



Ponts
**JACQUES CARTIER +
CHAMPLAIN**
Bridges
Canada



**CORPORATE PLAN
SUMMARY
2021-2022 to 2025-2026**
Final version - October 11, 2022

TABLE OF CONTENTS

| | |
|--|-----------|
| 1. OVERVIEW OF THE CORPORATION | 1 |
| 1.1 Status and Mandate..... | 1 |
| 1.2 Structures | 4 |
| 1.3 Activities | 5 |
| 1.4 Financial Situation | 6 |
| 2. OPERATING ENVIRONMENT..... | 7 |
| 2.1 Operating Context..... | 7 |
| 2.2 Issues..... | 11 |
| 3. RISKS AND RISK RESPONSES | 13 |
| 4. OBJECTIVES AND PLANNED RESULTS | 19 |
| 4.1 Government Priorities and Direction..... | 19 |
| 4.2 Planned Results - Performance Monitoring | 21 |
| 5. FINANCIAL OVERVIEW..... | 22 |
| 5.1 Outline..... | 22 |
| 5.2 Budget and Parliamentary Appropriations | 22 |
| 5.3 Financial Position..... | 22 |
| 5.4 Statement of Operations | 23 |
| 5.5 Risks and Assumptions..... | 24 |

Appendices

- Appendix 1 - Financial Statements and Budgets
- Appendix 2 - Compliance with Legislative and Policy Requirements
- Appendix 3 - Covid-19
- Appendix 4 - List of Abbreviations



1. OVERVIEW OF THE CORPORATION

1.1 STATUS AND MANDATE

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

Its mandate is to manage, maintain and rehabilitate infrastructures such as bridges, highways and tunnels as well as properties, to ensure a safe passage for users.

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

In 2020, the Corporation revised its mission, vision and values.

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

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

Values: Teamwork, transparency, thoroughness, innovation and commitment are the values JCCBI has adopted to accomplish its mission.

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

JCCBI is governed by a Board of Directors (BOD) consisting of seven directors, including the Chair of the Board and the Chief Executive Officer. The directors are appointed by the Minister, with the approval of the Governor in Council. The Chair of the Board and the Chief Executive Officer were appointed by the Governor in Council on the recommendation of the Minister. The Chair of the Board's mandate ended on November 6, 2020. The Chief Executive Officer was appointed for a five-year term, which ends on May 19, 2024.

Furthermore, by the end of 2020, the mandate of three directors will have expired.

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

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

- + The Human Resources Committee, whose primary role is to provide guidance with respect to the development of human resources policies, programs and practices that are consistent with JCCBI's mission, vision and values, as well as with its strategic plan and its objectives.

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

List of Board Committees as of March 12, 2021

| Director | Appointment Date | Term | End of Term |
|-----------------------------|-------------------|---------|-------------|
| ANTOUN, Lesley | December 18, 2020 | 3 years | 2023-12-17 |
| BONNIS, Henri-Jean | June 18, 2019 | 3 years | 2022-06-17 |
| CACCHIONE, Richard | June 21, 2018 | 3 years | 2021-06-20 |
| LAVOIE, Catherine | December 18, 2020 | 2 years | 2022-12-17 |
| MARTEL, Sandra | May 20, 2019 | 5 years | 2024-05-19 |
| VILLIARD, Me Sylvain | June 15, 2017 | 3 years | 2020-06-14 |
| WILLIAMS, Dale Ellen | January 27, 2021 | 3 years | 2024-01-26 |

Officers

| | |
|----------------------------|--------------------------------|
| Chair | LAVOIE, Catherine |
| Vice-Chair | VILLIARD, Me Sylvain (acting) |
| Acting Corporate Secretary | PAPAGIANNIS, Me John (Dentons) |
| Chief Executive Officer | MARTEL, Sandra |
| Treasurer | LACHANCE, Claude |

AUDIT COMMITTEE

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

GOVERNANCE AND ETHICS COMMITTEE

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

RISK COMMITTEE - INFRASTRUCTURES

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

HUMAN RESOURCES COMMITTEE

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

CORPORATE RISK COMMITTEE

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

BOD Meetings (April 1, 2020 to September 30, 2020)

| Directors | Six Regular Sessions | Two Special Sessions |
|----------------------|----------------------|----------------------|
| BONNIS, Henri-Jean | 6 | 2 |
| CACCHIONE, Richard | 6 | 2 |
| KEFALAS, Paul T. | 6 | 2 |
| LAVOIE, Catherine | 6 | 2 |
| MARTEL, Sandra | 6 | 1 |
| VILLIARD, Me Sylvain | 6 | 2 |
| WILLIAMS, Dale Ellen | 6 | 2 |

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

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

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

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

- i. Major Projects – Project Planning (2016);
- ii. Major Projects – Project Procurement (2017);
- iii. Major Projects – Execution of Projects (2017);
- iv. Review of the Governance Process and Management Structure (2017);
- v. Review of the Budget Process (2017);
- vi. Maintenance and Operation of Infrastructures (2018);
- vii. Business Continuity and Information Technologies (IT) Disaster Management Plan (2018)
- viii. Financial Process (2018 to 2020);
 1. Taxes
 2. Purchases and accounts payable
 3. Cash flow
 4. Capital assets
 5. Environmental obligations
 6. Month-end close
 7. Entity's controls
 8. Human resources and payroll
- ix. Staffing Process (2019);
- x. Management of Environmental Risks and Issues (2019);
- xi. Occupational Health and Safety Program (2019);
- xii. Organizational Performance Monitoring Measures (2019);
- xiii. Process for Selecting the Contractor for the Original Champlain Bridge Deconstruction Project (2020).

1.2 STRUCTURES

Jacques Cartier Bridge

The Jacques Cartier Bridge is a five-lane bridge that connects Montreal to Longueuil. It also has entrance and exit ramps to Île Sainte-Hélène.

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

Original Champlain Bridge

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

The original Champlain Bridge was opened to traffic on June 29, 1962 and the toll was abolished in 1990. The bridge was decommissioned on June 28, 2019 and deconstruction is underway.

Bonaventure Expressway

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

Honoré Mercier Bridge

The Honoré Mercier Bridge in its original configuration was built in 1933 by the Corporation du pont du lac Saint-Louis, which was constituted by the Quebec government. Since the date of its commissioning on July 11, 1934, the operation, maintenance and management of the bridge have been under the jurisdiction of the Province of Quebec.

Between 1958 and 1959, as part of the construction of the St. Lawrence Seaway (SLS), the St. Lawrence Seaway Authority (SLSA) carried out work to raise and extend the south section of the bridge to provide clear passage for ships on the Seaway. Once completed, this new section of the Honoré Mercier Bridge remained under the jurisdiction of SLSA until October 1, 1998, when SLSA transferred the bridge to JCCBI under a directive from the Minister of Transport in accordance with paragraph 80(1) of the *Canada Marine Act*.

Melocheville Tunnel

The Melocheville Tunnel was built by SLSA circa 1958 as part of the construction of the SLS. The tunnel, which was transferred to JCCBI in 1998, with the Honoré Mercier Bridge, passes under the locks of the Seaway Beauharnois Canal in Melocheville and is an extension of Highway 132.

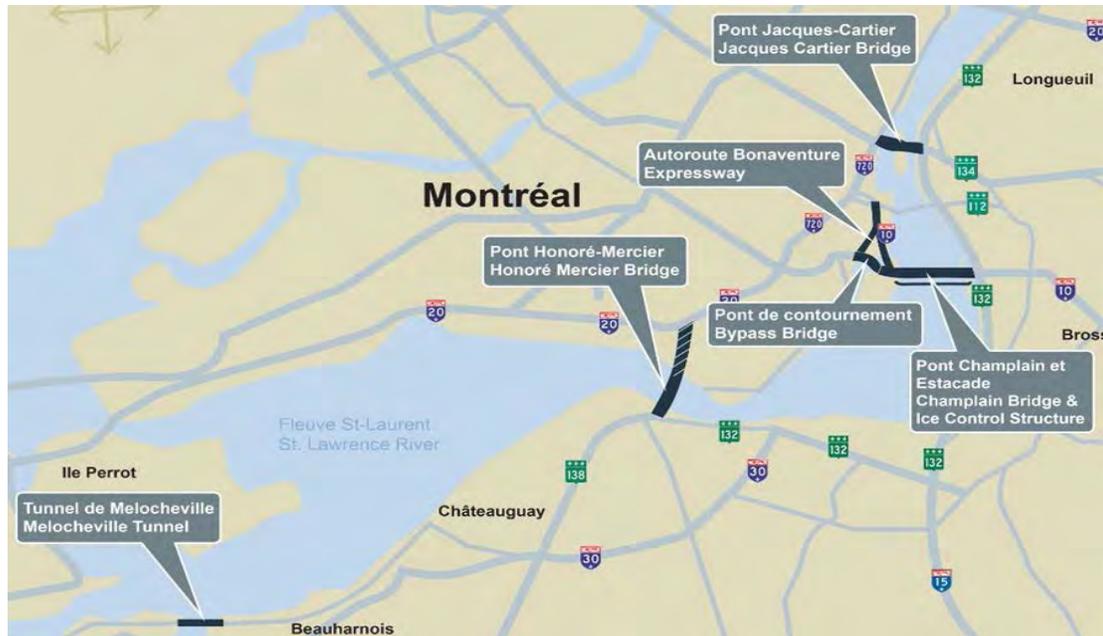
Champlain Bridge Estacade

The Champlain Bridge Estacade was built in 1964-1965 as an ice control structure, mainly to avoid the risk of ice jams and flooding in the Montreal area following the construction of the Expo 67 islands. Over the years, the arrival of icebreakers eliminated the need to operate the ice control structure stop logs.

Today, this structure is used to retain the ice in the La Prairie Basin. It also serves as a bike link between Île des Sœurs and the South Shore bike paths and may be used by the JCCBI contractor during the

deconstruction of the original Champlain Bridge. This structure is also used by the Private Partner to access the SLS dike for the maintenance of the Samuel De Champlain Bridge.

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



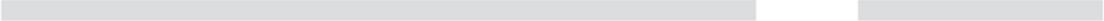
1.3 ACTIVITIES

JCCBI's main activities are divided into two specific areas, namely the technical teams and the administrative divisions. The technical teams include planning, engineering, research and applications, environment and sustainable development, construction and operations and maintenance. These groups are supported by project management and occupational health and safety teams. Within the project management team, the Champlain Project Office is responsible for the delivery of the original Champlain Bridge deconstruction project and provides support to INFC on the SDCBC project. Administrative divisions such as Legal Affairs, Procurement, Finance, IT, Human Resources and Communications support these sectors.

