2024
2025

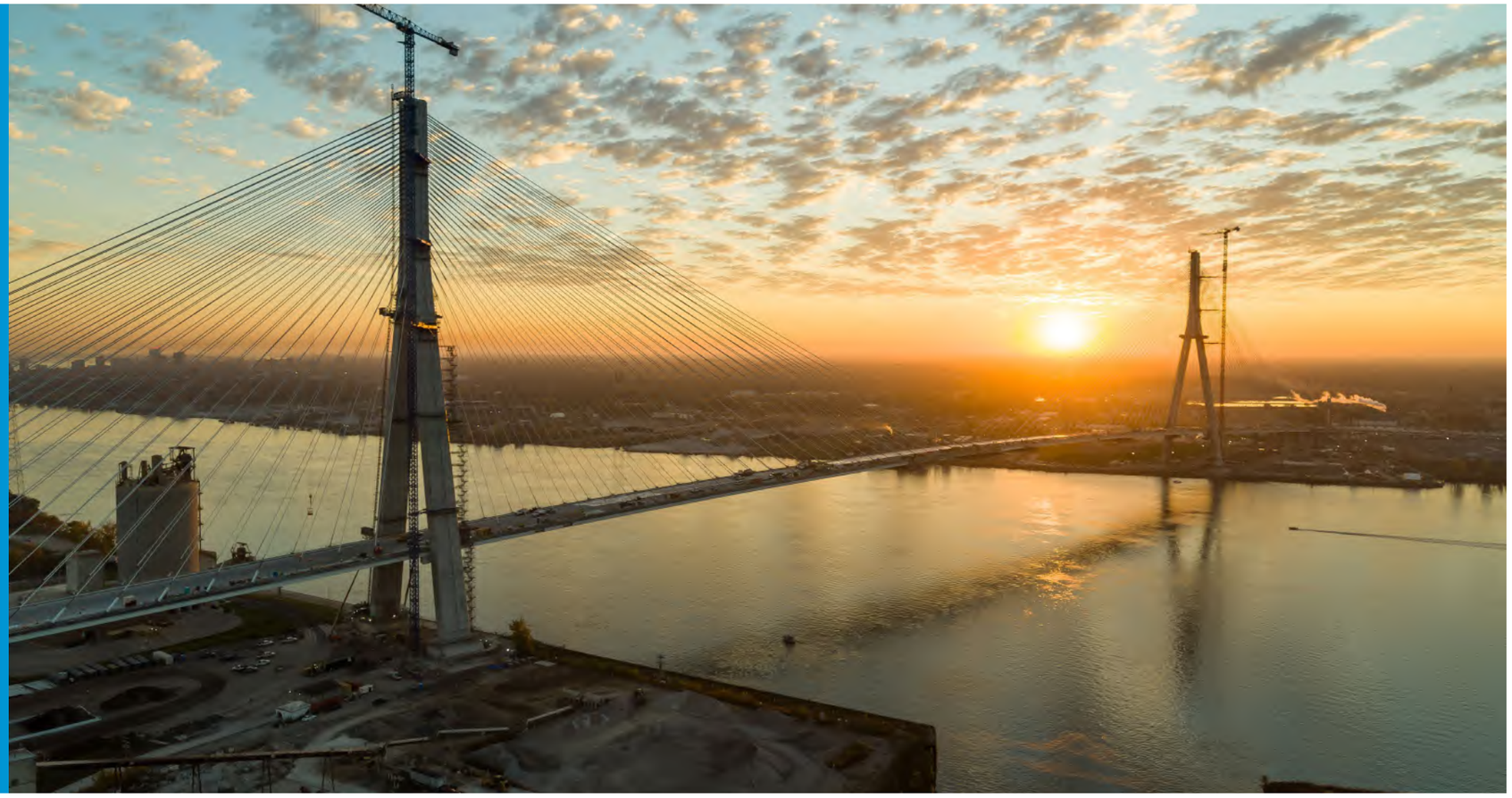
ANNUAL REPORT

WDBA APWD
Windsor-Detroit Bridge Authority
Autorité du pont Windsor-Détroit

Canada

LAND ACKNOWLEDGEMENT

We acknowledge that the land where the Gordie Howe International Bridge project is being constructed sits on Anishinaabe Territory. The Anishinaabe in the Windsor area are known as the Three Fires Confederacy which consists of the Ojibwe, Odawa and Potawatomi Nations. This land has also served as a place of refuge for the Huron/Wendat people.



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MESSAGE FROM THE CHAIR

It is an honour to address you for the first time as Chair of the Board of Directors for Windsor-Detroit Bridge Authority (WDBA) following my appointment this year. I have served on the board since 2017, and it is a privilege to bring my expertise in government, infrastructure and corporate governance to this new position.

We're standing on the brink of history as we move closer to construction completion. The Gordie Howe International Bridge project started as a vision to positively impact the flow of traffic through the Windsor-Detroit gateway, and each day, we come closer to that vision becoming reality.

Whether it is commercial drivers moving goods, commuters getting to work, or families planning cross-border trips, many have long anticipated the opening of this critical piece of infrastructure for its security, efficiency and promise to generate economic growth. There's also growing excitement around the toll-free multi-use path, which will offer pedestrians and cyclists a unique and accessible way to cross between Canada and the United States. Together, these benefits reflect how the Gordie Howe International Bridge will seamlessly connect North America.

Following a decade of dedication at WDBA, we remain committed to transparency, innovation, and community engagement. This report highlights our construction progress and also our environmental stewardship, workforce development, and community investments. We take pride in the partnerships we have built and the positive impact this project will have for generations to come.

I want to extend my sincere thanks to WDBA management and staff, whose dedication, professionalism and tireless work continue to drive this project forward. I also wish to recognize and thank our Board of Directors and the International Authority for their leadership, guidance and unwavering support through every phase of this historic undertaking.

I am equally grateful to our valued project partners, without whom none of this would be possible: Bridging North America; Housing, Infrastructure and Communities of Canada; the State of Michigan and the Michigan Department of Transportation (MDOT); US Customs and Border Protection (CBP); US Federal Highway Administration; the US General Service Administration; Canada Border Services Agency (CBSA) and the Canadian Food Inspection Agency (CFIA). Your continued collaboration has been instrumental this year and throughout the project's history.

I look forward to celebrating the historic opening of the Gordie Howe International Bridge this fall.

M Campagna

Marie Campagna

Chair, WDBA Board of Directors

MESSAGE FROM THE CEO

As we approach the culmination of one of the most important infrastructure projects in North America, I reflect on the progress we have achieved over the year. The Gordie Howe International Bridge project is more than just a structure connecting two nations – it is a symbol of collaboration, innovation and a shared vision for economic growth and mobility.

This year marked some of the most significant accomplishments in the project's history. The successful bridge deck connection officially established the Gordie Howe International Bridge as an international crossing and the longest main span for any cable-stayed bridge in North America.

Our commitment to operational readiness has been unwavering. With 90 per cent of capital works completed, the final phases of construction are focused on preparing the Ports of Entry in Canada and the United States and the Michigan Interchange for full functionality. Crews have worked tirelessly to implement state-of-the-art border security and inspection facilities and have begun building and testing the technological systems and processes, ensuring a secure and efficient travel experience.

The Gordie Howe International Bridge project is not just about infrastructure – it's about community. We invested another $4.7 million (CDN) supporting the neighbourhoods of Sandwich/west Windsor and Delray/Southwest Detroit through our Community Benefits Plan. Additionally, $12 million was invested to reconstruct three kilometres of Sandwich Street from the Canadian Port of Entry at McKee Avenue to the Rosedale Avenue roundabout. The project, completed in December 2024, features new streetscaping, landscaping and cycling infrastructure.

