



# CORPORATE PLAN SUMMARY

## FOR THE PLANNING PERIOD

2020-21 to 2024-25

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# Executive Summary

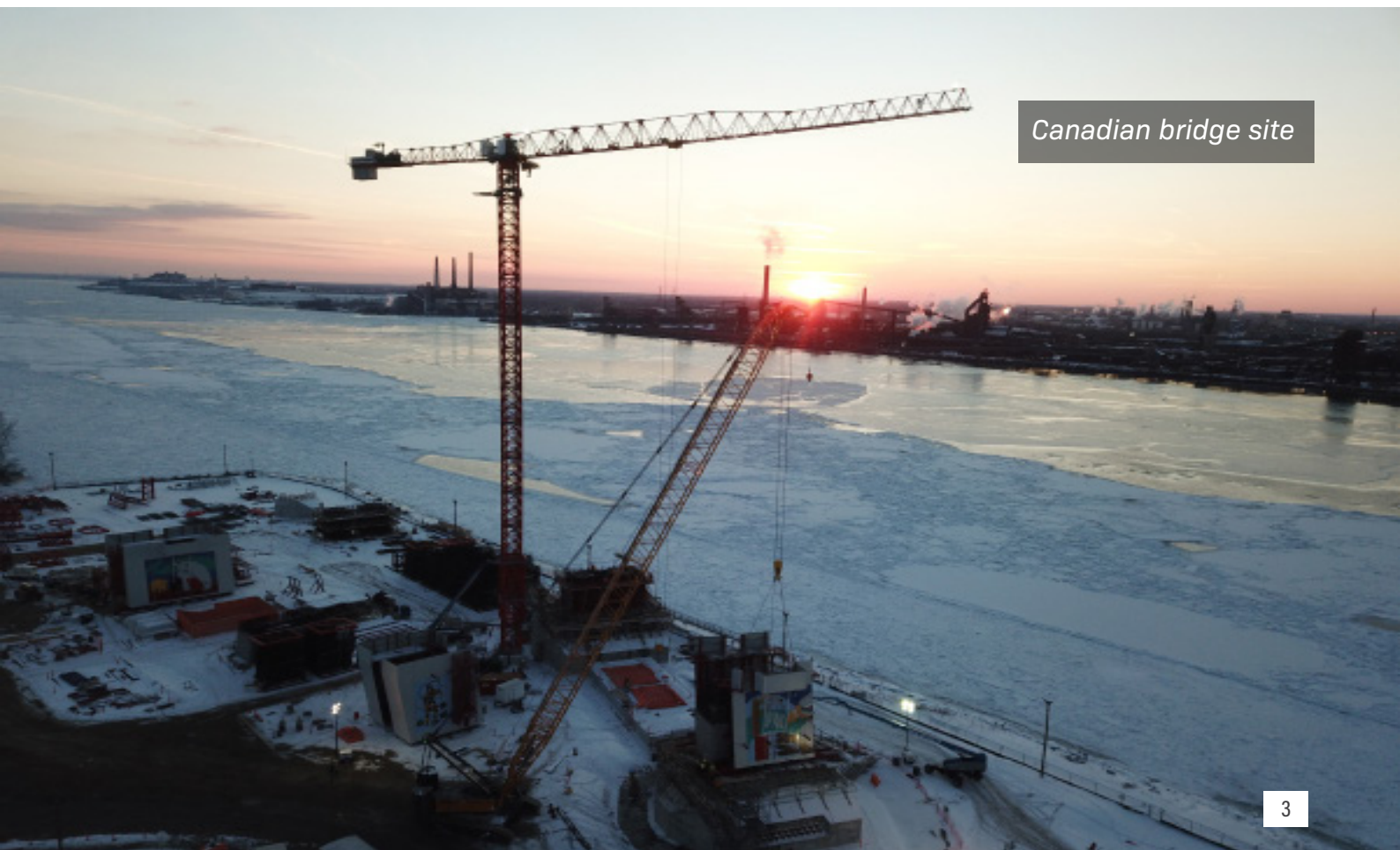
Windsor-Detroit Bridge Authority's (WDBA) mandate is to construct and/or operate the Gordie Howe International Bridge. With the Gordie Howe International Bridge project fully in the design-build phase of the project, WDBA is responsible for managing the contract with the private-sector partner, Bridging North America (BNA), and overseeing work associated with the P3 Contract (Project Agreement). The project itself is comprised of the Canadian Port of Entry (POE), the bridge, the US POE, and the Michigan Interchange. Located in Windsor, Ontario and Detroit Michigan, the Gordie Howe International Bridge project has an international scope and a core purpose to help improve the movement of goods and people through a significant trade corridor.

In addition to its continued work on the project, toward the end of FY 2019-20 and throughout FY 2020-21, WDBA, much like the rest of the world, had to adapt to the COVID-19 pandemic. Anticipating actions from the Government of Canada, the province of Ontario and the State of Michigan, WDBA took the necessary and appropriate steps in monitoring the project, while keeping its employees and workers safe. Even with COVID-19, throughout FY 2020-21 and the planning period, WDBA plans to make significant progress in overseeing the construction and preparations for the operations of this once-in-a-generation undertaking while continuing to foster a constructive and mutually beneficial relationship with BNA.

