.

The transfer of knowledge, activities and history of the bridge will be integrated into JCCBI's asset information and information resource tools.

- **Stakeholder Relations Risk**

Aware of the importance of this asset in the Quebec City area, JCCBI has already drawn up an inventory of the sector's main stakeholders, and plans to implement specific participatory

approach plans, and to integrate these stakeholders into its shared register to document the main activities related thereto.

JCCBI also wishes to develop a relationship of trust and cooperation with the First Nations of this area, as it already does in all its activities.

Finally, co-management by three partners (JCCBI, MTMD, and CN) may raise issues about the roles and responsibilities between the entities. A collaboration agreement will be drawn up between the three partners of this asset to ensure agile co-management supported by clear planning and effective coordination of the work, to ensure the smooth running of all three entities' activities and sound management of the asset.

- **Risk Associated with the Replacement of the Road Deck by the MTMD**

Considering the upcoming road deck replacement by the MTMD, JCCBI will add this project into all planned activities, while ensuring that the integrity of the structure is preserved.

As the asset owner and manager, JCCBI plans coordination meetings with the parties concerned to identify the appropriate mitigation measures.

JCCBI continues to identify and assess the risks related to the ownership and management of the asset, and to put in place the relevant mitigation measures. This list of risks is therefore preliminary and will be improved as analyses are carried out.

#### **4. Implementation of a Participatory Approach that Includes Relations with First Nations**

In addition to its proactive asset management, JCCBI also ensures that it has a good understanding of the asset in its ecosystem. In the Quebec City area, JCCBI's reputation has yet to be built, and the community needs to be kept informed of the activities planned as part of the takeover of the Québec Bridge. To this end, the Corporation has already developed a summary participatory approach that will be deployed as early as 2025. JCCBI has identified a number of stakeholders to be considered, informed and even met with as part of the management of the bridge, including several stakeholders from First Nations.

JCCBI aims to create a climate of trust with government decision-makers, the business community, First Nations, and the general public by presenting a clear asset management plan, including the milestones, timelines, and mitigation measures in place. Finally, the tripartite management of the structure can generate confusion among the public as to the roles and responsibilities of each party. Communication tools are planned to address such issues.

#### **5. Integration of the Asset into the 2023 to 2027 SDS**

The addition of a new structure to its portfolio requires certain adjustments to the Corporation's 2023 to 2027 SDS, which will be reflected in an update scheduled to be published in January 2025.

This update will target the following goals:

- SDG 10: Advance reconciliation with Indigenous Peoples and take action on inequality;
- SDG 13: Take action on climate change and its impacts;
- SDG 15: Protect and recover species, conserve Canadian biodiversity.

#### **6. Integration of the Information into Administrative and Information Resource Systems**

This new asset will gradually be integrated into the Corporation's information systems.



## **7. Integration of Resources (FTEs) into the WFP, and New Facilities**

The Corporation can integrate this new asset into its portfolio with little or no additional FTEs, insofar as the activities and obligations remain similar to the current structure and administrative management. However, in its new role as asset owner, the Corporation will assess the resource requirements. By taking over this asset, JCCBI is also able to retain the cutting-edge expertise developed over the years.

To monitor the work and establish a trusting relationship with the population, stakeholders, elected officials and local partners, JCCBI plans on setting up an office near the Québec Bridge. This will enable the Quebec City team to better coordinate contractors and engineering firms, as well as maintain close relations with the community. Through matrix management, the Quebec City team will also be fully supported by JCCBI's large multidisciplinary team based in its Longueuil head office.

#### 4.2.1.6 Estacade



##### Vision Statement

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

#### Description of Specific Programs and Strategies

The maintenance programs for the Estacade prioritize interventions on the most critical components and aim to mitigate the degradation mechanisms that significantly affect their sustainability. The majority of investment is planned over the next 20 to 30 years, with a view to maintaining the asset over the long term.

##### Concrete Piers

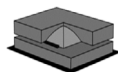


The concrete pier footings are the most damaged elements of the structure, and a repair program is required to ensure their long-term viability, prioritizing work on the basis of their percentage of deterioration.

##### Major Work Planned between 2025 and 2030

- + Repair the pier footings according to set priorities.

##### Bearings



The Estacade counts 870 bearings

##### Major Work Planned between 2025 and 2030

- + Selective bearing replacement

## Deck

The beams, expansion joints and paving are generally in good condition. Local repairs will be carried out on these elements over the next 20 to 30 years, with a view to ensuring their longevity.

### Major Work Planned between 2025 and 2030

- + Local repairs as required.





#### 4.2.1.7 Bonaventure Expressway



##### Vision Statement

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

#### Description of Specific Programs and Strategies

Some of the infrastructures in the Bonaventure sector are over 60 years old and have reached the end of their useful life and have undergone or will undergo major rehabilitation or reconstruction. Others will reach the end of their useful life in the next 10 to 30 years. The end of the useful life of these infrastructures provides an opportunity to link the functionality and vocation of the sector to the new neighbouring corridors.

JCCBI plans to reconfigure the non-elevated lanes in sections 11 and 12 into a boulevard starting in 2025. To do so, the traffic lanes will be relocated away from the riverbank and will overlap Carrie-Derick Street, which will be eliminated, thus reducing the road footprint and heat islands by 40%. As a result, an area along the river, or green corridor, will be freed up and will feature two 2.5 km dedicated active mobility lanes. The area will be greened by the planting of over 30,000 trees, shrubs and perennials, and the creation of facilities conducive to the protection of biodiversity.

Through this project, the Corporation will maintain the axis capacity to three lanes in each direction, where the third lane will be managed dynamically. With 20 million transits per year, this essential route for transporting goods to the Port of Montreal will be able to meet current and future needs, with a view to sustainable development. The speed limit will be reduced to 50 km/h, and traffic lights will be added, promoting efficient and safe mobility for all users.

Access to the riverfront will be open to the public, and the entire corridor between the Samuel De Champlain Bridge and the Victoria Bridge will be embellished and greener for the benefit of the community.

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



This reconstruction also represents an opportunity to improve the contaminated groundwater management systems. The bank stabilization work scheduled for 2024 and 2025 was completed in the fall of 2024.

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

In order to carry out these improvements, the alignment of the existing expressway (section 11) must be moved north. The acquisition of lands owned by the City of Montreal and other landowners will be required.

With respect to the elevated lanes of section 10, the box girder deck must be replaced within 10 years. In order to minimize the impact on users, it is advisable to synchronize this work with the work to reconfigure the expressway into a boulevard, which is scheduled to take place over the next five years. The long-term vision for this section is under discussion with the City of Montreal.

Following recent damage surveys, the residual service life of the structures in section 13, namely the Clément bridge and Viaducts S and AB, was revised downwards and is now estimated to be between 20 and 40 years if no major work is carried out. It is recommended that they be maintained and eventually replaced, taking into account the reconfiguration of the entire sector.

#### Major Work Planned between 2025 and 2030

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

- + Rehabilitation of the Clément Bridge and Viaducts AB and 3.
- + Road works on section 13, including:
  - o Pavement reconstruction;
  - o Lighting system replacement;
  - o Replacement and repair of the signage structures.







## Section 10 – Deck and Piers

- + Repairs to the original deck slab and concrete beams between 2024 and 2026.
- + Replacement of the four box girder spans.



#### 4.2.1.8 Honoré Mercier Bridge



##### Vision Statement

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

#### Description of Specific Programs and Strategies

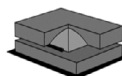
The investment strategy for this structure takes into account the conditions set out in Order in Council P.C. 2675 of 1932 regarding the use of Indigenous workforce for the maintenance and major rehabilitation work. Agile planning of the work is carried out based on the capacity of the Kahnawà:ke Mohawk workforce, which is also solicited by the MTMD for the work to be carried out on the provincial section of the bridge.

##### Seismic



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

##### Steel, Paint and Bearings



Cycles of repair and reinforcement of the steel structure have been underway for several years in order to maintain the structure integrity, and studies are regularly undertaken to better understand the degradation mechanisms present there. In addition, complete paint replacement cycles ensure its integrity. However, some of the bearings have limited movement and will be replaced in the short and medium term to extend the service life of the bridge.

##### Concrete Piers



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

## Deck

The deck of the federal section of the bridge was replaced between 2009 and 2016. Since then, regular monitoring has been carried out to detect and correct any deficiencies to optimize its service life. In addition, the resurfacing work carried out every 7 to 10 years, as well as the maintenance of the waterproofness of the membrane under the paving, the drainage system and the joints ensure its longevity. The replacement of the deck of downstream Span 14-15, which was transferred from the MTMD to JCCBI in 2021, is planned at the same time as the replacement of the deck of the downstream bridge by the MTMD.

### Major Work Planned between 2025 and 2030

#### + **Replacement of the Lamp Posts** (transferred from the MTMD in 2021)

- Replacement of the lamp posts on the deck that will soon reach the end of their useful life.

#### + **Pathway**

- Collaboration with the Kahnawà:ke Mohawk community to create a landscaped area at the approach to the bridge that will enhance the sector for the benefit of the Mohawk community.



#### 4.2.1.9 Melocheville Tunnel



##### Vision Statement

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

##### Description of Strategies

Inaugurated in 1957, the Melocheville Tunnel was built as part of the Beauharnois Lock, which is part of the SLS's Beauharnois Canal. The St. Lawrence Seaway Management Corporation plans on operating the Beauharnois Canal and the lock on a long-term basis. The complete or partial reconstruction of the tunnel is therefore not feasible, considering the impact on maritime transport, its complexity and its costs.

JCCBI is therefore recommending a long-term strategy over a 60-year horizon, through basic maintenance and improved water infiltration management. Methods for controlling the main degradation mechanisms of the concrete elements are currently being analyzed to limit resulting damage.

##### Major Work Planned between 2025 and 2030

- + Replacement of the West Bridge (P-113).
- + Upgrade the roadway pavement condition and carry out other minor maintenance work.
- + Design of the work to optimize water management.
- + Start of the preliminary project studies for the pumping system upgrade.