Environmental stewardship has been a key priority. Our team has worked diligently to integrate sustainable construction practices, with the installation of 37 electric vehicle charging stations and the transition of our fleet to all plug-in hybrid and battery-electric vehicles by the end of 2025. These initiatives align with our broader Environmental, Social and Governance (ESG) strategy, reinforcing our commitment to reducing our carbon footprint and fostering a greener future.

The success of this project is a testament to the dedication and expertise of our partners, including Bridging North America, the Government of Canada, State of Michigan, US and Canadian transportation and border authorities and numerous other agencies. Together, we have navigated complexities and delivered an infrastructure project that will transform cross-border connectivity for generations to come.

Our achievements have also been recognized on a global scale. This year, we received eight awards, including the Virtuoso Award of Excellence for business communications, OHS Team of the Year Silver Award for safety leadership and the IBTTA Social Responsibility Award for outstanding contributions to sustainability and community engagement.

As we continue to push towards completion, I extend my deepest appreciation to our employees, stakeholders and the communities who have supported this project every step of the way. I look forward to celebrating the official opening of the Gordie Howe International Bridge with all of you.

Charl van Niekerk
Chief Executive Officer

CORPORATE OVERVIEW

Who We Are

Windsor-Detroit Bridge Authority (WDBA) is the Canadian Crown corporation established to deliver the Gordie Howe International Bridge between Windsor, Ontario and Detroit, Michigan. We are responsible for project oversight of our private-sector partner, Bridging North America (BNA), and, as the operator of the new bridge, WDBA will set and collect tolls. In 2024-25, WDBA reports to Parliament through the Minister of Housing, Infrastructure and Communities and are guided by our Board of Directors.

Mandate and Mission

Under the terms of our 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. We are doing so through a public-private partnership (P3) agreement established through a procurement process.

Organizational Structure & Corporate Governance

Executive Leadership

The CEO, along with the executive team, oversees the day-to-day operations of WDBA in accordance with the Board's direction.

Charl van Niekerk
Chief Executive Officer

Chuck Andary
Chief Legal Officer

Carolyn Brown
Chief Operations Officer

Heather Grondin
Chief Relations Officer

Grant Hilbers
Chief Capital Officer

Joël Hupé
Chief Financial and Administrative Officer

Zaher Yousif
Chief Bridge Engineer and Vice President, Engineering

Board of Directors

WDBA is led by a Chief Executive Officer (CEO) and governed by a Board of Directors who are responsible for overseeing the business activities and other affairs of WDBA. The Board is comprised of up to nine members, including the CEO. All directors are approved by the Government of Canada with the Chair and CEO holding office for five years and the directors holding office for up to four years. In February 2025, Marie Campagna was appointed as Chair by the Government of Canada.

Marie Campagna
Chair

The Board of Directors had 15 meetings over fiscal 2024-2025. Additionally, the Board participated in a two-day Strategic Planning Session.

Jeff Allsop
Director

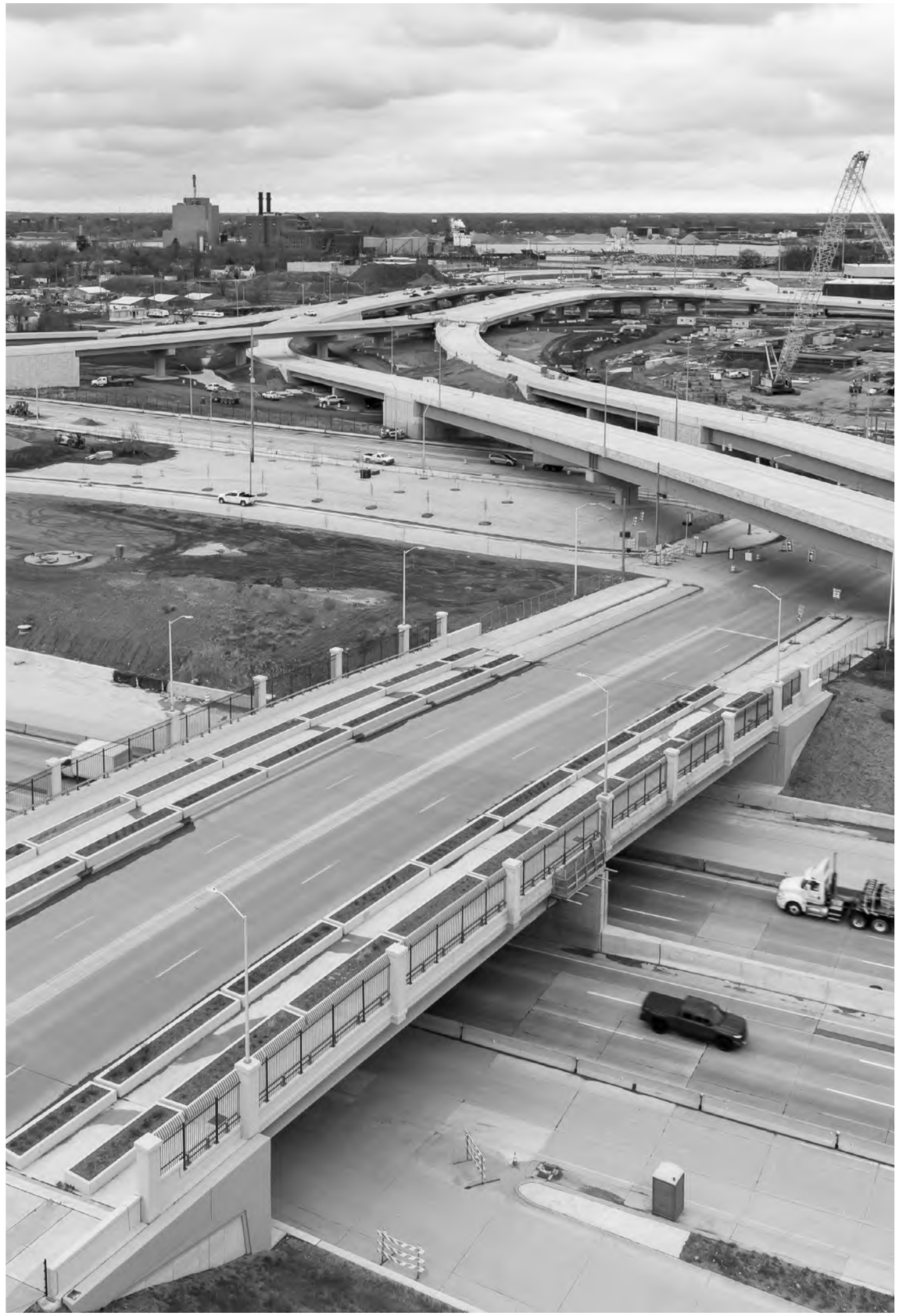
Karla Avis
Director

Lindsay Krauss
Director

Helga Reidel
Director

Tim Smith
Director

Charl van Niekerk
Chief Executive Officer



Committees

There are currently four committees that report to the Board of Directors, supporting members in fulfilling their duties and responsibilities. Board and committee meetings are held quarterly (or more frequently, if required). Members of committees, as well as relevant WDBA management and other board members, regularly attend committee meetings.

Community Relations and Business Development

The Community Relations and Business Development Committee is responsible for overseeing performance of all activities related to being the bridge operator, including community relations, business development and communications, which are activities above and beyond those sub-contracted to Bridging North America.

- Karla Avis – Committee Chair
- Lindsay Krauss – Committee Member
- Helga Reidel – Committee Member
- Marie Campagna - Ex Officio

The Community Relations & Business Development Committee met **four** times over 2024-2025.

Project Agreement Administration

The Project Agreement Administration Committee is responsible for overseeing the resolution of significant contractual and commercial issues impacting the delivery of the project with the objective of achieving Substantial Completion, first day operations and Final Completion. The committee further provides oversight and accountability from management in respect of significant contractual and commercial issues impacting operations and maintenance.