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

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

The Corporation awards contracts, mainly to engineering consulting firms, for professional services in the fields of inspection, planning, engineering and work site supervision. Contracts for various activities related



to its major maintenance program are awarded to contractors. Research and application activities are carried out with research entities and universities, notably in the form of partnership agreements. In addition, many firms offering a variety of professional services assist the Corporation's various divisions in carrying out their mandates.

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

1.4 FINANCIAL SITUATION

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

Expenditures are funded by parliamentary appropriations. Since the funding in place covers only a limited timeframe, financial viability becomes a leading driving force in all decisions. Since some of JCCBI's assets have extended beyond their useful life, resources are used primarily for the maintenance and rehabilitation necessary to ensure safety and mobility. JCCBI provides an essential service to the mobility of the population and the region's economy. JCCBI can never put financial factors ahead of public safety. JCCBI continues to prioritize the risk and management thereof, and the work is defined and addressed in the context of available resources.

This Corporate Plan summary presents the forecast at the time it was produced in September 2020. However, the portion of transfer payments included reflects the reference levels approved in the 2022-2023 Estimates as well as the interdepartmental transfer of the Federal Contaminated Sites Action Plan (FCSAP) Evaluation Fund.

The [2019-2020 Annual Report](#) is published on JCCBI's website.

2. OPERATING ENVIRONMENT

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

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

This represents a significant paradigm shift for the transportation industry, bridge managers and the engineering community. Until recently, rehabilitating structures to increase their sustainability was not part of the consulting engineering curriculum. Those seeking to improve the sustainability of bridges through their rehabilitation cannot rely on any accurate or proven scientific data. This is a relatively new and emerging field whose actors are exploring different approaches. Such is the situation that JCCBI is facing at the moment. The infrastructures managed by JCCBI are between 50 and 90 years old. Ensuring mobility on all bridges is an important consideration in both the capacity assessment and the work planning.

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

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

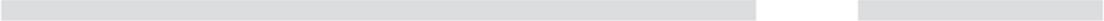
2.1 OPERATING CONTEXT

In carrying out its mission, JCCBI has to deal with internal and external factors that highlight its strengths, generate opportunities, create challenges and impact its key risks. After having identified these factors, JCCBI monitors them and realigns its planning in order to address significant fluctuations.

2.1.1 *External Environment*

Relationships with Partners - The Greater Montreal area transportation system is a closely woven network. JCCBI must coordinate and plan its activities in collaboration with many partners, thus adding a level of complexity to its operations, in the establishment of its policies and in the execution of its projects. These partners include federal partners, governments and provincial and municipal agencies. In addition, JCCBI sits on committees of Mobility Montréal, whose main mandate is to plan and coordinate the work and the different mitigation measures required because of the numerous construction sites (federal, provincial and municipal).

It is essential that JCCBI establishes relationships with the media and interacts with users, concerned residents and municipalities. Regular, frequent and transparent communication about the projects, issues and challenges faced by the Corporation is required. In addition, such communication enables road users to opt for new routes, use public transit, prioritize carpooling or avoid certain bridges or roads during major work.



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

The Honoré Mercier Bridge is under federal jurisdiction on the section that crosses the Mohawk territory of Kahnawà:ke and under provincial jurisdiction on the section over the St. Lawrence River. The daily regular maintenance of the bridge, including traffic management, towing services, snow removal and de-icing operations are the responsibility of the Quebec government, for the entire bridge, both on the federal and on the provincial sides.

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

JCCBI was added to the schedule of the *Federal Sustainable Development Act* (FSDA) on December 1, 2020, making JCCBI subject to the FSDA as of that date. This inclusion requires JCCBI to contribute to the development of the Federal Sustainable Development Strategy (FSDS) and related reporting and to develop and report on its own Sustainable Development Strategy (SDS). It should be noted, however, that JCCBI voluntarily contributed to the 2019-2022 FSDS and voluntarily filed its SDS for 2020-2023 in the fall of 2020.

In anticipation of amendments to the *Canada Labour Code* and new regulations to prevent harassment in the workplace coming into effect in January 2021, JCCBI has updated its internal policies and programs in this regard.

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

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

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

Sustainable development is an integral part of the Corporation’s mission and vision. Beyond the realization of its infrastructure projects, JCCBI’s commitment extends both to its methods of managing operational and administrative activities and to a concern to generate a positive impact for the community. The Corporation’s



commitment to sustainable development is steered by a committee that meets periodically and ensures that the goals set out in JCCBI's SDS are met.

This strategy includes a multi-year action plan contributing to the FSDS, which constitutes Canada's response to the United Nations 17 sustainable development goals.

The actions that the Corporation implements on a daily basis to achieve its sustainable development goals are grouped under the following themes:

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

These eight themes comprise a total of 128 actions that either have been or will be taken as per the Corporation's multi-year action plan. In 2020-2021, the Corporation renews its multi-year action plan to align it with the new cycle of the FSDS.

2.1.2 Internal Environment

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

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

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

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

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

The RAD leads more than 20 research and development projects annually. The main research areas targeted concern the criteria for evaluating the capacity of older structures, instrumentation, validation of the loads applied to structures, materials, and durability and longevity of the existing structures. More specifically, the projects currently underway for the Jacques Cartier Bridge deal, among other things, with the following:

- + Osculation tools targeting certain specific components of the metallic structure of the bridge;
- + Types of instrumentation and data interpretation method;
- + Seismic performance;
- + Corrosion protection systems.

Other projects include the following activities on the other structures:

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

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

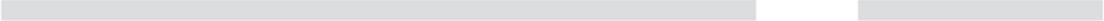
Human Resources - JCCBI continues to implement a number of initiatives, which can be summarized in five management priorities, in order to build the capacity to stimulate the development and engagement of all in an innovative, healthy and collaborative environment:

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

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

| | Actual 2020-2021 as at September 30, 2020 | 2021-2022 to 2025-2026 Corporate Plan | | | | |
|--------------|---|---------------------------------------|------------|------------|------------|------------|
| | | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
| Permanent | 164 | 170 | 170 | 170 | 170 | 170 |
| Temporary | 22 | 16 | 16 | 16 | 16 | 16 |
| Total | 186 | 186 | 186 | 186 | 186 | 186 |

Permanent and temporary employees hold full-time positions. Temporary employees have an employment termination date specified in their employment contract. Should the projects under evaluation be approved, these dates would be extended.



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 are in effect until December 31, 2020. All employees are covered by a disability program, the costs of which are paid in part by the Corporation, and are affiliated with the Public Service Pension Plan (the “Plan”). Employees of the Corporation must contribute to the Plan to cover the cost of services rendered during the fiscal year.

During the first half of fiscal year 2021-2022, the Corporation will conduct a strategic review of its operations, its key expertise and the evolution of its associated workforce plan, based on its mandate and the different investment scenarios. The outcome of this strategic review will be incorporated into the 2022-2027 Corporate Plan.

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

In this sense, the evolving management, from a technological point of view, of JCCBI’s structures is linked to the strategic and organizational objectives, including the integration of technology and data to support decision making.

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

In order to ensure the longevity, the capacity and a periodic review of IT requirements within the organization, a process to centralize and transfer the new IT systems to the operational teams once the project is completed was formalized and applied for the first time for the Computerized Maintenance Management System (CMMS) under the Maximo platform.

In conjunction with the Asset Management department, a process is underway to determine the method for developing the information management plans that will be used to identify the requirements for the tool that will integrate with geomatics, the corporate databases and the CMMS system.

IT risk management is based on two axes, namely proactive and reactive. JCCBI’s strategy for improving the security posture has been prepared within the framework of an IT Security Improvement Program (ITSIP). Said program includes the following initiatives: continuous IT security awareness, strengthening of infrastructure security, annual penetration testing and continuous improvement of IT operating processes, as well as the implementation of a succession plan to ensure business continuity. An ITSIP was developed for the period extending from 2020-2021 to 2025-2026.

2.2 ISSUES

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

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



In the metropolitan Montreal area, municipal authorities and the Quebec government have major infrastructure projects under way or in the planning stages. JCCBI must compete with these authorities to hire and retain professionals and technicians and to award contracts to engineering firms and contractors in order to carry out its work program. The duration and cost for said work can be influenced by this market, where competition is very fierce considering the number and scope of ongoing and planned road works, notably the *Réseau express métropolitain* (REM), Turcot Interchange and Louis-Hippolyte La Fontaine Tunnel projects.

In addition, due to demographics, the market anticipates that about 22% of the non-residential construction workforce will retire by 2029 (reference: [Construction and Maintenance Looking Forward, 2020-2029, Highlights, National Summary \(nrca.ca\)](#)). The market should regain a certain balance in the medium term.

As manager and operator of the original Champlain Bridge and Highway 15 since 1978, JCCBI has been and continues to be solicited in connection with the SDCBC project. A collaboration agreement between JCCBI and Her Majesty the Queen in Right of Canada (represented by INFC), which forms an integral part of the “Project Agreement” between the federal government and the Private Partner, was signed in this regard on March 4, 2015.

JCCBI has put in place and continues the development of an Occupational Health and Safety (OHS) management program. This program demonstrates the Corporation’s commitment to implementing a culture of “Zero Injury by Choice”. In addition, in order to achieve the highest level of OHS culture, management, in collaboration with the local OHS Committee, structures the OHS management through processes, procedures and instructions. The management of OHS by JCCBI also includes the contractors and consultants through their contracts. Adjustments and clarifications are made to the contracts on a continuous basis to clearly define the role of the prime contractor, of the work supervisor and of JCCBI, in order to reduce the OHS risks during the execution of the work.

JCCBI has limited revenue generation ability and authority other than the potential introduction of tolls, based on the “user pays” policy, which is a strategic decision for the government to make. Its funding is mainly provided through parliamentary appropriations. JCCBI has received funding until 2022-2023, thus mitigating the risks associated with the degradation of the bridges and structures. Despite significant investments in recent years, JCCBI continues to be challenged by critical long-term deficits with regards to infrastructure. The lack of funding beyond 2022-2023 could limit JCCBI’s ability to start major projects and award multi-year contracts, which may lead to delays in the operational planning, increased costs, execution delays and a possible decrease in mobility.