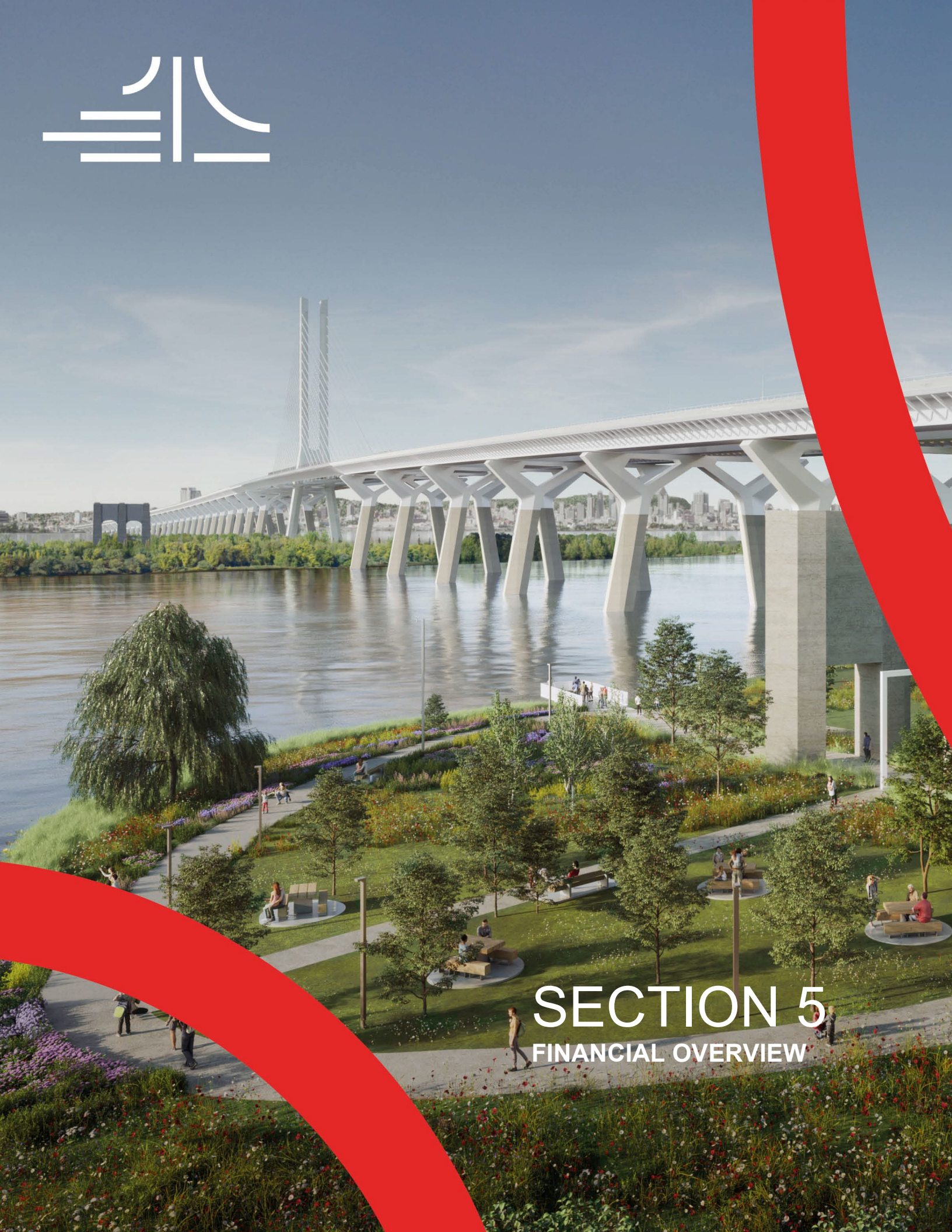
#### 4.2.1.10 Samuel De Champlain Bridge



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

In August 2023, JCCBI and HICC have agreed to an initial 18-month agreement, under which JCCBI, with its experience as manager of major structures, provides HICC with technical services during the Operation, Maintenance and Rehabilitation (OMR) phase of the management of the Project Agreement relating to the Samuel De Champlain Bridge Corridor (SDCBC) project during the operation, maintenance and rehabilitation period. This initial agreement was extended to March 31, 2025, and a second, longer-term agreement is under discussion.





# SECTION 5

## FINANCIAL OVERVIEW



# 5. FINANCIAL OVERVIEW

## 5.1 OUTLINE

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

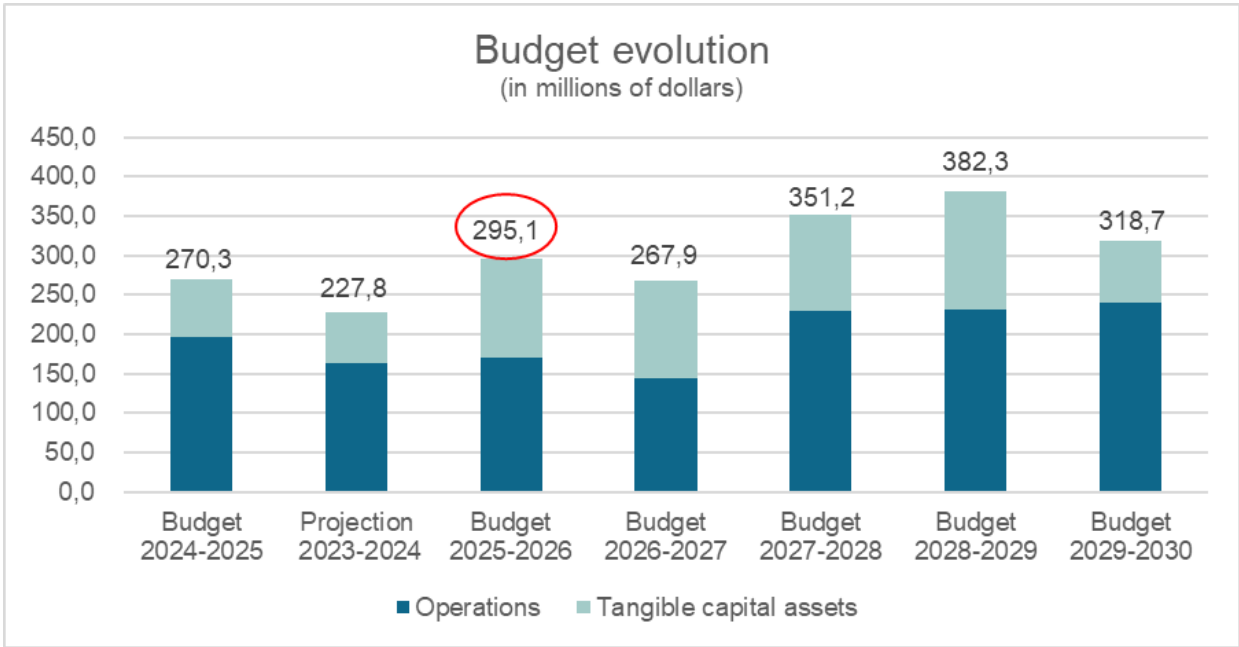
For the basic work, the funding granted to JCCBI covers a five-year period, from 2023 to 2028, and for the Bonaventure Expressway reconfiguration project, funding was granted until 2031-2032. Such funding is granted annually through parliamentary appropriations, which are JCCBI's primary source of revenue.

JCCBI also presents a budget for environmental obligations, which are mostly funded by Phase IV of the FCSAP, which ends on March 31, 2025. A new funding request under Phase V of the program was submitted and approved by the Treasury Board in November 2024.

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

## 5.2 BUDGET AND PARLIAMENTARY APPROPRIATIONS

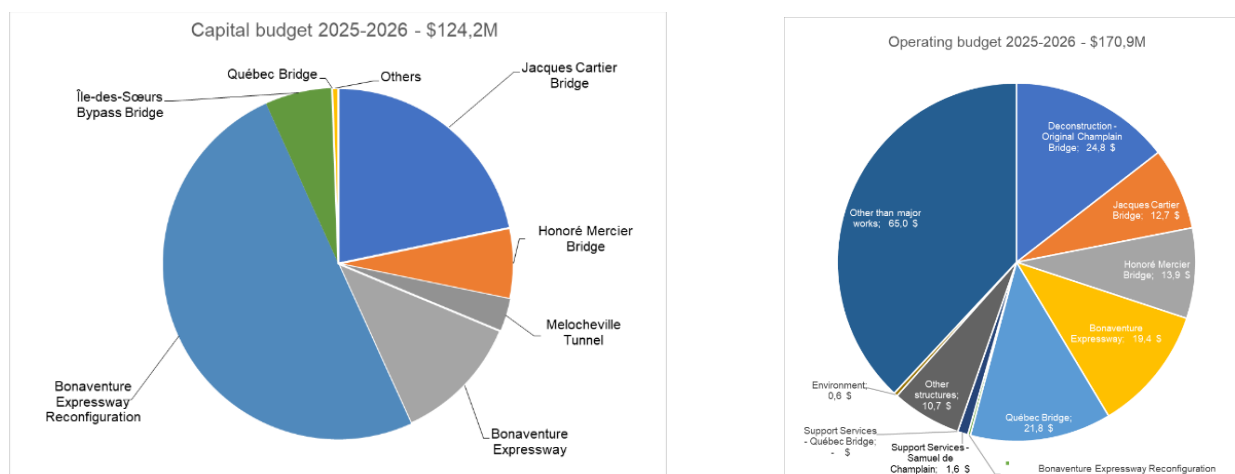
For the fiscal year ending March 31, 2026, the operating (including structural maintenance) and capital budgets total \$295.1 M. The chart below shows the evolution of the budgets over the next five years compared to the 2024-2025 budget and financial forecast.



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

The increase in the level of investment from fiscal year 2027-2028 onwards is mainly attributable to the work planned to repair the piers and steel on the Jacques Cartier Bridge, the work to replace the box girders on the Bonaventure Expressway, the work to reconfigure the Bonaventure Expressway and the growing investments on the Québec Bridge.

The following charts break down the 2025-2026 operating budget and capital budget by main structure for funding purposes.



### 5.2.1 Operating Budget

The operating budget, totalling \$170.9M as at March 31, 2026, primarily consists of the maintenance and deconstruction expenses, the operating expenses and the administration expenses. This budget is \$7.8M higher than the financial forecast of \$163.1M as at March 31, 2025, due to the increase in regular and major maintenance work, including the projects to repair sections 10 and 13 of the Bonaventure Expressway as well as the start of the expressway reconfiguration work.

### 5.2.2 Capital Budget

The capital budget for 2025-2026 totals \$124.2M and is higher than the financial forecast as at March 31, 2025, in the amount of \$64.7M. This \$59.5M increase is mainly due to the steel reinforcement project on the Jacques Cartier Bridge and to the Bonaventure Expressway reconfiguration work.

### 5.2.3 Parliamentary Appropriations

The funding requirements for the year 2025-2026 covering the operating and capital budgets total \$295.1M. After deducting other revenue totalling \$3.9M, the required funding received through parliamentary appropriations amounts to \$291.2M. This represents a \$23.3M (or 9.2%) increase compared with the 2024-2025 budget of \$267.9M. The parliamentary appropriations in the 2025-2026 budget are also higher than the financial forecast as at March 31, 2025, totalling \$225.4M, which represents a \$65.8M (or 29.2%) increase compared with said forecast.

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

In the 2025-2026 budget, transfer payments for operating expenses amount to \$173.9M. To these are added the FCSAP transfer payments totalling \$14.9M. Parliamentary appropriations for expenses thus amount to \$188.8M for the year 2025-2026.

With respect to the 2025-2026 capital budget, transfer payments total \$124.2M and are \$51.0M (or 69.7%) higher than the amount of \$73.2M in the 2024-2025 budget.

### 5.3 FINANCIAL POSITION

The 2025-2026 budget for financial assets totals \$74.8M. This amount is \$12.5M higher than the financial forecast of \$62.3M for the fiscal year ending March 31, 2025. The 2025-2026 budget is \$19.3M lower than the 2024-2025 budget. These variations are mainly due to the variation in amounts receivable from the government and the cash position.

Total liabilities in the 2025-2026 budget amount to \$182.8M, a \$9.6M decrease compared to the financial forecast of \$192.4M for the fiscal year ending March 31, 2025. Liabilities fluctuate over time as a result of the changes in the work level, which is higher in 2025-2026 than the level forecast for 2024-2025.

Non-financial assets in the 2025-2026 budget amount to \$772.9M compared to \$687.1M in the financial forecast for the fiscal year ending March 31, 2025. This \$85.8M increase is mainly due to the capital investments described in Section 5.2.2, net of the amortization expense for the fiscal year.

### 5.4 STATEMENT OF OPERATIONS

JCCBI generates an annual operating surplus for all fiscal years of this 2025-2030 budget. This surplus is primarily due to the parliamentary appropriations in the capital budget, which are recognized as revenue in the Statement of Operations, while the capital assets are capitalized in the Statement of Financial Position and then amortized over their useful life, creating a favourable variation in profits.

#### 5.4.1 Revenue

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

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

#### 5.4.2 Expenses

Total expenses for the 2025-2026 budget amount to \$191.8M. This budget is \$19.1M lower than the financial forecast of \$210.9M for the fiscal year ending March 31, 2025. However, it is higher than the actual expenses of \$140.5M for the fiscal year ending March 31, 2024, due to the administration expenses and to the environmental obligation related to the Bonaventure Expressway reconfiguration project.