- Tim Smith – Committee Chair
- Jeff Allsop – Committee Member
- Lindsay Krauss – Committee Member
- Marie Campagna - Ex Officio

The Project Agreement Administration Committee met **four** times over 2024-2025.

Governance and Human Resources

The Governance and Human Resources Committee is responsible for developing effective corporate governance practices and advising WDBA on a range of human resources issues to ensure that appropriate strategies and plans are in place for the attraction, retention and succession of employees. The committee also periodically reviews the corporation's compensation structure and philosophy and human resource policies.

- Helga Reidel – Committee Chair
- Karla Avis – Committee Member
- Lindsay Krauss – Committee Member
- Marie Campagna - Ex Officio

The Governance and Human Resources Committee met **five** times over 2024-2025.

Audit

The Audit Committee is responsible for ensuring transparent and accurate reporting of financial information, effective risk management practices, internal control, and the corporation's standards of integrity and behaviour. While the Auditor General of Canada is the corporation's external auditor, the Audit Committee oversees WDBA's internal audit function.

- Jeff Allsop – Committee Chair
- Helga Reidel – Committee Member
- Tim Smith – Committee Member
- Marie Campagna - Ex Officio

The Audit Committee met **five** times over 2024-2025.

International Authority

The International Authority is a joint Canada-Michigan governance entity responsible for monitoring compliance of WDBA with the Canada-Michigan Crossing Agreement. The International Authority consists of six members with two members appointed by Canada, one appointed by WDBA and three appointed by Michigan.

The International Authority met **four** times over 2024-2025.

Kristine Burr
Chair (appointed by Canada)

David Alade
Director (appointed by Michigan)

Eddie Francis
Director (appointed by WDBA)

Michael D. Hayes
Director (appointed by Michigan)

Birgit M. Klohs
Director (appointed by Michigan)

Roy Norton
Director (appointed by Canada)

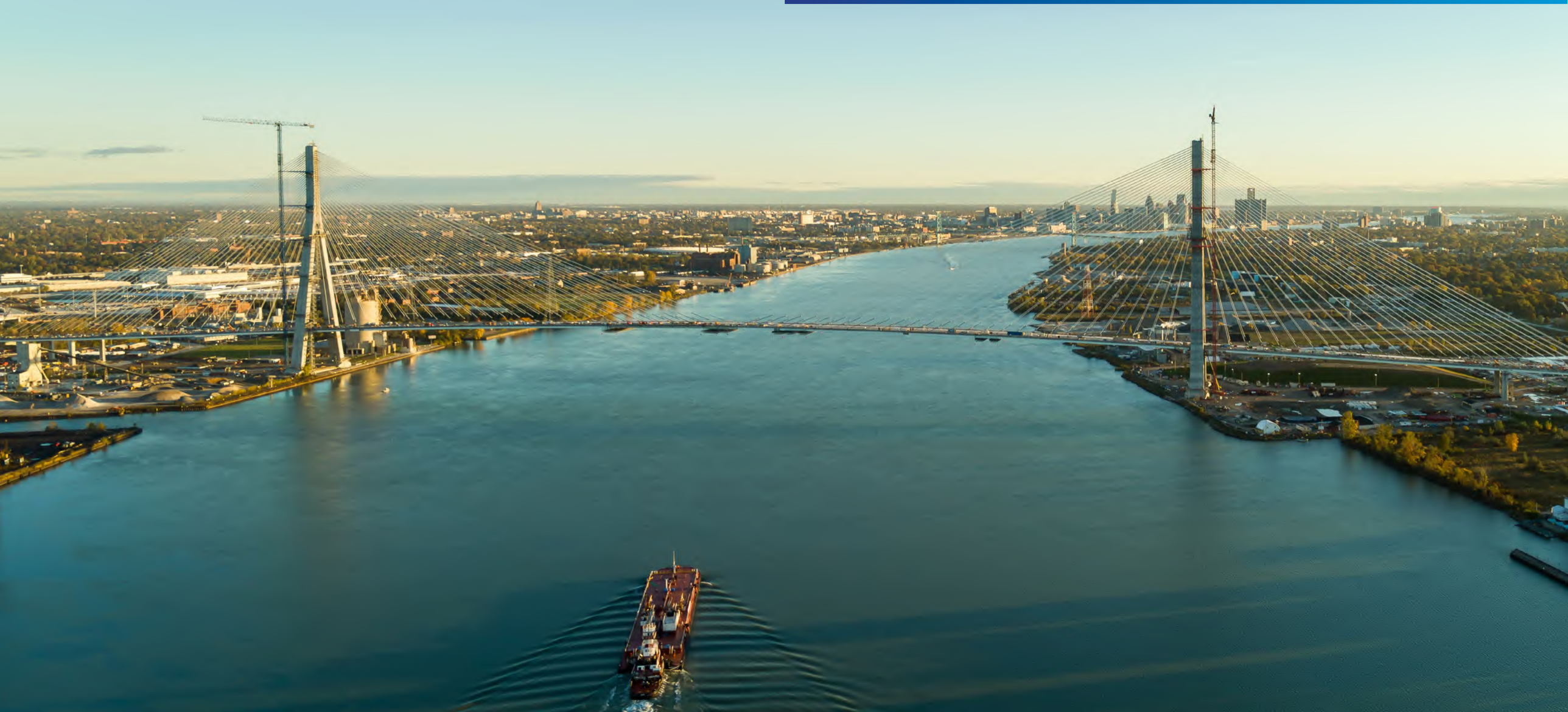
OPERATING ENVIRONMENT

Like many organizations, WDBA gathers information about events, trends and relationships in its internal and external environment to identify challenges and opportunities and improve short-term and long-term planning.

As part of the internal operating environment, WDBA will address challenges including the ability to attract and retain staff while also managing staff morale during organizational change as the Gordie Howe International Bridge project approaches substantial completion and moves into operations.

In the external operating, regional and business environments, WDBA is monitoring fluctuations in economic conditions and changes to Canada-US trade and border policies. We will pivot to marketing and promotional efforts. Through messaging focused on elements such as the bridge's security, reliability, efficiency and ease of crossing, we will build excitement amongst potential personal and commercial users ahead of opening day and future operations.

WDBA will continue to monitor trends and changes in its internal and external operating environments to identify potential risks to the project and establish mitigation measures as required.



PROJECT
OVERVIEW

The Gordie Howe International Bridge project includes four new modern, state-of-the-art pieces of infrastructure - the bridge, the Canadian Port of Entry, the US Port of Entry and the Michigan Interchange that connects to Interstate-75.

This new network will address the need for secure and efficient border processing capabilities and highway-to-highway system connectivity, allowing businesses on both sides of the border to get their products to market and ensure a robust supply chain.

Delivered through a public-private partnership (P3), construction began in October 2018. We are making good progress toward opening in fall 2025.

Fiscal 2024-2025 marked some of the most significant construction accomplishments to date.

The Bridge

The connection of the bridge deck makes the Gordie Howe International Bridge the **longest main span of any cable-stayed bridge in North America.**

All **216 stay cables** are installed.

In June 2024, crews installed the final segments of the bridge deck, known as the **mid-span closure,** creating the **first new border crossing to connect Ontario and Michigan in more than 60 years.**

Workers finished the **50 mm/1.97 inches thick** road surface layer on the concrete bridge deck.

Pouring of the **270-mm/10.63-inch thick concrete** was completed for the Canadian and US approach spans of the bridge.

Canadian Port of Entry

Interior finishings such as the installation of shelving, cabinets and desks are underway in buildings.

Crews are nearing completion on **16 toll lanes and 24 primary inspection lanes.**

Exterior work includes paving, landscaping and fencing and establishing the multi-use path.

