



2024–2025 Sustainable Development Strategy Report

The Jacques Cartier and Champlain Bridges Incorporated

Canada

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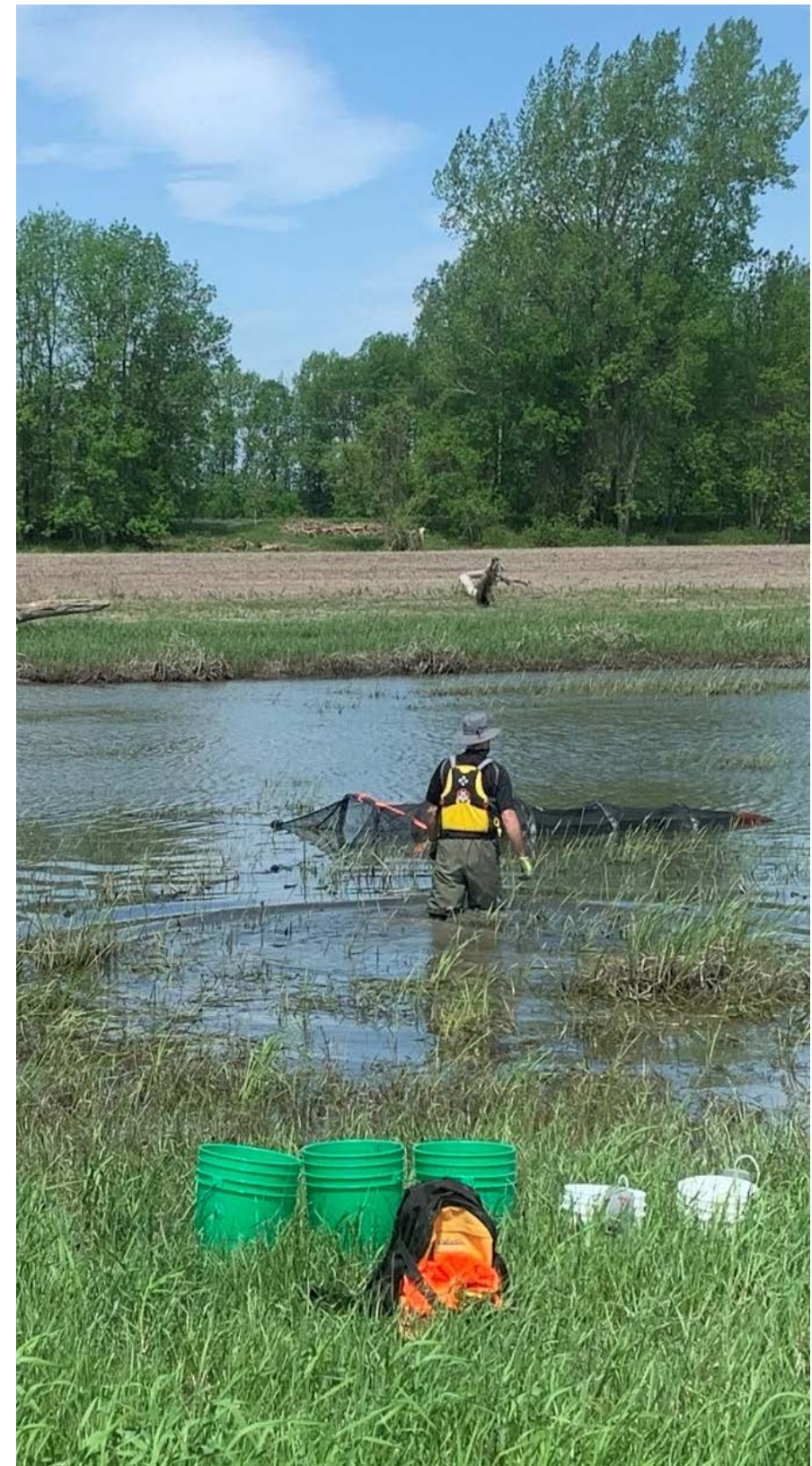
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Introduction to the 2024–2025 Sustainable Development Strategy Report

The [2022 to 2026 Federal Sustainable Development Strategy \(FSDS\)](#) presents the Government of Canada's sustainable development goals and targets, as required by the [Federal Sustainable Development Act](#). This is the first FSDS to be framed using the 17 Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and provides a balanced view of the environmental, social and economic dimensions of sustainable development.

In accordance with the purpose of the Act, to make decision-making related to sustainable development more transparent and accountable to Parliament, The Jacques Cartier and Champlain Bridges Incorporated (JCCBI or the Corporation) supports the goals laid out in the FSDS through the activities described in its 2023 to 2027 Sustainable Development Strategy (SDS). This Report provides a report on progress related to JCCBI's SDS in the fiscal year 2024–2025.

The [Federal Sustainable Development Act](#) also sets out [7 principles](#) that must be considered in the development of the FSDS as well as SDSs. These basic principles have been considered and incorporated in the Corporation's SDS and 2024–2025 SDS Report.



Commitments of The Jacques Cartier and Champlain Bridges Incorporated





GOAL 9: FOSTER INNOVATION AND GREEN INFRASTRUCTURE IN CANADA

SDS context:

Innovation is in JCCBI’s DNA and the Corporation has been fostering innovation and green infrastructure through research and development projects since 2016. These projects study and assess green alternatives to certain materials and practices. Such alternatives include adding glass powder to concrete as a replacement for a portion of the cement, using alternative materials to traditional de-icing salts and improving snow removal methods across the JCCBI network.