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



	Actual 2023-2024	Projection 2024-2025	Main budget 2024- 2025	Budget pro forma					
				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total
<b>EXPENSES</b>									
Maintenance and deconstruction	142,1	164,3	201,4	172,1	147,2	235,2	238,1	250,8	1043,4
Operations	4,3	9,0	8,1	8,8	8,5	8,7	10,6	11,0	47,6
Administration	19,9	25,6	25,2	28,3	30,1	29,8	31,2	30,2	149,6
Environmental obligations	(25,8)	12,0	(10,6)	(17,5)	(26,2)	(26,1)	(18,8)	(5,4)	(94,0)
<b>TOTAL EXPENSES</b>	<b>140,5</b>	<b>210,9</b>	<b>224,2</b>	<b>191,8</b>	<b>159,6</b>	<b>247,6</b>	<b>261,1</b>	<b>286,6</b>	<b>1 146,6</b>
Administration - capital assets	0,1	0,1	0,1	0,1	1,6	0,1	0,1	0,1	2,1
<b>BUDGET TOTAL</b>	<b>138,4</b>	<b>225,4</b>	<b>267,9</b>	<b>295,8</b>	<b>276,8</b>	<b>349,3</b>	<b>87,5</b>	<b>56,5</b>	<b>1 065,8</b>
Percentage of administration expenses on the total budget	14,4%	11,4%	9,5%	9,6%	11,5%	8,6%	35,8%	53,7%	14,2%

### Explanation of Variations:

**Maintenance and Deconstruction** – The 2025-2026 budget forecasts \$172.1M in expenses compared to the fiscal year ending March 31, 2025, where JCCBI planned to spend \$164.3M in maintenance and deconstruction expenses. The fluctuation in these expenses is primarily related to the work schedule at the Jacques Cartier Bridge and to the start of the Île des Sœurs Bypass Bridge deconstruction project and of the Bonaventure Expressway reconfiguration project.

**Operation** – These expenses are related to the Sûreté du Québec (SQ) contract, and the electricity used on JCCBI's territory. The annual variations take into account the inflation rates provided for in the agreement with the SQ until 2029. There is a progression from 2025-2026 onwards due to the increase in the inflation rates for that period as well as the maintenance costs for the new Operations and Maintenance building.

**Administration** – The 2025-2026 budget for administration expenses totals \$28.3M, which represents a \$2.7M increase compared with the 2024-2025 financial forecast. The market conditions and labour shortage are putting upward pressure on the costs of the various professional services contracts. This inflationary pressure on professional services and information resource upgrade projects are the main reasons for the \$8.4M increase in administration expenses compared with \$19.9M for the fiscal year ended March 31, 2024.

**Environmental Obligations** – The 2025-2026 budget for environmental obligations includes the annual environmental expenditures and environmental obligation provision. This provision varies based on the assumptions and the costs estimates of attributed contracts used in establishing the environmental obligations. The work carried out in connection with the environmental liability recognized in 2022-2023 for the Bonaventure Expressway reconfiguration project will reduce the related liability, resulting in a credit in the Statement of Operations.

## 5.5 RISKS AND ASSUMPTIONS

When planning its budget, JCCBI took certain financial factors into account and applied the following assumptions:

### **5.5.1 Interest Rates**

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

### **5.5.2 Inflation Rate for Construction Work**

Decreasing inflation rates of 5%, 5%, 4%, 4%, 4% were set for the five years of the Corporate Plan and are based on the 2023 actual inflation rates for non-residential buildings, and on the significant increases in the cost of steel and concrete, as announced on the Statistics Canada website.

### **5.5.3 Inflation Rate for Other Expenditures**

For all other expenditures, the inflation rate was set at 3% for years 2025-2026 to 2029-2030. This rate is based on the Consumer Price Index for 2024.

## **5.6 FUNDING**

The year 2025-2026 is the third year of the 2023-2028 five-year funding cycle.

After the approved reprofiling, the authorized funding for the operating and tangible capital expenditures amounts to \$295.8M in 2025-2026, compared to \$242.4M in 2024-2025. Of this funding, \$24.8M are dedicated to the deconstruction of the original Champlain Bridge and \$62.6M are allocated to the Bonaventure Expressway reconfiguration project for the first year of the Corporate Plan.





APPENDICES

APPENDICES



## APPENDIX 1 – CORPORATE GOVERNANCE STRUCTURE

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

**The Board of Directors** – JCCBI is governed by a Board of Directors (the Board) that consisted, as at December 20, 2024, of six directors, including the Chief Executive Officer and the interim Chair of the Board. One position remains vacant, as the Corporation's articles provide for a maximum of seven directors. Under the requirements of the FAA, the directors are appointed by the Minister, with the approval of the Governor in Council, and the Chair of the Board and Chief Executive Officer are appointed by the Governor in Council on the recommendation of the Minister. The Chair of the Board has no executive role on the management team.

On April 18, 2024, Me Sylvain Villiard was appointed interim Chair of the Board for a period of one year or until the appointment of a new Chairperson, whichever occurs first. On that date, he will continue to hold the position of director. The Chief Executive Officer was reappointed for a term of five years effective May 20, 2024.

On April 18, 2024, the terms of office of two directors (Lesley Antoun and Henri-Jean Bonnis) were also renewed, for a period of four years. On December 17, 2024, M. Éric Michaud was appointed a director of the Board for a three year term, in the place of Dale Ellen Williams whose term had expired.

As at December 20, 2024, the Board consisted of the following members: Me Sylvain Villiard (interim Chair of the Board), Sandra Martel (Chief Executive Officer), Lesley Antoun and Henri-Jean Bonnis, Richard Cacchione and Me Éric Michaud.

DIRECTORS	APPOINTMENT DATE	DURATION OF THE TERM	TERM EXPIRY DATE
ANTOUN, Lesley	April 18, 2024	4 years	April 17, 2028
BONNIS, Henri-Jean	April 18, 2024	4 years	April 17, 2028
CACCHIONE, Richard	December 15, 2022	3 years	December 14, 2025
MARTEL, Sandra	May 20, 2024	5 years	May 19, 2029
MICHAUD, Me Eric	December 17, 2024	3 years	December 16, 2027
VILLIARD, Me Sylvain Director  Interim Chair of the Board	December 15, 2022  April 18, 2024	3 years  1 year or until the appointment of a new Chairperson	December 14, 2025  April 17, 2025 or the date on which a new Chairperson is appointed
WILLIAMS, Dale Ellen	January 27, 2021	3 years	December 16, 2024

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

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

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

As at December 20, 2024, the Board's committees consisted of the following members:

Audit Committee	Governance and Ethics Committee
CACCHIONE, Richard/Chair VILLIARD, Me Sylvain Vacant	VILLIARD, Me Sylvain/Chair ANTOUN, Lesley/Vice Chair Vacant
Risk Committee	Human Resources Committee
BONNIS, Henri-Jean/Chair CACCHIONE, Richard VILLIARD, Me Sylvain	ANTOUN, Lesley/Chair BONNIS, Henri-Jean Vacant

#### Board Meetings (April 1, 2024 to December 20, 2024)

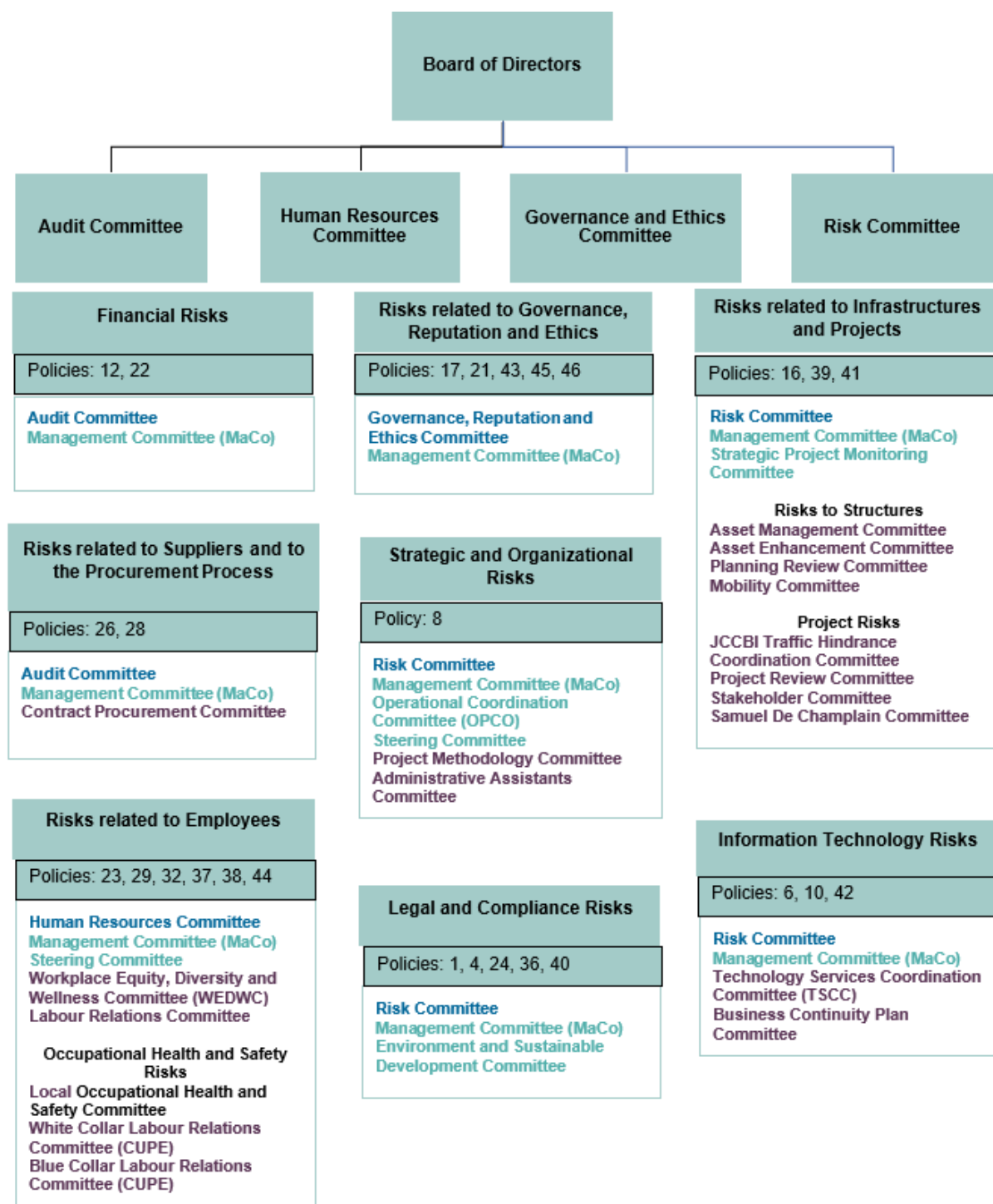
Directors	Regular Sessions	Special Sessions and Resolutions in lieu of Meetings
ANTOUN, Lesley	7	4
BONNIS, Henri-Jean	5	4
CACCHIONE, Richard	6	4
MARTEL, Sandra	7	4
MICHAUD, Me Éric *	0	0
VILLIARD, Me Sylvain	7	4
WILLIAMS, Dale Ellen	5	4

\*Me Michaud was appointed on the same day of the last council meeting in 2024, December 17, 2024.