All 11 structures are in different stages of construction.

The site is **53 hectares/ 130 acres.**

US Port of Entry

Crews are nearing completion on **36 primary inspection lanes.**

Work continues on the Jefferson Avenue **barrier wall.**

Interior finishings such as the installation of shelving, light fixtures, cabinets and desks are underway in buildings.

All 13 structures are in different stages of construction.

Exterior work includes paving, landscaping, fencing and installing safety barriers for the multi-use path.

The site is **68 hectares/ 167 acres.**

Michigan Interchange

Construction is advancing on **five new pedestrian bridges.**

Final steps are underway for the ramps that will **connect I-75 to the US Port of Entry.**

Landscaping work continues along the Michigan Interchange and on the **four new road bridges.**

Local road reconstruction work continues along Fort Street and West Jefferson Avenue.

CORPORATE PERFORMANCE

Reporting on Results

Strategic Plan Update

WDBA's five strategic objectives reflect the fiscal 2024-2025 stage of the project, moving through the peak of construction and a shift in priority to ensure operational readiness. These objectives are consistent with objectives from 2023-2024.

WDBA successfully delivered our strategic objectives for fiscal 2024-2025. This progress demonstrates WDBA's ongoing commitment to achieving project priorities, managing relationships and fulfilling our obligations as a Crown corporation. The strategic objectives and results achieved are detailed below.

2024-2025 Strategic Objectives	Measurements	Results Achieved	Status
WDBA successfully delivers the Gordie Howe International Bridge project through a proactive and comprehensive capital delivery approach, as an informed and collaborative partner.	Prioritizing safety, quality, cost and schedule certainty.	Safety management and build quality continue to meet expectations. The project reached a major milestone in June 2024 with the connection of the bridge deck across the Detroit River. WDBA is committed to achieving Substantial Completion in September 2025, with traffic flowing in fall 2025.	On target
	Developing and executing a comprehensive roadmap to achieve Substantial Completion.	The 2024-2025 construction season was busy. As of March 2025, there were approximately 230,000 labour hours worked per month and nearly 18 million labour hours worked in total. Capital works are 90 per cent complete.	On target
WDBA will successfully facilitate the efficient and reliable movement of people and goods through the border crossing and supporting road systems, as an informed and collaborative partner.	Creating a safe and secure environment for the movement of goods and people.	WDBA continued its preparations for Substantial Completion, bridge opening and to get systems and people in place to manage the operations and the performance of BNA prior to opening in fall 2025.	On target
	Supporting border services operations	To prepare for operations activities, WDBA continued to work with border agencies, transportation authorities and other responding agencies and partners including those in Canada and Ontario, the US and in Michigan (MDOT), as well as local, provincial, state and federal law enforcement and other first responders, fire and emergency medical services.	On target
WDBA implements a customer-centric approach to doing business that responds to bridge users' needs and expectations resulting in exceptional experiences.	Implementing a customer-centric approach that responds to bridge users' needs and expectations.	WDBA initiated market outreach and participated in focused awareness and engagement activities with future bridge users.	On target
WDBA will maintain positive, collaborative, and transparent relationships with its shareholder, co-owner and stakeholders, continuously earning their respect.	Maintaining supportive relationships with the shareholder.	WDBA has maintained and enhanced its engagement with Housing, Infrastructure and Communities Canada at all levels with increased project-related communications and maintained regular reporting as established by the project's Treasury Board approved governance.	On target

2024-2025 Strategic Objectives	Measurements	Results Achieved	Status
	Maintaining resilient and supportive relationships with our stakeholders.	WDBA continued its robust customer-centric communications and outreach approach to meet the needs of Indigenous Peoples, the community and future bridge users. By keeping these groups apprised and updated on the project's progress, WDBA demonstrated transparency and continued to build strong and enduring relationships.	On target
Our people have a culture of excellence, a passion to serve, and good stewardship with integrity.	Supporting a thriving, inclusive and accessible employee-centric workplace.	WDBA continued to work towards having strong Diversity, Equity, Inclusion and Accessibility programming, providing performance and training opportunities, and access to wellness initiatives. This helped to ensure staff were able to thrive and contribute without barriers.	On target
	Maximizing taxpayer dollars by ensuring the greatest benefit at the best value.	WDBA has taken a lean approach to effectively use its resources, having in place the right tools and facilities to succeed, with strong policies, standards and controls.	On target

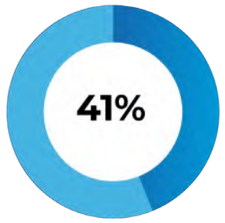
Supporting Government of Canda Priorities

Diversity, Equity, Inclusion and Accessibility

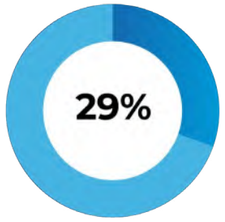
In 2024-2025, the Gordie Howe International Bridge project team continued its commitment to DEI&A within the community through the Community Benefits Plan.

- The **Workforce Development and Participation Strategy** includes leveraging partnerships that serve equity-seeking groups and workforce and training-relating engagements with women, youth and other equity seeking groups.
- The **Neighbourhood Infrastructure Strategy** includes investing in programming and infrastructure that is accessible for Black, Indigenous and People of Colour (BIPOC) youth, seniors and community members of varying abilities, and celebrating the history of local cultures through art projects and storytelling.

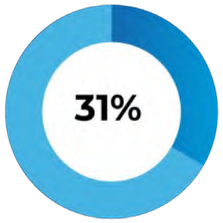
126 Employees



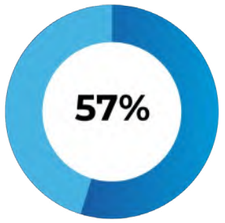
WDBA employees are women



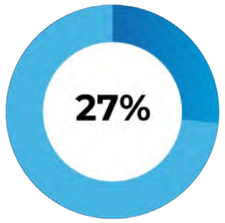
WDBA's executive leadership team are women



WDBA's senior leadership team (directors and above) are women



Sitting board members are women, including the Board Chair



Employees identify as Indigenous or belonging to a visible minority group

Gender-based Analysis +

WDBA established a Pay Equity Plan that identified and measured gender-based objectives for compliance with the *Pay Equity Act*. WDBA currently meets reporting requirements in this area, in addition to strengthening its reporting under the *Employment Equity Act* with the additional depth of assessment. WDBA's newly formed Pay Equity Committee supports compliance efforts.

Accessibility Plan

As required under the *Accessible Canada Act*, WDBA prepared and published the final Progress Report for the 2022-2024 Accessibility Plan by December 2024. An updated version of the Accessibility Plan for 2025-2028 is planned for December 2025.

For more information, see gordiehoweinternationalbridge.com/corporate/diversity/.

Environmental, Social and Governance (ESG)

Published in 2023, WDBA's Environment, Social and Governance (ESG) Plan has consolidated efforts undertaken since the start of WDBA's operations in 2015 into a roadmap that actively supports the creation of a thriving and sustainable future. The plan's activities align with WDBA's four anchors of ESG: Environment, Community, Corporate Culture and Corporate Conduct.

Through WDBA's ESG Committee and in alignment with the Greening the Government Strategy, in the last quarter of fiscal 2024-2025, WDBA implemented ESG-related language within the organization's procurement documents as appropriate.

WDBA reports on ESG Plan outcomes and achievements on a quarterly basis. For more information, see gordiehoweinternationalbridge.com/corporate/environmental-and-social/.

