

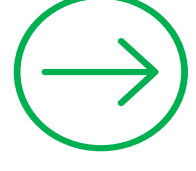





WDBA DETAILED ACTION PLAN
TO THE RECOMMENDATIONS OF THE SPECIAL EXAMINATION REPORT
OF THE AUDITOR GENERAL OF CANADA
MAY 2023



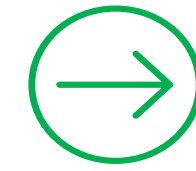







In response to the special examination by the Office of the Auditor General of Canada, Windsor-Detroit Bridge Authority presented the following detailed action plan that addresses the audit recommendations contained in the [“Report of the Auditor General of Canada to the Board of Directors of Windsor-Detroit Bridge Authority.”](#)


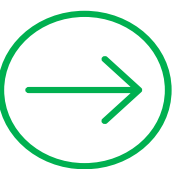
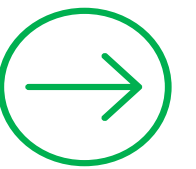
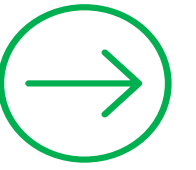




In accordance with a motion adopted by the Standing Committee on Public Accounts, this action plan includes specific actions and timelines for their completion for addressing recommendations and specifies individuals responsible for addressing them.

Status of actions is also presented and measured according to the following key:

					
On Target	Off Target	Achieved	Critical	Not Started	Deferred

This action plan is presented on behalf of the Executive Leadership Team at Windsor-Detroit Bridge Authority on May 1, 2023.

OAG RECOMMENDATION	MANAGEMENT RESPONSE	ACTION	RESPONSIBLE INDIVIDUAL	TIMELINE FOR COMPLETION	STATUS (as of May 1, 2023)
The corporation should engage with the Minister of Intergovernmental Affairs, Infrastructure and Communities to ensure that appropriate appointments to the board are timely and include staggered terms.	Agreed. The corporation will continue to engage with the Minister of Intergovernmental Affairs, Infrastructure and Communities and Infrastructure, Canada to support decision making on board appointments, the timing of appointments, and the use of staggered terms for board members.	Continue to discuss this topic with the department at regular governance meetings, noting that three expired positions were filled in 2022.	Vice President, Corporate Affairs and External Relations	Ongoing	
The corporation should ensure that the board receives the information it needs for effective oversight and decision making.	Agreed. Management will work with the board over the 2022–23 fiscal year to identify key information that will enable strengthened monitoring and reporting on the corporation’s business, activities, and affairs.	Develop Board report that more clearly connects its additional and detailed reporting to the strategic objectives to provide a seamless correlation between the activities, the status/performance and the associated strategic objective.	Vice President, Corporate Affairs and External Relations	January 31, 2023	
		Develop Board report that identifies the key risks that threaten risk tolerance levels.	Vice President, Engineering	February 21, 2023	
		Develop Board report that identifies the risk mitigation measures owned by the Board.	Vice President, Engineering	February 21, 2023	
		Develop written quarterly and annual ethical report.	General Counsel	September 23, 2022	
		Develop procedure for the appointment of officers, including Board reporting on information on the reasonable remuneration of its officers.	General Counsel	September 30, 2022	
		Develop the corporation’s salary, hiring, and promotion guidelines to include guidance on salary upon appointment, progression through the salary levels, and choice of staffing processes.	General Counsel	January 31, 2023	
The corporation should ensure that officers are appointed by the board before they begin their duties. The board should reconsider which authorities and powers it wishes to delegate and ensure that the bylaws and the delegation of financial authority are aligned.	Agreed. During 2022, the corporation will establish a process for the appointment of officers by the board and will review its bylaws and delegation of financial authority for alignment and to see if clarity can be added to avoid misinterpretation.	Revise Bylaws to clarify CEO as officer and authority to hire. Engage INFC. Obtain Board approval.	General Counsel	November 18, 2022	

OAG RECOMMENDATION	MANAGEMENT RESPONSE	ACTION	RESPONSIBLE INDIVIDUAL	TIMELINE FOR COMPLETION	STATUS (as of May 1, 2023)
The corporation should develop performance indicators and targets that would allow it to measure, monitor, and report to the board on its progress against strategic objectives and on the effectiveness of its activities and deliverables.	Agreed. Management will review the performance indicators for the corporation's strategic objectives as part of the 2023-24 corporate planning process and improve performance indicators and targets as required. Future planning processes will also incorporate this type of review on its performance measurement reporting framework.	Integrate performance indicators into the 2023-24 Corporate Plan and improve reporting on strategic objectives performance measurements.	Vice President, Corporate Affairs and External Relations	January 31, 2023	
To strengthen risk identification and assessment, risk mitigation, and risk monitoring and reporting, the corporation should review its risk management framework.	Agreed. The corporation will review its risk management framework over the 2022-23 fiscal year with a focus on designing, monitoring, and evaluating the effectiveness of mitigation measures.	Revise enterprise risk management framework to define key terms. Update the Enterprise Risk Management Policy to capture them in definitions. Provide guidance on interpretation, how to record, update and maintain. This will include clarity on how existing controls and completed mitigation actions impact the current and the target assessment. An overall review of risk documentation is planned to ensure all defined terms are used consistently across the risk framework and reporting.	Vice President, Engineering	June 30, 2023	
		Revise the corporation's risk management process to provide guidance on the design of risk mitigation measures, how to design the measures within the corporation's risk appetite and the actions required if the organization is outside of an approved tolerance.	Vice President, Engineering	June 30, 2023	
		WDBA will continue to progress the risk appetite framework to include more clarity and guidance on risk appetite tolerances and how they are measured and assessed to determine and document whether the organization is within approved tolerances. Develop a process to report against risk tolerance levels for key risks, align risk dimension with risk tolerance and define risk tolerance in measurable terms for all dimensions.	Vice President, Engineering	June 30, 2023	
The corporation should obtain assurance over the operating effectiveness of the controls and the integrity of the software used to host and manage all of the project information.	Agreed. In March 2022, the corporation revised its contract with the Owner's Engineer to require annual controls reports so that it has assurance over the operating effectiveness of the controls of the software used to manage project information.	Revise contract to require annual controls.	General Counsel	March 1, 2022	
The corporation should explore ways to further address and resolve its challenges in retaining its executives.	Agreed. As related to executive talent management, the corporation will review its recruitment practices to ensure the suitability of prospective candidates. Over 2022, the corporation will further develop its retention strategies.	Executive Leadership Team to meet to review recruitment practices. Further develop retention strategies.	General Counsel	March 31, 2023	
The corporation should implement processes to engage employees in preparation for the operations, maintenance, and rehabilitation phase of its mandate.	Agreed. As part of operational readiness planning in 2022, the corporation will develop frequent staff engagement points to convey information regarding progress towards operational readiness. Additionally, as part of the change management plan and employee retention plan, the corporation will begin to assess employee transition options.	Develop communication plan for frequent staff engagement on progress towards operational readiness.	Vice President, Corporate Affairs and External Relations	March 31, 2023	
		Finalize change management plan and employee retention plan. Meet with Executive Leadership Team to assess employee transition options.	General Counsel	March 31, 2023	



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