Modernizing and adapting infrastructure to make it sustainable is another goal pursued by the Corporation. To this end, JCCBI evaluates the seismic performance of its structures as part of sound asset management to extend their service life.

Target theme: Green infrastructure and innovation

Target: By fiscal year 2027 to 2028, the federal share of the value of green infrastructure projects approved under the Investing in Canada Plan will reach \$27.6 billion (Minister of Housing, Infrastructure and Communities)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Invest in green infrastructure	Develop knowledge on the use of glass powder in concrete through the participation of JCCBI in the SAQ Chair for the Valorization of Glass in Materials	Performance indicator: Number of internal publications on the use of glass powder in concrete Starting point: No internal publication on the use of glass powder in concrete in 2023–2024 Target: 1 internal publication on the use of glass powder in concrete by March 31, 2027	The environmental footprint of glass has been a major issue for a number of years in Quebec: most of the recovered glass cannot be appropriately processed by the sorting centres and as a result, is routed to landfill sites. The SAQ Chair is studying the possibility of replacing a fraction of the cement that enters concrete so as to develop glass recovery and reduce the environmental impact of concrete manufacturing. The results of this work could allow JCCBI to improve its future projects and make them greener.	Indicator result: Results available in 2025–2026 Notes: 1 internal publication will be issued during the 2025–2026 fiscal year
		Performance indicator: % of completion of 2 pilot projects Starting point: No pilot projects carried out in 2023–2024 Target: Completion of 2 pilot projects by March 31, 2027		Indicator result: 40% completion of first pilot project and 0% completion of second pilot project in 2024–2025 Notes: The first pilot project will be included in the project for the deconstruction of the Jacques-Cartier Bridge Plaza and development of peripheral areas, scheduled to begin in 2025–2026, more specifically in curb and sidewalk work. The second pilot project has yet to be identified.

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
	Study alternatives to conventional de-icing salts, particularly potassium formate	Performance indicator: % of study completion Starting point: 25% in 2023–2024 Target: 100% of the study completed by December 31, 2025	The adverse effects of de-icing salts on the environment, and on infrastructure concrete and steel surfaces are known. Studying the use of potassium formate as conventional de-icing salt replacement will make it possible to validate its performance, lower environmental impact, and its effects on the various elements of the structures managed by JCCBI. Reduced use of conventional de-icing salts on the assets in the future will slow down their deterioration, thereby reducing the repair and maintenance work required.	Indicator result: 100% completion in 2024–2025 Notes: The study was completed in 2024–2025. Further studies are underway, and implementation of a pilot project is planned for upcoming years.
	Continue seismic performance evaluation studies and analysis of the environmental benefits of seismic performance improvement scenarios (consolidation vs. reconstruction) for the Jacques Cartier Bridge	Performance indicator: % of completion of seismic performance evaluation studies Starting point: 50% in 2023–2024 Target: 100% of the seismic performance evaluation studies completed by March 31, 2027	Through these studies, knowledge will be acquired to determine the actions to be implemented, if necessary, to improve the seismic performance of the Jacques Cartier Bridge, thereby reducing the adverse impact of such natural events on the infrastructure.	Indicator result: 100% completion in 2023–2024 Notes: This action was completed in 2023–2024. Following the studies, 2 engineering contracts were awarded for reinforcement work on the Jacques Cartier Bridge to improve its seismic performance.



GOAL 10: ADVANCE RECONCILIATION WITH INDIGENOUS PEOPLES AND TAKE ACTION ON INEQUALITY

SDS context:

For a number of years, JCCBI has been collaborating with the Mohawk First Nation of Kahnawà:ke in planning the rehabilitation and maintenance work on the federal section of the Honoré Mercier Bridge. Work on this section of the bridge is carried out by First Nations contractors and workers, in line with Order in Council P.C. 2675 dated December 7, 1932. Supporting First Nations in developing and promoting their expertise is of utmost importance to JCCBI.

As the owner and manager of the Quebec Bridge structure, JCCBI wishes to develop a relationship of trust and cooperation with the Indigenous groups in the area.

Increasing awareness of internal collaborators to issues related to Indigenous peoples and developing their cultural competency skills and knowledge in this regard, as well as JCCBI’s collaborative and inclusive approach with the Mohawk Council of Kahnawà:ke, Indigenous contractors, the community of Kahnawà:ke and Indigenous groups in the Quebec City area, are examples of actions to facilitate reconciliation.

Target theme: Advancing reconciliation with First Nations, Inuit, and the Métis communities