During FY 2020-21 and the planning period, WDBA's objectives include:

- Delivering on WDBA's mandate
- Strengthening the relationships developed with Bridging North America to ensure that decisions are well-informed
- Continuing Stakeholder and Shareholder Engagement to maintain support
- Preparation and implementation of the plan to support transition to operations.

Working toward these objectives, WDBA will continue to provide stringent oversight to the design, construction, and overall delivery of the Gordie Howe International Bridge project throughout the design-build phase and moving toward the operations phase. While achieving these objectives, WDBA's activities will also align with the Government's priorities.



*Canadian bridge site*



# 1. Overview

## 1.1 Mandate

Under the terms of its Letters Patent and of the Crossing Agreement, WDBA is responsible for carrying out the obligations of the Crossing Authority as a party to the Crossing Agreement and to construct, and/or operate the Gordie Howe International Bridge.

## 1.2 Key Authorities

WDBA, as a non-agent, parent Crown corporation, was established by Letters Patent pursuant to ss.29(1) of the International Bridges and Tunnels Act. It is a Schedule III, Part I non-agent Crown corporation under Part X of the *Financial Administration Act* (FAA).

WDBA reports to Parliament through the Minister of Infrastructure and Communities (the Minister). As a Crown corporation, WDBA is subject to the Crown corporation governance regime under Part X of the FAA and a range of other applicable statutes.

## 1.3 Values of WDBA

WDBA's values are in line with its core mandate, to deliver the Gordie Howe International Bridge project. In 2019, WDBA undertook a multi-phased process to develop new Corporate Statements to reflect not only its current culture, but a culture it and its employees choose to achieve. Staff had a direct role in the development of these statements, composed of a purpose statement, a team statement, and values statements.

**OUR PURPOSE**

Together, we are responsible for the Gordie Howe International Bridge - a legacy landmark that connects nations, economies and cultures.

**OUR TEAM**

At WDBA, we value our people and their contributions in an environment of trust, support and dedication.

**OUR VALUES**

We treat each other with kindness and respect.  
Talent and diversity are the cornerstones of our success.  
Passion drives our creativity and innovation.  
Our communities inspire us.  
We take pride in our work and celebrate accomplishments.

WDBA APWD  
WINDSOR-DETROIT BRIDGE AUTHORITY | AUTORITÉ DU PONT WINDSOR-DETROIT

## 1.4 Main Activities and Principal Programs

The main activities and principal programs of WDBA are reflected in its mandate statement: To construct and/or operate the Gordie Howe International Bridge. WDBA is responsible for managing the contract with the private-sector partner, Bridging North America (BNA), and overseeing work associated with the following, under the P3 model:

- Design, build, finance, operate and maintain a new six-lane cable-stayed bridge between Windsor, Ontario and Detroit, Michigan.
- Design, build and finance the Michigan Interchange, which will subsequently be transferred to the Michigan Department of Transportation (MDOT) to operate and maintain.
- Design, build, finance, operate and maintain the US POE, with the agreement of US Federal Agencies (the General Services Administration and Customs and Border Protection).
- Design, build, finance, operate and maintain the Canadian POE, with the agreement of the Canada Border Services Agency (CBSA) and the Canadian Food Inspection Agency (CFIA).

As part of the preparations to begin construction of the Gordie Howe International Bridge project, WDBA has undertaken Early Works on the Canadian POE, Advanced Works on the US POE, utility relocations on both POEs, and the acquisition of US properties, as described in greater detail in sections 2 and 3 of this Corporate Plan.

*US bridge tower footing*



## 1.5 WDBA Annual Report

For further information on the activities of the Corporation, the Annual Report can be accessed at: [www.gordiehoweinternationalbridge.com/en/corporate-reports](http://www.gordiehoweinternationalbridge.com/en/corporate-reports).

# 2. Current Operating Environment

As in any organization, a wide range of factors can impact the ability to successfully execute the mandate. Internal and external factors can influence policy decisions, affecting the progress of the project or have impacts on the organization's ability to achieve its goals.

## 2.1 Internal Environment

WDBA currently (as of January 10, 2020) has 88 employees to meet the demands of the design-build phase of the Gordie Howe International Bridge project, and requirements under the Project Agreement (project oversight), as well as for claims management and IT/Security. It also utilizes approximately 40 contractors.

As WDBA is now in the design-build phase, opportunities and threats related to the delivery of the Gordie Howe International Bridge project have been further assessed. Among these opportunities includes WDBA's corporate culture and strengthening the relationship and managing the Project Agreement with BNA and our project partners.

## 2.2 External Environment

Given the complexity of the Gordie Howe International Bridge project as well as the international nature of the project, several factors in the external environment influence WDBA's ability to achieve its objectives. Examples of opportunities and threats in the external environment include the overall project benefit and the finalization of the US property possession.

## 2.3 Year in Review FY 2019-20 & Key Strategic Issues Facing WDBA

Over the last fiscal year, WDBA has achieved milestones and goals on its FY 2019-20 strategic objectives, which are:

- Executing on Oversight Plans, Ensuring Project Agreement Obligations are met.
- Design and Construction of the Gordie Howe International Bridge Project.
- Site Preparations (includes, US Property acquisition, Early Works, and Utility Relocation in Canada and the US).
- Building Organizational Capacity and Continued Organizational Development During the Design-Build Phase.
- Stakeholder Engagement and External Positioning for Operations.
- Transition Planning from Construction to Operations.