## JCCBI's Internal Management Structure



**Legend:** Board of Directors Committees  
Executive and Management Committees  
Other committees involving employees

## APPENDIX 2 – PLANNED RESULTS

OBJECTIVES	PERFORMANCE INDICATORS	BASIS OF THE MEASURE
<b>JCCBI's team stands out for its commitment, accountability, openness and pride, making each team member a Partner of choice</b>		
Team and community	Maintaining an 80% mobilization rate for all staff members	Employee survey every two years
	Maintaining Zero Injury by Choice	Internal OHS statistics
	Maintaining a high level of satisfaction with our external environment	Surveys and feedback meetings
<b>To improve user experience, JCCBI implements rigorous, efficient and responsible asset management and operating programs, enhanced by the complementarity of knowledge and skills</b>		
Asset management and mobility	Aiming for 100% realization of our annual investments and respecting the project budget for closed envelopes	Actual financial results (cash accounting) compared with budget planning
	Determining the impact of investments on asset longevity	To be defined
	Integrating 100% of defined, accessible and useful technical data from the "assets", "projects" and "contracts" domains into the data warehouse	Control reports from defined central systems
	Ensuring 98% lane availability during rush hours	Control reports from defined central systems
	Ensuring 24-hour lane availability	Control reports from defined central systems
<b>JCCBI sets itself apart through its agile and innovative ways of doing things, enriched by value-generating activities and centralized, evidence-based data</b>		
Performance and Innovation	Integrating 100% of defined, accessible and useful administrative data from the "finance", "projects", "contracts" and "human resources" domains into the data warehouse	Control reports from defined central systems
	Reducing the average cycle time of identified key processes by at least 50%	Process behaviour graph
	Optimizing work to promote value-added activities	Employee survey every two years

## APPENDIX 3 - FINANCIAL STATEMENTS AND BUDGETS

### Presentation of Financial Statements

The following section presents JCCBI's 2025-2030 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 2025-2026 to 2029-2030 budget plan includes the Bonaventure Expressway reconfiguration project and the basic work on the Estacade.

### Summary Table – 2025-2030 Five-Year Plan – for Funding Purposes

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	5 Year Total
In thousands of Canadian dollars	Actual	Current Projection <sup>(1)</sup>	Budget					
<b>Major Work</b>								
Jacques Cartier Bridge	22 512	25 347	39 652	75 383	71 519	105 615	34 552	326 721
Champlain Bridge - Deconstruction	31 588	22 522	24 806	-	-	-	-	24 806
Honoré Mercier Bridge	22 212	27 960	22 022	17 929	41 146	23 424	14 461	118 982
Melocheville Tunnel	1 168	1 701	7 143	7 973	10 054	10 293	3 303	38 766
Bonaventure Expressway	(375)	38 894	34 180	5 345	55 703	66 425	71 027	232 680
Bonaventure Expressway redevelopment	9 857	17 606	62 602	45 100	52 600	66 457	46 724	273 483
Estacade	2 907	796	7 259	27 330	24 294	2 948	33 888	95 719
Île des Sœurs Bypass Bridge	12 309	20 403	118	-	-	-	-	118
Québec Bridge	-	5 536	29 454	21 208	26 757	31 637	37 816	146 872
Samuel de Champlain Bridge - Support services	11	444	1 602	1 602	1 602	1 602	1 602	8 010
Québec Bridge - Support services	-	-	-	-	-	-	-	-
Environment	1 796	2 270	587	573	576	676	685	3 097
<b>Total Major Work</b>	<b>103 985</b>	<b>163 479</b>	<b>229 425</b>	<b>202 443</b>	<b>284 251</b>	<b>309 077</b>	<b>244 058</b>	<b>1 269 254</b>
<b>Total of "Other than Major Work"</b>	<b>52 961</b>	<b>64 271</b>	<b>65 721</b>	<b>65 462</b>	<b>66 949</b>	<b>73 207</b>	<b>74 691</b>	<b>346 030</b>
<b>Total Expenses and Tangible Capital Assets</b>	<b>156 946</b>	<b>227 750</b>	<b>295 146</b>	<b>267 905</b>	<b>351 200</b>	<b>382 284</b>	<b>318 749</b>	<b>1 615 284</b>
<b>Revenues</b>	<b>(4 529)</b>	<b>(2 350)</b>	<b>(3 952)</b>	<b>(3 602)</b>	<b>(3 252)</b>	<b>(3 252)</b>	<b>(3 252)</b>	<b>(17 310)</b>
<b>Grand total</b>	<b>152 417</b>	<b>225 400</b>	<b>291 194</b>	<b>264 303</b>	<b>347 948</b>	<b>379 032</b>	<b>315 497</b>	<b>1 597 974</b>

(1) Annual financial projections as at September 30, 2024

### Operating Budget – for Funding Purposes

	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2024-2025			2023-2024		
In thousands of Canadian dollars	Budget					Budget	Projection <sup>(1)</sup>	Variance	Budget	Actual	Variance
<b>REVENUES</b>											
Parliamentary appropriations for operating expenses	188 856	127 570	194 037	21 113	9 773	194 770	160 727	(34 043)	184 699	132 603	(52 096)
Leases and permits	600	600	600	600	600	600	600	-	600	655	55
Interest	1 750	1 400	1 050	1 050	1 050	1 750	1 750	-	400	3 650	3 250
Other sources	1 602	1 602	1 602	1 602	1 602	-	-	-	-	225	225
<b>TOTAL REVENUES</b>	<b>192 808</b>	<b>131 172</b>	<b>197 289</b>	<b>24 365</b>	<b>13 025</b>	<b>197 120</b>	<b>163 077</b>	<b>(34 043)</b>	<b>185 699</b>	<b>137 133</b>	<b>(48 566)</b>
Reprofiling approved <sup>(2)</sup>	(13 688)	20 109	25 972	-	-	(20 154)	-	20 154	(35 276)	-	35 276
<b>TOTAL REVENUES AFTER REPROFILING</b>	<b>179 120</b>	<b>151 281</b>	<b>223 261</b>	<b>24 365</b>	<b>13 025</b>	<b>176 966</b>	<b>163 077</b>	<b>(13 889)</b>	<b>150 423</b>	<b>137 133</b>	<b>(13 290)</b>
<b>EXPENSES</b>											
Maintenance and deconstruction	172 149	147 172	235 226	238 099	250 758	201 446	164 302	(37 144)	188 113	142 111	(46 002)
Operations	8 794	8 489	8 654	10 636	11 032	8 100	8 959	859	7 595	4 332	(3 263)
Administration	28 326	30 114	29 783	31 163	30 228	25 230	25 585	355	22 717	19 856	(2 861)
Environmental obligations	(17 502)	(26 169)	(26 067)	(18 790)	(5 448)	(10 556)	12 011	22 567	288	(25 750)	(26 038)
<b>STATEMENT OF OPERATIONS EXPENSES</b>	<b>191 767</b>	<b>159 606</b>	<b>247 596</b>	<b>261 108</b>	<b>286 570</b>	<b>224 220</b>	<b>210 857</b>	<b>(13 363)</b>	<b>218 713</b>	<b>140 549</b>	<b>(78 164)</b>
Non-cash items	(20 854)	(15 431)	(18 756)	(29 541)	(45 840)	(27 100)	(47 780)	(20 680)	(33 014)	(26 142)	6 872
<b>TOTAL BUDGET EXPENSES</b>	<b>170 913</b>	<b>144 175</b>	<b>228 840</b>	<b>231 567</b>	<b>240 730</b>	<b>197 120</b>	<b>163 077</b>	<b>(34 043)</b>	<b>185 699</b>	<b>114 407</b>	<b>(71 292)</b>
<b>(POTENTIAL REPROFILING) / FUNDING REQUIRED</b>	<b>(8 207)</b>	<b>(7 106)</b>	<b>5 579</b>	<b>207 202</b>	<b>227 705</b>	<b>20 154</b>	<b>-</b>	<b>(20 154)</b>	<b>35 276</b>	<b>(22 726)</b>	<b>(58 002)</b>

(1) Annual financial projections as at September 30, 2024

(2) Amounts include the 2024-2025 and 2025-2026 Annual Reference Level Update as well as the supplementary estimates (B) for 2023-2024





## Capital Budget – for Funding Purposes

In thousands of Canadian dollars	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2024-2025			2023-2024		
	Budget					Budget	Projection <sup>(1)</sup>	Variance	Budget	Actual	Variance
<b>REVENUES</b>											
Parliamentary appropriations for tangible capital assets	124 232	123 729	122 359	66 400	46 700	73 177	64 673	(8 504)	46 851	19 814	(27 037)
<b>TOTAL REVENUES</b>	<b>124 232</b>	<b>123 729</b>	<b>122 359</b>	<b>66 400</b>	<b>46 700</b>	<b>73 177</b>	<b>64 673</b>	<b>(8 504)</b>	<b>46 851</b>	<b>19 814</b>	<b>(27 037)</b>
Reprofiling approved <sup>(2)</sup>	(3 638)	5 346	6 904	-	-	(5 357)	-	5 357	(22 554)	-	22 554
<b>TOTAL REVENUES AFTER REPROFILING</b>	<b>120 594</b>	<b>129 075</b>	<b>129 263</b>	<b>66 400</b>	<b>46 700</b>	<b>67 820</b>	<b>64 673</b>	<b>(3 147)</b>	<b>24 297</b>	<b>19 814</b>	<b>(4 483)</b>
<b>TANGIBLE CAPITAL ASSETS</b>											
Jacques Cartier Bridge	27 000	59 347	54 752	74 581	14 428	24 838	13 561	(11 277)	25 672	19 043	(6 629)
Honoré Mercier Bridge	8 077	7 347	7 347	433	1 943	16 510	18 615	2 105	14 398	10 821	(3 577)
Melocheville Tunnel	3 771	4 172	886	46	-	611	423	(188)	-	(1 370)	(1 370)
Bonaventure Expressway	14 807	116	462	1 084	1 153	15 710	13 351	(2 359)	5 988	125	(5 863)
Bonaventure Expressway redevelopment	62 189	45 019	51 106	65 456	46 611	12 997	17 607	4 610	-	-	-
Estacade	-	-	-	-	243	-	-	-	-	(260)	(260)
Québec Bridge	7 684	5 552	7 990	8 377	12 887	1 495	-	(1 495)	-	-	-
Other capital assets	705	2 177	717	740	754	1 016	1 116	100	793	167	(626)
<b>TOTAL TANGIBLE CAPITAL ASSETS</b>	<b>124 233</b>	<b>123 730</b>	<b>122 360</b>	<b>150 717</b>	<b>78 019</b>	<b>73 177</b>	<b>64 673</b>	<b>(8 504)</b>	<b>46 851</b>	<b>28 526</b>	<b>(18 325)</b>
<b>(POTENTIAL REPROFILING) / FUNDING REQUIRED</b>	<b>3 639</b>	<b>(5 345)</b>	<b>(6 903)</b>	<b>84 317</b>	<b>31 319</b>	<b>5 357</b>	<b>-</b>	<b>(5 357)</b>	<b>22 554</b>	<b>8 712</b>	<b>(13 842)</b>

(1) Annual financial projections as at September 30, 2024

(2) Amounts include the 2024-2025 and 2025-2026 Annual Reference Level Update as well as the supplementary estimates (B) for 2023-2024

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

In thousands of Canadian dollars	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2024-2025			2023-2024		
	Budget					Budget	Projection <sup>(1)</sup>	Variance	Budget	Actual	Variance
<b>OPENING PARLIAMENTARY APPROPRIATIONS AUTHORIZED</b>	<b>313 088</b>	<b>251 299</b>	<b>316 396</b>	<b>87 513</b>	<b>56 473</b>	<b>267 947</b>	<b>225 400</b>	<b>(42 547)</b>	<b>231 550</b>	<b>152 417</b>	<b>(79 133)</b>
Reprofiling approved <sup>(2)</sup>	(17 326)	25 455	32 876	-	-	(25 511)	-	25 511	(57 830)	-	57 830
<b>ENDING PARLIAMENTARY APPROPRIATIONS AUTHORIZED</b>	<b>295 762</b>	<b>276 754</b>	<b>349 272</b>	<b>87 513</b>	<b>56 473</b>	<b>242 436</b>	<b>225 400</b>	<b>(17 036)</b>	<b>173 720</b>	<b>152 417</b>	<b>(21 303)</b>
<b>OPERATING AND CAPITAL BUDGET</b>											
Operating and capital budget	295 146	267 905	351 200	382 284	318 749	270 299	227 750	(42 549)	232 550	142 933	(89 617)
Other revenues	3 952	3 602	3 252	3 252	3 252	2 350	2 350	-	1 000	4 530	3 530
<b>TOTAL OPERATING AND CAPITAL BUDGETS NET OF REVENUES</b>	<b>291 194</b>	<b>264 303</b>	<b>347 948</b>	<b>379 032</b>	<b>315 497</b>	<b>267 949</b>	<b>225 400</b>	<b>(42 549)</b>	<b>231 550</b>	<b>138 403</b>	<b>(93 147)</b>
<b>(POTENTIAL REPROFILING) / FUNDING REQUIRED</b>	<b>(4 568)</b>	<b>(12 451)</b>	<b>(1 324)</b>	<b>291 519</b>	<b>259 024</b>						