Target: Between 2023 and 2026, and every year on an ongoing basis, develop and table annual progress reports on implementing the *United Nations Declaration on the Rights of Indigenous Peoples Act* (Minister of Justice and Attorney General of Canada)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i>	Enhance knowledge about Indigenous peoples through training for internal collaborators	Performance indicator: % of completion of training plan Starting point: New initiative scheduled to be launched in April 2024 Target: 100% of training plan completed by March 31, 2026	With a view to facilitating exchanges with Indigenous groups, JCCBI aims to develop the cultural knowledge and competency skills of employees and their awareness of issues related to Indigenous peoples through training in the form of information sessions, guides, etc.	Indicator result: 10% completion of training plan in 2024–2025 Notes: The training plan is currently being rolled out. A training session entitled “Les clés pour développer des relations en contexte autochtone” (“Keys to Developing Relationships in an Indigenous Context”) was presented to the Board of Directors in 2024–2025. Employee awareness-raising modules are planned by 2026–2027.
	Maintain communication with the Mohawk Council of Kahnawà:ke (MCK) and/or the community, as well as with Indigenous groups in the Quebec City area, in the planning of work on the Honoré Mercier Bridge and the Quebec Bridge and development projects on land bordering Mohawk territory	Performance indicator: Release of a review of the collaborative meetings with the MCK, the community of Kahnawà:ke and Indigenous groups in the Quebec City area in JCCBI’s annual report Starting point: First review included in the 2023–2024 Annual Report Target: 1 review annually in JCCBI’s annual report	The principle of free, prior and informed consent (FPIC) of the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> is to work with Indigenous peoples in partnership and respect and aims in particular to achieve the effective and meaningful participation of Indigenous peoples in decisions that affect them. Promoting communication and collaboration mechanisms with a view to maintaining a relationship of mutual respect allows JCCBI to advance reconciliation with Indigenous peoples and implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i> .	Indicator result: 1 annual review in 2024–2025 Notes: The first review was included in the 2023–2024 Annual Report, which was published in 2024–2025. For the development project on land located near the access ramp from La Prairie toward Montreal, consultations were conducted with the Kahnawà:ke population in 2023–2024 and continued in 2024–2025. In 2024–2025, regular coordination meetings were also held with the MCK as part of the planning of work on the Honoré Mercier Bridge and the development project mentioned above. Since being entrusted with the management of the Quebec Bridge in November 2024, JCCBI has initiated its participatory approach with Indigenous groups in the greater Quebec City region.

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
	Plan and implement artistic projects highlighting the skills of First Nations artists	Performance indicator: Number of artistic projects implemented Starting point: 1 project launched in 2017 Target: 3 projects by March 31, 2027, including the project launched in 2017	JCCBI promotes the development of Indigenous peoples’ cultural expression through visual arts designed by First Nations artists.	Indicator result: 2 projects implemented as at March 31, 2025: 1 project in 2023 and 1 project in 2017 Notes: The 2 projects showcase Mohawk art by reproducing works by Indigenous artists on 11 banners installed on the Honoré Mercier Bridge. This initiative was shared by JCCBI through its website and social media. A 3 rd project was under development in 2024–2025.
	Collaborate with contractors from the Mohawk First Nation of Kahnawà:ke on Honoré Mercier Bridge maintenance and rehabilitation work	Performance indicator: % of contracts awarded to contractors from the Mohawk First Nation of Kahnawà:ke for Honoré Mercier Bridge maintenance and rehabilitation work Starting point: Ongoing Target: 100% of contracts awarded to contractors from the Mohawk First Nation of Kahnawà:ke	JCCBI helps drive the Mohawk First Nation of Kahnawà:ke’s economy through its Honoré Mercier Bridge maintenance and rehabilitation contracts, which are performed by Kahnawà:ke contractors and workers.	Indicator result: 100% of contracts for maintenance and rehabilitation work on the Honoré Mercier Bridge awarded to contractors from the Mohawk First Nation of Kahnawà:ke in 2024–2025 Notes: Ongoing collaboration with First Nations



**GOAL 11:
IMPROVE ACCESS TO AFFORDABLE HOUSING,
CLEAN AIR, TRANSPORTATION, PARKS, AND GREEN SPACES, AS
WELL AS CULTURAL HERITAGE IN CANADA**

SDS context:

Developing active mobility lanes and public spaces is now an essential component of infrastructure rehabilitation projects, including JCCBI projects under development or in progress. Over the next few years, JCCBI will undertake a number of major projects, including the Bonaventure Expressway reconfiguration, which will propose a waterfront promenade and active mobility lanes, and the development of freed up shoreland following the deconstruction of the original Champlain Bridge (Héritage Champlain project). JCCBI will also carry out studies to enhance the active mobility offering in the axis of the Clément Bridge. The objective of these projects is for a better connection with nature and green spaces and to provide Canadians with reliable, fast and affordable ways to get around.

Target theme: Public Transit and Active Transportation

Target: By 2030, 22% of commuters use public transit or active transportation (Minister of Housing, Infrastructure and Communities)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Invest in public transit and active transportation	Build a bike link on the south approach of the Samuel De Champlain (SDC) Bridge in Brossard to connect the existing local bicycle path network to the SDC Bridge multifunctional path	Performance indicator: % of completion of bike link construction Starting point: Construction not started. Work scheduled to begin in May 2025 Target: 100% of bike link is built by December 31, 2025	Transportation modes are changing, and users need various transportation alternatives to choose those that best suit their needs. JCCBI conducts studies to assess potential active mobility improvements on its structures and, as the case may be, build them subject to the required approvals.	Indicator result: 5% completion in 2024–2025 Notes: Construction of a bike link on the south approach to the SDC Bridge in Brossard began in 2024–2025 and will continue in 2025–2026.
	Increase the Estacade active mobility offering and traffic	Performance indicator: % of completion of the project to transfer the Estacade bike link to its main deck, to increase the service offering Starting point: The bike link transfer project is not yet underway in 2023–2024 Target: 100% completion of the project to transfer the Estacade bike link to the main deck by March 31, 2027		Indicator result: Results available in 2026–2027 Notes: The call for tenders for construction work on the Estacade, including the transfer of the bike link, was launched in March 2025. Construction is scheduled to start in 2025–2026.
		Performance indicator: % of increase in traffic		Indicator result: Results available beginning in 2027–2028