Green Government Strategy

WDBA continues to incorporate the Greening Government Strategy and Federal Sustainability Development Strategy into its ESG Plan objectives. Highlights include:

- continued calculating and reporting on project-wide greenhouse gas emissions
- assessing and implementing mitigation plans for physical and transition-related climate risks
- ongoing installation of 37, level 2 electric vehicle charging stations at the Canadian and US Ports of Entry
- transitioning WDBA fleet to all plug-in hybrid and battery-electric vehicles by the end of 2025
- collaboration and information sharing with various federal departments and Crown corporations on sustainability-related topics.

Official Languages and Official Languages Act Requirements

Under Part IV of the *Official Languages Act*, WDBA is required to communicate with the public in both English and French. To guide WDBA's compliance, the organization maintains an Official Languages Policy. It ensures all content, written and visual, is shared simultaneously in English and French, and that they are of equal quality, on the project website, through social media accounts and in community newsletters. Materials are also provided in Spanish to meet the needs of residents in the host community of Delray/Southwest Detroit.

Report of Access to Information Act and Privacy Act Requests

The *Access to Information Act* (the ATI Act) gives Canadian citizens, permanent residents and all individuals and corporations present in Canada the right of access to records under the control of a government institution while the *Privacy Act* provides Canadian citizens, permanent residents of Canada and all individuals present in Canada with the right of access to, and the right to request personal information about themselves that is under the control of a government institution. WDBA operates in full compliance with both acts in support of the government's commit to openness, transparency and accountability.

COMMUNITY BENEFITS

Neighbourhood Infrastructure Strategy

The Neighbourhood Infrastructure Strategy is a $23 million (CDN) community investment focused on priorities identified through consultation with stakeholders and community members in Windsor, Ontario and Detroit, Michigan.

Delray Home Improvement Program

The project team announced the successful completion of the $4 million (CDN) program that provided repairs to 106 residences in Southwest Detroit at no cost to the homeowners. The program operated from 2021 through 2024.

Community Organization Investment

$200,000 (CDN) was provided for 13 projects, seven in Canada and six in the US, delivered by local charitable or non-profit organizations.

Green Initiatives

Funding for green initiatives included a tree giveaway, community gardening and education classes, and opportunities for students and volunteers to plant and water trees in the local communities.

New Investment Opportunities

In February 2025, the project team invested $4.5 million (CDN) across 24 new and existing initiatives. This investment will further enhance the communities of Sandwich/west Windsor and Delray/Southwest Detroit with programming, events and small infrastructure projects.

- Nearly $1 million (CDN) of this funding was put towards the promotion of binational trail systems, regional cycling infrastructure, Francophone tourism in Windsor-Essex and a promotional marketing campaign for Southwest Detroit.

Local Youth Supports

Investments in school lunch programs, green space development and free arts-based, literacy and environmental awareness programming provided education and support for local youth.

Workforce Partnerships, Outreach and Engagement

The Workforce Development and Participation Strategy is aimed at engaging businesses and providing employment opportunities through focused support of workforce development, training and pre-apprenticeships/apprenticeships.

Workforce Partnerships, Outreach and Engagement

The project team supported workforce development and education through collaboration with local educational institutions and workforce development agencies including St. Clair College, Build a Dream, Women's Enterprise Skills Training (WEST) of Windsor Inc., Wayne State University, Randolph Career and Technical Center, Access for All and SER Metro Detroit, among others, through participation in job fairs, mock interviews, site tours and project presentations.

Workforce Development

Between April 1, 2024, and March 31, 2025:

over **2,240** people oriented to work on the project

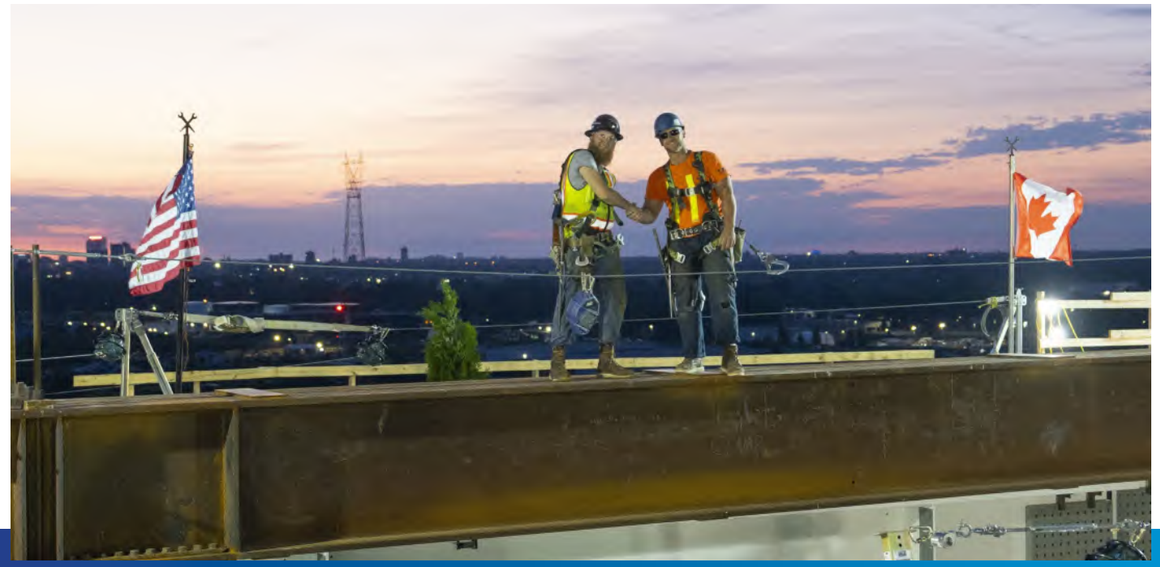
over **75** pre-apprentices or apprentices engaged to work on the project

over **$1.8 million** (CDN) spent on small-scale purchases under **$25,000** from local businesses

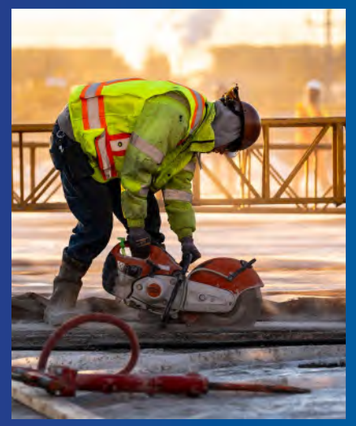
11 local businesses from the Windsor region or City of Detroit provided goods or services to the project

Read more about the implementation of the Gordie Howe International Bridge Community Benefits Plan in the Community Benefits Quarterly and Year-in-Review Reports available at gordiehoweinternationalbridge.com/community/benefits/#reporting-rapports-nav.

HIGHLIGHTS
OF THE YEAR



APRIL-MAY 2024



The Gordie Howe International Bridge project team celebrated 2000 days of construction and over 12 million hours worked since the first shovel hit the ground in October 2018.

The final stay cables were installed, connecting the towers to the bridge and road decks. In total, 216 stay cables deliver the weight of the entire structure to the towers and, through tension, maintain the bridge deck's stability and placement.

The project team began the final steps to connect the two sides of the bridge deck over the Detroit River.

JUNE 2024

Thirteen organizations serving Sandwich/west Windsor and Delray/Southwest Detroit received $200,000 (CDN) in funding from the Community Organization Investment initiative as part of the Community Benefits Plan.

Workers installed the final segments of the bridge deck, known as the mid-span closure, giving the Gordie Howe International Bridge the longest main span of any cable-stayed bridge in North America.

The project team unveiled the artistic concept developed by contemporary artist, Jordan Sook, that recognizes and commemorates the region's role as a destination for freedom-seekers of African descent leaving behind slavery and oppression by travelling the Underground Railroad to Canada.