(1) Annual financial projections as at September 30, 2024

(2) Amounts include the 2024-2025 and 2025-2026 Annual Reference Level Update as well as the supplementary estimates (B) for 2023-2024



## Statement of Financial Position – Pro Forma

In thousands of Canadian dollars	Actual 2023-2024	Current Projection 2024-2025 <sup>(1)</sup>	Main Budget 2024-2025	Budget				
				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>FINANCIAL ASSETS</b>								
Cash	43 245	2 415	43 654	4 300	5 503	40 600	(259 038)	(453 473)
Accounts receivable								
Due from the Government of Canada	1 428	56 350	47 303	66 987	73 941	69 189	87 319	21 879
Other	3 497	3 497	3 102	3 498	3 498	3 498	3 498	3 498
<b>TOTAL FINANCIAL ASSETS</b>	<b>48 170</b>	<b>62 262</b>	<b>94 059</b>	<b>74 785</b>	<b>82 942</b>	<b>113 287</b>	<b>(168 221)</b>	<b>(428 096)</b>
<b>LIABILITIES</b>								
Accounts payable and accrued liabilities	37 816	46 760	71 347	49 008	41 341	65 617	66 399	69 026
Employee future benefits	149	149	207	149	149	149	149	149
Contractual holdbacks	8 998	14 146	13 167	19 852	23 224	27 968	37 195	33 717
Deferred revenue	269	269	320	269	269	269	269	269
Environmental obligations	112 688	124 699	134 328	107 197	81 028	54 961	36 171	30 723
Asset retirement obligations	6 368	6 368	6 795	6 368	6 368	6 368	6 368	6 368
<b>TOTAL LIABILITIES</b>	<b>166 288</b>	<b>192 391</b>	<b>226 164</b>	<b>182 843</b>	<b>152 379</b>	<b>155 332</b>	<b>146 551</b>	<b>140 252</b>
<b>NET DEBT</b>	<b>(118 118)</b>	<b>(130 129)</b>	<b>(132 105)</b>	<b>(108 058)</b>	<b>(69 437)</b>	<b>(42 045)</b>	<b>(314 772)</b>	<b>(568 348)</b>
<b>NON-FINANCIAL ASSETS</b>								
Tangible capital assets	656 540	685 444	709 690	771 320	853 449	930 985	1 033 369	1 060 099
Prepaid expenses	1 676	1 676	1 595	1 676	1 676	1 676	1 676	1 676
<b>TOTAL NON-FINANCIAL ASSETS</b>	<b>658 216</b>	<b>687 120</b>	<b>711 285</b>	<b>772 996</b>	<b>855 125</b>	<b>932 661</b>	<b>1 035 045</b>	<b>1 061 775</b>
<b>ACCUMULATED SURPLUS</b>	<b>540 098</b>	<b>556 991</b>	<b>579 180</b>	<b>664 938</b>	<b>785 688</b>	<b>890 616</b>	<b>720 273</b>	<b>493 427</b>

(1) Annual financial projections as at September 30, 2024

## Statement of Operations – Pro Forma

In thousands of Canadian dollars	Actual 2023-2024	Current Projection 2024-2025 <sup>(1)</sup>	Main Budget 2024-2025	Budget				
				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>REVENUES</b>								
Leases and permits	655	600	600	600	600	600	600	600
Interest	3 650	1 750	1 750	1 750	1 400	1 050	1 050	1 050
Other sources	225	-	-	1 602	1 602	1 602	1 602	1 602
<b>TOTAL REVENUES</b>	<b>4 530</b>	<b>2 350</b>	<b>2 350</b>	<b>3 952</b>	<b>3 602</b>	<b>3 252</b>	<b>3 252</b>	<b>3 252</b>
<b>EXPENSES</b>								
Maintenance and deconstruction	142 111	164 302	201 446	172 149	147 172	235 226	238 099	250 758
Operations	4 332	8 959	8 100	8 794	8 489	8 654	10 636	11 032
Administration	19 856	25 585	25 230	28 326	30 114	29 783	31 163	30 228
Environmental obligations	(25 750)	12 011	(10 556)	(17 502)	(26 169)	(26 067)	(18 790)	(5 448)
<b>TOTAL EXPENSES</b>	<b>140 549</b>	<b>210 857</b>	<b>224 220</b>	<b>191 767</b>	<b>159 606</b>	<b>247 596</b>	<b>261 108</b>	<b>286 570</b>
Deficit before Government of Canada funding	(136 019)	(208 507)	(221 870)	(187 815)	(156 004)	(244 344)	(257 856)	(283 319)
Parliamentary appropriations for operating expenses	129 842	158 035	192 219	173 988	105 326	171 880	5 142	5 142
Parliamentary appropriations for tangible capital assets	19 814	64 673	73 177	124 232	123 729	122 359	66 400	46 700
FCSAP parliamentary appropriations	2 761	2 692	2 551	14 868	22 244	22 157	15 971	4 631
Reprofiling approved <sup>(2)</sup>	-	-	-	(17 326)	25 455	32 876	-	-
<b>Annual Operating Surplus</b>	<b>16 398</b>	<b>16 893</b>	<b>46 077</b>	<b>107 947</b>	<b>120 750</b>	<b>104 928</b>	<b>(170 343)</b>	<b>(226 846)</b>
<b>Accumulated Operating Surplus, Beginning of the Year</b>	<b>523 700</b>	<b>540 098</b>	<b>533 103</b>	<b>556 991</b>	<b>664 938</b>	<b>785 688</b>	<b>890 616</b>	<b>720 273</b>
<b>Accumulated Operating Surplus, End of the Year</b>	<b>540 098</b>	<b>556 991</b>	<b>579 180</b>	<b>664 938</b>	<b>785 688</b>	<b>890 616</b>	<b>720 273</b>	<b>493 427</b>

(1) Annual financial projections as at September 30, 2024

(2) 2025-2026 Annual Reference Level Update



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

In thousands of Canadian dollars	Actual 2023-2024	Current Projection 2024-2025 (1)	Main Budget 2024-2025	Budget				
				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Regular and major maintenance	52 724	80 546	96 048	82 105	80 991	163 104	160 454	169 856
Deconstruction - Champlain Bridge	30 157	22 522	39 440	24 806	-	-	-	-
Environmental obligations	(25 750)	12 011	(10 556)	(17 502)	(26 169)	(26 067)	(18 790)	(5 448)
Asset retirement obligations	(240)	-	-	-	-	-	-	-
Amortization of tangible capital assets	34 654	35 769	37 656	38 356	41 600	44 823	48 331	51 288
Salaries and employee benefits	26 261	-	28 282	-	-	-	-	-
Others	22 743	60 009	33 350	64 002	63 184	65 736	71 113	70 874
Loss on disposal of tangible capital assets	-	-	-	-	-	-	-	-
<b>Total</b>	<b>140 549</b>	<b>210 857</b>	<b>224 220</b>	<b>191 767</b>	<b>159 606</b>	<b>247 596</b>	<b>261 108</b>	<b>286 570</b>

(1) Annual financial projections as at September 30, 2024

## Statement of Change in Net Debt – Pro Forma

In thousands of Canadian dollars	Actual 2023-2024	Current Projection 2024-2025 (1)	Main Budget 2024-2025	Budget				
				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>Annual Operating Surplus</b>	<b>16 398</b>	<b>16 893</b>	<b>46 077</b>	<b>107 947</b>	<b>120 750</b>	<b>104 928</b>	<b>(170 343)</b>	<b>(226 846)</b>
Acquisition of tangible capital assets	(19 815)	(64 674)	(73 177)	(124 232)	(123 729)	(122 359)	(150 715)	(78 018)
Amortization of tangible capital assets	34 654	35 769	37 656	38 356	41 600	44 823	48 331	51 288
<b>Total Variation due to Total Tangible Capital Assets</b>	<b>14 839</b>	<b>(28 905)</b>	<b>(35 521)</b>	<b>(85 876)</b>	<b>(82 129)</b>	<b>(77 536)</b>	<b>(102 384)</b>	<b>(26 730)</b>
Acquisition of prepaid expenses	(2 210)	-	-	-	-	-	-	-
Use of prepaid expenses	2 129	-	-	-	-	-	-	-
<b>Total Variation due to Prepaid Expenses</b>	<b>( 81)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Variation due to Contract Advance</b>	<b>4 144</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Decrease in net debt</b>	<b>35 300</b>	<b>(12 012)</b>	<b>10 556</b>	<b>22 071</b>	<b>38 621</b>	<b>27 392</b>	<b>(272 727)</b>	<b>(253 576)</b>
<b>Net debt, beginning of the year</b>	<b>(153 418)</b>	<b>(118 117)</b>	<b>(142 661)</b>	<b>(130 129)</b>	<b>(108 058)</b>	<b>(69 437)</b>	<b>(42 045)</b>	<b>(314 772)</b>
<b>Net Debt, End of the Year</b>	<b>(118 118)</b>	<b>(130 129)</b>	<b>(132 105)</b>	<b>(108 058)</b>	<b>(69 437)</b>	<b>(42 045)</b>	<b>(314 772)</b>	<b>(568 348)</b>

(1) Annual financial projections as at September 30, 2024





## Statement of Cash Flow – Pro forma

In thousands of Canadian dollars	Actual 2023-2024	Current Projection 2024-2025 (1)	Main Budget 2024-2025	Budget				
				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>OPERATING TRANSACTIONS</b>								
Annual operating surplus	16 399	16 893	46 075	107 947	120 750	104 928	(170 343)	(226 846)
<b>Non-cash items</b>								
Amortization of tangible capital assets	34 654	35 769	37 656	38 356	41 600	44 823	48 331	51 288
Changes in environmental obligations	(25 750)	12 011	(9 110)	(17 502)	(26 169)	(26 067)	(18 790)	(5 448)
Changes in asset retirement obligations	(240)	-	-	-	-	-	-	-
<b>Changes in non-cash working capital items</b>								
(Increase) decrease in accounts receivable	34 348	(54 922)	(118)	(10 637)	(6 954)	4 752	(18 130)	65 440
Increase (decrease) in accounts payable and accrued liabilities	(23 128)	8 944	9 946	2 247	(7 667)	24 276	782	2 627
(Decrease) in employee future benefits	(58)	-	-	-	-	-	-	-
Increase (decrease) in contractual holdbacks	(1 112)	5 148	4 652	5 706	3 372	4 744	9 227	(3 478)
Increase in deferred revenues	(51)	-	-	-	-	-	-	-
Increase in prepaid expenses	(81)	-	-	-	-	-	-	-
Decrease in contract advance	4 144	-	-	-	-	-	-	-
(Decrease) increase in environmental obligations	(5 207)	-	461	-	-	-	-	-
(Decrease) increase in obligations linked to asset retirement obligations	(187)	-	-	-	-	-	-	-
<b>Cash Flow Provided by Operating Transactions</b>	<b>33 731</b>	<b>23 843</b>	<b>89 562</b>	<b>126 117</b>	<b>124 932</b>	<b>157 456</b>	<b>(148 923)</b>	<b>(116 417)</b>
<b>TANGIBLE CAPITAL ASSET INVESTMENT ACTIVITIES</b>								
Cash used to acquire tangible capital assets	(20 275)	(64 673)	(73 177)	(124 232)	(123 729)	(122 359)	(150 715)	(78 018)
<b>Cash flow used for capital transactions</b>	<b>(20 275)</b>	<b>(64 673)</b>	<b>(73 177)</b>	<b>(124 232)</b>	<b>(123 729)</b>	<b>(122 359)</b>	<b>(150 715)</b>	<b>(78 018)</b>
<b>Increase (decrease) in Cash</b>	<b>13 456</b>	<b>(40 830)</b>	<b>16 385</b>	<b>1 885</b>	<b>1 203</b>	<b>35 097</b>	<b>(299 638)</b>	<b>(194 435)</b>
Cash, Beginning of the Year	29 789	43 245	27 269	2 415	4 300	5 503	40 600	(259 038)
<b>Cash, End of the Year</b>	<b>43 245</b>	<b>2 415</b>	<b>43 654</b>	<b>4 300</b>	<b>5 503</b>	<b>40 600</b>	<b>(259 038)</b>	<b>(453 473)</b>