For this Corporate Plan Summary, the following provides a snapshot of WDBA's accomplishments over the last fiscal year. For a more in-depth overview of all the activities completed over FY 2019-20, please visit WDBA's [website](#).



### **Executing on Oversight Plans, Ensuring Project Agreement Obligations are met**

A strong project governance framework has been implemented to provide comprehensive, cross-functional oversight of contracts and BNA's performance on the Gordie Howe International Bridge project. The objective in implementing this framework was to ensure safe delivery of the scope of work, on time and on budget, without compromising on project benefits while, at the same time, mitigating risks.

### **Design and Construction of the Gordie Howe International Bridge Project**

In FY 2019-20, substantial progress was made on detailed design of the Gordie Howe International Bridge project. Additionally, key construction activities commenced on the permanent works for all four components – the Canadian POE, Bridge (and its approaches), the US POE and the Michigan Interchange.

### **Site Preparations (includes, US Property acquisition, Early Works, and Utility Relocation in Canada and the US)**

The strategic priority of site preparations includes US property acquisition, Early Works, and utility relocation in Canada and the US.

### **US Property Acquisition**

In FY 2019-20, substantial progress was made by the Michigan Department of Transportation (MDOT), which is responsible for all property acquisitions in Michigan related to the Gordie Howe International Bridge project, with oversight from WDBA. As part of the process, once the properties are in MDOT's possession they proceed to make them project-ready, by completing environmental investigations (if applicable) and demolition (if applicable), for transfer to BNA for construction.

By the start of FY 2020-21, all parcels of land required for the US POE and Michigan Interchange, with the exception of two parcels, will have been acquired and handed over to BNA for construction.

### **Canadian Early Works and Utility Relocations**

The Early Works comprise, in part, the construction of a new Perimeter Access Road around the Canadian POE providing municipal connectivity to the City of Windsor road network. This new road provides access to the Canadian POE for employees and utility servicing for the new complex. In terms of results on this FY 2019-20 objective, substantial areas of the Canadian POE lands were turned over to BNA in June 2019. The Perimeter Access Road and related utilities were completed in December 2019.



*Perimeter Access Road  
surrounding Canadian POE*

### **US Utility Relocations**

Within the US POE and Michigan Interchange, there are major third-party utilities that require relocation to facilitate the project construction. WDBA undertook this work through MDOT and the utility companies over several years, with committed dates for completion. In fiscal year 2019-2020, the remaining DTE and ITC utility relocations were completed and the US utility relocations for which WDBA is responsible are now complete.



## **Building Organizational Capacity and Continued Organizational Development during the Design-Build Phase**

WDBA successfully achieved staffing goals by end of summer 2019 and continues to analyze its resourcing requirements.

## **Stakeholder Engagement and External Positioning for Operations**

WDBA has built meaningful and important relationships through the delivery of stakeholder engagements and communications over FY 2019-20. With frequent community, individual and media interactions taking place, WDBA has maintained a strong reputation as a reliable and trusted community member. WDBA has presented at dozens of conferences, including at the national and international fronts and has been internationally recognized with prestigious awards including Government Agency of the Year. With the announcement of the Community Benefits Plan, WDBA addressed high profile concerns from community members and elected officials and effectively demonstrated the importance the organization places on supporting local priorities.

*Community Benefits  
Announcement - June 2019*



**891**  
inquiries  
adressed



Met with over  
**2000** stakeholders



**8**  
consultation  
topics



Over **800**  
consultation  
submissions



**366**  
stakeholder engagement  
events



**20+** education  
engagements with  
learners of all ages

## **Transition Planning from Construction to Operations**

To commence planning for the transition from the design-build phase to the operations phase, an operational readiness plan is being developed, as well as a mandate and governance framework.

## **2.4 Alignment with Government Priorities**

As defined in the Speech from the Throne to open the 43rd session of Parliament, the Government of Canada's priorities are focused on the following:

- Fighting climate change
- Strengthening the middle class
- Walking the road of reconciliation
- Keeping Canadians safe and healthy, and
- Positioning Canada for success in an uncertain world.

Many WDBA activities support these priorities by:

- The Project Agreement commits the project to be certified LEED (Leadership in Energy and Environmental Design) Silver. Additionally, the Gordie Howe International bridge is designed to meet Envision Silver rating (in terms of sustainability) for both the bridge and surrounding roadways to ensure longevity while minimizing environmental impact. As an organization, WDBA is also committed to limiting its carbon footprint, including a reduction in the use of bottled water via water coolers. For more detail on WDBA's environmental work and its commitment to sustainability, please visit WDBA's [website](#). Additional information on sustainability can be found in the fact sheet on WDBA's [website](#). (Fighting climate change).
- Engaging with and supporting our private-sector partner's (BNA) engagement with local employment networks, unions and professional associations to recruit talent required to deliver the Gordie Howe International Bridge project. They anticipate the creation of 2,500 direct, on-site jobs including direct hires, sub-contractors and seconded individuals as well as significant economic benefits that extend to the whole region. (Strengthening the middle class).
- Within the Community Benefits Plan, there are initiatives that will work to support local and Indigenous employment and contracting during the design-build phase. For more information on this initiative and the Community Benefits Plan, please visit WDBA's [website](#), WDBA annually evaluates and updates its comprehensive First Nations plan which includes annual outreach to eight (8) identified Ontario First Nations, and a more dedicated approach to Walpole Island First Nation to ensure commitments identified during the Detroit River International Crossing Study are met as well as increased engagement with Caldwell First Nation (Walking the road of reconciliation).