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
		Starting point: 135,810 active mobility crossings in 2022–2023 Target: 15% increase in mobility crossings by March 31, 2029		Notes: The results for this indicator will only be available once the bike link has been transferred to the Estacade main deck.
	Conduct preliminary project studies to develop a new active mobility lane built mainly out of deconstruction materials in the axis of the Clément Bridge, to connect the SDC Bridge bicycle path to the bicycle path on the future Bonaventure urban boulevard promenade	Performance indicator: % of completion of preliminary project studies Starting point: Studies not underway Studies scheduled to begin in October 2023 Target: 100% of studies completed by March 31, 2026		Indicator result: 36% completion n in 2024–2025 Notes: Preliminary project studies will continue in 2025–2026.
	Propose the development of a new bike link on the Clément Bridge to the authorities through a business case	Performance indicator: Progress in integrating the business case proposal into JCCBI’s Corporate Plan Starting point: Development of the business case in 2021–2022 Target: Propose the business case in JCCBI’s Corporate Plan for 2024–2025 to 2028–2029		Indicator result: 100% completion in 2023–2024 Notes: This action was completed in 2023–2024. The business case was presented as part of the 2024–2025 to 2028–2029 Corporate Plan. Studies will be conducted as part of Preliminary Project ABAP0017- “Bonaventure Expressway, Section 13, Construction of a Multifunctional Footbridge in the Clément Bridge Axis”, which was launched in November 2023.
	Propose the development of bicycle and pedestrian paths along the St. Lawrence	Performance indicator: % of completion of bicycle and pedestrian path design		Indicator result: 100% completion in 2024–2025

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSIDS GOAL AND TARGET	RESULTS ACHIEVED
	River as part of the Bonaventure Expressway reconfiguration	Starting point: Bicycle and pedestrian path design scheduled to begin in 2023–2024 Target: 100% of bicycle and pedestrian path design completed by March 31, 2025		Notes: As at March 31, 2025, bicycle and pedestrian path design was 100% complete. The Expressway reconfiguration work is scheduled to begin in 2025.

Target theme: Green spaces, Cultural and Natural Heritage

Target: Designate national urban parks as part of a network, with a target of up to 6 new national urban parks by 2026 and a total of 15 new national urban parks by 2030 (Minister of Environment and Climate Change)

Target: By 2026, support at least 23.7 million visitors annually to Parks Canada places (Minister of Environment and Climate Change)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSIDS GOAL AND TARGET	RESULTS ACHIEVED
Develop green spaces close to urban centres	Propose the development of a green corridor along the St. Lawrence River as part of the Bonaventure Expressway reconfiguration	Performance indicator: % of completion of the green corridor design Starting point: Green corridor design scheduled to begin in 2023–2024	JCCBI promotes the development of, and access to, green spaces through projects that return the banks of the St. Lawrence River to Canadians by planning public spaces and active mobility lanes. The Corporation undertakes greening initiatives for the land under its management and to enhance ecosystems.	Indicator result: 100% completion in 2024–2025 Notes: As at March 31, 2025, design work on a green corridor along the St. Lawrence River as part of the Bonaventure Expressway reconfiguration was 100%

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
		Target: 100% of the green corridor design completed by March 31, 2025		complete. The reconfiguration work is scheduled to begin in 2025.
Promote access to green space, cultural and natural heritage	Develop freed up shoreland following the deconstruction of the original Champlain Bridge as part of the Héritage Champlain project	Performance indicator: % of completion of development work Starting point: Work scheduled to begin in September 2024 Target: 100% by March 31, 2026	JCCBI promotes the development of, and access to, green spaces through projects that return the banks of the St. Lawrence River to Canadians by planning public spaces and active mobility lanes. The Corporation undertakes greening initiatives for the land under its management and to enhance ecosystems.	Indicator result: 25% completion in 2024–2025 Notes: Work is progressing on the development and enhancement of the land freed up by the deconstruction of the original Champlain Bridge.



GOAL 12: REDUCE WASTE AND TRANSITION TO ZERO-EMISSION VEHICLES

SDS context:

In recent years, JCCBI has been developing an environmental management system (EMS). The goal is to enable the Corporation to assess the consequences of its operations on the environment to reduce their negative impacts. The EMS is scheduled to be deployed gradually starting in 2023–2024. Once implemented, the EMS will allow for the monitoring of the waste generated by JCCBI maintenance and rehabilitation projects and facilitate monitoring of contaminated sites.

In transforming its light-duty fleet to a greener fleet, JCCBI has opted for a strategy of extending service lives and optimizing vehicles currently in operation before considering purchasing hybrid or electric vehicles.