(1) Annual financial projections as at September 30, 2024



## 2025-2030 Consolidated Cash Budget

In thousands of Canadian dollars	Actual	Budget	Revised budget	Budget Planning					
	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	TOTAL 5 years 25-30
<b>Major Work</b>									
Jacques Cartier Bridge	20 944	45 826	25 638	35 747	68 049	65 371	96 384	31 334	296 885
Champlain Bridge - Deconstruction	29 388	35 325	34 935	23 078	-	-	-	-	23 078
Honoré Mercier Bridge	20 665	20 511	28 343	19 818	16 176	37 565	21 371	13 099	108 029
Melocheville Tunnel	1 087	1 779	2 234	6 440	7 192	9 179	9 391	2 992	35 194
Bonaventure Expressway	(349)	39 122	31 737	30 783	4 844	50 869	60 616	64 351	211 463
Bonaventure Expressway redevelopment	9 170	12 091	12 091	58 242	41 958	48 936	61 828	43 469	254 433
Estacade	2 705	2 163	628	6 541	24 682	22 179	2 689	30 696	86 788
Île des Sœurs Bypass Bridge	11 452	21 242	17 904	106	-	-	-	-	106
Environnement	1 671	1 684	2 108	528	517	526	617	620	2 807
Québec Bridge	-	-	-	26 475	19 130	24 429	28 864	34 254	133 152
Samuel de Champlain Bridge - Support services	10	-	390	1 490	1 490	1 490	1 490	1 490	7 451
<b>TOTAL Gross - Major work</b>	<b>96 741</b>	<b>179 463</b>	<b>156 194</b>	<b>209 249</b>	<b>184 040</b>	<b>260 544</b>	<b>283 250</b>	<b>222 305</b>	<b>1 159 387</b>
Non recoverable taxes (50% GST & QST)	7 244	13 437	11 695	15 667	13 780	19 508	21 208	16 645	86 809
Related costs allocation	-	6 742	6 742	4 509	4 623	4 200	4 619	5 107	23 058
<b>TOTAL Net - Major work</b>	<b>103 985</b>	<b>199 642</b>	<b>174 631</b>	<b>229 425</b>	<b>202 443</b>	<b>284 251</b>	<b>309 077</b>	<b>244 058</b>	<b>1 269 254</b>
<b>Other than Major work</b>									
Divisions including Operations and Maintenance	52 961	65 120	65 121	65 721	65 462	66 949	73 207	74 691	346 030
Other revenues	(4 529)	(2 350)	(2 350)	(3 952)	(3 602)	(3 252)	(3 252)	(3 252)	(17 310)
<b>TOTAL - Other than Major work</b>	<b>48 432</b>	<b>62 770</b>	<b>62 771</b>	<b>61 769</b>	<b>61 860</b>	<b>63 697</b>	<b>69 955</b>	<b>71 439</b>	<b>328 720</b>
<b>GRAND TOTAL BUDGET</b>	<b>152 417</b>	<b>262 412</b>	<b>237 402</b>	<b>291 194</b>	<b>264 303</b>	<b>347 948</b>	<b>379 032</b>	<b>315 497</b>	<b>1 597 974</b>
<b>OPENING PARLIAMENTARY APPROPRIATIONS AUTHORIZED</b>	<b>189 212</b>	<b>262 413</b>	<b>262 913</b>	<b>313 088</b>	<b>251 299</b>	<b>316 397</b>	<b>87 513</b>	<b>56 473</b>	<b>1 024 770</b>
<b>Reprofiling approved <sup>(1)</sup></b>	<b>(15 494)</b>	<b>-</b>	<b>(25 511)</b>	<b>(17 326)</b>	<b>25 455</b>	<b>32 876</b>	<b>-</b>	<b>-</b>	<b>41 005</b>
<b>ENDING PARLIAMENTARY APPROPRIATIONS AUTHORIZED</b>	<b>173 718</b>	<b>262 413</b>	<b>237 402</b>	<b>295 762</b>	<b>276 754</b>	<b>349 273</b>	<b>87 513</b>	<b>56 473</b>	<b>1 065 775</b>
<b>(POTENTIAL REPROFILING) / FUNDING REQUIRED</b>	<b>(21 301)</b>	<b>-</b>	<b>(0)</b>	<b>(4 569)</b>	<b>(12 452)</b>	<b>(1 326)</b>	<b>291 518</b>	<b>259 025</b>	<b>532 198</b>

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

(1) 2025-2026 Annual Reference Level Update



## 2030-2035 Consolidated Cash Budget

In thousands of Canadian dollars	Budget Planning						
	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	TOTAL 5 years 30-35	TOTAL 10 years 25-35
<b>Major Work</b>							
Jacques Cartier Bridge	12 627	52 823	58 999	104 388	116 500	345 337	642 222
Champlain Bridge - Deconstruction	-	-	-	-	-	-	23 078
Honoré Mercier Bridge	38 397	25 225	28 049	26 269	17 065	135 005	243 033
Melocheville Tunnel	9 786	16 357	1 466	1 551	2 191	31 350	66 544
Bonaventure Expressway	4 089	22 062	34 815	19 798	2 818	83 582	295 046
Bonaventure Expressway redevelopment	28 527	30 011	74	-	-	58 611	313 044
Estacade	28 462	29 346	2 387	15 356	21 849	97 400	184 188
Île des Sœurs Bypass Bridge	-	-	-	-	-	-	106
Environnement	620	499	600	600	600	2 920	5 727
Québec Bridge	40 439	46 448	51 223	52 750	54 322	245 181	378 333
Samuel de Champlain Bridge - Support services	1 490	1 490	1 490	1 490	1 490	7 451	14 903
<b>TOTAL Gross - Major work</b>	<b>164 436</b>	<b>224 260</b>	<b>179 104</b>	<b>222 201</b>	<b>216 836</b>	<b>1 006 837</b>	<b>2 166 225</b>
Non recoverable taxes (50% GST & QST)	12 312	16 791	13 410	16 637	16 236	75 387	162 196
Related costs allocation	5 229	5 354	5 482	5 614	5 750	27 430	50 488
<b>TOTAL Net - Major work</b>	<b>181 977</b>	<b>246 406</b>	<b>197 997</b>	<b>244 452</b>	<b>238 822</b>	<b>1 109 654</b>	<b>2 378 908</b>
<b>Other than Major work</b>							
Divisions including Operations and Maintenance	81 699	82 709	83 459	86 814	89 025	423 706	769 736
Other revenues	(3 252)	(3 252)	(3 252)	(3 252)	(3 252)	(16 259)	(33 569)
<b>TOTAL - Other than Major work</b>	<b>78 447</b>	<b>79 457</b>	<b>80 207</b>	<b>83 562</b>	<b>85 773</b>	<b>407 447</b>	<b>736 167</b>
<b>GRAND TOTAL BUDGET</b>	<b>260 424</b>	<b>325 863</b>	<b>278 205</b>	<b>328 014</b>	<b>324 594</b>	<b>1 517 101</b>	<b>3 115 075</b>
<b>OPENING PARLIAMENTARY APPROPRIATIONS AUTHORIZED</b>	<b>20 546</b>	<b>5 150</b>	<b>5 142</b>	<b>5 142</b>	<b>5 142</b>	<b>41 122</b>	<b>1 065 892</b>
<b>Reprofiling approved <sup>(1)</sup></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41 005</b>
<b>ENDING PARLIAMENTARY APPROPRIATIONS AUTHORIZED</b>	<b>260 424</b>	<b>325 863</b>	<b>278 205</b>	<b>328 014</b>	<b>324 594</b>	<b>1 517 101</b>	<b>3 115 074</b>
<b>(POTENTIAL REPROFILING) / FUNDING REQUIRED</b>	<b>239 878</b>	<b>320 713</b>	<b>273 063</b>	<b>322 872</b>	<b>319 452</b>	<b>1 475 979</b>	<b>2 008 177</b>

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

(1) 2025-2026 Annual Reference Level Update



## APPENDIX 4 – RISKS AND RISK RESPONSES

The overall risk appetite and tolerance statement was defined in 2022-2023 as follows:

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

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

*In doing so, the Corporation:*

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

### Global Severity of Prioritized Corporate Risks as approved by the Board on June 27, 2024 and Summary of the Mitigation Measures for the 11 Corporate Risks Prioritized by Category as at December 11, 2024

The following table shows the changes in the severity of the prioritized corporate risks since JCCBI introduced integrated corporate risk management. The explanations of the changes are given in the “Highlights” column.

<sup>1</sup> Please see legend at the bottom of the table

Risks	Severity 2021-22 16 Risks Prioritized		Severity 2022-23 12 Risks Prioritized		Severity 2023-24 11 Risks Prioritized		Highlights Main Mitigation Measures Implemented and to be Implemented
Category – Governance, Reputation and Ethics							
[9]: Relationship with Stakeholders, Partners and Communities	S		S		S		<b>Highlights</b> The severity of Risk GRE [9] “Relationship with Stakeholders, Partners and Communities” was reduced, as the management of stakeholders, partners and communities in most projects does not put the sustainability of the structures at risk. However, the risk remains prioritized.  <b>Main Mitigation Measures Implemented</b>  + Shared register to document activities with stakeholders  + ESD policy that addresses stakeholders  + Participatory approach plans based on projects, by axis (Bonaventure, Honoré Mercier, Champlain (Héritage), Estacade, Jacques Cartier, Melocheville and Québec Bridge)  <b>Main Mitigation Measures to be Implemented</b>  + Develop a corporate Indigenous approach via a working group  + Support the project teams in the planning and implementation of participatory approach plans
	P	Likely	P	Likely	P	Rare	
	I	Moderate	I	Moderate	I	High	
Category – Strategic and Organizational Risks							
[15] Management Model	S		S		S		<b>Highlights</b> The severity of Risk RSO [15] “Management Model” was reduced, as several mitigation measures aimed at simplifying processes are currently being implemented.  <b>Main Mitigation Measures Implemented</b>  + Participatory approach to strategic planning
	P	Likely	P	Likely	P	Unlikely	
	I	Moderate	I	Moderate	I	Moderate	