*Art murals designed by Walpole Island and Caldwell First Nations artists installed at the Canadian bridge site*



- Safety continues to be a top priority for both WDBA and BNA. Both organizations are focused on developing and implementing a strong safety culture and ensuring the right policies, procedures and plans are executed and reviewed regularly. (Keeping Canadian safe and healthy).
- The overall purpose of the Gordie Howe International Bridge is to provide safe, efficient, and secure movement of people and goods across the Canadian-US border. In doing so, and in order to maintain/increase trade through the Windsor-Detroit gateway, the Gordie Howe International Bridge will provide capacity to meet increased long-term demand, improve system connectivity to enhance the seamless flow of people and goods, improve operations and processing capability and provide reasonable and secure border crossing system options in the event of incidents, maintenance, congestion, or other disruptions. (Positioning Canada for success in an uncertain world).



*Canadian bridge site*



# 3. Objectives, Activities, and Expected Results for FY 2020-21 and the Planning Period

For FY 2020-21 and the planning period, WDBA’s top priority is to deliver on its mandate – to oversee that the design and construction of the Gordie Howe International Bridge project and to ensure that the work performed is consistent with the Crossing Agreement and the Project Agreement. The following include WDBA’s objectives, activities, and expected results for FY 2020-21 and the planning period:

- Continuing to deliver on WDBA’s mandate
- Strengthening the relationships developed with Bridging North America to ensure that decisions are well-informed
- Continuing Stakeholder and Shareholder Engagement to maintain support
- Preparation and implementation of the plan to support transition to operations.

## 3.1 Continuing to Deliver on WDBA’s mandate

To achieve WDBA’s prescribed mandate, this objective merges several priorities from FY 2019-20, including:

- Facilitating the Design and Construction of the Gordie Howe International Bridge project
- Site Preparations (including, US Property acquisition, Early Works, and Utility Relocation in Canada and the US)
- A continuation to Executing on Oversight Plans
- Continued Organizational Development during the Design-Build Phase.

### 3.1.1 Facilitating the Design and Construction of the Gordie Howe International Bridge project

In October 2018, the design-build phase of the Gordie Howe International Bridge officially began, initiating the design and construction of the Gordie Howe International Bridge project.

The construction of the Gordie Howe International Bridge project is currently being undertaken with the bridge anticipated to be open to traffic by the end of 2024. Please see the figure below for a summary schedule.

**Figure 1: Summary Schedule for the Design-Build Phase**

	2018	2019	2020	2021	2022	2023	2024
Project Start-up	█						
Design	█	█	█				
Construction	█	█	█	█	█	█	█
Turnover and Commissioning						█	█

For 2020-21, activities during this portion of the design-build phase will be focused on:

1. Completing tower foundation and advancing tower construction
2. Completing ground preparation for the Canadian and US POE
3. Construction of new overpasses of I-75 at Springwells Street, Livernois Avenue and Clark Street within the Michigan Interchange.

**Table 1: Expected Progress over the Planning Period for Gordie Howe International Bridge Project Components**

Component	Expected Progress
<b>Canadian POE</b>	<ul style="list-style-type: none"> <li>● Upon final completion of MTO Bridge B-1 and the Early Works program, the remaining Canadian POE Lands to be turned over by June 2020.</li> <li>● In 2020-21 complete design packages for Canada POE by November 2020.</li> <li>● Complete procurement of building foundations, structural steel supply and fabrication, concrete supply, including related subcontractors (mechanical and electrical subcontractors).</li> <li>● Complete surcharging (involving wick drains to induce settlement) of the site of the Main (CBSA) Building, Operations Centre and Energy Centre.</li> <li>● The site preparation will be completed in 2020 by BNA, with building construction occurring between 2021 and 2023</li> </ul>
<b>Bridge</b>	<ul style="list-style-type: none"> <li>● The Main Bridge, Canada Approach Bridge and US Approach Bridge design packages will be completed by March 2021.</li> <li>● The construction of the US and Canada Tower foundations pile cap will be completed by December 2020 and construction of the US and Canada Tower will commence December 2020.</li> <li>● Main Bridge construction will be undertaken beginning in 2021.</li> <li>● The Canada Approach Bridge foundations and substructure construction will commence in December 2020.</li> <li>● The US Approach Bridge foundations and substructure construction will commence in 2021.</li> </ul>
<b>US POE</b>	<ul style="list-style-type: none"> <li>● All US POE building designs will be completed to Released for Construction by March 2021.</li> <li>● In FY 2020-21, the main focus for construction is the continuation of site preparation.</li> <li>● Ground preparation will continue through 2020. Construction of buildings, roads and parking lots will occur between 2021 and 2023.</li> </ul>
<b>I-75 Michigan Interchange</b>	<ul style="list-style-type: none"> <li>● In 2020-21 BNA will complete the design documents to Released for Construction of the final two (2) of four (4) packages, for the Michigan Interchange work.</li> <li>● The construction work for the utilities, roads and bridges will be completed in four (4) phases, with Phase 1 (from Springwells Street to Green Street) continuing construction throughout 2020.</li> <li>● Roadway bridge construction, comprising foundations and substructure work, will be undertaken at Clark Street and Springwells Street overpasses.</li> </ul>

### 3.1.2 Site Preparations

Site preparations involve US Property acquisition, Early Works, and Utility relocation in Canada and the US.