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

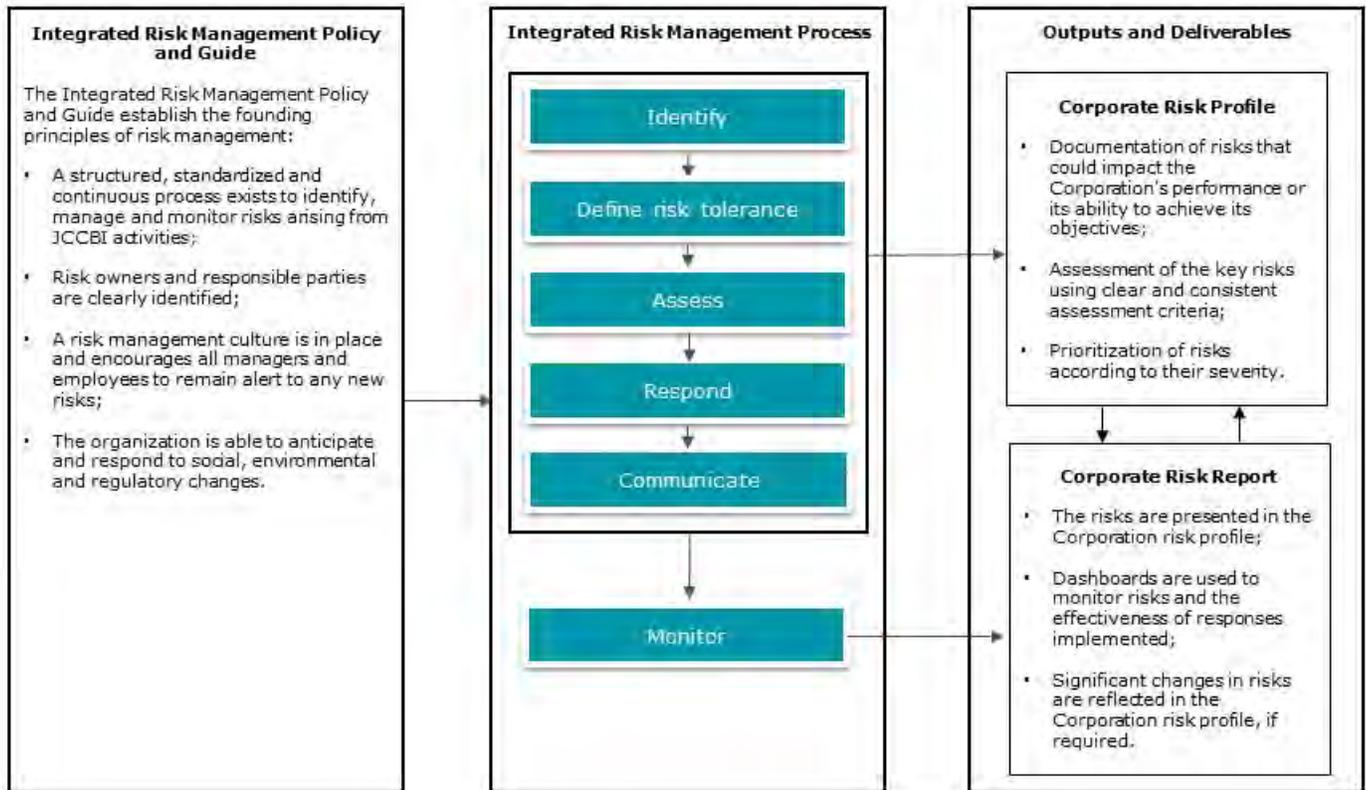
The Corporation is working with INFC to identify its financial requirements over the short and long term. JCCBI has received significant investment for specific needs related to assets or short-term operating requirements, but upcoming major projects are not currently funded, such as the Champlain Bridge Estacade asset maintenance program and the seismic component and bike path widening at the Honoré Mercier and Jacques Cartier Bridges. These projects are currently under evaluation. Long-term funding needs are identified in the 10-year planning of the Corporate Plan (Appendix 1).

3. RISKS AND RISK RESPONSES

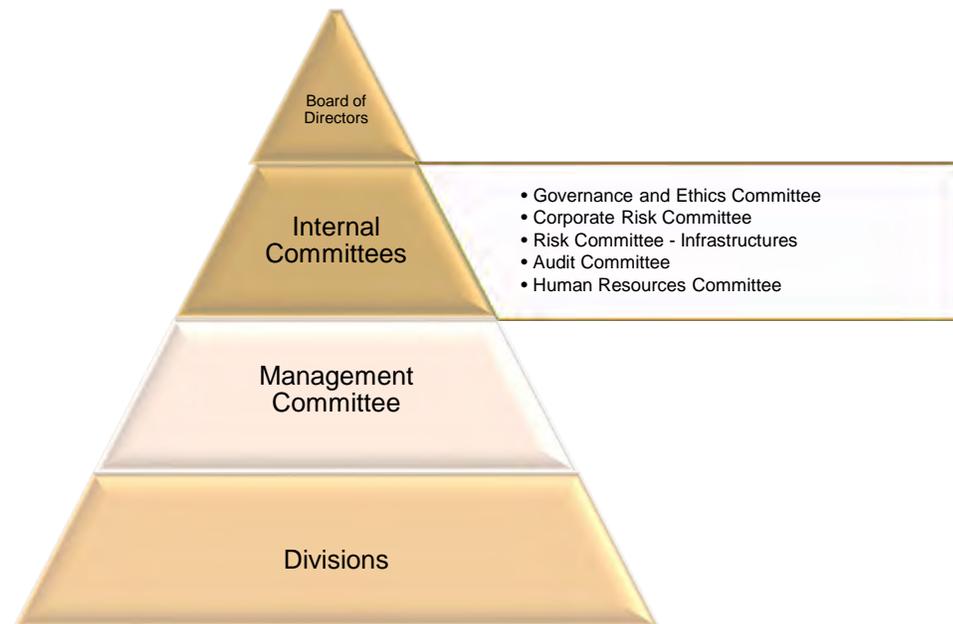
Integrated Risk Management Approach

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

As part of the 2020-2023 strategic plan, a process to measure risk management maturity will be completed in 2020-2021. Following this assessment, an action plan will be developed in accordance with the ISO 55000 standard. In addition, a process for integrating the three types of risk, namely corporate risks, asset risks and project risks, will begin in 2021-2022 in order to harmonize the methodology and present the summary as a corporate risk.



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



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

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

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

Risk Management: Global Severity of the Risk as of September 30, 2020

| LIKELIHOOD | | | | | |
|----------------|----------|-----|---|--|-----------|
| | Very low | Low | Moderate | High | Very high |
| Almost certain | | | | | |
| Very likely | | | - Technology infrastructure and quality of management information | | |
| Likely | | | - System disruption or failure - Decision-making - Recruitment and retention - Leadership and succession - Management model - Political environment - Performance measurements - Non-performance of the contract or delay in the delivery times - Unplanned additional costs - Contractual disputes and claims | - Occupational health and safety - Health and safety on worksites involving suppliers | |
| | | | | | |
| Unlikely | | | | - Security of information systems | |
| Rare | | | | | |

Risk Identification as of September 30, 2020

| Category/Title/Description of the Risk | Probability | Impact | Mitigation Measures | Residual Level of Risk |
|--|-------------|----------|--|------------------------|
| IT RISKS | | | | |
| Technology Infrastructure and Quality of Management Information <ul style="list-style-type: none"> Inadequate technology infrastructure. Inefficient use of IT. False, inaccurate or incomplete management information. | Likely | Moderate | <ul style="list-style-type: none"> Change management practices. Involvement of users in defining needs. Preparation and execution of test plans. Maintenance after implantation. Policy 10 – « <i>Sécurité et utilisation des actifs informationnels</i> ». Improvement of IT operating processes. Carrying out of an IT and systems security improvement program. | Medium |
| Security of Information Systems <ul style="list-style-type: none"> Unauthorized access. Breaches of personal information, confidential information and strategic data. Corrupted data. Interruption in business activities. Damage to JCCB's reputation. Delivery of an IT succession plan. | Unlikely | High | <ul style="list-style-type: none"> Monthly update of the operating systems and network equipment. Monitoring, via a monitoring software, of security exceptions. Training and awareness regarding computer security. Management of system access. Policy 10 – « <i>Sécurité et utilisation des actifs informationnels</i> ». Improvement of IT operating processes. Carrying out of an IT and systems security improvement program. | Medium |
| System Disruption or Failure <ul style="list-style-type: none"> Interruption of business continuity during critical periods. | Likely | Moderate | <ul style="list-style-type: none"> Improvement of IT operating processes. Improvement of the physical security of computer rooms. Carrying out of an IT and systems security improvement program. Implementation of a business continuity plan including IT succession and integrated into the emergency response plan. | Medium |
| STRATEGIC AND ORGANIZATIONAL RISKS | | | | |
| Decision-Making <ul style="list-style-type: none"> Inaccurate or incomplete information. Process for communicating a decision or a material change could be inadequate or insufficient. | Likely | Moderate | <ul style="list-style-type: none"> Controls in SAP. Annual audits (five-year plan). Validation and certification of both the information obtained from outside and that produced internally. Internal consultation mechanisms to review projects. Project monitoring process. | Medium |
| Leadership and Succession <ul style="list-style-type: none"> Lack of leadership within management. Vacant key positions or functions. Positions or functions without a succession plan. | Likely | Moderate | <ul style="list-style-type: none"> Detailed workforce plan, by division. Health/wellness survey (analysis and action plans). Implementation of an HR succession plan. Deployment of a culture of inter-divisional partnership. Extended participatory process for strategic planning 2020-2023. | Medium |
| Management Model <ul style="list-style-type: none"> Ineffective or inefficient management model, leading to red tape. Inability to adapt quickly to changes. Difficulties in identifying opportunities for value creation. | Likely | Moderate | <ul style="list-style-type: none"> HR management plan, by division. Committees and/or working groups to identify opportunities for improving efficiency. Partnership/cohesion between the different departments. Five-year internal audit plan. Extended participatory process for strategic planning 2020-2023. Management and leadership skills development program. | Medium |
| Political Environment <ul style="list-style-type: none"> Federal government policies. Policy changes. | Likely | Moderate | <ul style="list-style-type: none"> Corporate Plan aligned with the federal government's objectives and expectations. Strategic planning in line with the priorities of the government's "Investing in Canada" plan. | Medium |