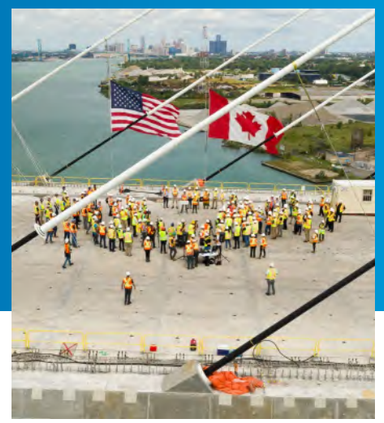
WDBA won the Virtuoso Award of Excellence and the Best of the Best Award from the International Association of Business Communicators (IABC) London chapter for the "Completing the Tower Construction for the Gordie Howe International Bridge" video. The team was later recognized with a Silver Leaf of Merit Award from IABC for the same video.

JULY-SEPTEMBER 2024

WDBA celebrated its 10th anniversary of operations in July 2024.

The project's Health and Safety team was selected as silver winners for the Occupational Health and Safety (OHS) Team of the year by OHS Canada Honours for exemplary commitment to safety throughout the construction site.

Two project team members, Dan Dombrow and Mike Isble, received the Dragados Heroes Award from Dragados USA and the Captain David P. Dobbins Award from the US Coast Guard for excellence in search and rescue efforts. The two workers from Bridging North America rescued four people from a capsized boat in the Detroit River in November 2023.



Dignitaries from Canada and the United States celebrated the bridge deck connection with a ceremony to mark the first new border crossing to join Ontario and Michigan in more than 60 years.

OCTOBER-DECEMBER 2024

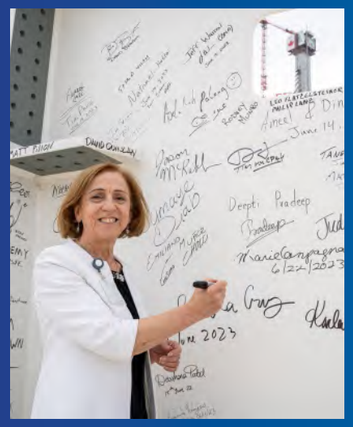
The project team was recognized with the John Henry Garrood King Medal for an outstanding paper at the Institution of Civil Engineers (ICE) awards ceremony in London, England. The paper outlined the need for the new border crossing, the results of the environmental assessment, the design of the bridge and the project's history and evolution.

A 3-metre/10-foot high free-standing sculpture, titled Aazhoge, was installed at the Canadian Port of Entry. It is a contemporary reflection of the culture and traditions of Indigenous Peoples in Canada, with emphasis on local Anishinaabe First Nations. It is the project's second Public Art commission.

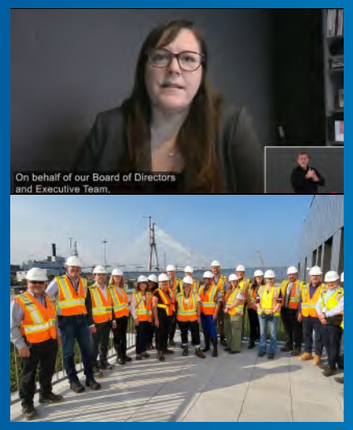
Contemporary visual artist, designer and novelist Douglas Coupland awarded the project's third public art commission and is charged with developing an artistic concept for aesthetic lighting on the Gordie Howe International Bridge.

The project team was recognized by the International Bridge, Tunnel and Turnpikes Association (IBTTA) with a Social Responsibility Award, acknowledging the project for its social responsibility efforts, including its Community Benefits Plan, active transportation investments and environmental management planning.

JANUARY-MARCH 2025

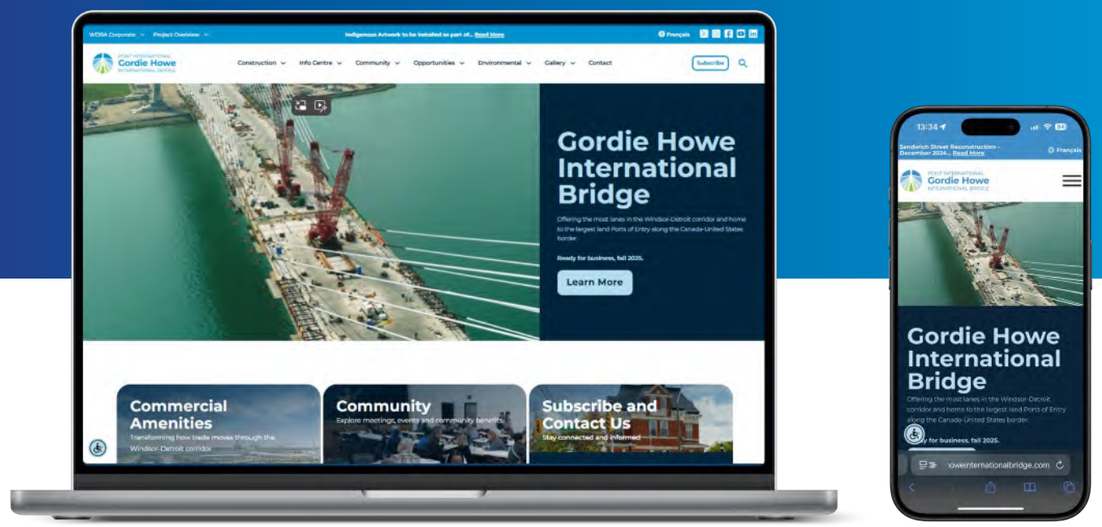


The Government of Canada appointed Marie Campagna as Chair, WDBA Board of Directors for a period of five years.



WDBA hosted its annual public meeting by means of an audio-visual presentation, ensuring accessibility for all attendees with simultaneous translation in both English and French and an ASL translator.

The project team participated in key trade shows to market the Gordie Howe International Bridge and its significant impact on cross-border travel, fostering relationships with supply chain and logistic stakeholders.



WDBA launched a modern, improved look for the website that includes an updated design, improved navigation, enhanced functionality and a mobile-friendly experience.

ENGAGEMENT

The project team actively connects with the public through consultations, meetings, social media, community offices, a toll-free phone number and email.