#### **US Property Acquisition**

As part of the site preparations priority for the Gordie Howe International Bridge project and under the Project Agreement, MDOT is acquiring the required properties in Michigan, to transfer to BNA.

For FY 2020-21, as in the previous fiscal year, there were 636 US parcels (960 properties) required for US components of the Gordie Howe International Bridge project. As of January 2020, two (2) parcels remain to be acquired, and eleven (11) parcels remain to be deemed project-ready.

MDOT relocation experts and attorneys are working diligently with owners to expedite possession of parcels. Parcels that are currently in MDOT's possession are actively under demolition and/or are undergoing environmental remediation.

The key priorities for 2020-21 will be completion of demolition of remaining properties and handover of these lands related to the US Approach Bridge and the US POE.

#### **Early Works**

Early Works consists of construction activities that WDBA is undertaking, prior to the turnover of Canadian POE lands to BNA. These activities include: Construction of the Perimeter Access Road, Relocation of utilities, Fill and grading, and Environmental remediation. These activities were completed in December 2019 with turnover of the remainder of the Canada POE Lands to BNA occurred on June 1, 2020, as committed in the Project Agreement.

#### **Utility Relocation in Canada and the US**

*Canadian Utility Relocations:* Utility relocation in Canada consists of work on utilities including Hydro One, Union Gas, West Windsor Power, and EnWin Utilities Ltd. Remaining utility work has been completed. Turnover of the Canada POE Lands to BNA occurred on June 1, 2020.

*US Utility Relocations:* Utility relocations on the US POE and the Michigan Interchange sites, undertaken by WDBA as part of Advanced Works were completed in December 2019.

All remaining US utility work is to be undertaken by BNA, including work related to Detroit Water and Sewerage Department, Great Lakes Water Authority, and the Detroit Public Lighting Department. Servicing of the US POE is also to be undertaken by BNA under the Project Agreement.

### 3.1.3 A Continuation to Executing on Oversight Plans

Oversight efforts have continued to mature as evidenced by the monthly participation of all WDBA portfolios in related reporting and activities to WDBA's executive, its Board of Directors, and the Government of Canada.

Through effective corporate and project governance, WDBA will continue to conduct oversight activities to ensure that due diligence is exercised in regard to compliance with the Project Agreement. WDBA is also developing oversight procedures.

### 3.1.4 Continued Organizational Development During the Design-Build Phase

For FY 2020-21, WDBA will look towards maintaining a qualified and empowered team to achieve its mandate – oversight of the construction of the Gordie Howe International Bridge project, with the appropriate breadth and depth of experience on its team so that the project can progress efficiently, on time and on schedule.



## 3.2 Strengthening the Relationships developed with Bridging North America to ensure that decisions are well-informed

Through the start of the design-build phase and throughout FY 2020-21, WDBA has held, and will hold sessions with BNA to build and foster a relationship with BNA, that promotes open communication, issues identification and escalation that supports WDBA in fulfilling its mandate so that the benefits of the project can be achieved.

## 3.3 Continuing Stakeholder and Shareholder Engagement to maintain support

As WDBA's effective engagement strategies with key business and community stakeholders is are implemented, engagement of these key stakeholders will continue to be critical to the success of the Gordie Howe International Bridge. With crucial initiatives launched, including the Community Benefits Plan, these strategies will be implemented and refined as needed, emphasizing efforts to be made throughout the design-build phase.

- a) Maintaining strong relationships with stakeholders on both sides of the border, including the State of Michigan, the City of Detroit, the City of Windsor, elected officials, industry and labour groups and other key stakeholders, through targeted meetings and direct communications.
- b) Delivering on community benefits by overseeing the work undertaken by Bridging North America and through continued and robust community engagement and reporting. For updates on community benefits initiatives, please see the project's community newsletters on WDBA's [website](#).



- c) Undertaking public engagement with the intent of keeping community members proactively informed, involving community members in the project and integrating WDBA into the communities through presentations, meetings, participation and positioning WDBA as a model corporate citizen.
- d) Indigenous engagement to continue the role First Nations communities have played on the project since the environmental assessment phase through frequent meetings, outreach at milestones, reserved positions on community groups and acknowledgement of the traditional territory on which the project is being constructed.

In addition to working with the project's stakeholders, WDBA, as a large part in delivering its mandate, will continue to foster and maintain its relationship with its shareholder (Canada). This will be accomplished by continuing/developing the various mechanisms it uses to communicate and share information with the Government of Canada.