| Category/Title/Description of the Risk | Probability | Impact | Mitigation Measures | Residual Level of Risk |
|--|-------------|----------|--|------------------------|
| Performance Measures <ul style="list-style-type: none"> Absent. Aligned with bad or poorly communicated objectives. | Likely | Moderate | <ul style="list-style-type: none"> Process of accountability to management and the BOD. Performance measures (KPI) established and monitored. Formal employee performance measurement process. Communication of various reports to its stakeholders in relation to its performance. Development of performance indicators for Environment and Sustainable Development. | Medium |
| RISKS RELATED TO EMPLOYEES | | | | |
| Recruitment and Retention <ul style="list-style-type: none"> Number of employees insufficient or too high. Recruitment policies and processes may not allow the recruitment of honest and qualified staff, permanent or temporary. Not retain qualified personnel. | Likely | Moderate | <ul style="list-style-type: none"> Health and wellness policy aligned with JCCBI's values. Health/wellness survey (analysis and action plans). Compensation management policy. Criminal background, credit, diplomas, references and health checks. Diversity action Plan. "Employer Brand" approach. Ensure consistency between job profiles and management skills. Approach to the professional development of employees. Attractive sustainable mobility incentive program for employees. Implementation of the adjustments and adaptation of activities and programs, due to the global pandemic caused by COVID-19. | Medium |
| Occupational Health and Safety <ul style="list-style-type: none"> Work environment to ensure the health and safety of JCCBI employees. Putting JCCBI's employees or the general public at risk. | Likely | High | <ul style="list-style-type: none"> Presence of managers in the field. Sharing information at division team meetings. Communication plan to remind people of the issues and procedures. Skills management plan including the list of compulsory training by type of job. Monitoring of the results of prevention efforts in the medium/long term. OHS management program including the procedures for risky activities. | High |
| RISKS RELATED TO SUPPLIERS AND PROCUREMENT PROCESS | | | | |
| Non-Performance of the Contract or Delay in the Delivery Times <ul style="list-style-type: none"> Failure to comply with all or part of its contractual obligations. Unable to perform its obligations. Late in the delivery of its goods/services. | Likely | Moderate | <ul style="list-style-type: none"> Project constructability (feasibility) review process. Formal project-based management process. Work supervision process. Expert in contractual claims (external). Contractual surety-bond clause in all contracts. Deterrents to avoid delays. Joint validation (consultant + JCCBI) before accepting deliverables. Review of the call for tender documents by the extended team. Additional investigations before the preparation of the call for tender documents. | Medium |
| Health and Safety on Worksites Involving Suppliers <ul style="list-style-type: none"> Failure to take appropriate measures to prevent or detect risk exposure. Putting their employees, JCCBI's employees or the general public at risk. | Likely | High | <ul style="list-style-type: none"> Implementation of an internal OHS division in support to internal and external operations. Prevention plan specific to each contract. OHS monitoring on the worksites: <ul style="list-style-type: none"> Contractor's OHS agent; Work supervisor's OHS specialist. Training, documentation and personal protective equipment accessible to the internal employees who go on the worksites. Validation of the skills of suppliers' employees. Inspections conducted on the worksites and corrective measures follow-up. | High |

| Category/Title/Description of the Risk | Probability | Impact | Mitigation Measures | Residual Level of Risk |
|--|-------------|----------|--|------------------------|
| | | | <ul style="list-style-type: none"> Physical visits and attestations by engineers before authorizing access. OHS visits before commissioning of the structures/assets following the completion of the work, in order to identify any potential risk to user safety. Assessment of accidents and of all events or observations that have occurred, identification of trends and implementation of generic corrective measures. Supervision Guide update. Standard Specifications update. Update of the OHS requirements of the Reference Terms. Evaluation of suppliers' OHS performance. | |
| Unplanned Additional Costs <ul style="list-style-type: none"> Underestimation of the costs by the supplier in its initial proposal. Poor planning or coordination of the work. Changes to the scope of work while in progress. Notices, objections or special requests by third parties or stakeholders of JCCBI (e.g. a municipality). | Likely | Moderate | <ul style="list-style-type: none"> Project constructability (feasibility) review process. External firms specializing in estimation. Climatic conditions taken into account in establishing costs and/or schedule. Database of environmental factors developed to prevent environmental risks and associated additional costs. Worksite continuous monitoring process. Analysis of contracts on a monthly basis. Documented and mapped project management process. Bid review with contractors when sensitive elements are present. Project review meeting. | Medium |
| LEGAL AND COMPLIANCE RISKS | | | | |
| Contractual Disputes and Claims Disputes or claims in connection with the execution of contracts. | Likely | Moderate | <ul style="list-style-type: none"> To be able to settle disputes by negotiation. Dispute resolution process. Analysis of claims in order to make recommendations. Evaluation of the dispute resolution process in standard construction contracts. Standard construction specifications. Guide to drafting construction documents. | Medium |

Legal risk level Low Risk considered controlled through the implementation of mitigation measures.
 Moderate
 High

Overall risk level Low Despite the implementation of mitigation measures, the level of overall residual risk
 Moderate remains "moderate" in a medium and long-term perspective.
 High

4. OBJECTIVES AND PLANNED RESULTS

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

JCCBI's planning strategies are as follows:

- + Align the intervention and investment plans with the government's "Investing in Canada" federal plan and with the FSDS;
- + Carry out the inspections of the structures and determine the needs through projects to be prioritized in function of the life cycle and risks, and carry out the work based on the available financing;
- + Improve maintenance by adopting innovative measures in terms of inspection, maintenance and construction methods and consider the execution challenges and the investments made by our partners to provide integrated solutions for users;
- + Ensure the longevity of the road links as well as a safe and efficient passage, while ensuring mobility, using an approach based on sustainable development.

The projects under the heading "Under Evaluation" (Appendix 1) correspond to one or more of the following criteria:

- + The details of the interventions to be carried out are not sufficiently documented and still remain hypothetical;
- + Further studies or validations are required to decide on the desired future of the structure concerned;
- + Business cases are required to validate the funding and execution of these projects;
- + Questions may arise as to whether it is JCCBI's responsibility to carry out this work.

4.1 GOVERNMENT PRIORITIES AND DIRECTION

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

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

Gender-Based Analysis Plus - JCCBI's multidisciplinary team consists of more than 185 people from various disciplines and trades. Within the Corporation, women represent 54% of employees and men 46%. 7.6% of employees are under 30 years of age, 65.4% are between 30 and 50 and 27.0% are over 50.

Diversity and Employment Equity - JCCBI benefits from a very diverse workforce, which reflects the diversity of the Canadian population. JCCBI is an employer concerned with ensuring diversity in terms of ethnicity and gender, with women being very well represented on both the staff (as at September 30, 2020, three of the six members of the Management Committee are women, including the Chief Executive Officer) and the BOD (as at September 30, 2020, three out of the seven members are women). Every year, JCCBI establishes a diversity and employment equity action plan, in line with the government's orientations and policies. A Diversity Committee has been established, whose mandate is part of the organization's commitment to fostering an equitable workplace in compliance with the *Employment Equity Act* and the *Canadian Multiculturalism Act*. The Diversity Committee plans a series of annual employment equity



(diversity and inclusion) interventions to promote both the commitment of management and the participation of employees.

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

JCCBI conducted a consultation with the Mohawks of Kahnawà:ke in the context of the construction of the Île des Sœurs Bypass Bridge in 2013, and participated, between 2017 and 2019, in an Aboriginal consultation undertaken by several federal stakeholders as part of the REM project. Aboriginal concerns have been addressed to their satisfaction. In addition, an Aboriginal consultation was initiated in 2019 as part of the original Champlain Bridge deconstruction project and is ongoing.

Sustainable Development and Government's Greening Operations - JCCBI recognizes the importance of a sustainable development approach in the management of both the assets under its responsibility and its operations. As such, it deployed its first multi-year sustainability strategy in 2015 with the objective of making JCCBI a leader in the responsible and sustainable management of its infrastructures. Over the years, JCCBI has integrated the concept of sustainable development into the conduct of its activities and has gradually positioned itself among the public leaders in this field. JCCBI's current approach to sustainable development remains broad and focuses as much on ethical and responsible business management and on the creation of social and economic values as it does on the sustainability of the infrastructures. To these elements, one must add the respect of the environment and the protection of the biodiversity present on its territory.

In the framework of the 2019 to 2022 FSDS, JCCBI contributes to the following five goals:

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

For this last goal, the organization has set itself the goal of developing a system for monitoring and managing the residual materials from the operations on its construction sites. In addition, JCCBI wants to influence the construction (and deconstruction) industry by encouraging its partners to reduce, reuse and recycle materials; this will be achieved through the inclusion of specific obligations in this regard in its contracts, where applicable. JCCBI is also analyzing the resilience of the assets under its management via the development of a climate change adaptation plan, the conduct of life cycle analyses of its operations and the drafting of a responsible procurement approach that includes employee training. Finally, JCCBI is working on a life cycle assessment to reduce the environmental footprint of its purchases and operations. Although greenhouse gas (GHG) emissions from its administrative operations are relatively low, JCCBI has also set GHG reduction targets related to eco-driving and fleet renewal.

Safe Work Environments - JCCBI is committed to investing in the development of its employees and providing them with a positive, stimulating, respectful, healthy and safe work environment where they can develop their talents. After implementing a Values and Ethics Code and an internal Workplace Health and Well-Being Policy last year, JCCBI continued in this direction this year by developing and disseminating training on the prevention of harassment and violence in the workplace, reminding employees of the essential elements of the internal Workplace Health and Well-Being Policy, and developing and communicating to employees a "*Code de civilité*". In addition, the Workplace Health and Well-Being Committee is planning a series of initiatives that will be implemented based on the results of the employee surveys. JCCBI has continued to invest in training, knowledge transfer and awareness of the various aspects of workplace well-being. JCCBI also establishes, on an annual basis, an action plan to promote management commitment and employee involvement.

4.2 PLANNED RESULTS - PERFORMANCE MONITORING

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

Monitoring and Evaluation

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

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

5. FINANCIAL OVERVIEW

5.1 OUTLINE

JCCBI's financial statements and budgets include operating funding as well as capital assets from the 2020-2021 budget currently under approval. The funding required to continue the activities beyond the years involved has been presented separately in the financial statements, as well as in the operating and capital budgets.

The 2021-2022 to 2025-2026 budget plan includes the Bonaventure Expressway reconfiguration project. This project is the subject of a funding request.

The budgets represent the forecasts at the time they were produced in September 2020. However, the transfer payment portion represents the reference levels approved in the 2022-23 Estimates as well as the interdepartmental transfer of FCSAP evaluation funds.