820+ PUBLIC INQUIRIES

275+ MEETINGS AND EVENTS

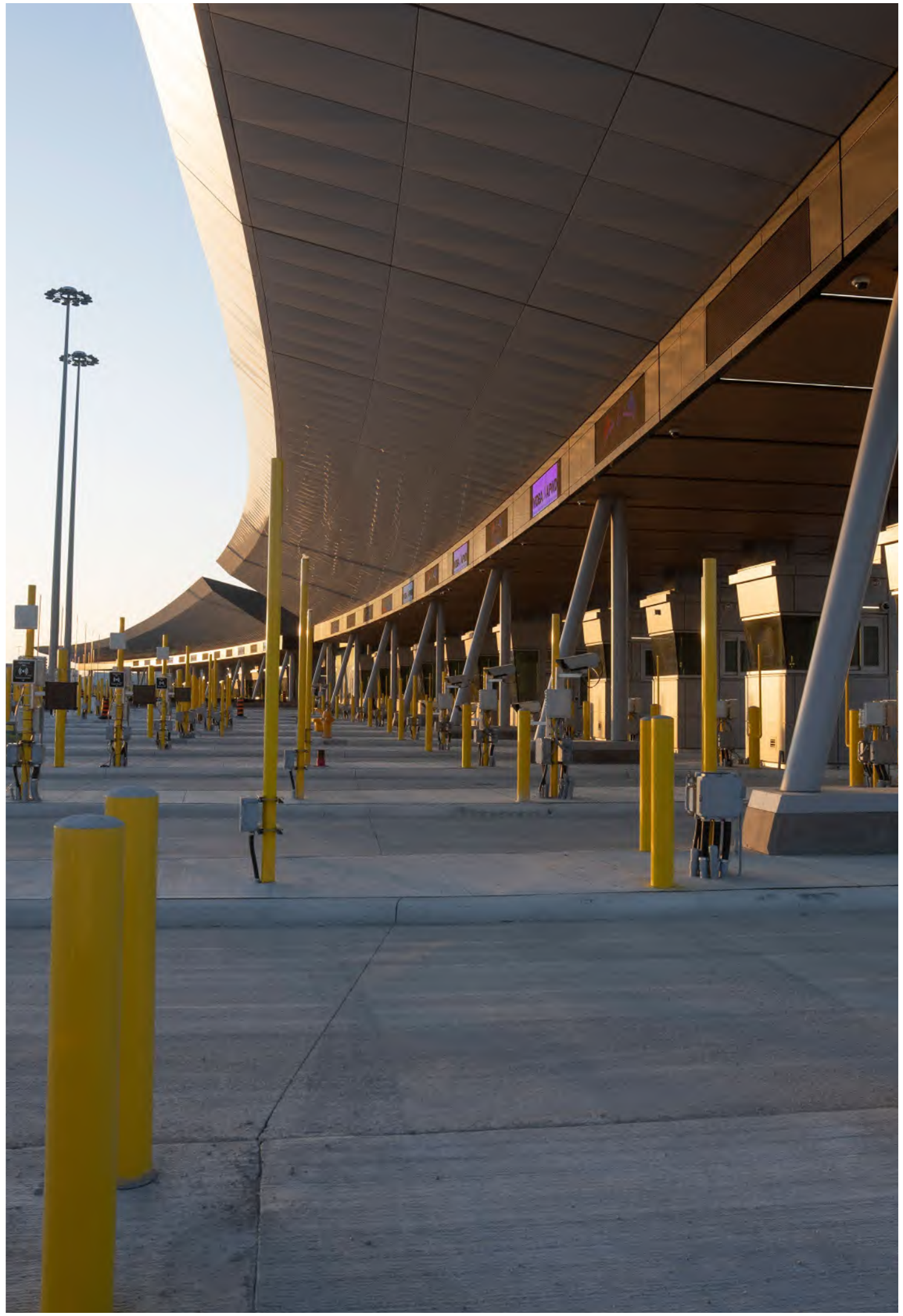
95+ PRESENTATIONS AND TOURS

15,448 SOCIAL MEDIA FOLLOWERS GAINED across Facebook, Instagram, LinkedIn, X and YouTube

6 CONSULTATION TOPICS

19 EMAIL BLASTS TO **15,448** SUBSCRIBERS

More than **6,500** stakeholders were engaged across meetings, events, presentations and public inquiries in fiscal 2024-2025.



Ready for Business

Welcome to the Gordie Howe Experience

The Gordie Howe International Bridge will transform how trade moves through the Windsor-Detroit corridor, the busiest commercial land border crossing on the Canada-US border. The bridge is located at the centre of North American trade, providing a direct route for commercial traffic from the U.S. west, mid-west, and south, and Mexico travelling north on I-75 toward southern Ontario and Quebec.

This new cross-border network will save travellers time and money, providing a fast and convenient option that makes travelling from point A to point B as simple as possible with direct highway-to-highway connectivity. Depending on specific travel routes and time of day, use of the Rt. Hon. Herb Gray Parkway and Gordie Howe International Bridge will pare off valuable minutes for commercial travellers.

With the most bridge and inspection lanes in the region, the Gordie Howe International Bridge will offer a seamless crossing experience for travellers and provide customers with onsite processing capabilities to meet all commercial needs.

Connected Highways

The Gordie Howe International Bridge's state-of-the-art Intelligent Transportation System (ITS) will streamline the movement of trade while providing a safe, secured and efficient transportation network. The system has also been designed to accommodate new and emerging technologies in the future. ITS connectivity with border agencies, road authorities, first responders and emergencies services on both sides of the border will support efficient traffic management and incident response. This includes dynamic lane streaming options to meet real-time traffic volumes and vehicle detectors that will generate accurate and reliable travel and border wait time information, better informing driver route options.

The project team is customer-centric, placing the customer at the centre of all decisions related to tolling services, products and experiences, using technological advancements to make cross-border travel simple and sustainable for all customers. The project's tolling system will provide tailored customer service and transponder-linked accounts that will quickly move travellers through the toll facilities. We estimate that approximately 400 transponder-enabled vehicles per hour will be able to move through each toll lane, eliminating wait times and significantly reducing idling.

FINANCIAL RESULTS

OBJECTIVES, ACTIVITIES AND EXPECTED RESULTS

WDBA's five strategic objectives reflect the fiscal 2024-2025 stage of the project, moving through the peak of construction and a shift in priority to ensure operational readiness. These strategic objectives, deliverables and expected results reflect the stage of the project and provide achievable outcomes/results.

1. WDBA successfully delivers the Gordie Howe International Bridge project through a proactive and comprehensive capital delivery approach, as an informed and collaborative partner.
   - Prioritizing safety, quality, cost and schedule certainty.
   - Developing and executing a comprehensive roadmap to achieve Substantial Completion.

2. WDBA will successfully facilitate the efficient and reliable movement of people and goods through the border crossing and supporting road systems, as an informed and collaborative partner.
   - Creating a safe and secure environment for the movement of goods and people.
   - Supporting border services operations.

3. WDBA implements a customer-centric approach to doing business that responds to bridge users' needs and expectations resulting in exceptional experiences.
   - Implementing a customer-centric approach that responds to bridge users' needs and expectations.

4. WDBA will maintain positive, collaborative, and transparent relationships with its shareholder, co-owner and stakeholders, continuously earning their respect.
   - Maintaining supportive relationships with the shareholder.
   - Maintaining resilient and supportive relationships with our stakeholders.

5. Our people have a culture of excellence, a passion to serve, and good stewardship with integrity.
   - Supporting a thriving, inclusive and accessible employee-centric workplace.
   - Maximizing taxpayer dollars by ensuring the greatest benefit at the best value.

2024-25 FINANCIAL RESULTS

SUMMARY

The results of operations for Fiscal Year 2024-25 reflect a surplus of $1,009 million (2023-24: $847 million). The surplus is mostly due to the timing of appropriations and expenditures on capital assets.

Compared to the 2023-24 fiscal year-end results, WDBA's net debt decreased to $644.5 million, a change of $597 million (2023-24: $1,241.5 million). The reduction in net debt is largely attributable to the Project Agreement Amendment and resulting Aggregate Holdback Release, further discussed in the notes to the financial statements. Non-financial assets increased by $418.1 million to $4,715.7 million (2023-24: $4,297.6 million). The increase is mainly due to continuing construction activities under the Project Agreement.

COMPARISON TO EXPECTED RESULTS

The following table summarizes actual expenses as compared to the full 12 months of the approved 2024-25 Corporate Plan:

	Twelve Months Ended March 31, 2025 Corporate Plan	Twelve Months ended March 31, 2025 Actual	Percentage
Gordie Howe International Bridge Project	279,251	161,564	58%
Internal services	29,765	13,321	45%
Total Expenses	**309,016**	**174,885**	**57%**

WDBA monitors its expenditure throughout the year. Expenses across the organization amount to approximately 57% of the full Corporate Plan amounts. Expensed project costs incurred to date amount to 58% of the full Corporate Plan budgeted amount. These variances are largely attributable to timing differences.

STATEMENT OF OPERATIONS

APPROPRIATIONS

Total appropriations received in the year amounted to $1,164.8 million net of reimbursed appropriations of $25.7 million, compared to $1,168.9 million for the prior fiscal year.

The appropriations were used to fund construction activities, under the Project Agreement, Michigan activities, design, engineering costs, and WDBA operations.

EXPENSES

Compared to the prior year, expenses have decreased by $154 million. The below table summarizes the year-over-year expense variances by type.

