



# CORPORATE PLAN SUMMARY

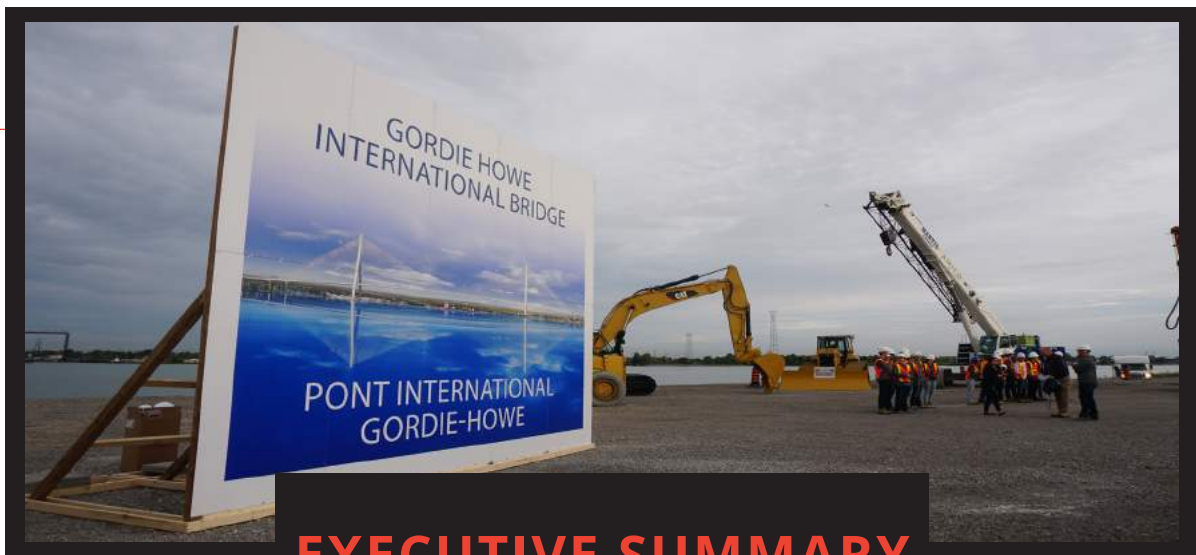
**FOR THE PLANNING PERIOD  
WDBA 2019-20 to 2023-24**

Building Foundations



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## EXECUTIVE SUMMARY

Windsor-Detroit Bridge Authority (WDBA) is responsible to design, build, operate and maintain the Gordie Howe International Bridge project (which includes the Canadian Port of Entry (POE), the bridge itself, the US POE and the Michigan Interchange), connecting Windsor, Ontario, to Detroit, Michigan. The project - a priority for the Government of Canada - is a vital investment to the Canadian economy, and will facilitate increased trade capacity between Canada and the US by providing redundancy and highway-to-highway connectivity at Windsor-Detroit - the busiest commercial land border crossing between Canada and the United States (US).

WDBA's key initiatives for the 2019-20 fiscal year and planning period include building its organizational capacity and fostering constructive and mutually beneficial relationships with its private-sector partner, Bridging North America (BNA), through a robust project governance regime. Ensuring these foundations are in place will best position WDBA to deliver on its mandate.

*During 2019-20 and the planning period, WDBA's objectives include:*

- *Executing on Oversight Plans and ensuring Project Agreement obligations are met;*
- *Design and construction of the Gordie Howe International Bridge project;*
- *Site preparations (including US property acquisition, Canadian 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 the Operations Phase;*
- *Transition planning from construction to operations.*

To that end, WDBA will continue to provide stringent oversight to the design, construction and overall delivery of the Gordie Howe International Bridge project. This oversight ensures quality, reputation, cost management, health and safety and timeliness of completion of the project. For the duration of the planning period, WDBA will be focused on this oversight and ensuring strong stakeholder engagement as the corporation commences preparing for the operations period. Early preparation for the operations will also contribute to the long-term success of the Gordie Howe International Bridge.

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# 1. OVERVIEW

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## 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 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).

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

## 1.3 VISION AND MISSION STATEMENTS

The mission of WDBA is to construct and/or operate the Gordie Howe International Bridge, alone or together, with one or more governmental authorities, and to do so directly or under one or more P3 Agreements with one or more private sector Concessionaires procured through a competitive procurement process as contemplated by the Crossing Agreement.