5.2 BUDGET AND PARLIAMENTARY APPROPRIATIONS

5.2.1 Operating Budget

The amount of parliamentary appropriations required in 2021-2022 for operating expenses is \$270.9 M, (including \$2.8 M for the FCSAP funding) which is the equivalent of the operating expenses (\$272.0 M) net of other sources of revenue (\$1.1 M). The variation over the 2020-2021 main budget represents a \$6.1 M (2.3%) increase, and is distributed as follows:

- + Estacade: \$0.3 M increase;
- + Jacques Cartier Bridge: \$1.4 M increase;
- + Champlain Bridge: \$13.8 M decrease;
- + Bonaventure Expressway: \$1.1 M increase;
- + Environment – Bonaventure Expressway, East and West Sectors: \$1.0 M increase;
- + Honoré Mercier Bridge: \$8.9 M increase;
- + Melocheville Tunnel: \$1.7 M increase;
- + Bypass Bridge – Île des Sœurs: \$1.1 M increase;
- + Regular maintenance expenses: \$0.4 M increase;
- + Major maintenance expenses: \$1.0 M increase;
- + Other expenses and impact of change in revenue: \$3.0 M increase.

5.2.2 Capital Budget

The parliamentary appropriations required for capital expenditures are \$10.7 M lower for the 2021-2022 budget (\$49.3 M) than the forecast for 2020-2021, and \$13.4 M (21.4%) lower compared to the budget of the same year.

The main capital expenditures planned over the next three years are the following: pier rehabilitation, steel reinforcement, connection of the bike path and stabilization of the banks at the Honoré Mercier Bridge, the new building for the Operations and Maintenance division, development of the Île Sainte-Hélène Pavilion and lands, steel reinforcement for the Jacques Cartier Bridge as well as reconfiguration of the Bonaventure Expressway (which is not funded as this time).

5.3 FINANCIAL POSITION

The projection of financial assets for the current fiscal year (2020-2021) is \$35.3 M and remains stable compared to the previous fiscal year. Compared to the current fiscal year's budget, the projected total



financial assets decrease by \$17.8 M, representing a \$14.3 M decrease in cash flow and a \$3.4 M decrease in accounts receivable.

The projection of the liability for the current fiscal year is \$65.0 M, a \$3.4 M decrease compared to the previous fiscal year, mainly due to the execution of work related to the environmental projects as well as to the revision of the underlying assumptions.

The gradual decrease in liabilities for subsequent years is due mainly to the decreasing variation in environmental obligations resulting from the soil management carried out in connection with the deconstruction of the original Champlain Bridge and the development of the lands in section 8 under the Jacques Cartier Bridge, as well as the commissioning of the containment systems for the East and West Sectors of the Bonaventure Expressway.

The estimated total non-financial assets for the current fiscal year amounts to \$637.9 M. This net value of fixed assets compares with \$607.5 M in the fiscal year ended March 31, 2020. Compared to the current fiscal year's budget, the projected tangible capital assets present a negative variance of \$22.6 M, which is mainly due to the variances in the work carried out in 2020-2021. The forecasted net value of the tangible capital assets in the next fiscal year (2021-2022) increases by \$17.2 M compared to the current fiscal year's forecast, totaling \$654.0 M. The main driving forces of this forecasted increase in capital assets are the Jacques Cartier and the Honoré Mercier Bridges.

5.4 STATEMENT OF OPERATIONS

5.4.1 Revenues

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

Interest - The interest income is expected to be similar to the current fiscal year. Continued cash management in connection with JCCBI's obligations and the return on the daily net balance in JCCBI's bank account are the source of this stability. The decrease in interest income for the year ended March 31, 2020 is directly related to the reduction of the average bank balance during that year.

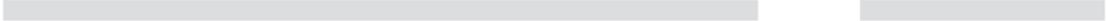
5.4.2 Expenses

The forecasted total expenses for the current fiscal year, in the amount of \$220.6 M, are up compared to the actual expenses of the previous fiscal year (2019-2020). This increase is primarily due to the increase in the expenses related to the original Champlain Bridge deconstruction project.

Salaries and Employee Benefits - Remuneration is based on collective agreements and employment contracts. JCCBI reviews salary increases for non-unionized employees on an annual basis.

Maintenance Expenses - JCCBI plans to spend \$201.1 M in 2020-2021 for regular and major maintenance, compared to \$120.5 M in 2019-2020. This work includes investments in the order of \$78.3 M at the original Champlain Bridge for the deconstruction of the structure. It should be noted that the maintenance expenses include regular maintenance in the order of \$8.6 M as well as the amortization of all assets, for a forecasted total of \$29.6 M. The total annual expenses until 2022-2023 are significantly higher than the total expenses in 2020-2021. This increase is mainly due to the original Champlain Bridge deconstruction project currently underway.

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



Operation Expenses - These expenses are related to the contract with the SQ and with the electricity used on JCCBI's territory. The annual variations are determined in function of the inflation rate provided for in the agreement with the SQ until 2029.

Administration Expenses -The administration expense forecast for the current fiscal year increases by \$3.5 M compared to the previous fiscal year. In 2019-2020, the actual administration expenses represented 9.67% of the total expenses and net capital expenditures. This percentage decreases to 7.63% for the current fiscal year. Over the next five fiscal years covered by the Corporate Plan, the percentage of administration expenses in relation to total expenses is expected to range between 6.42% and 12.84% for an average of 8.27% (7.77% in the 2020-2025 Corporate Plan).

This percentage should be considered as an average over a minimum period of five years as these services are often offset relative to the construction work carried out. For example, calls for tenders must be planned and contracts awarded before starting the work, processes are developed and implemented over extended periods of time and have no connection with the performance or non-performance of the construction work. In addition, the current context where work is carried out by all authorities at the same time makes it necessary to move and coordinate the work on a daily basis, increasing the loads and the administrative work.

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

5.5 RISKS AND ASSUMPTIONS

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

5.5.1 Interest Rate

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

5.5.2 Inflation Rate

An inflation rate of 3% has been set according to the average of the non-residential building construction price index for the Montreal area over the last five years for major maintenance work.

For all other expenditures, the inflation rate was set at 2%, which is the average of the non-residential building construction price index for the Montreal area over the last seven years.



+ APPENDICES



APPENDIX 1 – FINANCIAL STATEMENTS AND BUDGETS

Presentation of Financial Statements

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

The funding included in this budget does not take into account a reprofiling request submitted as part of the 2022-2023 Annual Reference Level Update (ARLU) process. The financial tables will be updated and reflected in the 2022-2027 Corporate Plan.

The 2021-2022 to 2025-2026 budget plan includes the Bonaventure Expressway reconfiguration project. This project is the subject of a funding request.

Statement of Financial Position – Pro forma

| | Actual 2019-2020 | Current Projection 2020-2021 (1) | Main Budget 2020-2021 | Budget (2) | | | | |
|--|---------------------|--|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | | | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
| (In thousands) | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| FINANCIAL ASSETS | | | | | | | | |
| Cash | 33 506 | 33 506 | 47 833 | 33 506 | 33 506 | 33 506 | 33 506 | 33 506 |
| Accounts receivable | | | | | | | | |
| Due from the Government of Canada | 402 | 402 | - | 402 | 402 | 402 | 402 | 402 |
| Other | 1 440 | 1 440 | 5 270 | 1 440 | 1 440 | 1 440 | 1 440 | 1 440 |
| TOTAL FINANCIAL ASSETS | 35 348 | 35 348 | 53 103 | 35 348 |
| LIABILITIES | | | | | | | | |
| Accounts payable and accrued liabilities | 29 003 | 29 003 | 44 295 | 29 003 | 29 003 | 29 003 | 29 003 | 29 003 |
| Employee future benefits | 531 | 512 | 468 | 512 | 512 | 512 | 512 | 512 |
| Contractual holdbacks | 4 214 | 4 214 | 6 362 | 4 214 | 4 214 | 4 214 | 4 214 | 4 214 |
| Deferred revenue | 230 | 230 | 269 | 230 | 230 | 230 | 230 | 230 |
| Environmental obligations | 34 396 | 31 030 | 22 946 | 26 662 | 23 887 | 22 130 | 20 333 | 18 496 |
| TOTAL LIABILITIES | 68 374 | 64 989 | 74 340 | 60 621 | 57 846 | 56 089 | 54 292 | 52 455 |
| NET DEBT | (33 026) | (29 641) | (21 237) | (25 273) | (22 498) | (20 741) | (18 944) | (17 107) |
| NON-FINANCIAL ASSETS | | | | | | | | |
| Tangible capital assets | 606 449 | 636 835 | 659 392 | 654 031 | 675 518 | 731 182 | 784 432 | 819 450 |
| Prepaid expenses | 1 066 | 1 066 | 789 | 1 066 | 1 066 | 1 066 | 1 066 | 1 066 |
| TOTAL NON-FINANCIAL ASSETS | 607 515 | 637 901 | 660 181 | 655 097 | 676 584 | 732 248 | 785 498 | 820 516 |
| ACCUMULATED SURPLUS | 574 489 | 608 260 | 638 944 | 629 824 | 654 086 | 711 507 | 766 554 | 803 409 |

(1) Unaudited FS as at September 30, 2020

(2) The budgets represent the projections when they were produced in September 2020.

However, the portion of transfer payments represent the approved reference levels as of the plan tabling date in February 2022 as well as Interdepartmental Transfer of FCSAP Assessment Funds.