### 3.4 Preparation and implementation of the plan to support transition to operations

Over the planning period, WDBA will continue to plan its transition from the design-build phase to operations. To this end, WDBA is developing and implementing a Project Management Plan, for the operations phase, to support the Operational Readiness Plan. The Operational Readiness Plan considers the broader aspects of the project and the steps that are required in advance of the opening of the Gordie Howe International Bridge to the public, and to the continued operation of the bridge and POEs.

## 4. Risks

WDBA considers risk management to be a shared responsibility within the organization. Accordingly, the Board of Directors and related committees are accountable for oversight. Risk management policies ensure a consistent, comprehensive, and enterprise-wide risk management approach that is integrated into planning, decision-making and operational processes.

WDBA monitors and manages its risk profile and tracks both financial and non-financial risks via the project risk register.

## 5. Financial Overview

WDBA is currently funded by appropriations, and until the Gordie Howe International Bridge project is built/ completed and operational, has no other source of revenue; substantial completion of the Gordie Howe International Bridge project, and the start of revenue activities is forecast to occur in FY 2024-25, part of the current five (5) year planning period and budget.

The final year of this plan, FY 2024-25, includes completion of the design-build phase as well as the start of tolling operations. The following table provides a summary of WDBA’s Operating and Capital costs for 2020-21 and the planning period.

**Table 2: Summary of Operating and Capital Costs**

For the year ending March 31 (\$'000s)	Actual	Budget				
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Operating Profile WDBA	126,234	161,687	214,673	192,597	114,913	139,649
Capital Profile WDBA	444,316	566,947	756,901	722,897	340,734	579,584
<b>Total</b>	<b>570,550</b>	<b>728,634</b>	<b>971,575</b>	<b>915,493</b>	<b>455,647</b>	<b>719,233</b>

# Annex 1 - Corporate & Project Governance Structure

## Board of Directors

The Letters Patent that establishes WDBA provide for a Board of Directors (WDBA Board). With no current or imminent vacancies, the WDBA Board is comprised of nine (9) Directors including the Chair of the Board of Directors and the CEO, including:

- *Dwight Duncan (Chairperson)*
- *Bryce Phillips (WDBA CEO)*
- *Karla Avis (Director)*
- *Marie Campagna (Director)*
- *Judi Cohen (Director)*
- *Shelly Cunningham (Director)*
- *André Juneau (Director)*
- *Rish Malhotra (Director)*
- *Michael J. Mueller (Director)*

WDBA's Board is accountable for the stewardship and oversight of the corporation. The CEO is accountable to the WDBA Board for the day-to-day management and performance of WDBA and supports the Board in its oversight role. The Board members and the CEO are appointed by the Governor in Council on the recommendation of the Minister. Board member biographies are available on WDBA's [website](#) and the federal organization's profile is available on the Government of Canada [website](#).

## Legislative Framework

Part X of the FAA establishes that the duties and responsibilities of the WDBA Board are to: Set corporate objectives and direction; ensure good governance; monitor financial performance; approve budgets and financial statements; approve policies and by-laws and ensure that risks are identified and managed. Directors of the WDBA Board are required to act honestly, diligently, carefully and in good faith, in accordance with the FAA. They operate under the terms of corporate by-laws designed, among other things, to prevent conflict of interest and are required to recuse themselves from decision-making on issues where they are potentially in a conflict of interest.

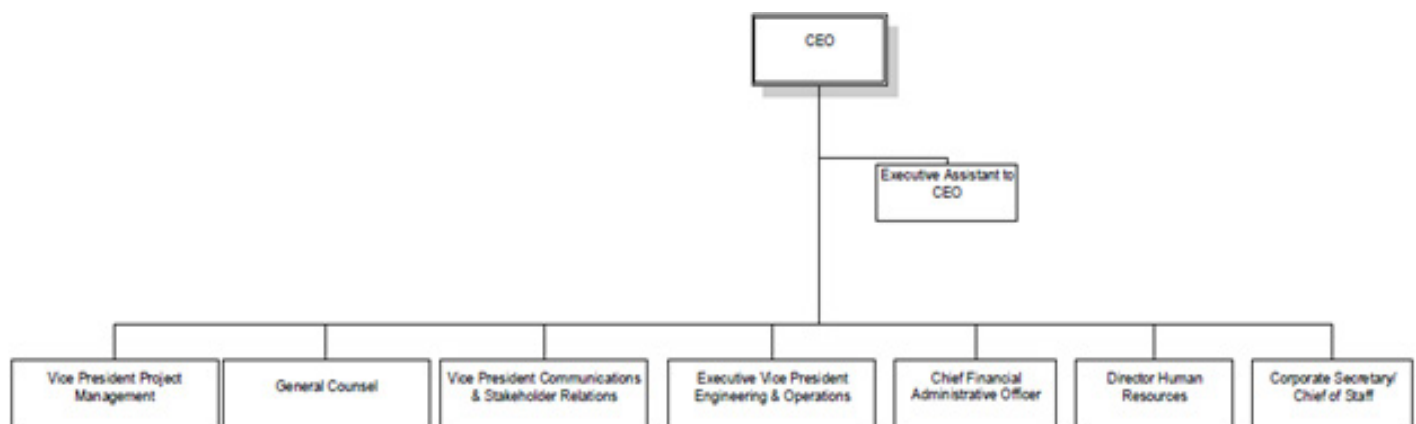
WDBA has been building a strong foundation for sound corporate governance. As outlined above, the Board has established an Audit Committee (as required by Section 148 of the FAA), Governance and Human Resources Committee, Communications and Outreach Committee and a Project Oversight Committee to support carrying out its duties and responsibilities.