## 1.4 VALUES OF WDBA

WDBA's values are in line with our core mandate to deliver the Gordie Howe International Bridge project and include respect for people, excellence, accountability and integrity. As our mission statement and corresponding values were developed early in WDBA's start-up phase, the Corporation will be undertaking a process to assess and align our vision, mission and values with the current project phase and the organization's focus on overseeing the construction of the project.

## 1.5 MAIN ACTIVITIES AND PRINCIPAL PROGRAMS

The main activities and principal program of WDBA are reflected in both the mandate and mission statement: to construct and/or operate the Gordie Howe International Bridge. Now that the procurement phase is complete, WDBA is responsible for managing the contract with the private-sector partner, BNA, and overseeing work associated with the following, under the P3 model:

- Design, build, finance, operate and maintain a new six-lane cable-stayed 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); and
- 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).

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As a 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.

## 1.6 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).

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# 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, supporting the progress of the project and can have major impacts on the organization's ability to achieve its goals.

## 2.1 INTERNAL ENVIRONMENT

WDBA (as of February 2019) has a staff complement of 59 employees (to meet the demands of the design-build phase and requirements under the Project Agreement, WDBA will increase its complement of employees). It also utilizes approximately 40 contractors.

As WDBA transitioned from the procurement to the design-build phase, opportunities and threats related to the delivery of the Gordie Howe International Bridge project have been assessed. Ensuring sufficient resourcing and the implementation of project management best practices pose the greatest threats and opportunities to the project, respectively.

## 2.2 EXTERNAL ENVIRONMENT

Given the complexity of the Gordie Howe International Bridge project as well as the international nature of the project, a number of factors in the external environment influence WDBA's ability to achieve its objectives. Opportunities and threats in the external environment include, for example, labour and litigation on the project, respectively.

## 2.3 YEAR IN REVIEW & KEY STRATEGIC ISSUES FACING WDBA

Over the last fiscal year (2018-19), WDBA has achieved milestones and goals on the following:

- Finalizing P3 Procurement;
- Building a Construction Governance System;
- Stakeholder Engagement and Deepening the Understanding of the Macroenvironment;
- Implementing Best Practices Learned from Benchmarking Exercises;
- US Property Acquisition;
- Canadian Early Works and Utility Relocations;
- US Utility Relocations; and
- Construction.

**Finalizing P3 Procurement** - The procurement phase of the Gordie Howe International Bridge project was completed in 2018-19, with Financial Close having been reached in September 2018. WDBA announced then that a fixed-price contract with a value of \$5.7 billion was signed with BNA to design, build, finance, operate and maintain the Gordie Howe International Bridge project. The announcement also signified that all contractual steps had been completed.

**Building a Project Governance Framework** - A robust Project Governance Framework has been developed, providing cross-functional oversight of all contracts and agreements for the entire Gordie Howe International Bridge project. By implementing this governance structure, WDBA's objective is to ensure safe delivery of the scope of work, on time and on budget, while managing benefits and mitigating risks.

A Project Management Plan has also been developed, containing oversight processes to ensure that BNA and WDBA are meeting their obligations under the Project Agreement.

**Stakeholder Engagement** - In 2018-19, WDBA continued to build upon the strong foundation of stakeholder engagement and communications established in previous years. WDBA's approach is international in scope, developed to provide information and elicit engagement and feedback from residents in the immediate local communities, local businesses, and stakeholders with vested interests in a new international bridge and future users.

Stakeholder engagement and communications activities are undertaken to support WDBA's mandate by helping to facilitate buy-in/support and ensuring that stakeholders have access to accurate information that will lead to informed decisions/opinions related to the project. Across all audiences there is an understanding that this project is a once-in-a-lifetime undertaking and there is support for broad engagement.

To facilitate support, develop trust, manage expectations and present information through a variety of channels, WDBA held 86 meetings and delivered 56 presentations to more than 2,500 stakeholders in Canada and the US in the first three (3) quarters of the year. As well, WDBA participated in 17 third-party events, ranging from those focusing on youth outreach, environmental, infrastructure-related and healthy living. These events added an additional reach of more than 3,000 stakeholders in both countries.