Statement of Operations – Pro forma

| | Actual 2019-2020 | Current Projection 2020-2021 (1) | Main Budget 2020-2021 | Budget (2) | | | | |
|--|---------------------|---|-----------------------------|----------------|----------------|----------------|----------------|----------------|
| | | | | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
| (In thousands) | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| REVENUE | | | | | | | | |
| Leases and permits | 565 | 502 | 597 | 593 | 605 | 617 | 631 | 643 |
| Interest | 783 | 400 | 793 | 459 | 459 | 459 | 459 | 459 |
| Other sources | 69 | - | - | - | - | - | - | - |
| TOTAL REVENUE | 1 417 | 902 | 1 390 | 1 052 | 1 064 | 1 076 | 1 090 | 1 102 |
| EXPENSES | | | | | | | | |
| Maintenance | 120 533 | 201 057 | 273 669 | 278 961 | 258 959 | 199 172 | 167 316 | 104 024 |
| Operations | 3 633 | 4 164 | 4 554 | 4 622 | 4 732 | 4 846 | 4 962 | 4 488 |
| Administration | 15 220 | 18 742 | 17 879 | 20 551 | 19 969 | 20 277 | 20 256 | 20 977 |
| Environmental obligations | 9 407 | (3 366) | (1 585) | (4 368) | (2 775) | (1 757) | (1 797) | (1 837) |
| Loss on disposal of tangible capital assets | 6 | - | - | - | - | - | - | - |
| TOTAL EXPENSES | 148 799 | 220 597 | 294 517 | 299 766 | 280 885 | 222 538 | 190 737 | 127 652 |
| Deficit before Government of Canada funding | (147 382) | (219 695) | (293 127) | (298 714) | (279 821) | (221 462) | (189 647) | (126 550) |
| Portion of transfer payments for operating expenses | 105 253 | 200 762 | 275 666 | 235 741 | 182 799 | 136 345 | 64 776 | 4 589 |
| Portion of transfer payments for tangible capital assets | 49 048 | 48 862 | 48 862 | 50 024 | 85 171 | 30 955 | 10 098 | 4 412 |
| Portion of transfer payments FCSAP | 1 358 | 3 092 | 3 092 | 2 628 | 12 034 | 11 982 | 11 982 | - |
| Portion of transfer payments - others | 315 | - | - | - | - | - | - | - |
| Required funding (potential reprofiling) | - | 750 | - | 31 885 | 24 079 | 99 601 | 157 838 | 154 404 |
| Annual Operating Surplus | 8 592 | 33 771 | 34 493 | 21 564 | 24 262 | 57 421 | 55 047 | 36 855 |
| Accumulated Operating Surplus, Beginning of the Year | 565 897 | 574 489 | 604 451 | 608 260 | 629 824 | 654 086 | 711 507 | 766 554 |
| Accumulated Operating Surplus, End of the Year | 574 489 | 608 260 | 638 944 | 629 824 | 654 086 | 711 507 | 766 554 | 803 409 |

(1) Unaudited FS as at September 30, 2020

(2) The budgets represent the projections when they were produced in September 2020.

However, the portion of transfer payments represent the approved reference levels as of the plan tabling date in February 2022 as well as Interdepartmental Transfer of FCSAP Assessment Funds.

Statement of Change in Net Debt – Pro forma

| | Actual 2019-2020 | Current Projection 2020-2021 (1) | Main Budget 2020-2021 | Budget (2) | | | | |
|---|---------------------|--|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | | | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
| (In thousands) | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Annual Operating Surplus | 8 592 | 33 771 | 34 493 | 21 564 | 24 262 | 57 421 | 55 047 | 36 855 |
| Acquisition of tangible capital assets | (49 363) | (60 014) | (62 776) | (49 330) | (47 453) | (83 357) | (83 085) | (66 758) |
| Amortization of tangible capital assets | 32 926 | 29 628 | 29 868 | 32 134 | 25 966 | 27 693 | 29 835 | 31 740 |
| Loss on disposal of tangible capital assets | 6 | - | - | - | - | - | - | - |
| Gain on disposal of tangible capital assets | (64) | - | - | - | - | - | - | - |
| Proceeds from disposal of tangible capital assets | 64 | - | - | - | - | - | - | - |
| Total Variation due to Total Tangible Capital Assets | (16 431) | (30 386) | (32 908) | (17 196) | (21 487) | (55 664) | (53 250) | (35 018) |
| Acquisition of prepaid expenses | (1 964) | - | - | - | - | - | - | - |
| Use of prepaid expenses | 1 688 | - | - | - | - | - | - | - |
| Total Variation due to Prepaid Expenses | (276) | - | - | - | - | - | - | - |
| (Increase) decrease in net debt | (8 115) | 3 385 | 1 585 | 4 368 | 2 775 | 1 757 | 1 797 | 1 837 |
| Net debt, beginning of the year | (24 911) | (33 026) | (22 822) | (29 641) | (25 273) | (22 498) | (20 741) | (18 944) |
| Net Debt, End of the Year | (33 026) | (29 641) | (21 237) | (25 273) | (22 498) | (20 741) | (18 944) | (17 107) |

(1) Unaudited FS as at September 30, 2020

(2) The budgets represent the projections when they were produced in September 2020.

However, the portion of transfer payments represent the approved reference levels as of the plan tabling date in February 2022 as well as Interdepartmental Transfer of FCSAP Assessment Funds.

Statement of Cash Flow – Pro forma

| | Actual 2019-2020 | Current Projection 2020-2021 (1) | Main Budget 2020-2021 | Budget (2) | | | | |
|---|---------------------|--|--------------------------|------------|-----------|-----------|-----------|-----------|
| | | | | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 |
| (In thousands) | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| OPERATING TRANSACTIONS | | | | | | | | |
| Annual operating surplus | 8 592 | 33 771 | 34 493 | 21 564 | 24 262 | 57 421 | 55 047 | 36 855 |
| Non-cash items | | | | | | | | |
| Transfer payment - other | (315) | - | - | - | - | - | - | - |
| Amortization of tangible capital assets | 32 926 | 29 628 | 29 868 | 32 134 | 25 966 | 27 693 | 29 835 | 31 740 |
| Loss on disposal of tangible capital assets | 6 | - | - | - | - | - | - | - |
| Gain on disposal of tangible capital assets | (64) | - | - | - | - | - | - | - |
| Decrease in employee future benefits | - | (19) | - | - | - | - | - | - |
| Changes in environmental obligations | 9 120 | (3 366) | (1 585) | (4 368) | (2 775) | (1 757) | (1 797) | (1 837) |
| Changes in other items | | | | | | | | |
| Decrease in accounts receivable | 3 428 | - | - | - | - | - | - | - |
| Decrease in accounts payable and accrued liabilities | (6 170) | - | - | - | - | - | - | - |
| Increase in employee future benefits | 35 | - | - | - | - | - | - | - |
| Decrease in contractual holdbacks | (2 147) | - | - | - | - | - | - | - |
| Decrease in deferred revenues | (40) | - | - | - | - | - | - | - |
| Increase in prepaid expenses | (276) | - | - | - | - | - | - | - |
| Increase in environmental obligations | (1 316) | - | - | - | - | - | - | - |
| Cash Flow Provided by Operating Transactions | 43 779 | 60 014 | 62 776 | 49 330 | 47 453 | 83 357 | 83 085 | 66 758 |
| TANGIBLE CAPITAL ASSET INVESTMENT ACTIVITIES | | | | | | | | |
| Proceeds from disposal of tangible capital assets | 64 | - | - | - | - | - | - | - |
| Cash used to acquire tangible capital assets | (58 170) | (60 014) | (62 776) | (49 330) | (47 453) | (83 357) | (83 085) | (66 758) |
| Cash flow used for tangible capital asset investment activities | (58 106) | (60 014) | (62 776) | (49 330) | (47 453) | (83 357) | (83 085) | (66 758) |
| Increase (decrease) in Cash | (14 327) | - | - | - | - | - | - | - |
| Cash, Beginning of the Year | 47 833 | 33 506 | 47 833 | 33 506 | 33 506 | 33 506 | 33 506 | 33 506 |
| Cash, End of the Year | 33 506 | 33 506 | 47 833 | 33 506 | 33 506 | 33 506 | 33 506 | 33 506 |

(1) Unaudited FS as at September 30, 2020

(2) The budgets represent the projections when they were produced in September 2020.

However, the portion of transfer payments represent the approved reference levels as of the plan tabling date in February 2022 as well as Interdepartmental Transfer of FCSAP Assessment Funds.

Operating Budget and Capital Budget – Pro forma

| | 2021-2022 | | 2022-2023 | | 2023-2024 | | 2024-2025 | | 2025-2026 | | 2020-2021 | | 2019-2020 | | | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|----|-----------|----|-----------|----|----------------|----------------|-----------------|----------------|----------------|------------------|--|
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | Budget | Projection (1) | Variance | Budget | Actual | Variance | |
| REVENUE | | | | | | | | | | | | | | | | | |
| Parliamentary appropriations for operating expenses | 238 369 | 194 833 | 148 327 | 76 758 | 4 589 | | | | | | 278 758 | 203 854 | (74 904) | 250 507 | 106 611 | (143 896) | |
| Leases and permits | 593 | 605 | 617 | 631 | 643 | | | | | | 597 | 502 | (95) | 596 | 565 | (31) | |
| Interest | 459 | 459 | 459 | 459 | 459 | | | | | | 793 | 400 | (393) | 934 | 783 | (151) | |
| Other sources | | | | | | | | | | | - | - | - | - | 69 | 69 | |
| TOTAL REVENUE | 239 421 | 195 897 | 149 403 | 77 848 | 5 691 | | | | | | 280 148 | 204 756 | (75 392) | 252 037 | 108 028 | (144 009) | |
| EXPENSES | | | | | | | | | | | | | | | | | |
| Maintenance | 278 961 | 258 959 | 199 172 | 167 316 | 104 024 | | | | | | 273 669 | 201 057 | (72 612) | 267 285 | 120 533 | (146 752) | |
| Operations | 4 622 | 4 732 | 4 846 | 4 962 | 4 488 | | | | | | 4 554 | 4 164 | (390) | 3 431 | 3 633 | 202 | |
| Administration | 20 551 | 19 989 | 20 277 | 20 256 | 20 977 | | | | | | 17 879 | 18 742 | 863 | 17 108 | 15 220 | (1 888) | |
| Environmental obligations | (4 366) | (2 179) | (1 797) | (1 837) | (3 585) | | | | | | (28 283) | (26 243) | 2 040 | (2 103) | 9 407 | 11 510 | |
| Non-cash items | (27 766) | (23 191) | (25 936) | (28 038) | (29 903) | | | | | | | | | (33 684) | (40 765) | (7 081) | |
| TOTAL EXPENSES | 272 000 | 257 694 | 196 602 | 162 699 | 97 749 | | | | | | 266 234 | 194 354 | (71 880) | 252 037 | 108 028 | (144 009) | |
| POTENTIAL REPROFILING (FUNDING REQUIRED) OF OPERATIONS | (32 579) | (61 797) | (47 199) | (84 851) | (92 058) | | | | | | 13 914 | 10 402 | (3 512) | - | - | - | |