## Organization Structure

The CEO oversees the day-to-day operations of the WDBA in accordance with the Board's direction. WDBA's CEO, Bryce Phillips, was appointed to this position in July 2018.

The executive team, reporting to the CEO, includes the following positions as outlined in the figure, below.

**Figure 2: WDBA Senior Management Team**





**Project Governance**

WDBA has developed a governance framework for the design-build phase of the Gordie Howe International Bridge project, along with associated policies and procedures necessary to manage the project and all its scopes of work.

**Assistant Deputy Minister (ADM) and Deputy Ministers (DM) Committee**

As a part of Budget 2016 and the associated approvals of the Project Agreement, an ADM Committee was established to provide Government of Canada input on key project issues. The ADM Committee supports and provides advice to a previously established DM Committee with respect to the progress and risks associated with the construction of the Gordie Howe International Bridge project. As a part of its reporting requirements, WDBA provides a quarterly report to the ADM Committee. As part of the Project Agreement approval, this report is also provided to the President of the Treasury Board.

The DM Committee is required to meet semi-annually. The role of this committee is to monitor the project, to ensure value for money and realize benefits to Canadians and neighbouring communities.

## Annex 2 - Financial Statements and Budgets

**Table 3: WDBA Operating and Capital Costs (Five-Year Cash Profile)**

Windsor-Detroit Bridge Authority  
 Five Year Cash Profile  
 in thousands of dollars

WDBA Operating Costs (\$CDN '000)	2019/20 CP	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
WDBA Salary and Op Costs	\$16,007	\$18,180	\$28,260	\$24,028	\$24,277	\$24,962	\$0
Mlchgan Propertles	\$17,271	\$14,484	\$10,666	\$8,040	\$2,770	\$54	\$0
Project Costs	\$38,806	\$24,564	\$27,207	\$44,234	\$31,719	\$20,476	\$0
<b>Total</b>	<b>\$72,084</b>	<b>\$57,229</b>	<b>\$66,133</b>	<b>\$76,302</b>	<b>\$58,767</b>	<b>\$45,492</b>	<b>\$0</b>

WDBA Capital Costs (\$CDN '000)	2019/20 CP	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Mlchgan Propertles	\$25,907	\$27,217	\$16,000	\$12,060	\$4,156	\$80	\$0
Project Costs	\$55,085	\$56,854	\$52,008	\$22,327	\$19,939	\$16,551	\$0
<b>Total</b>	<b>\$80,991</b>	<b>\$84,070</b>	<b>\$68,008</b>	<b>\$34,386</b>	<b>\$24,095</b>	<b>\$16,632</b>	<b>\$0</b>

<b>Total Expenditures</b>	<b>\$830,007</b>	<b>\$570,550</b>	<b>\$728,634</b>	<b>\$971,575</b>	<b>\$915,493</b>	<b>\$455,647</b>	<b>\$719,233</b>
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## Annex 3 - Compliance with Legislative and Policy Requirements

WDBA supports and complies with the following legislation and directives that affect various facets of its operations:

- **Access to Information and Privacy Acts:** For WDBA, compliance to the Access to Information and Privacy legislation is an essential part of the organization's commitment to transparency and ethical values. WDBA posts online annual reports regarding compliance with both the *Access to Information Act* and the *Privacy Act* as well as summaries of completed requests.
- **Conflict of Interest Act:** At WDBA, the CEO and the Directors are required to comply with the *Conflict of Interest Act*. Compliance with this Act is considered when all major decisions are made, and opportunities are given to declare a conflict of interest and abstain from a decision, where appropriate.
- **Canadian Human Rights Act:** To ensure WDBA is promoting a culture where all employees have an equal opportunity free from discrimination, WDBA has implemented a Code of Conduct, Workplace Violence and Harassment policy and standards and has provided the necessary training to staff; training on the code and policy is also provide to all new hires during orientation. WDBA will continue to develop its culture as well as any additional policies and procedures to ensure it 'is meeting the standards outlined in the *Canadian Human Rights Act*.
- **Employment Equity Act:** As identified under government priorities, WDBA is fully committed to achieving equality in the workplace and to promoting equal opportunity and fair treatment in employment. WDBA's recruitment strategies and practices promote equity and ensure a fair and transparent process. In addition to setting diversity goals, WDBA is also planning to focus on accessibility for persons with disabilities and implementing the necessary standards to remove barriers preventing persons with disabilities from fully participating in all aspects of the workplace. In terms of diversity training, WDBA has provided GBA+ training to its executive team, Corporate Change Management Team and Policy Committee. WDBA also provided training on Diversity and Inclusion to all staff over Q4 FY 2019-20.
- **Official Languages Act and policy instruments:** WDBA is subject to compliance with the *Official Languages Act*. As such it makes available, in both English and French, the content on its website, new releases and other media materials, weekly construction notices, newsletters and public notices for meetings and events.