**Implementing Best Practices Learned from Benchmarking Exercises** - As WDBA transitions from the procurement phase to the design-build phase, lessons learned from benchmarking are being implemented.

Findings from these lessons learned will help WDBA better develop the mechanisms that must be in place to ensure the successful delivery of a project with the magnitude and complexity of the Gordie Howe International Bridge project.

**US Property Acquisition** - At December 4, 2018, MDOT has met 98% of its 2018-19 Possession Targets and 92% of its Project-Ready Targets. Possession is defined as MDOT's ownership of the property following completion of business and/or residential relocation activities. Project-Ready is defined as a property in MDOT's possession with completed environmental investigations and demolition, and ready to be leased to BNA for construction.

In 2018-19, as part of the property acquisition process, and after possession of the lands, WDBA, through MDOT and its consultants, completed environmental site assessments by completing Preliminary Site Investigations and Due Care Plans for the parcels. WDBA also completed environmental remediation and/or demolition, to the extent necessary, so that properties would be Project-Ready for handover to BNA. Also, during 2018-19, all Preliminary Site Investigations were completed and building demolitions advanced.

**Canadian Early Works and Utility Relocations** - The Early Works comprise, in part, the construction of a new perimeter access road around the Canadian Port of Entry to provide municipal connectivity to the City of Windsor road network and to provide access to the port of entry for employees and servicing. As a component of this part of Early Works, utilities in the area are being relocated into the new road right of way. Utilities include Hydro One; their overhead lines in the area of the Canada Approach Bridge are being relocated underground. Due to poor ground conditions, advance plaza fill is also being undertaken to allow ground settlements to occur in advance of the main project construction, reducing overall project risks.

**US Utility Relocations** - Within the US POE and Michigan Interchange, there are major third-party utilities that require relocation to facilitate the main construction.

WDBA is undertaking this work through MDOT and the utility companies, and committed dates for completion within a US Utility Baseline Schedule. US utility relocations were advanced in conjunction with MDOT's I-75 Inlay Project as well as by third party utilities (DTE, ITC and AT&T).

**Construction** - After the selection of the Preferred Proponent (BNA), a separate Early Work Contract was executed on July 5, 2018, to allow for the Advanced Works, during the summer of 2018. This allowed certain design and construction activities to commence during the time when the final Project Agreement and financing was being completed. This Early Work ended September 28, 2018. This Early Work included setting up project offices, survey and utility locates, commencing design activities on the Main Bridge, Michigan Interchange and POEs, field investigation for geotechnical work, test/technique shafts on the main Bridge pier foundations, sewer lining work in the US POE and syphon junction chamber work along the Northbound Service Drive at the I-75.





## 2.4 ALIGNMENT WITH GOVERNMENT PRIORITIES

As defined in the Speech from the Throne to open the 42nd session of Parliament, the Government of Canada's priorities are focused on the following:

- Growth for the Middle Class;
- Open and Transparent Government;
- A Clean Environment and a Strong Economy;
- Diversity as Canada's Strength; and
- Security and Opportunity.

Many WDBA activities support these priorities by:

- Engaging with and supporting our private-sector partner's engagement with local employment networks, unions and professional associations to recruit talent required to deliver the Gordie Howe International Bridge project. Bridging North America has been meeting with local companies, organizations and unions to discuss opportunities for partnerships. Representatives have also met with educational institutions to help develop the next generation of skilled trade workers. 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. (Growth for the Middle Class);
- Through proactive disclosure measures and ensuring compliance with legislative requirements, WDBA continues to work to ensure open and transparent governance of the Project. WDBA actively posts financial and operational information on the Corporation's website, to support the availability of information related to the delivery of the Project as well as the operation and conduct of the Corporation. (Open and Transparent Government);
- In terms of environmental work, WDBA complies with all reporting requirements related to the *Bridge to Strengthen Trade Act* for the Canadian POE. Environmental Liability reports are also produced annually, with quarterly updates. In the US POE and Michigan Interchange, Preliminary Site Investigations have been completed and due care plans prepared through MDOT. BNA will also develop and update Construction Due Care plans as construction progresses. The Project Agreement also commits the project to be certified LEED Silver. As an organization, WDBA is also committed to limiting its carbon footprint (A Clean Environment and Strong Economy);
- WDBA has begun incorporating a view for accessibility and 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*. In 2019-20, WDBA has prioritized accessibility planning related to the built environment, employment and customer service. In terms of gender and diversity, women currently represent 46% of WDBA's employee complement. (Diversity as Canada's Strength);
- WDBA will define 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, ensuring that WDBA's workforce reflects the community in which it operates. (Diversity as Canada's Strength);