Target theme: Federal Leadership on Responsible Consumption

Target: By 2030, the Government of Canada will divert from landfill at least 75% by weight of non-hazardous operational waste (All Ministers)

Target: By 2030, the Government of Canada will divert from landfill at least 90% by weight of all construction and demolition waste (All Ministers)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Maximize diversion of waste from landfill	Continue selective collection (recycling) in JCCBI offices	Performance indicator: % of JCCBI offices with selective collection Starting point: 66% of offices have selective collection in 2023–2024 Target: 100% of offices have selective collection by March 31, 2024	Implementing selective collection in the administrative offices is feasible and allows waste to be diverted from landfills. JCCBI offices are distributed in 3 locations, 2 of which have selective collection. To date, JCCBI maintenance centre is not equipped with selective collection. For 2023–2024, the goal will be to implement and monitor this action.	Indicator result: 100% completion in 2023–2024 Notes: This action was completed in 2023–2024. The acquisition of specialized equipment and the implementation of team awareness programs have facilitated the effective integration of selective collection at JCCBI’s maintenance centre.
	Ensure 2 types of waste (metal and construction debris) generated by Operations and Maintenance team activities are properly disposed of	Performance indicator: % of completion of the implementation of a traceability system to ensure proper disposal of the 2 types of waste Starting point: New initiative scheduled for launch in May 2024 Target: 100% of the traceability system implemented by March 31, 2025	The Corporation uses recyclers for the responsible diversion of metal and construction debris (e.g., asphalt and concrete) from the Operations and Maintenance Division activities. In 2024–2025, the Corporation will follow up with these recyclers to ensure recycling processes comply with best practices in the field.	Indicator result: 100% completion in 2024–2025 Notes: N/A
	Implement environmental management system (EMS) component systems to collect data on waste generated by administrative activities	Performance indicator: % of completion of the data collection process Starting point: New initiative launched in September 2023 Target:	To date, data on waste generated by JCCBI activities is not consolidated in a common registry. Without an overall snapshot of the quantity of waste generated, it is not possible to set diversion rates to maximize waste diversion. Implementing an environmental management system (EMS) over the next few years will facilitate establishing a	Indicator result: 50% completion in 2024–2025 Notes: The data collection process progressed in 2024–2025 and will continue with completion by March 31, 2027.

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
		100% completion of the data collection process by March 31, 2027	registry for monitoring the amount of waste generated. This work will be performed collaboratively across the Corporation’s various divisions.	

Target: The Government of Canada’s procurement of goods and services will be net-zero emissions by 2050, to aid the transition to a net-zero, circular economy (All Ministers)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Transform the federal light-duty fleet	Extend and optimize the service life of the light-duty fleet	Performance indicator: % of fleet vehicles that are light-duty vehicles over 7 years old Starting point: 33% (6 out of 18 vehicles) of fleet vehicles are light-duty vehicles over 7 years old in 2023–2024 Target: 44% (8 out of 18 vehicles) by March 31, 2025 83% (15 out of 18 vehicles) by March 31, 2027	Before replacing combustion vehicles with new electric or hybrid vehicles, the Corporation will first take steps to maximize fleet vehicle service lives through regular preventive maintenance. The goal is to minimize the environmental impact of the fleet vehicle life cycle. Gradual purchases of electric and/or hybrid vehicles will be considered in a second phase to replace combustion vehicles.	Indicator result: As at March 31, 2025, 33% of the vehicle fleet is made up of light-duty vehicles over 7 years old. Notes: The indicator result was 44% (8 out of 18 vehicles) in 2023–2024. This result decreased to 33% (5 out of 15 vehicles) in 2024–2025, as the total number of vehicles in the fleet decreased from 18 to 15.
	Favour the purchase of electric and/or hybrid vehicles over combustion vehicles for fleet renewal where deemed appropriate for the intended use	Performance indicator: % of fleet vehicles that are hybrid and/or electric light-duty vehicles Starting point: 28% (5 out of 18 vehicles) in 2023–2024		Indicator result: 27% (4 out of 15 vehicles) of the fleet are hybrid light-duty vehicles in 2024–2025 Notes: No vehicles were purchased during the 2024–2025 fiscal year, and the number of

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
		Target: 50% (9 out of 18 vehicles) by March 31, 2027		vehicles in the fleet decreased from 18 to 15. No purchases are planned for 2025–2026. The starting point in 2023–2024 should read 22% (4 out of 18 vehicles), rather than 28%. 1 vehicle was counted twice when the SDS was developed in 2023.
Strengthen green procurement criteria	Ask suppliers to submit their environmental or sustainable development policy when bidding on construction contracts	Performance indicator: % of suppliers targeted by the action who have submitted a policy Starting point: New initiative scheduled for launch in 2025–2026 Target: 75% of suppliers targeted by the measure to have submitted a policy by 2027–2028	This action strives to ensure JCCBI suppliers are engaged in and ready for environment and sustainable development continuous improvement. Inspired by Public Services and Procurement Canada (PSPC) criteria, improving green and responsible procurement criteria involves incorporating environmental and social criteria into contracts where possible.	Indicator result: Results available in 2025–2026 Notes: This progress report covers results up to March 31, 2025. The initiative is scheduled to start after this date.
	Develop the green procurement criteria catalogue	Performance indicator: % of completion of the catalogue development Starting point: New initiative scheduled for launch in 2024–2025 Target: 100% of the catalogue development in preliminary version completed by March 31, 2025		Indicator result: 100% completion of the catalogue development in preliminary version in 2024–2025 Notes: The catalogue is scheduled to be finalized in 2025–2026.
	Integrate green procurement criteria into standardized construction specifications	Performance indicator: % of green procurement criteria that have been integrated into JCCBI standardized construction specifications, when applicable		Indicator result: Results available in 2025–2026 Notes:

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
		Starting point: New initiative scheduled for launch in 2024–2025 Target: 100% of green procurement criteria to have been integrated into JCCBI’s standardized construction specifications, when applicable, by 2027–2028		The initiative was scheduled for launch in 2024–2025. However, it was important to complete the preliminary version of the green procurement criteria catalogue before initiating this action. Criteria integration will therefore begin in 2025–2026.