To address specific audiences in the Delray area of Michigan, WDBA also provides information in Spanish and provides a Spanish language interpreter at public meetings. In addition, as a Schedule III Canadian Crown corporation, WDBA is not required to follow the requirements of the Federal Identity Program (i.e., the use of the Canada Wordmark or Corporate Identity Signature). However, WDBA has chosen to include the Canada Wordmark on the website and on communications materials to unify the corporation with the Government of Canada and to help the public recognize WDBA as the deliverer of a federally funded program.

- **Directive on Travel, Hospitality, Conference and Event Expenditures:** In July 2015, WDBA was issued a directive (P.C. 2015-1114) pursuant to section 89 of the FAA. It was to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference, and event expenditures in a manner that is consistent with their legal obligations and to report on the implementation of the directive in WDBA's corporate plan. WDBA has implemented this directive effective August 7, 2015.
- **Pension Plan Reform Directives:** In accordance with the directive to comply with s. 89 of the FAA, WDBA implemented a change to its defined contribution pension plan benefits as of December 31, 2017, to align with a 50-50 contribution ratio.

WDBA also supports and complies with the following legislation:

- *Bridge to Strengthen Trade Act*
- *Canada Labour Code*
- *Canadian Environmental Assessment Act,*
- *International Bridges and Tunnels Act.*



## Annex 4 - Government Priorities and Direction

The Government of Canada's priorities have an aim in strengthening the middle class; walking the road of reconciliation; fighting climate change; keeping Canadians safe and healthy; and positioning Canada for success in an uncertain world.

WDBA delivers on these priorities as well as other initiatives, outlined below:

- **Diversity:** WDBA defines diversity goals, based on the local community demographics and that of WDBA's, and will implement an appropriate recruitment strategy to drive toward these goals. WDBA also continues to incorporate inclusive and accessible practices through the prevention and removal of barriers for persons with disabilities. WDBA communications with the public in Canada adheres to guidelines contained within the *Accessibility for Ontarians with Disabilities Act*. All communications with the public in the US are in accordance with the requirements of Limited English Proficiency under Title VI of the *Civil Rights Act*, and the requirements in the *Americans with Disabilities Act*.

Diversity is also addressed in the project's Community Benefits Plan. As part of the plan's Workforce Development and Participation Strategy, there are initiatives that focus on making the project accessible to equity seeking groups.

- **Gender-based analysis plus/ Employment Equity:** WDBA continues to apply a diversity and inclusion lens when developing its policies and programs and will continue to focus on this priority by defining diversity goals, based on the local community make-up and that of WDBA and implement the necessary strategies to maintain a diverse workforce.

WDBA continues to have notable employment categories including, but not limited to, gender and linguistic diversity of both staff and Board of Directors. There is a very visible and equitable representation from women within WDBA's staff, which currently represents 49% of full-time equivalents. In addition, within the senior management team (Director level and above) nine (9) of the 23 positions are currently filled by women.

- **Indigenous engagement:** WDBA annually evaluates and updates its comprehensive First Nations plan which includes annual outreach to eight (8) identified Ontario First Nations, and a more dedicated approach to Walpole Island First Nation to ensure commitments identified during the Detroit River International Crossing Study are met as well as increased engagement with Caldwell First Nation. As part of its Community Benefits Plan, WDBA looks at ways to engage and employ Canadian Indigenous Peoples and contract their businesses.
- **Sustainable development and greening government operations:** For the Canadian POE, bi-monthly reporting continues in compliance with the *Bridge to Strengthen Trade Act*, with the entire site substantially complete, from an environmental perspective. All of the lands have been disturbed and/or excavated and deleterious materials removed from site or stored in berms. This includes the Early Works site and the TC15/16 remediation. An Environmental Liability Report is produced annually to record the liabilities to Canada, with quarterly updates prepared if site conditions have changed. The stormwater management ponds are established and the new Broadway Drain providing the main outlet to the Detroit River completed.

In the US POE and Michigan Interchange, the Preliminary Site Investigations have been completed and due care plans prepared through MDOT.

WDBA is also committed to limiting its carbon footprint as a corporation, not just on the Gordie Howe International Bridge project. For example, WDBA has provided employees with water coolers to reduce the use of bottled water.

## **Annex 5 - COVID-19 and the Gordie Howe International Bridge Project**

Towards the end of FY 2019-20, in March 2020, the World Health Organization declared COVID-19 a pandemic. Anticipating announcements from the Government of Canada and state of emergency declarations from the Province of Ontario and the State of Michigan, WDBA advised its employees that its offices (including its community offices) would close in order to help fight the spread of COVID-19, as well as protect the health and safety of its employees and workers on site. Work for WDBA has since continued, remotely, with:

- All WDBA staff having been provided with the necessary equipment (computers, phones, software) to work remotely, effectively and efficiently, with ongoing communication with staff providing necessary updates and protocols.
- A Pandemic Task Force was established and WDBA's Pandemic Response Plan, operationalized. In terms of the Gordie Howe International Bridge project, WDBA has continued to work closely with Bridging North America through the COVID-19 pandemic.

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