- Ensuring that the bridge and POEs are designed to meet the highest security standards for the protection of Critical Infrastructure is an important element of the project. WDBA has developed several MOUs with Public Service and Procurement Canada, to assist BNA to ensure that security matters are resolved promptly.

With the emergence of cyber and information technology threats, WDBA will work towards information security, privacy and data protection strategies in order to mitigate these challenges. WDBA will also maintain outreach through relationships with US and Canadian Government Agencies, Border Services and Protection Agencies, Law Enforcement and the first responder's community in Canada and the US to ensure that all those who use the new Gordie Howe International Bridge enjoy a unique customer experience with the peace of mind of using a secure and state of the art bridge designed for resiliency. (Security and Opportunity).



## 3. OBJECTIVES, ACTIVITIES, AND EXPECTED RESULTS FOR 2019-20 AND THE PLANNING PERIOD

For 2019-20, WDBA's top priority is building the organizational capacity to deliver on its mandate to facilitate the design and construction of the Gordie Howe International Bridge project. The following include WDBA's objectives, activities and expected results for 2019-20 and the planning period:

- 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, Canadian 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; and
- Transition planning from construction to operations.

### 3.1 EXECUTING ON OVERSIGHT PLANS, ENSURING PROJECT AGREEMENT OBLIGATIONS ARE BEING MET

As part of WDBA's Project Governance Framework, a Project Management Plan was developed. The Project Management Plan will help to provide oversight coverage for all scopes of work for the Gordie Howe International Bridge project.

The Project Management Plan will help to ensure that BNA is meeting their obligations under the Project Agreement. It will also include an audit plan for Project Agreement compliance.

### 3.2 DESIGN AND CONSTRUCTION OF THE GORDIE HOWE INTERNATIONAL BRIDGE PROJECT

With the procurement of the Gordie Howe International Bridge project completed, in October 2018, WDBA and BNA were joined by the Prime Minister of Canada, the Minister of Infrastructure and Communities, and the Michigan Governor to celebrate the official start of construction on the Gordie Howe International Bridge project.

In terms of design and construction of the Gordie Howe International Bridge project (consisting of the Canadian POE, bridge and approaches, US POE, and Michigan interchange), it is expected that construction will be undertaken over a 74-month schedule with the bridge open to traffic by the end of 2024. Please see the figure below for a summary schedule.