Risks	Severity 2021-22 16 Risks Prioritized		Severity 2022-23 12 Risks Prioritized		Severity 2023-24 11 Risks Prioritized		Highlights Main Mitigation Measures Implemented and to be Implemented
							<ul style="list-style-type: none"> <li>+ Management and leadership skills development program</li> <li>+ Partnership between departments</li> <li>+ Internal Policy N° 28 – <i>Administration de contrats et pouvoirs d'approbation</i></li> </ul> <b>Main Mitigation Measures to be Implemented</b> <ul style="list-style-type: none"> <li>+ Continue the transformation of the organization through process-based management and continuous improvement. Deploy the role and responsibilities of the process owner/manager and prioritize the processes to be produced, eliminated and improved</li> <li>+ Implement a new ERP with change management support</li> </ul>
[16] Decision-Making	S		S		S		<b>Highlights</b> Although steps are being taken to establish a needs analysis methodology, the risk remains prioritized due to lack of systematic analyses of the full costs and impact of corporate initiatives and of certain major work projects.
	P	Unlikely	P	Unlikely	P	Unlikely	
	I	Very high	I	Very high	I	Very high	<b>Main Mitigation Measures Implemented</b> <ul style="list-style-type: none"> <li>+ Internal audits, annual audit of financial statements, special examination</li> <li>+ Implementation of corporate and operational performance indicators (KPI) as a decision-making tool and support for continuous improvement initiatives</li> </ul> <b>Main Mitigation Measures to be Implemented</b> <ul style="list-style-type: none"> <li>+ Increase the expertise in data management and processing</li> <li>+ Continue the transformation of the organization to process-based management and continuous improvement</li> <li>+ Implementation of a new ERP with change management support</li> <li>+ Performance indicators as a decision-making and improvement tool</li> </ul>
Category – Infrastructure and Project Risks							
[19] Level of Knowledge and Resilience of Infrastructures	S		S		S		<b>Highlights</b> The level of asset knowledge is maintained through cross-sharing of expertise. JCCBI is continuing to improve its knowledge of more uncertain factors and is incorporating external factors into its risk management, such as climate change, changes in mobility, as well as urban and demographic development. Risk RIP [19] "Level of Knowledge of Infrastructures" was renamed "Level of Knowledge and Resilience of Infrastructures" in 2023-2024 in order to address the management of these external factors. For this reason, the severity of the risk was maintained.
	P	Unlikely	P	Unlikely	P	Unlikely	
	I	Very high	I	Very high	I	Very high	<b>Main Mitigation Measures Implemented</b> <ul style="list-style-type: none"> <li>+ Supplementary Asset Monitoring Program (SAMP)</li> <li>+ Internal asset management policy</li> </ul>

Risks	Severity 2021-22 16 Risks Prioritized		Severity 2022-23 12 Risks Prioritized		Severity 2023-24 11 Risks Prioritized		Highlights Main Mitigation Measures Implemented and to be Implemented
							<div>+ Seismic assessment program and impact on asset life cycle</div> <div>+ Technical Asset Management Committees (TAMC) to maintain asset knowledge cross-functional learning</div> <div>Main Mitigation Measures to be Implemented</div> <div>+ Climate change resilience plan</div> <div>+ Instrumentation strategy</div> <div>+ Seismic evaluation program and impact on asset life cycle</div>
[21] Management of the Planned and Ongoing Project Portfolio	S*		S*		S		<div>Highlights</div> <div>Risk RIP [21] “Management of the Planned and Ongoing Project Portfolio” was prioritized in 2023-2024, as the capacity to carry out its investments is at the forefront of JCCBI’s priorities.</div> <div>Main Mitigation Measure Implemented</div> <div>+ Annual ten-year planning process</div> <div>Main Mitigation Measures to be Implemented</div> <div>+ Improve the annual ten-year planning process</div> <div>+ Management of corporate initiatives</div>
	P	Likely	P	Likely	P	Likely	
	I	High	I	High	I	High	
[25] Environmental Protection	S		S		S		<div>Highlights</div> <div>Several mitigation measures are currently underway but have not yet been fully implemented by the Corporation, such as the EMS.</div> <div>Main Mitigation Measure Implemented</div> <div>+ Internal ESD policy</div> <div>Main Mitigation Measures to be Implemented</div> <div>+ Implementation of an EMS</div> <div>+ Digitization of data (e.g. contaminated sites and biodiversity)</div> <div>+ Update of standardized contractual requirements dealing with the Environment</div>
	P	Likely	P	Likely	P	Likely	
	I	High	I	High	I	High	
Category – Supplier and Procurement Risks							
[48] Health and Safety on Worksites Involving Suppliers	S		S		S		<div>Highlights</div> <div>The severity of Risk FRS [48] “Health and Safety on Worksites Involving Suppliers” was reduced in 2020-2021, as mitigation measures, such as updating the standardized OHS contract requirements and the Work Supervision Guide, were put in place and are being monitored.</div> <div>Main Mitigation Measures Implemented</div> <div>+ Documentation<ul style="list-style-type: none"><li>Work Supervision Guide</li><li>OHS pre-qualification criteria</li><li>Standardized OHS contract requirements</li></ul></div> <div>+ Evaluation of suppliers’ OHS performance<ul style="list-style-type: none"><li>Triple OHS monitoring on the worksites:<ul style="list-style-type: none"><li>Prevention officer</li><li>Work supervisor’s OHS specialist</li><li>OHS coordinator (external OHS expert consultant)</li></ul></li></ul></div>
	P	Unlikely	P	Unlikely	P	Unlikely	
	I	High	I	High	I	High	

Risks	Severity 2021-22 16 Risks Prioritized	Severity 2022-23 12 Risks Prioritized	Severity 2023-24 11 Risks Prioritized	Highlights Main Mitigation Measures Implemented and to be Implemented			
				<div>+ Visits and inspections<ul style="list-style-type: none"><li>o Agent on the worksites and monitoring of corrective measures</li></ul></div> <div>Main Mitigation Measure to be Implemented</div> <div>+ Adjustments to OHS pre-qualification process</div>			
Category – Risks related to Human Resources (Employees)							
[52] Recruitment and Retention	S		S		S		<div>Highlights</div> <div>The severity of Risk REF [52] “Recruitment and Retention” was increased in the third quarter of 2020-2021: like the market, JCCBI was facing various recruitment challenges. In 2023-2024, the risk severity was reduced and the process of optimizing the workforce plan is underway. The risk remains prioritized, however, since the market remains fragile given the high number of major projects.</div> <div>Main Mitigation Measures Implemented</div> <div>+ Health/wellness surveys and policy (analysis and action plans)</div> <div>+ Equity and Diversity Action Plan</div> <div>+ Employer Brand</div> <div>+ Approach to employees professional development and regular feedback</div> <div>+ Pay equity plan</div> <div>Main Mitigation Measures to be Implemented</div> <div>+ Launch of the “BRIDGE -- YOUR CAREER” external employer brand aimed at attracting candidates</div> <div>+ Steer workforce planning (WFP)</div>
	P	Very likely	P	Very likely	P	Unlikely	
	I	High	I	High	I	Moderate	
[56] Occupational Health and Safety	S		S		S		<div>Highlights</div> <div>The severity of Risk REF [56] “Occupational Health and Safety” was reduced in 2020-2021, because mitigation measures, such as training, prevention and awareness raising, were put in place. In addition, these measures and the controls are carried out on an ongoing basis as part of the operations.</div> <div>Main Mitigation Measures Implemented</div> <div>+ Presence of the managers in the field</div> <div>+ Communication plan on issues and procedures</div> <div>+ Skills management plan including list of mandatory training by type of job</div> <div>+ OHS management program, including procedures for high risk activities</div> <div>Main Mitigation Measures to be Implemented</div> <div>+ WHW and Equity, Diversity and Inclusion Action Plans</div> <div>+ 2022-2024 Violence and Harassment Prevention Plan</div> <div>+ Implementation of measures to achieve “Reconnaissance Entreprise en santé” – Level 2</div>
	P	Likely	P	Likely	P	Unlikely	
	I	High	I	High	I	High	
Category – Information Technology Risks							
[59] Technological Infrastructure and Quality	S		S		S		<div>Highlights</div> <div>The severity of Risk GTI [59] “Technological Infrastructure and Quality of Management Information”</div>
	P	Likely	P	Very likely	P	Very likely	

Risks	Severity 2021-22 16 Risks Prioritized		Severity 2022-23 12 Risks Prioritized		Severity 2023-24 11 Risks Prioritized		Highlights Main Mitigation Measures Implemented and to be Implemented
	I	Moderate	I	Very high	I	Very high	
of Management Information							<p>was increased in 2022-2023. Mitigation measures are implemented as part of the IR Master Plan and the IT Security Improvement Program (ITSIP).</p> <p><b>Main Mitigation Measures Implemented</b></p> <ul style="list-style-type: none"> <li>+ Internal Policy N° 10 – <i>Sécurité de l'information</i></li> <li>+ Internal Policy N° 6 – <i>Gestion intégrée de l'information</i></li> <li>+ IT operating processes</li> </ul> <p><b>Main Mitigation Measures to be Implemented</b></p> <ul style="list-style-type: none"> <li>+ “Programme Convergence” to document systems information flows</li> <li>+ 2024-2027 ITSIP</li> <li>+ IR Master Plan comprising three digital projects, including transformation of the ERP system – in phases</li> <li>+ Guide to the use of technological assets with the addition of artificial intelligence</li> </ul>
[60] Information Systems Security	S		S		S		<p><b>Highlights</b></p> <p>The severity of Risk GT1 [60] “Information Systems Security” was increased in 2020-2021, and mitigating measures are being implemented as part of the ITSIP.</p> <p><b>Main Mitigation Measures Implemented</b></p> <ul style="list-style-type: none"> <li>+ Monthly update of operating systems and network equipment</li> <li>+ Monitoring of security exceptions using surveillance software</li> <li>+ User training and awareness</li> <li>+ System access management</li> <li>+ Cyber insurance</li> <li>+ Internal Policy N° 10 – <i>Sécurité de l'information</i></li> </ul> <p><b>Main Mitigation Measure to be Implemented</b></p> <ul style="list-style-type: none"> <li>+ 2024-2027 ITSIP based on the five pillars of the National Institute of Standards and Technology (NIST)</li> </ul>
	P	Almost certain	P	Very likely	P	Very likely	
	I	High	I	Very high	I	Very high	

#### Legend:

##### Severity (S) Identifier

Low
Moderate
High
Very high

##### Probability (P) Identifier

Rare
Unlikely
Likely
Very likely
Almost certain

##### Impact (I) Identifier

Very low
Low
Moderate
High
Very High

\* Risk not prioritized for the year indicated



## APPENDIX 5 – COMPLIANCE WITH LEGISLATIVE AND POLICY REQUIREMENTS

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

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

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

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

All requests received under the ATIA and the Privacy Act are processed in accordance with the requirements of these acts. JCCBI publishes on its website, on a monthly basis, the travel and hospitality expenditures of the interim Chair of the Board, Board members and Chief Executive Officer. In accordance with the requirements of the ATIA, the reports on JCCBI's activities, such as the annual report and the Corporate Plan summary, as well as its reports on the application of the ATIA and the PA, are also published on its website following their tabling before the two Houses of Parliament.

JCCBI also meets the requirements of the Privacy Act with respect to the collection, use and disclosure of personal information.

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

When planning its projects, JCCBI ensures compliance with applicable environmental legislation, including the IAA.

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

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

JCCBI tabled and published its 2023 to 2027 SDS on November 1, 2023, as required by the FSDA. Through its SDS, JCCBI contributes to six goals of the FSDS, which are described in Appendix 6.

In the fall of 2024, in accordance with the FSDA, the Corporation tabled and published its report on the progress made in implementing its SDS for 2023-2024.

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

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

Every year, all directors, including the Chief Executive Officer, must confirm their commitment to and compliance with the Code of Conduct and Ethics for Directors adopted by the Board in December 2022. In addition to the CIA and the Code of Conduct and Ethics for Directors, the Chief Executive Officer is subject to the provisions of the Corporation's internal policy dealing with conflicts of interest (unless inconsistent with the CIA).