Implementation strategies supporting the goal
This section is for implementation strategies that support the goal “Reduce waste and transition to zero-emission vehicles” but not a specific FSDS target.

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Remediate high-priority contaminated sites	Take action so that the sites registered on the Federal Contaminated Sites Inventory (FCSI) progress within the decision-making framework (1 to 10) of the Federal approach to contaminated sites	Performance indicator: Number of sites having progressed to Stage 6 or higher of the decision-making framework Starting point: 6 out of 19 sites in 2022–2023 Target: 19 sites by March 31, 2027	The Corporation is one of the custodians that obtain funding from the Federal Contaminated Sites Action Plan (FCSAP). The Corporation carries out an inventory of all the land under its management to classify its environmental condition and prioritize interventions when required. In 2022–2023, the Corporation’s portfolio had 19 sites whose soils may be contaminated beyond acceptable criteria: the remediation of 1 site was completed in 2021–2022. The actions listed in this section will either remediate these high-priority contaminated sites or implement a risk management strategy and long-term monitoring, with the aim of reducing and better managing risks to human and environmental health.	Indicator result: 7 out of 19 sites have progressed to Stage 6 or higher of the decision-making framework in 2024–2025. Notes: N/A
	Close or ensure that JCCBI-managed contaminated sites are subject to long-term monitoring	Performance indicator: Number of contaminated sites closed or under long-term monitoring Starting point: 1 site was closed or under long-term monitoring in 2021–2022 Target: 6 contaminated sites are subject to a closure report or long-term monitoring by March 31, 2027		Indicator result: New data will be available in 2025–2026. Notes: 1 other site was scheduled for closure as at March 31, 2025. Analyses are underway and a site closure plan is being prepared.
	Take action to reduce 2022–2023 environmental liabilities	Performance indicator: % of reduction in environmental liabilities Starting point: \$143,645,000 in 2022–2023 Target: The target for this action will be determined in the coming years		Indicator result: 19.0% reduction in 2024–2025 compared to the baseline amount Notes: In 2023-2024, the indicator result should have read 21.5% instead of 2.25%. The results for 2023–2024 and 2024–2025 are therefore comparable. The difference is mainly due to the fact that initial estimates are refined as projects progress.



GOAL 13: TAKE ACTION ON CLIMATE CHANGE AND ITS IMPACTS

SDS context:

In order to set greenhouse gas (GHG) reduction targets, JCCBI must first have an overall and comprehensive snapshot of the GHGs emitted by its operations. Accordingly, over the past 3 years, a snapshot has been drawn up to first identify key GHG generators: a GHG reduction plan will be developed in a second phase, thereby supporting the Government of Canada’s commitment to achieve net-zero emissions by 2050. Awareness-raising and training activities are also planned to make internal collaborators aware of the environmental impacts related to human activities.

Ensuring that the assets under its management are resilient to climate change remains a growing concern for JCCBI. An approach to integrating climate-change-related risks into JCCBI business processes, based on the Task Force on Climate-related Financial Disclosures (TCFD) framework, is being implemented.

Target theme: Federal Leadership on Greenhouse Gas Emissions Reductions and Climate Resilience

Target: The Government of Canada will transition to net-zero carbon operations for facilities and conventional fleets by 2050 (All Ministers)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve	Disclose JCCBI Scope 1 and Scope 2 greenhouse gas (GHG) emissions data on JCCBI website	Performance indicator: Data disclosed annually	To reduce its GHG emissions, JCCBI must first draw up a GHG emissions snapshot. JCCBI will develop a GHG reduction and	Indicator result: Results available in 2025–2026

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
climate resilience, and green the government’s overall operations		Starting point: New initiative scheduled to be launched in November 2025 Target: 100% of data disclosed annually	decarbonization plan, and actions will have to be prioritized and implemented to achieve the Government of Canada’s reduction targets.	Notes: The data will be published annually as part of JCCBI’s climate-related financial disclosure report starting in 2025 (for the year 2024).
	Develop a decarbonization action plan to reduce GHG Scopes 1 and 2	Performance indicator: % of completion of the decarbonization action plan Starting point: 0% as at May 1, 2023 Target: 100% completion of the action plan with 3 to 5 specific decarbonization actions by March 31, 2027		Indicator result: 50% completion in 2024–2025 Notes: The action plan has been updated, including the main measures for reducing Scopes 1 and 2 GHG emissions.
	Organize awareness-raising activities with employees on environment and sustainable development themes	Performance indicator: Number of awareness-raising activities carried out per year Starting point: New initiative scheduled to be launched in April 2024 Target: 2 awareness-raising activities per year	Building environment and sustainable development best practices into JCCBI operations particularly hinges on raising employee awareness. Employee environment and sustainable development engagement is achieved when employees grasp the meaning and impact of their potential contributions.	Indicator result: 3 awareness-raising activities carried out in 2024–2025 Notes: Employee awareness-raising activities focused on the following themes: avifauna, climate change and Earth Day.