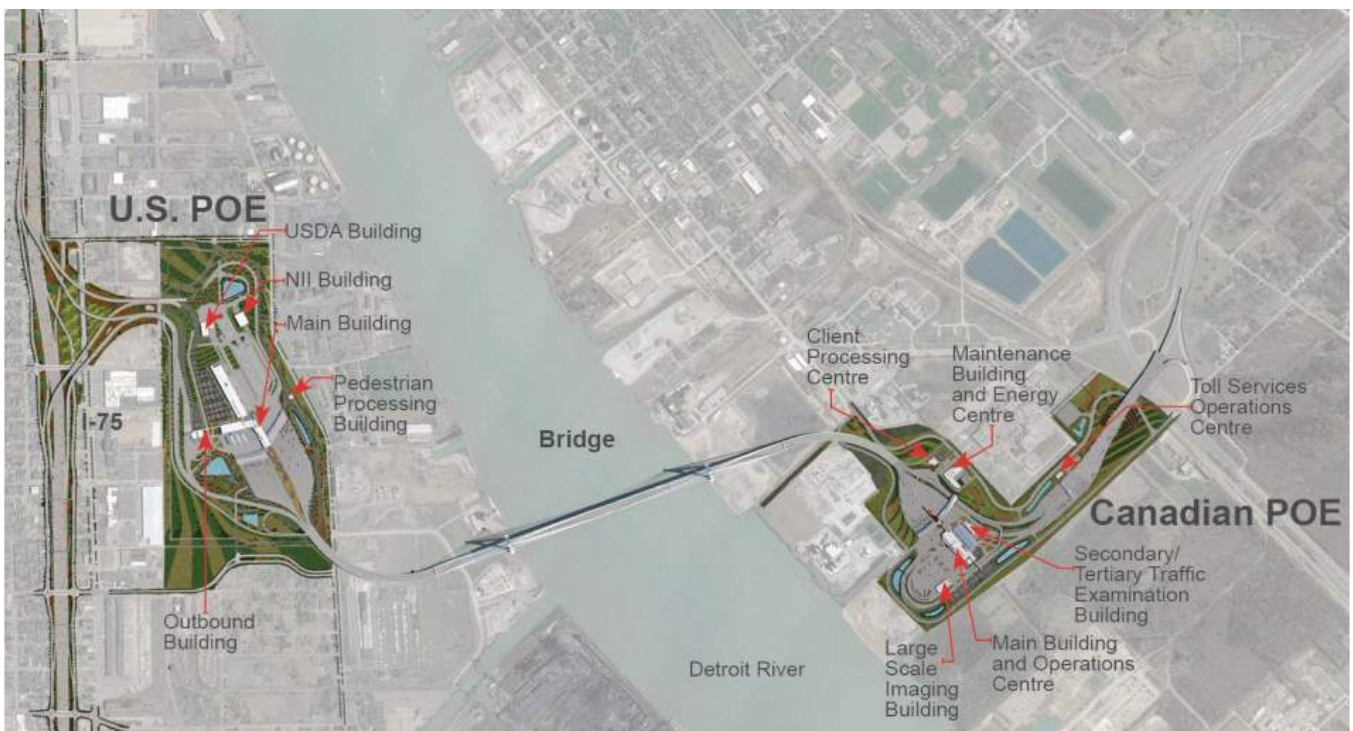
**Figure 1: Summary Schedule for Design-Build Phase**



\* Estimated construction duration 74 months

This date is based on construction staging developed by BNA, based on the scope of work for the four (4) components of the Gordie Howe International Bridge (the Canadian POE, the bridge (and its approaches), the US POE and the Michigan Interchange), as seen below.

**Figure 2: Gordie Howe International Bridge Components**



2019-20 will be focused on detailed design with the completion of all of the major design packages to “Released for Construction” status. Construction activities will mainly relate to foundation and substructure construction for bridges and site preparation activities for the POEs. As such, for this objective, progress will include:

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

<b>Component</b>	<b>Expected Progress</b>
<b>Canadian POE</b>	<ul style="list-style-type: none"> <li>• Hydro One transmission relocation will be completed by August 2019.</li> <li>• The Ontario Ministry of Transportation commenced construction of the overpass (known as B1) connecting the Rt. Hon. Herb Gray Parkway and the Canadian POE with completion expected by December 2019.</li> <li>• In 2019-20 all of the site and building designs will be completed.</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 design of the foundations and towers will be complete by Q2 2019-20, with foundation construction complete by the end of 2019. Main Bridge construction will be undertaken in the 2020 to 2023 timeframe.</li> <li>• The Canada Approach Bridge design will be completed, with construction commencing in 2020 with bridge completion in late 2022. This element is significant in providing an access for Main Bridge construction in later years. The US Approach Bridge design will also reach completion in 2019-20, with construction starting in 2020 and continuing to 2023.</li> </ul>
<b>US POE</b>	<ul style="list-style-type: none"> <li>• In 2019-20 all of the site and building designs will be completed, including Main CBP Building, Primary Inspection Line Booths and Canopies; USDA Building, Outbound Building; and Non-Intrusive Inspection Building.</li> <li>• Upon removals of roads and urban fills and placement of granular material for surcharging of the site, 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 2019-20 BNA will complete the design, for the Michigan Interchange work. The construction work will commence in 2019-20, to be completed by mid-2023.</li> </ul>

## 3.3 SITE PREPARATIONS

WDBA has been engaged in site preparation activities in the US and Canada since 2015. These preparations are comprised of property acquisition (undertaken by MDOT in the US), environmental remediation, demolition, utility relocation, perimeter access road construction and advance fill.