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

In addition to an internal conflict of interest and post-employment policy, JCCBI has a values and ethics code for all its employees, which must be read in conjunction with the Values and Ethics Code for the Public Sector, also applicable to JCCBI's employees. By March 31 of every year, all employees must sign a declaration that they have complied with both the internal conflict of interest and post-employment policy and the values and ethics code during the 12 months preceding the date of signature.

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

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

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

Persons holding a job in a predominantly female job category and who perform work that is different from but of equivalent value to that of one or more predominantly male job categories present in the organization must receive the same remuneration. In accordance with the PEA, JCCBI met its obligations through a joint committee that completed the initial exercise in May 2024, by posting the final version of its equity plan. No disparities were noted for the female categories. The committee continued its work in the fall of 2024 to ensure that pay equity is maintained on an ongoing basis within the Corporation.

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

JCCBI is subject to and operates in accordance with the OLA, the *Official Languages (Communications With and Services to the Public) Regulations*, and the Treasury Board of Canada's *Policy on Official Languages* (including all related directives). In addition, the Corporation ensures that all its communications with and services to the public are either conducted or available in both official languages, including the services provided to the public by third parties on its behalf.

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

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

+ ***Trade Agreements***

When a contract is subject to the free trade agreements applicable to JCCBI as a parent Crown corporation, namely the *Canadian Free Trade Agreement* (CFTA), the *Comprehensive Economic and Trade Agreement* (CETA) and the *Canada-United Kingdom Trade Continuity Agreement* (Canada-UK TCA), JCCBI ensures that their requirements are met.

+ ***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 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 applicable Treasury Board policies and instruments and other applicable laws and regulations, including the following:

- *Canada Business Corporations Act;*
- *Crown Corporation General Regulations, 1995;*
- *Crown Corporation Corporate Plan, Budget and Summaries Regulations;*
- *Migratory Birds Convention Act, 1994;*
- *Migratory Birds Regulations (2022);*
- *Fisheries Act;*
- *Canadian Environmental Protection Act, 1999;*
- *Canadian Navigable Waters Act;*
- *Canada Labour Code;*
- *Canada Occupational Health and Safety Regulations;*
- *Work Place Harassment and Violence Prevention Regulations;*
- *Employment Equity Act;*
- *Accessible Canada Act;*
- *Accessible Canada Regulations;*
- *Canadian Multiculturalism Act;*
- *Payments in Lieu of Taxes Act*

## APPENDIX 6 – GOVERNMENT PRIORITIES AND DIRECTIONS

### TRANSPARENCY AND OPEN GOVERNMENT

Transparency is one of JCCBI's values to ensure open communication with the media, users, partners and the general public through various tools. In addition, as mentioned in Section 3.1 of this Corporate Plan Summary, JCCBI has adopted a corporate process to structure its consultation and information activities with various audiences and deploys various means to ensure transparent communication and constructive exchanges with all publics.

JCCBI also proactively discloses on its website numerous reports and studies on its structures and projects, in addition to its quarterly financial reports, the summary of its Corporate Plan and its annual report, the Auditor General's report on the special examination of the Corporation (published in June 2022) and JCCBI's 2023 to 2027 SDS.

A monthly summary of all access to information requests completed in the previous month is also published on the website. Appendix 5 *Compliance with Legislative and Policy Requirements* of this document outlines JCCBI's other disclosures pursuant to the ATIA.

Finally, JCCBI holds an annual public meeting in accordance with FAA's requirements. Since 2024, JCCBI has held this annual meeting by means of an audiovisual presentation published on its website with 30 days' notice. The public is then invited to ask questions or make comments during a given period. The audiovisual presentation of the last public meeting, for fiscal year 2023-2024, was published on the Corporation's website on November 28, 2024.

### GENDER-BASED ANALYSIS (GBA) PLUS

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

As at September 30, 2024, JCCBI's multidisciplinary team consisted of 183 people from various disciplines and trades. At the same date, women represented 49.7% of the workforce and men 50.3%. Employees under 30 years of age represented 2.0% of the staff members, those between 30 and 50 years of age represented 61.0% and those over 50 years of age represented 37.0%. JCCBI is committed to being a model of inclusion and diversity. For example, 27.0% of the staff identify themselves as members of a visible minority, and 79.0% of employees are bilingual.

Equity, diversity, health and wellness are essential both to the success of the organization and to the physical and psychological health of the staff and are a priority for the Corporation. The WEDWC (Workplace Equity, Diversity, Health and Wellness Committee) seal was developed as a visual marker of the initiatives taken by the various divisions to improve health and wellness in the workplace.

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

### DIVERSITY AND EMPLOYMENT EQUITY

The Corporation is in line with the Government of Canada's commitment to promote diversity and employment equity, notably through the initiatives taken by the WEDWC, in accordance with the *Employment Equity Act*.

Training was offered to members of the organization in November 2024 to promote better communication, prevent conflicts that may be linked to cultural differences and manage cultures harmoniously in the workplace. In addition, participative training workshops on communication in an intercultural context are being organized for February 2025. The aim of these initiatives is to equip and raise awareness of diversity among all members of the organization.



Capsules on volunteers' experiences continue to be published internally to develop knowledge and highlight the rich diversity within the organization. Furthermore, important commemorative days have been and will be celebrated, including National Indigenous Peoples Day, the International Day of Persons with Disabilities, International Women's Day and the International Day for the Elimination of Racial Discrimination, with the aim of recognizing the contribution of diversity, raising awareness and removing visible or invisible barriers to the various designated groups.

The voluntary declaration form has been revised and distributed. New reference tools are being developed to facilitate the day-to-day work of our teams.

## **INDIGENOUS MATTERS**

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

JCCBI is working with the MCK in planning the work on the federal section of the bridge and other projects on the lands bordering the bridge. In order to ensure social acceptability and alignment with the needs, JCCBI benefits from the support of the MCK in obtaining the pulse of the community and thus adjust its planning when necessary. The introduction of a new active transportation link was studied and, together with the MCK, it was agreed that the project be postponed to a later date.

The development of a pathway at the south approach to the Honoré Mercier Bridge is under study. In addition to the usual collaboration with the MCK, JCCBI conducted consultations during the winter of 2023 in collaboration with a firm from Kahnawà:ke in order to more clearly define the population's expectations. In the fall of 2023, a working group made up of residents, MCK representatives and experts began examining different development scenarios and selected two that were presented to the community during a new public consultation conducted in early 2024. These two scenarios were commented on by the population and an analysis report was produced. The preferred scenario will be optimized on the basis of comments received, enabling the detailed design of the new developments to begin in 2025. Construction work is scheduled for 2026.

In addition, JCCBI renewed an initiative undertaken in 2017 in collaboration with the MCK, namely an art competition with the Mohawk community and the reproduction of the selected artworks on banners installed on the federal section of the Honoré Mercier Bridge. Thus, in 2023, the Kahnawà:ke Language and Cultural Center identified 11 artists who have each created an artwork that reflects the Mohawk culture. The banners were installed from July to November 2023. They were reinstalled in the summer of 2024 and will be reinstalled again in the summer of 2025. This initiative sparked creativity within the community and provides significant exposure for the Mohawk First Nation.

As owner and manager of the Québec Bridge structure since the fall of 2024 and as mentioned in Section 4.2.1.5, JCCBI wishes to develop a relationship of trust and cooperation with the Indigenous groups in the Quebec City area. A participatory approach plan specific to these groups will be implemented.

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

In 2023, JCCBI conducted a consultation in connection with the construction of the Île des Sœurs Bypass Bridge, which also covered its deconstruction and continued with the start of this work in the fall of 2023. The deconstruction of this structure was completed in the fall of 2024. As of 2019, an Indigenous consultation was conducted as part of the deconstruction of the original Champlain Bridge, and a new consultation phase, specific to the shoreline redevelopment and the construction of a temporary jetty for a lookout footbridge (Champlain Heritage project), was launched in 2024.






In addition, a consultation process is continuing as part of the work to stabilize the bank of a section of the Bonaventure Expressway and to reinforce the Clément Bridge abutments, that involved interventions in the St. Lawrence River. In this regard, JCCBI has confirmed its interest in collaborating with the MCK on an accommodation measure on the territory of Kahnawà:ke. Various other projects in the planning phase are currently being analyzed with regard to the statutory duty to consult Indigenous Peoples.

The adverse impacts that a project may have on the rights of Indigenous Peoples are also analyzed as part of the project impact assessments carried out under the IAA (s. 81 and seq.), to identify and implement appropriate mitigation measures where required.

## SUSTAINABLE DEVELOPMENT AND GOVERNMENT'S GREENING OPERATIONS

JCCBI recognizes the importance of a sustainable development approach to the management of its assets and operations. As such, in 2015, JCCBI deployed its first corporate sustainable development strategy, which was renewed in 2020. Over the years, JCCBI has integrated sustainable development into its activities and has gradually positioned itself among the public leaders in this field. JCCBI's sustainable development approach is now integrated into both governance and operations.

In line with the Greening Government Strategy, JCCBI participates in the efforts through its 2023 to 2027 SDS, tabled in November 2023, which comprises a multi-annual action plan that contributes to six FSDS goals:

	<b>Foster innovation and green infrastructure in Canada</b> <ul style="list-style-type: none"> <li>Invest in green infrastructure</li> </ul>
	<b>Advance reconciliation with Indigenous Peoples and take action on inequality</b> <ul style="list-style-type: none"> <li>Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i></li> </ul>
	<b>Improve access to transportation and green spaces</b> <ul style="list-style-type: none"> <li>Invest in active transportation</li> <li>Develop green spaces close to urban centres</li> <li>Promote access to green space</li> </ul>
	<b>Reduce waste and transition to zero-emission vehicles</b> <ul style="list-style-type: none"> <li>Remediate high-priority contaminated sites</li> <li>Transform the light duty fleet</li> <li>Strengthen green procurement criteria</li> <li>Maximize diversion of waste from landfill</li> </ul>
	<b>Take action on climate change and its impacts</b> <ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions and improve climate resilience</li> <li>Reduce risks posed by climate change</li> </ul>



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

- Better understand lands and forests
- Deliver enhanced conservation action

In the fall of 2024, JCCBI tabled and published its report on the progress made in implementing its SDS for fiscal year 2023-2024.

### **SAFE WORK ENVIRONMENTS**

The Corporation is continuing to deploy the preventive measures provided for in its action plan, arising from the workplace harassment and violence risk assessment carried out in 2023. In accordance with the *Work Place Harassment and Violence Prevention Regulations*, a risk assessment will be carried out in 2025, in collaboration with the local OHS committees, and a new action plan aimed at reducing the impact of these risks will be developed and deployed.

The actions set out in the 2023-2025 health and wellness action plan, developed by the WEDWC following the organizational survey conducted in 2023, are in the process of being completed. For example, JCCBI has updated its Code of Civility. An organizational survey will be deployed again in May 2025 and a new action plan will be developed.

The Corporation is working on implementing the OHS communication plan, based on the action plan developed following the 2022-2023 internal audit of the maturity of the OHS culture. Various communication tools are used to encourage employees to familiarize themselves with OHS publications and to adhere to and participate in the safety processes put in place by the Corporation. A strong OHS culture is developed through employees' individual values, which will evolve through a better understanding of OHS issues. This approach is always in line with JCCBI's commitment to achieve its "Zero Injury by Choice" goal.

### **ACCESSIBILITY**

The measures taken by JCCBI to date to promote accessibility and inclusion for its staff, stakeholders and the public are described in the *Gender-Based Analysis Plus (GBA) Plus* and *Diversity and Employment Equity* sections of this Appendix 6.

On December 21, 2022, JCCBI published its accessibility plan in accordance with the requirements of the *Accessible Canada Act* and the *Accessible Canada Regulations*. In December 2023 and December 2024, JCCBI published its progress reports on the implementation of its plan.



## APPENDIX 7 – LIST OF ABBREVIATIONS

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







Ponts  
JACQUES CARTIER +  
CHAMPLAIN  
Bridges  
Canada