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
		Performance indicator: Number of surveys conducted per year following awareness-raising activities Starting point: New initiative scheduled to be launched in April 2024 Target: Conduct 1 survey per year	Awareness-raising activities on 4 themes will be organized: GHG reduction, biodiversity, contaminated land management and climate resilience.	Indicator result: 1 survey conducted in 2024–2025 Notes: 1 survey was conducted to measure employees’ knowledge of JCCBI’s environmental and sustainable development initiatives.
	Share internally the knowledge acquired in environment and sustainable development communities of practice	Performance indicator: Number of publications communicated internally based on the knowledge acquired as part of the communities of practice Starting point: New initiative scheduled for September 2024 Target: 4 internal publications communicated by March 31, 2027	JCCBI employee participation in communities of practice with municipalities and provincial departments, First Nations, the transportation and mobility industry, academia, and other institutional partners to achieve common environmental goals helps the Corporation share and stay abreast of environment and sustainable development best practices. JCCBI employees participate in the following communities of practice: - SAQ Chair for the Valorization of Glass in Materials, Université de Sherbrooke; - Table d’expertise Mobilité durable, Association québécoise des transports (AQTr); - Table d’expertise ferroviaire, AQTr; - Canadian Highway Bridge Design Code (CSA S6) Regulatory Authority Committee; - Envision Community of Practice;	Indicator result: Results available in 2025–2026 Notes: Coordination of the initiative began in 2024–2025. However, internal publications will only be available beginning in 2025–2026.

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
			- Crown Corporations Greening Community of Practice, Treasury Board of Canada.	

Target: The Government of Canada will transition to climate resilient operations by 2050 (All Ministers)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Reduce risks posed by climate change to federal assets, services and operations	Update the climate-change-related risks for JCCBI assets	Performance indicator: % of update completion Starting point: 50% as at May 1, 2023 Target: 100% by December 31, 2023	Reviewing the risks posed by climate change to JCCBI infrastructure and their integration into prioritized corporate risks will optimize risk monitoring and implementing appropriate mitigation measures.	Indicator result: 100% completion in 2023–2024 Notes: This action was completed in 2023–2024. A list of the climate change-related risks to JCCBI assets has been defined.
	Integrate climate-change-related risks into JCCBI’s prioritized corporate risks	Performance indicator: % of completion of the integration process Starting point: New initiative launched in September 2023 Target: 100% by March 31, 2025		Indicator result: 100% completion in 2023–2024 Notes: This action was completed in 2023–2024.
	Integrate climate-change-related risks into projects factsheets at the planning stage, where applicable	Performance indicator: % of completion of the integration process		Indicator result: 100% completion in 2024–2025

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
		Starting point: New initiative launched in September 2023 Target: 100% by March 31, 2026		Notes: The risks associated with climate change have been incorporated into projects factsheets, for projects launched in 2024–2025. These risks will therefore be taken into account in the various phases of these projects.
	Develop a climate change resilience plan for all assets managed by JCCBI, including the Quebec Bridge, as part of JCCBI’s climate-related financial disclosures, based on the framework of the Task Force on Climate-related Financial Disclosures (TCFD).	Performance indicator: % of completion of resilience plan Starting point: 5% in May 2023–2024 Target: 100% by August 30, 2025	JCCBI’s climate change resilience plan, which will be developed in accordance with TCFD recommendations, will help reduce climate-change-related risks and increase the climate change resilience of JCCBI assets.	Indicator result: 60% completion in 2024–2025 Notes: The resilience plan will be finalized by August 30, 2025. A climate change risk assessment for the Quebec Bridge structure is scheduled for spring 2025.



**GOAL 15:
PROTECT AND RECOVER SPECIES,
CONSERVE CANADIAN BIODIVERSITY**

SDS context:

The first step in reducing the environmental impacts of JCCBI’s operations is to understand the environment the assets are operated in. Every 5 years, plant and wildlife inventories are carried out by teams of biology specialists. Biological monitoring is also carried out on ecosystem compensation projects for wildlife habitats, including the fish habitat, to assess the effectiveness and sustainability of the initiatives implemented over time. Biodiversity management action plans aimed at restoring and protecting wildlife and flora are scheduled in the next few years.

Target theme: Conservation of Land and Fresh Water

Target: Between 2023 and 2026, Canada’s sustainable wood supply level (guided by sustainable forest management policies to reflect the current unique social, environmental and economic characteristics of managed forests), exceeds the annual timber harvests (Minister of Natural Resources)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Better understand lands and forests	Monitor special-interest species on all assets managed by JCCBI, including the Quebec Bridge	Performance indicator: Number of species monitored Starting point: 2 species monitored in 2022–2023 Target: 3 species monitored by March 31, 2027	Biodiversity inventories carried out by JCCBI every 5 years enhance ecosystem health knowledge. They allow monitoring of special-interest species, namely cliff swallows, peregrine falcons and eventually brown snakes, to learn about their behaviour and populations and measure the effectiveness of the compensation and protection measures put in place. A biodiversity inventory will be carried out at the Quebec Bridge.	Indicator result: The new data will be available in 2025–2026. Notes: An ecosystem management plan, based on findings from biodiversity inventories conducted every 5 years, will be prepared for each of JCCBI’s structures in 2025–2026. These plans will aim to enhance biodiversity, control and manage invasive alien species (IAS), protect shorelines and revegetate spaces. JCCBI has maintained annual monitoring of cliff swallows and peregrine falcons nesting on the structures, but no other species were added to the monitoring activities in 2024–2025. Annual monitoring for brown snakes will be carried out beginning in 2026–2027. Several mitigation measures are planned to protect this specie, including the installation of hibernacula, as part of the Bonaventure Expressway reconfiguration project and the Héritage Champlain project. Monitoring to validate the effectiveness of these measures will begin in 2026–2027.
	Carry out biological monitoring of restored sites	Performance indicator: Number of biological monitoring campaigns carried out Starting point: New initiative scheduled to be launched in April 2024 Target: 3 campaigns by March 31, 2028	Biological monitoring of restored sites subsequent to JCCBI construction activities aims to assess mitigation and compensation measure effectiveness and sustainability to better understand land and forests and how projects impact the environment.	Indicator result: 1 biological monitoring campaign since 2023–2024 Notes: The first biological monitoring campaign to assess fish habitat was undertaken in 2023–2024 as part of a compensation project in St-Ignace-de-Loyola. In 2025–2026, 2 biological monitoring campaigns are planned as part of the compensation project in Ste-Ignace-de-Loyola and the compensation project related to the deconstruction of the Île des Sœurs Bypass Bridge.