As such, the following provides information on the following activities: US Property acquisition, Early Works, and Utility relocation in Canada and the US.

### 3.3.1 US PROPERTY ACQUISITION

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

For 2019-20, as in the previous Fiscal Year (2018-19), there were 636 US parcels (960 properties) required for the Gordie Howe International Bridge project. As of December 2018, eight (8) parcels remain to be acquired, and 53 parcels remain to be deemed Project-Ready.

In terms of environmental work and demolition, through MDOT, WDBA has prepared over 90% of the US project footprint for handover to BNA for construction. This includes assessment of the environmental condition of the lands and the determination of remediation requirements. The preparatory work also included the demolition and removal of all buildings and structures, pavements, trees and site clearance to make the lands Project-Ready prior to turnover to BNA.

### 3.3.2 EARLY WORKS



Early Works consists of construction activities WDBA is undertaking, prior to the turning over Canadian POE lands to BNA; these activities include construction of the Perimeter Access Road (to be completed by December 2019), relocation of utilities, fill and grading, and environmental remediation. The primary reason for advancing these works is to reduce the risks that are transferred to BNA (and related costs and potential delays) by handing over unencumbered lands and utilities on the Canadian site.

### 3.3.3 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.

**US Utility Relocations:** Utility relocations are also required for the US POE and the Michigan Interchange. The main utility companies on the US side include Detroit Water and Sewerage Department, Great Lakes Water Authority; International Transmission Corporation and DTE Energy.

DTE will continue gas and electric relocations in the US POE and Michigan Interchange in compliance with the US Utility Baseline Schedule.

International Transmission Corporation (underground) relocation of a high voltage line will continue and be completed in 2019.

## 3.4 BUILDING ORGANIZATIONAL CAPACITY AND CONTINUED ORGANIZATIONAL DEVELOPMENT DURING THE DESIGN-BUILD PHASE

WDBA continues to recognize that its greatest asset is its human resources. With the design-build phase of the Gordie Howe International Bridge project underway, the success of the organization will depend heavily on the ability to build capacity and capability, as well as retain the necessary resources to deliver on the mandate of the project.





### 3.5 STAKEHOLDER ENGAGEMENT AND EXTERNAL POSITIONING FOR OPERATIONS

WDBA has established a strong foundation of extensive outreach and relationship building with key stakeholders. It will continue to maintain the lead role in the delivery of all stakeholder engagement and outward-facing communications during the design-build phase of the project, with BNA playing a supportive role. Key priorities within this objective include:

- To lead a comprehensive stakeholder engagement strategy during construction, consistent with Project Agreement requirements that works to maintain and grow a community of supportive stakeholders;
- To lead a comprehensive community engagement strategy during construction, consistent with the Project Agreement that demonstrates WDBA's integration into the communities, responsiveness to concerns and understanding of community priorities as associated with the Project;
- To deliver a robust communications strategy demonstrating transparency and two-way dialogue during construction, consistent with Project Agreement requirements;
- To oversee the delivery of a Community Benefits Plan with a focus on local workers and contractors and defined regional priorities; and
- To undertake planning work associated with toll rate consultation and setting and a targeted marketing strategy to promote the use of the bridge.



### 3.6 TRANSITION PLANNING FROM CONSTRUCTION TO OPERATIONS

Over the planning period, WDBA will also begin to plan its transition from the design-build phase to operations.

Other facets that will be studied in preparation for operations includes the following:

- Governance and Interaction Model
- Developing the Operations Mandate
- Develop a Change Management Plan for the Operations Phase.

## 4. RISKS

WDBA considers risk management to be a shared responsibility within the organization. Accordingly, members of the Board of Directors, its committees, the CEO, and all employees are accountable for managing risk within their area of responsibility. 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 infrastructure is built 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 the 2024-25 Fiscal Year.

As WDBA has moved from the procurement to the design and construction phase in Q3 2018-19, certain activities have been deferred into future years.

The following table provides a summary of WDBA's Operating and Capital costs for 2019-20 and the planning period.

