

Speaking Notes  
for  
Bryce Phillips  
Chief Executive Officer  
Windsor-Detroit Bridge Authority  
at the  
2020-2021  
Annual Public Meeting  
February 11, 2022

Check against delivery

Thank you Heather and good morning everyone.

I welcome you to this virtual session of our APM.

It is my honour as CEO to welcome our new Chair, Mr. Tim Murphy, to the Board of Directors. Tim and I have spoken numerous times since his appointment, and I look forward to working with him in the months and years to come.

I thank our former Chair, Dwight Duncan, for his many years of guidance and his skillful leadership of the Board.

I also would like to recognize and thank each of my fellow members of the Board of Directors for their continued confidence and support as we carry on with delivery of the Gordie Howe International Bridge project.

Many of you have heard me say before that the Gordie Howe International Bridge project is one of the largest infrastructure projects underway in North America today.

It is significant not only in its size and scope, but for the opportunities it brings to the region.

It provides us with a once-in-a-lifetime opportunity to chart a new course that can support the economic future of our host communities.

The project will encourage new investment between Canada and the United States and will help to maintain and create thousands of jobs and opportunities on both sides of the border.

Fiscal year 2020-2021 marked the seventh year of operations for WDBA and our Annual Public Meeting allows us to reflect on our fiscal year and to talk about the work we continue to do to advance the project.

The theme of this year's annual report is **CONNECTING...** and that is exactly what the team delivering the Gordie Howe International Bridge project did.

As you saw in our video moments ago, we accomplished a great deal and have much to look forward to.

WDBA continues to make significant progress on our strategic objectives, which for 2020-2021 included:

- continuing to deliver on WDBA's mandate
- strengthening the relationship 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.

In 2020–2021, substantial progress was made on the Gordie Howe International Bridge project. WDBA provided stringent oversight of BNA's work to ensure compliance with the Project Agreement.

Noteworthy examples of project construction progress achieved in 2020-2021 include the completion of the main bridge tower foundations and the start of above-ground tower construction on both sides of the Detroit River.

Additionally, site preparation and earthworks on the US and Canadian Ports of Entry were substantially completed.

Work on replacement bridges over I-75 and the service drives for the Michigan Interchange continued.

Our relationship with our private-sector partner, Bridging North America, is one of our most important relationships.

WDBA has worked with BNA from the Board level to its management and field level staffs to manage the hurdles coming from a project the size and scope of the Gordie Howe International Bridge.

With our community and partner meetings moving to virtual, we were able to maintain open lines of communications. In 2020-2021, we engaged with over 2000 stakeholders, participated in over 225 virtual events and responded to almost 700 inquiries.

Working with Bridging North America, the project team advanced initiatives from the Community Benefits Plan. This included funding of community art projects, investments in local business development programs, distributing funds to community non-profit organizations, participating in job fairs, and hosting procurement events for local vendors.

WDBA has placed a high priority on the environmental, sustainability and social components of project recognizing that in addition to a new bridge, we can generate further positive outcomes and opportunities for the Windsor-Detroit region.

As a result, we were acknowledged by P3 Bulletin with its first ever Environmental, Social and Governance Performance of the Year award.

While WDBA continues to provide stringent oversight on the design and construction of the Gordie Howe International Bridge project, WDBA is also planning its transition to the operations phase, ensuring we are ready for that first vehicle to cross the bridge a few short years from now.

I would be remiss to speak to the 2020-2021 fiscal year and not include COVID-19. Since the early days of COVID-19, WDBA's decisions have been based on one single bottom line – the health, safety and wellbeing of staff, partners and the community.

WDBA responded immediately and closed offices in Canada and the US while following public health protocols.

A Pandemic Task Force was established, and its members spent countless hours holding meetings and researching and developing a pandemic response plan, COVID-19 Health and Safety protocols and much more.

I recognize and thank Bridging North America for the protocols and processes they put in place to provide a safe environment for all workers during the COVID-19 pandemic while continuing to advance progress on the project.

Given the nature of the work taking place over the 2020-2021 fiscal year and the extraordinary safety precautions implemented, work has not stopped on the project during the pandemic.

We continue to have a big job a head of us.

The project team has begun preparing the towers for construction of the bridge deck by installing temporary corbels, which act like brackets, that support construction of the bridge deck. Work on the back span and bridge approach, which serve as a ramp from the bridge into the ports of entry, is underway.



Over at the Canadian Port of Entry, today, six of the eleven buildings are under construction with installation of concrete foundations, steel frames and utility works, roof work, concrete floors and wall construction all underway.

Construction activities continue to advance at the US Port of Entry as well with the concrete foundation of the Main Building being the most recent work completed.

Anyone driving in areas of west Windsor or Southwest Detroit can see progress firsthand as the bridge towers continue to rise, now over half the way to their full height.

Before closing my remarks, I want to take a moment to acknowledge WDBA's Vice Presidents team and thank them for their expertise and vision.

Heather Grondin, Vice President Corporate Affairs and External Relations,

Ann Herten, Vice President, Human Resources

Grant Hilbers, Vice President, Engineering

Mike St. Amant, Chief Financial and Administrative Officer

and

Vicky Tuquero, General Counsel.

Further, I thank the entire team at WDBA. Our staff have demonstrated flexibility to meet the changing world we all now work in and I cannot express enough my appreciation for their incredible dedication, perseverance and commitment.

I would also like to thank our private-sector partner, Bridging North America, and our colleagues at the Michigan Department of Transportation for their partnership. We are one team working together to deliver the Gordie Howe International Bridge project.

As a Canadian Crown corporation, we are committed to maintaining our connections and we look forward to continued progress in the coming years.

Stay safe. Thank you.