| | 2021-2022 | | 2022-2023 | | 2023-2024 | | 2024-2025 | | 2025-2026 | | 2020-2021 | | 2019-2020 | | | | |
|--|---------------|---------------|-----------------|-----------------|-----------------|----|-----------|----|-----------|----|-----------------|-----------------|----------------|---------------|---------------|-----------------|--|
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | Budget | Projection (1) | Variance | Budget | Actual | Variance | |
| REVENUE | | | | | | | | | | | | | | | | | |
| Parliamentary appropriations for tangible capital assets | 50 024 | 85 171 | 30 955 | 10 098 | 4 412 | | | | | | 48 862 | 48 862 | - | 72 181 | 49 363 | (22 818) | |
| TOTAL REVENUE | 50 024 | 85 171 | 30 955 | 10 098 | 4 412 | | | | | | 48 862 | 48 862 | - | 72 181 | 49 363 | (22 818) | |
| TANGIBLE CAPITAL ASSETS | | | | | | | | | | | | | | | | | |
| Jacques Cartier Bridge | 35 406 | 7 736 | 14 936 | 16 931 | 1 834 | | | | | | 53 332 | 41 762 | (11 570) | 51 304 | 26 925 | (24 379) | |
| Champlain Bridge | - | - | - | - | - | | | | | | - | - | - | - | 43 | 43 | |
| Honoré Mercier Bridge | 11 097 | 33 878 | 23 282 | 17 666 | 11 741 | | | | | | 7 141 | 11 527 | 4 386 | 9 464 | 12 126 | 2 662 | |
| Melochville Tunnel | 293 | 540 | 392 | 7 746 | 7 746 | | | | | | 676 | 1 629 | 953 | 8 754 | 6 845 | (1 909) | |
| Bonaventure Expressway | 635 | 4 799 | 43 919 | 47 573 | 45 115 | | | | | | - | 1 926 | 1 926 | 600 | 1 737 | 1 137 | |
| Estacade | 921 | - | - | - | - | | | | | | 255 | 1 207 | 952 | 550 | 746 | 196 | |
| Ile des Sœurs Bypass Bridge | - | - | - | - | - | | | | | | - | - | - | - | 654 | 317 | |
| Other capital assets | 978 | 500 | 828 | 263 | 322 | | | | | | 1 372 | 1 963 | 591 | 855 | 624 | (231) | |
| TOTAL TANGIBLE CAPITAL ASSETS | 49 330 | 47 463 | 83 357 | 83 065 | 66 758 | | | | | | 62 776 | 60 014 | (2 762) | 72 181 | 49 363 | (22 818) | |
| POTENTIAL REPROFILING (FUNDING REQUIRED) OF TANGIBLE CAPITAL ASSETS | 694 | 37 718 | (62 402) | (72 987) | (62 346) | | | | | | (13 914) | (11 152) | 2 762 | - | - | - | |

| | | | | | | | | | | | | | | | | |
|--|-----------------|-----------------|-----------------|------------------|------------------|--|--|--|--|--|----------|--------------|--------------|----------|----------|----------|
| TOTAL POTENTIAL REPROFILING (FUNDING REQUIRED) - OPERATIONS AND TANGIBLE CAPITAL ASSETS | (31 865) | (24 079) | (99 601) | (157 838) | (154 404) | | | | | | - | (750) | (750) | - | - | - |
|--|-----------------|-----------------|-----------------|------------------|------------------|--|--|--|--|--|----------|--------------|--------------|----------|----------|----------|

(1) Unaudited FS as at September 30, 2020
 (2) The budgets represent the projections when they were produced in September 2020. However, the portion of transfer payments represent the approved reference levels as of the plan tabling date in February 2022 as well as Interdepartmental Transfer of FCSAP Assessment Funds.

Summary Table – Ten-Year Financial Summary (2021-2031)

| (In thousands) | Budget (2) | | | | | Projection | | | | | | | |
|---|---------------------|---|--------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual 2019-2020 | Current Projection 2020- 2021 (1) | Main Budget 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
| REVENUE | | | | | | | | | | | | | |
| Leases and permits | 565 | 502 | 597 | 593 | 605 | 617 | 631 | 643 | 656 | 669 | 682 | 686 | 710 |
| Interest | 783 | 400 | 793 | 459 | 459 | 459 | 459 | 459 | 468 | 477 | 487 | 497 | 507 |
| Other sources | 69 | - | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL REVENUE | 1 417 | 902 | 1 390 | 1 052 | 1 064 | 1 076 | 1 090 | 1 102 | 1 124 | 1 146 | 1 169 | 1 193 | 1 217 |
| EXPENSES | | | | | | | | | | | | | |
| Regular maintenance | 8 148 | 8 570 | 8 117 | 8 472 | 8 576 | 8 760 | 8 940 | 9 087 | 9 270 | 9 440 | 9 620 | 9 806 | 9 995 |
| Major maintenance | 14 284 | 16 013 | 20 526 | 21 442 | 22 058 | 21 555 | 20 490 | 21 465 | 20 067 | 22 760 | 23 300 | 22 966 | 23 305 |
| Jacques Cartier Bridge | 26 003 | 40 333 | 38 455 | 39 806 | 29 320 | 38 836 | 22 972 | 11 141 | 10 511 | 68 157 | 54 842 | 48 849 | 41 084 |
| Champlain Bridge - Without deconstruction | 4 377 | 1 258 | 4 526 | - | - | - | - | - | - | - | - | - | - |
| Champlain Bridge - Deconstruction | 11 570 | 78 264 | 131 794 | 122 853 | 114 486 | 43 178 | 44 747 | - | - | - | - | - | - |
| Honoré Mercier Bridge | 12 271 | 11 665 | 19 462 | 28 331 | 15 779 | 13 970 | 10 064 | 11 916 | 20 557 | 29 563 | 20 565 | 13 975 | 13 412 |
| Melchoville Tunnel | (96) | (23) | 874 | 2 560 | 3 222 | 1 886 | 1 856 | 2 303 | 2 093 | 3 047 | 3 108 | 4 064 | 4 786 |
| Bonaventure Expressway | 10 941 | 12 131 | 15 189 | 16 306 | 9 055 | 10 516 | 9 341 | 11 632 | 11 923 | 3 629 | 4 325 | 4 064 | 13 588 |
| Estacade | 336 | 544 | 1 173 | 1 533 | 1 766 | 5 556 | 5 200 | 2 108 | 1 817 | 2 056 | 5 501 | 2 517 | 2 064 |
| Île des Seigneurs Bypass Bridge | (227) | 978 | 1 241 | 2 384 | 14 539 | 13 086 | 24 | - | - | - | - | - | - |
| Environment | 1 603 | 1 696 | 2 444 | 3 430 | 14 192 | 14 136 | 14 158 | 2 632 | 17 461 | 12 860 | 11 108 | 11 425 | 2 183 |
| Operators | 3 633 | 4 162 | 4 554 | 4 622 | 4 732 | 4 846 | 4 862 | 4 488 | 4 749 | 4 670 | 4 763 | 4 858 | 4 955 |
| Administration | 15 220 | 18 742 | 17 879 | 20 551 | 19 969 | 20 277 | 20 256 | 20 977 | 21 147 | 21 670 | 21 919 | 22 498 | 22 904 |
| Amortization | 32 926 | 29 628 | 29 868 | 32 134 | 25 966 | 27 693 | 29 835 | 31 740 | 33 363 | 34 466 | 36 131 | 38 342 | 40 631 |
| Environmental obligations | 7 804 | (3 366) | (1 585) | (4 388) | (2 775) | (1 757) | (1 797) | (1 837) | (1 876) | (1 914) | (1 949) | (1 982) | (2 013) |
| Loss on disposal of tangible capital assets | 6 | - | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL EXPENSES | 148 799 | 220 597 | 284 517 | 299 765 | 280 885 | 222 538 | 190 737 | 127 652 | 152 911 | 210 404 | 193 233 | 181 856 | 176 874 |
| Deficit before Government of Canada funding | (147 382) | (219 695) | (263 127) | (298 714) | (279 821) | (221 462) | (189 647) | (126 550) | (151 787) | (209 258) | (192 064) | (180 663) | (175 657) |
| Non-cash items | 40 357 | 26 243 | 28 283 | 27 766 | 23 191 | 25 936 | 28 038 | 29 903 | 31 487 | 32 552 | 34 182 | 36 360 | 38 618 |
| Deficit before Government of Canada funding (eligible for funding) | (107 025) | (193 452) | (264 844) | (270 948) | (256 630) | (195 526) | (161 609) | (96 647) | (120 300) | (176 706) | (157 882) | (144 303) | (137 039) |
| Government of Canada funding - expenditures*: Authorized appropriations | 106 611 | 203 954 | 278 758 | 238 369 | 194 833 | 148 327 | 76 758 | 4 589 | 4 046 | 4 046 | 4 046 | 4 046 | 4 046 |
| Appropriations requested (potential reprofiling) | - | (10 402) | (13 914) | 32 579 | 61 797 | 47 189 | 84 851 | 92 058 | 116 254 | 172 660 | 153 836 | 140 257 | 132 993 |
| Government of Canada funding - tangible capital assets*: Authorized appropriations | 49 363 | 48 862 | 48 862 | 50 024 | 85 171 | 30 955 | 10 088 | 4 412 | 2 641 | 2 641 | 2 641 | 2 641 | 2 641 |
| Appropriations requested (potential reprofiling) | - | 11 152 | 13 914 | (694) | (37 716) | 52 402 | 72 967 | 62 346 | 57 474 | 46 302 | 86 096 | 85 592 | 91 624 |
| Non-cash items | (40 357) | (26 243) | (28 283) | (27 766) | (23 191) | (25 936) | (28 038) | (29 903) | (31 487) | (32 552) | (34 182) | (36 360) | (38 618) |
| Annual Operating Surplus (Deficit) | 8 592 | 33 771 | 34 493 | 21 564 | 24 262 | 57 421 | 55 047 | 36 855 | 28 628 | 46 991 | 54 555 | 51 873 | 55 647 |
| Note 1: Acquisition of Tangible Capital Assets | | | | | | | | | | | | | |
| Jacques Cartier Bridge | 26 925 | 41 762 | 53 332 | 35 406 | 7 736 | 14 936 | 16 931 | 1 834 | 1 782 | 2 543 | 22 516 | 26 827 | 32 346 |
| Champlain Bridge - Deconstruction | 43 | - | - | - | - | - | - | - | - | - | - | - | - |
| Honoré Mercier Bridge | 12 126 | 11 527 | 7 141 | 11 097 | 33 878 | 23 282 | 17 666 | 11 741 | 18 610 | 23 191 | 17 256 | 16 384 | 22 650 |
| Melchoville Tunnel | 6 845 | 1 629 | 676 | 293 | 540 | 392 | 652 | 7 746 | 1 223 | 7 876 | 8 988 | 10 821 | 11 653 |
| Bonaventure Expressway | 1 737 | 1 926 | - | 635 | 4 799 | 43 919 | 47 573 | 45 115 | 38 285 | 15 503 | 39 564 | 33 011 | 27 401 |
| Estacade | 746 | 1 207 | 255 | 921 | - | - | - | - | - | - | - | - | - |
| Île des Seigneurs Bypass Bridge | 317 | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | 624 | 1 963 | 1 372 | 978 | 500 | 828 | 263 | 322 | 215 | 430 | 403 | 1 190 | 215 |
| Total Tangible Capital Assets | 49 363 | 60 014 | 62 776 | 49 530 | 47 453 | 83 357 | 83 065 | 66 756 | 60 115 | 49 543 | 88 737 | 88 233 | 94 265 |
| Authorized Funding: | | | | | | | | | | | | | |
| Operating funding | 183 490 | 203 854 | 278 758 | 238 369 | 194 833 | 148 327 | 76 758 | 4 589 | 4 046 | 4 046 | 4 046 | 4 046 | 4 046 |
| Tangible capital asset funding | 66 595 | 48 862 | 48 862 | 50 024 | 85 171 | 30 955 | 10 088 | 4 412 | 2 641 | 2 641 | 2 641 | 2 641 | 2 641 |
| Total | 250 085 | 252 716 | 327 620 | 288 393 | 280 004 | 179 282 | 86 856 | 9 001 | 6 687 |