Target theme: Species Protection and Recovery

Target: By 2026, increase the percentage of species at risk listed under federal law that exhibit population trends that are consistent with recovery strategies and management plans to 60%, from a baseline of 42% in 2019 (Minister of Environment and Climate Change; Minister of Fisheries, Oceans and the Canadian Coast Guard)

IMPLEMENTATION STRATEGY	ACTION	PERFORMANCE INDICATOR STARTING POINT TARGET	HOW THE ACTION CONTRIBUTES TO THE FSDS GOAL AND TARGET	RESULTS ACHIEVED
Deliver enhanced conservation action	Continue to monitor nesting, and develop an annual management plan for cliff swallows and peregrine falcons that is adapted to the construction work on all assets managed by JCCBI, including the Quebec Bridge	Performance indicator: Develop an annual management plan Starting point: 1 management plan has been developed annually since 2012 Target: 1 management plan developed annually	Since 2012, JCCBI has been monitoring the populations of cliff swallows and peregrine falcons that nest on its infrastructure. An annual management plan helps protect and conserve these species. The next annual plan will take into account the populations identified on the Quebec Bridge.	Indicator result: 1 management plan developed in 2024–2025 Notes: The annual management plan contributes to the protection and conservation of these 2 species. The management plan will include the Quebec Bridge beginning in 2025–2026.
	Carry out fish habitat compensation projects near the original Champlain Bridge deconstruction area	Performance indicator: % of compensation projects completion Starting point: New initiative scheduled to begin in September 2024 Target: 100% of the projects completed by December 31, 2025	The original Champlain Bridge deconstruction work, which has been ongoing since 2020, has had important impacts on fish habitat, owing notably to the installation of temporary jetties. Compensation projects are planned to create and restore calm water habitats for fish in 2 areas, namely at the Estacade and Brossard piers.	Indicator result: 25% completion in 2024–2025 Notes: The fish habitat compensation projects have begun and will continue in 2025–2026.

Integrating Sustainable Development

Integrating sustainable development depends above all on corporate culture: successful integration relies on all employees being aware of and knowledgeable about sustainable development concepts.

Sustainable development in projects

JCCBI's mandate is to manage, maintain and rehabilitate infrastructure such as bridges, highways and tunnels, as well as properties, to ensure a safe passage for users. The Corporation's mission is to fulfill this mandate using a systemic management approach based on sustainable development.

Accordingly, for each asset, sustainable development opportunities are analyzed at the master plan development stage. Specific sustainable development programs are then integrated into the project factsheets that define the scope of the work to be carried out. Multidisciplinary teams are set up for each project, allowing projects to be planned and carried out with a 360° view.

In terms of environmental protection, JCCBI strives to minimize operational environmental impacts and seize opportunities to improve practices. JCCBI assesses project environmental effects at the planning stage and develops and updates processes taking into account, in particular, best practices and Impact Assessment Act requirements.

Sustainable development decision-making tools are used in planning preliminary project studies, as well as in the design of construction and land development work. On Envision criteria, which are used to assess the environmental, social and economic performance of various work design scenarios.

The original Champlain Bridge deconstruction project exemplifies how sustainable development principles, including the circular economy, are integrated into JCCBI projects. The deconstruction of this bridge generated 264,000 tonnes of materials, 96% of which was recovered (reused or recycled). One reuse initiative launched by the Corporation in 2021 is a Canada-wide Material Reuse



Competition to give a second life to hundreds of steel components from the bridge. Ultimately, 11 projects were confirmed and will allow the original Champlain Bridge to remain in the collective memory.

In addition, sustainable development best practices are standardized through their integration into JCCBI’s standardized construction specifications.

Improving our sustainable development maturity posture

JCCBI aims to improve its sustainable development maturity posture. To this end, a three-year environment and sustainable development strategic planning is used to better direct and readjust priorities. Implementing an environmental management system (EMS) also allows JCCBI to better gauge and quantify existing practices to set short-, medium- and long-term environmental performance targets.

External corporate profile

Various external communication tools are deployed annually to showcase JCCBI’s expertise and share its transportation, civil engineering, mobility and sustainable development knowledge and innovations.



Ponts
JACQUES CARTIER +
CHAMPLAIN
Bridges
Canada