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

<b>TABLE 8: SUMMARY OPERATING AND CAPITAL COSTS</b>						
For the year ending March 31 (\$'000s)	Current forecast 2018-19	Budget				
		2019-20	2020-21	2021-22	2022-23	2023-24
<b>Operating Profile WDBA</b>	187,562	181,053	160,625	182,865	168,496	87,928
<b>Capital Profile WDBA</b>	251,021	648,954	554,291	705,043	629,168	231,612
<b>Total</b>	438,583	830,007	714,916	887,908	797,665	319,540

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## 6. Annexes

### ANNEX 1 - CORPORATE & PROJECT GOVERNANCE STRUCTURE

#### **Board of Directors**

The Letters Patent that establishes WDBA provide for a Board of Directors (the 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 (Board 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)*

The WDBA Board is accountable for the stewardship and oversight of the corporation. The CEO is accountable to the WDBA Board for day-to-day management and performance of the Corporation 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.

#### **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.

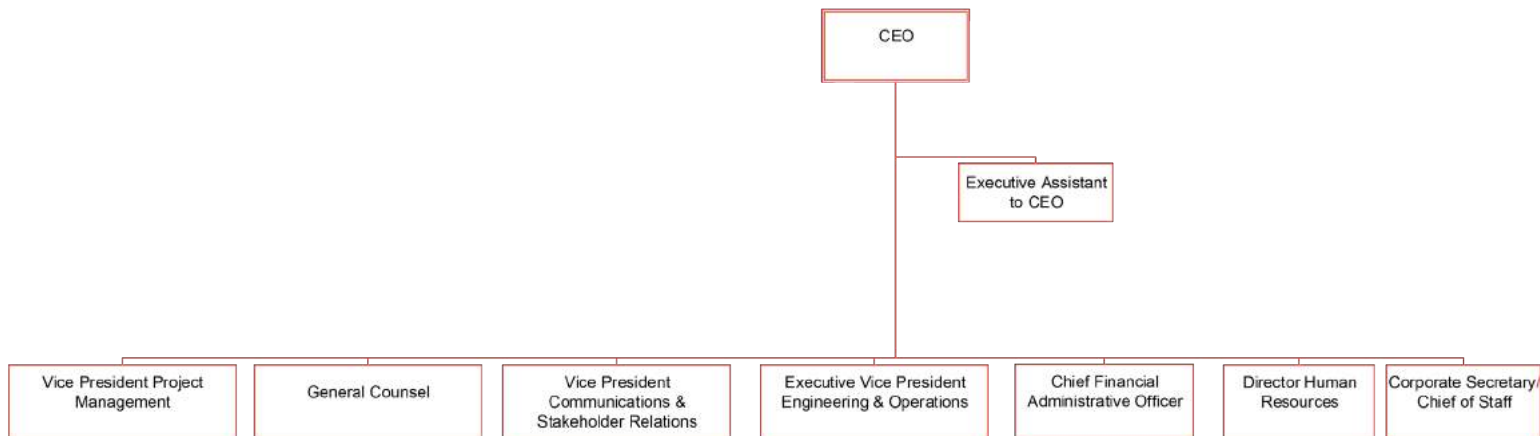
WDBA has been building a strong foundation for sound corporate governance. The Board has established an Audit Committee (as required by Section 148 of the FAA), Governance and Human Resources Committee, Communications and Outreach Committee and a Project Oversight Committee to support carrying out its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

## Organization Structure

The CEO oversees WDBA's day-to-day operations, 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 3: WDBA Senior Management Team**



## Project Governance

During 2018-19, WDBA developed a governance framework along with associated policies and procedures necessary to manage the Gordie Howe International Bridge project and all its scopes of work.

## Assistant Deputy Minister (ADM) Committee

As a part of WDBA's amended 2018-19 Corporate Plan, and associated approval of the Project Agreement, an ADM Committee was established to provide Government of Canada input/direction on key project issues. The ADM Committee supports and provides advice to a previously established Deputy Ministers (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 President of the Treasury Board; this report is also used to report to the ADM/DM Committees.