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

(1) Unaudited FS as at September 30, 2020

(2) The budgets represent the projections when they were produced in September 2020.

However, the portion of transfer payments represent the approved reference levels as of the plan tabling date in February 2022 as well as Interdepartmental Transfer of FCSAP Assessment Funds.

Summary Table – Five-Year Planning (2021-2026)

| | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 5 Year Total |
|---|----------------|----------------|----------------|----------------|----------------|------------------|
| | Budget | | | | | |
| (In thousands) | \$ | \$ | \$ | \$ | \$ | |
| Major Work | | | | | | |
| Jacques Cartier Bridge | 75 212 | 37 056 | 53 772 | 39 903 | 12 975 | 218 918 |
| Champlain Bridge - Deconstruction | 122 563 | 114 486 | 43 178 | 44 747 | - | 324 974 |
| Honoré Mercier Bridge | 39 428 | 49 657 | 37 252 | 27 730 | 23 657 | 177 724 |
| Melocheville Tunnel | 2 853 | 3 762 | 2 278 | 2 197 | 10 049 | 21 139 |
| Bonaventure Expressway | 16 941 | 13 854 | 54 435 | 56 914 | 56 747 | 198 891 |
| Estacade | 2 454 | 1 766 | 5 556 | 5 200 | 2 108 | 17 084 |
| Île des Sœurs Bypass Bridge | 2 384 | 14 539 | 13 086 | 24 | - | 30 033 |
| Environment | 3 430 | 14 192 | 14 136 | 14 158 | 2 632 | 48 548 |
| Total Major Work | 265 265 | 249 312 | 223 693 | 190 873 | 108 168 | 1 037 311 |
| Total of "Other than Major Work" | 56 065 | 55 835 | 56 266 | 54 911 | 56 339 | 279 416 |
| Revenue | (1 052) | (1 064) | (1 076) | (1 090) | (1 102) | (5 384) |
| Grand total | 320 278 | 304 083 | 278 883 | 244 694 | 163 405 | 1 311 343 |
| Total "Under Evaluation" | 5 490 | 23 577 | 55 043 | 113 556 | 152 138 | 349 804 |

APPENDIX 2 – COMPLIANCE WITH LEGISLATIVE AND POLICY REQUIREMENTS

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

All requests received under the ATIA and the PA are forwarded to the ATIP Coordinator for processing in accordance with the ATIA and the PA. In accordance with the ATIA requirements, JCCBI publishes on its website, on a monthly basis, the travel, hospitality and conference expenditures of the Chair of the BOD, Board members and Chief Executive Officer and, on an annual basis, its annual report to Parliament under the ATIA and the PA.

+ ***Financial Administration Act (FAA)***

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

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

As part of project planning, the ESD division ensures compliance with the applicable requirements of the IAA, notably with respect to the assessment of the environmental effects of projects (Sections 82 and ss.).

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

JCCBI has been subject to the FSDA since December 1, 2020. Nevertheless, in the fall of 2020, JCCBI chose to voluntarily contribute to the 2019-2022 FSDS and to file a first sustainable development strategy for 2020 to 2023.

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

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

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

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

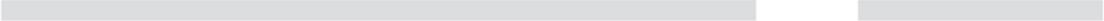
+ ***Official Languages Act***

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

The Corporation ensures that all its communication with the public and that all its services to the public are provided or available in both official languages, including the services provided to the public by third parties on its behalf.

+ ***Trade Agreements***

As part of the planning for each contract, the Procurement division, supported by the Legal Affairs division, determines whether the contract is subject to the free trade agreements applicable to JCCBI,



namely the *Canadian Free Trade Agreement* (CFTA) and the *Comprehensive Economic and Trade Agreement* (CETA) and, if so, ensures compliance with these agreements.

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

The Corporation has amended its policies and practices related to travel, hospitality, conferences and events expenditures to align them with the applicable Treasury Board of Canada policies and instruments, in accordance with Instruction P.C. 2015-1112 received under Section 89 of the FAA.

+ **Other Legislative Requirements**

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

- *Canada Business Corporations Act;*
- *Crown Corporation General Regulations, 1995;*
- *Crown Corporation Corporate Plan, Budget and Summaries Regulations;*
- *Migratory Birds Convention Act, 1994;*
- *Fisheries Act;*
- *Canadian Environmental Protection Act, 1999;*
- *Canadian Navigable Waters Act;*
- *Canada Labour Code;*
- *Employment Equity Act;*
- *Payments in Lieu of Taxes Act.*

APPENDIX 3 – COVID-19

It is still in the context of the global pandemic caused by COVID-19 that fiscal year 2020-2021 takes place. By March 2020, JCCBI had put in place numerous measures to respond to the requests and instructions issued by the governments. Indeed, following the decree adopted by the Quebec government, which led to the suspension of all workplace activities since March 25, 2020, almost all of JCCBI's employees have worked remotely, with the exception of the Operations and Maintenance division team, which ensured that critical infrastructures remained in good working order. In spite of the extensive telecommuting, JCCBI's staff continued to make every effort to maintain the timelines related to the preparation of the drawings, specifications and studies and to carry out the administrative tasks that can be performed remotely. On May 11, 2020, the majority of activities resumed on the various construction sites.

In this context, JCCBI's management team monitors developments on a daily basis and is on the lookout for the various issues that may arise for its staff members. This global pandemic has forced JCCBI to make numerous adjustments and to adapt its activities and programs as follows:

- + Working conditions have been revised;
- + A program for managing work attendance and processing absences has been developed and communicated to all employees;
- + A prevention program has been put in place to deal with the situation where an employee would test positive for COVID-19 or show symptoms thereof;
- + An action plan has been developed following an employee survey and regular communications are made to address employees' concerns.

The closure of JCCBI's offices in March 2020 also had a significant impact on the IT division. Indeed, the IT support team saw to the addition of the remote accesses required to ensure the continuity of operations in telework mode. The team also produced several procedures as well as training to facilitate the transition to the massive telework mode. A daily monitoring system was also set up to ensure that JCCBI's cloud computing and internal technologies are fully operational and secure.

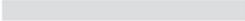
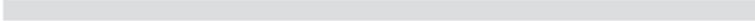
As a result of the online employee survey conducted in May 2020, an action plan was developed to better respond to employees' concerns. One of the concerns was to break the isolation expressed by some employees. Also, several health measures were deployed in the offices in order to provide a safe working environment for the employees and, on July 6, 2020, JCCBI began a voluntary return of its employees to its offices. A welcome kit created by the OHS division was prepared and offered to each employee.

The pandemic has also had a significant impact on the Communications division, which has created a special COVID-19 section on the internal communications platform and broadcasts messages to staff on a weekly basis.

The reopening of construction sites in May 2020 as well as the prescription of health measures to be put in place in the context of the COVID-19 pandemic have led to discussions on the impacts on construction contracts, more specifically on the contract for the deconstruction of the original Champlain Bridge.

These discussions led to an agreement, which was signed on June 29, 2020, covering the payment of the new health measures required and a lump sum compensation for the impacts on the Contractor's operations as well as the impacts on the schedule associated with the pandemic. The deconstruction work schedule, initially planned over a 36-month period, has been extended to 43 months. For the other construction contracts, the average increase in the costs related to the prescription of sanitary measures was 2.1% of the total costs.

JCCBI remains proactive during this period of change and continues to keep abreast of public health developments and guidelines in order to take the appropriate initiatives and decisions.



APPENDIX 4 – LIST OF ABBREVIATIONS

| | |
|-------------|--|
| ATIA..... | ACCESS TO INFORMATION ACT |
| BOD | BOARD OF DIRECTORS |
| ESD..... | ENVIRONMENT AND SUSTAINABLE DEVELOPMENT |
| FAA | FINANCIAL ADMINISTRATION ACT |
| FCSAP | FEDERAL CONTAMINATED SITES ACTION PLAN |
| FSDA | FEDERAL SUSTAINABLE DEVELOPMENT ACT |
| FSDS..... | FEDERAL SUSTAINABLE DEVELOPMENT STRATEGY |
| GHG..... | GREENHOUSE GAS |
| INFC..... | INFRASTRUCTURE CANADA |
| IT | INFORMATION TECHNOLOGIES |
| ITSIP..... | IT SECURITY IMPROVEMENT PROGRAM |
| JCCBI..... | THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED |
| MCK | MOHAWK COUNCIL OF KAHNAWÀ:KE |
| OHS | OCCUPATIONAL HEALTH AND SAFETY |
| REM | RÉSEAU EXPRESS MÉTROPOLITAIN |
| SDCBC..... | SAMUEL DE CHAMPLAIN BRIDGE CORRIDOR |
| SDS..... | SUSTAINABLE DEVELOPMENT STRATEGY |
| SLS | ST. LAWRENCE SEAWAY |
| SLSA..... | ST. LAWRENCE SEAWAY AUTHORITY |
| SQ..... | SÛRETÉ DU QUÉBEC |



JacquesCartierChamplain.ca

Twitter | LinkedIn | Facebook | YouTube