## 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)	2018-19 Amended CP	2018-19 Estimate	2019/20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate
<b>WDBA Salary and Op Costs</b>	\$27,593	\$28,024	\$16,007	\$15,744	\$15,859	\$16,221	\$16,850
<b>Michigan Properties</b>	\$20,279	\$20,279	\$17,271	\$12,958	\$10,816	\$1,744	\$1,680
<b>Project Costs</b>	\$115,389	\$96,470	\$38,806	\$33,964	\$27,766	\$33,727	\$18,486
<b>Total</b>	<b>\$163,260</b>	<b>\$144,772</b>	<b>\$72,084</b>	<b>\$62,665</b>	<b>\$54,440</b>	<b>\$51,692</b>	<b>\$37,016</b>

WDBA Capital Costs (\$CDN '000)	2018-19 Amended CP	2018-19 Estimate	2019/20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate
<b>Michigan Properties</b>	\$30,418	\$30,418	\$25,907	\$19,437	\$16,224	\$2,616	\$2,520
<b>Project Costs</b>	\$117,745	\$93,052	\$55,085	\$24,216	\$18,968	\$17,241	\$1,714
<b>Total</b>	<b>\$148,163</b>	<b>\$123,471</b>	<b>\$80,991</b>	<b>\$43,653</b>	<b>\$35,192</b>	<b>\$19,858</b>	<b>\$4,234</b>

## 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. WDBA will continue to develop its culture as well as any additional policies and procedures to ensure it's 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.
- **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*.

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## ANNEX 4 - GOVERNMENT PRIORITIES AND DIRECTION

The Government of Canada's priorities aim for growth for the middle class; open and transparent governance; a clean environment and a strong economy; strength through diversity; and security and opportunity.

WDBA delivers on these priorities as well as those outlined below:

- **Transparency and open government:** WDBA complies with requirements associated with transparency, proactive disclosure and access to information and privacy. This includes posting travel, hospitality and conference expenditures for board members and senior executives, completing annual reports and hosting annual public meetings, providing information about the functions, programs, activities and related information holdings as a government institutions subject to the *Access to Information Act* and the *Privacy Act*, responding to requests received under the *Access to Information Act* and under the *Privacy Act*, and listing all completed ATI requests on the Corporation's website as well as on the Government of Canada's website.
- **Gender-based analysis plus/Diversity and Employment Equity:** Although WDBA has yet to set diversity goals, the organization has a diverse workforce. WDBA has 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 46% of full-time equivalents. In addition, within the senior management team (Director level and above) 7 of the 15 positions are currently filled by women. WDBA will continue to focus on this priority by defining diversity goals, based on the local community make-up and that of the WDBA and implement the necessary strategies to maintain a diverse workforce.
- **Indigenous issues:** WDBA annually evaluates and updates its comprehensive First Nation plan which includes annual outreach to eight 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 part of that commitment, WIFN representatives were invited to observe archaeology work undertaken at the site of the Canadian POE. As well, WIFN representatives meet on a quarterly basis with WDBA and also serve on WDBA's quarterly Canadian Environmental Focus Group. WDBA is also working with its private-sector partner on a Workforce Development and Participation Strategy, one of the two components of the Community Benefits Plan, to include a stream focussing on Canadian Indigenous Peoples. This stream 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, in 2018-19, a corporate-wide recycling program was initiated, water coolers have also been installed to discourage the use of plastics.

# CONTACT US

## LIKE • FOLLOW • VISIT • ENGAGE

WDBA is engaging the community and its stakeholders as it works to deliver the Gordie Howe International Bridge project. There are many ways to stay connected with us. We encourage open dialogue and will work to answer your questions.



### WDBA Website

Our website, [gordiehoweinternationalbridge.com](http://gordiehoweinternationalbridge.com), is your main source for up-to-date information on construction activities, news, P3 procurement process, employment opportunities and corporate reports.



### Public Inquiries

Have a question about the project? Not only can you message us through social media, you can call us at 519-946-3038 or email us at [info@wdbridge.com](mailto:info@wdbridge.com).



### Join the Email List

Join our electronic mailing list by visiting our website and receive up-to-date information delivered right to your inbox.



### Construction Notices

Stay up-to-date on Canadian and US construction activities through our weekly construction notices posted at [gordiehoweinternationalbridge.com](http://gordiehoweinternationalbridge.com).



### Our Offices

WDBA's office provides a place where you can find information, talk to the team, ask questions and provide feedback. Our offices are located at:

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WDBA-APWD



YouTube.com/GordieHoweBridge









Building Foundations