(thousands of dollars)	2025	2024
I-75 Costs	**108,871**	268,724
Payroll and Benefits	**22,607**	20,880
Other Project Costs	**9,193**	198
Amortization	**8,409**	11,422
Community Benefits	**5,333**	4,361
Insurance	**5,256**	2,151
Professional Services	**3,735**	7,760
Local Road Improvements	**3,214**	4,804
Michigan Land	**1,930**	1,996
Office and Maintenance	**1,407**	1,184
Impairment Loss	**1,370**	-
Rent	**1,060**	1,057
Legal Services	**939**	2,780
Travel Expenses	**477**	459
Property Taxes	**467**	351
Other	**393**	312
Repairs and Maintenance	**142**	146
Transfers to International Authority	**82**	303
	174,885	328,888

The largest cost increases from the prior year are related to Other Project Costs, Insurance and Payroll and Benefits. Other Project Costs are a result of a settlement tied to commercial negotiations with BNA. Community Benefits have increased as WDBA and BNA have continued to carry-out their obligations under the Project Agreement. Finally, Payroll and Benefits costs are higher because of increased headcount as the project activities intensified.

These cost increases were partially offset by decreases to the I-75 Michigan Interchange costs, Professional Services, Amortization, and Local Road Improvements. Costs related to the I-75 and Local Road Improvements have reduced as the work being done on those parts of the project are coming to their natural conclusion. Professional Services and Legal Services were both reduced because the support required to achieve the mid-project settlement was significantly reduced, as the agreement was signed late in the previous year. Amortization is reduced as a result of the adjusted timeline for the completion of the project, meaning a protracted amortization period.

STATEMENT OF FINANCIAL POSITION

COMPARED TO THE PRIOR YEAR

FINANCIAL ASSETS

Financial assets of $164.6 million (March 31, 2024: $142.1 million) consisted of $156.3 million in cash (March 31, 2024: $138.7 million), and $8.3 million in accounts receivable and deposits (March 31, 2024: $3.4 million).

At year-end, WDBA had a restricted cash balance of $95.6 million in an escrow account (March 31, 2024: $96.8 million). These funds are held in a US dollar escrow account to fund U.S. property acquisitions and other Michigan activities carried out by the Michigan Department of Transportation (MDOT). WDBA is required to fund MDOT's Michigan activities at the beginning of each quarter through an escrow account.

Accounts receivable consists mainly of recoverable HST and billed contract services. WDBA expects to recover 100% of the HST on expenditures directly related to construction (including design, engineering, plaza fill, utility relocation, etc.), and approximately 70% of the HST for expenditures related to WDBA's operating expenses.

LIABILITIES

At year-end, WDBA's liabilities were $809.2 million (March 31, 2024: $1,383.6 million). The reduction in liabilities primarily arises from the mid-project settlement.

Accounts payable and accrued liabilities of $139.6 million (March 31, 2024: $287.2 million) consist primarily of amounts for BNA activities, Michigan Activities, and the Owner's Engineer.

NON-FINANCIAL ASSETS

WDBA held $4,697.3 million of tangible capital assets at the end of the year, compared to $4,296.4 million at the end of the prior year. These consist primarily of capitalized costs incurred related to the Gordie Howe International Bridge project (Construction in Progress), leased property in Canada and Michigan, and the Perimeter Access Road (PAR). Impairment losses were recognized as a result of physical damage to certain components of the US Port of Entry, which were remediated with insurance proceeds.

Construction in Progress of $4,289.8 million at the end of the year (March 31, 2024: $3,952.4 million) includes costs related to the building of the Bridge and the Canadian and U.S. POEs. Given that the project is in the construction phase, most of the capitalized costs are related to construction costs, BNA's start-up, design, and procurement, the Early Works, utility relocation, professional services, and environmental remediation.

The table below provides a breakdown of the Construction in Progress:

(thousands of dollars)	2025	2024
Bridge	**1,877,096**	1,726,876
US Port of Entry	**1,376,171**	1,261,604
Canadian Port of Entry	**1,036,536**	963,905
	4,289,803	3,952,385

Prepaid expenses of $18.4 million (March 31, 2024: $1.1 million) consists primarily of $10.5 million of prepaid retainage (March 31, 2024: $0). This is related to the aggregate holdback that was released to BNA as a part of the mid-project settlement agreement discussed in the notes to the financial statements (note 6c).

The table below provides a breakdown on the Prepaid Expenses:

(thousands of dollars)		
	2025	2024
Prepaid Retainage	**10,451**	-
Prepaid Insurance	**7,370**	610
Other	**582**	522
	18,403	1,132

STATEMENT OF CANADIAN CONTRIBUTIONS AND STATEMENT OF UNRECOUPED CANADIAN CONTRIBUTIONS

Under the Crossing Agreement, WDBA is required to issue, annually, an audited Statement of Canadian Contributions and Statement of Unrecouped Canadian Contributions (the Statements). The Canadian Contributions reflect the costs that Canada has paid for the project, beginning in Fiscal Year 2005-2006, which will be recouped through WDBA's revenues. The Unrecouped Canadian Contributions represents the costs paid to date, plus an imputed cost of Unrecouped Canadian Contributions which is accrued annually on the outstanding balance, less revenues received by WDBA. The Statements do not include revenues or expenditures related to work performed on behalf of entities not a part of the Government of Canada, as these do not meet the definitions of Crossing Authority Revenue or Canadian Contributions as defined in the Crossing Agreement.

The aggregate Canadian Contributions paid as of March 31, 2025, is $5,698.2 million (2024: $4,531.6 million). The accumulated Imputed Cost accrued as of March 31, 2025, is $839.7 million (2024: $567.7 million). These amounts are offset by aggregate Crossing Authority Revenue received of $206.5 million as of March 31, 2025 (2024: $195 million), for a balance of $6,331.4 million in Unrecouped Canadian Contributions (2024: $4,904.2 million).

The Statements have been included within this Annual Report following the financial statements of WDBA.

RISK ANALYSIS

WDBA's Enterprise Risk Management policy and procedure ensures a consistent and comprehensive approach to risk management that is integrated into planning, decision-making and operational processes. WDBA considers risk management to be a shared responsibility within the organization.

Corporate Risk

WDBA's Board of Directors and its related committees are accountable for oversight. WDBA's Board of Directors approved WDBA's revised Risk Appetite Statements and Tolerances in May 2023. All risks have been calibrated based on the new tolerances and this supports risk reporting and Board oversight. WDBA has established Risk Appetite Statements, Tolerances, Dimensions and registers for various aspects of the project and organization. These are divided into the following aspects: Project (design-build), Enterprise (corporate) and Operations.

WDBA continues to assess and plan mitigation measures related to readiness for operations following Substantial Completion, as well as identifying and assessing risks that may be encountered when the crossing is operational. As WDBA transitions from a project delivery organization to a facility owner/operator, significant restructuring will be required over the coming years. This poses risks related to staff retention and morale due to the uncertainty of future employment opportunities with WDBA.

Project Risk

WDBA regularly briefs the Assistant Deputy Ministers (ADM) Committee on project risks. WDBA is closely monitoring and assessing the project for potential changes that may impact the construction schedule/commissioning and contingency. These potential changes are assessed on an individual basis. WDBA is coordinating with the agencies and will be planning for handover and developing a communication strategy regarding changes particularly as construction continues to advance. Risks are also tracked for changes during operations which may arise from legislative requirements, or agency requests as they occupy the facilities.

Financial Risk

WDBA anticipates there to be the potential to receive future claims arising from disputes in the normal course of operations and/or construction. Lessons Learned from the mid-project settlement, changes to the Project Agreement as a result of the settlement, and the new Integrated Commercial Management Team will help to mitigate this risk by proactively managing commercial matters and maintaining a consistent approach in decision making and documentation of commercial issues.

STATEMENT OF MANAGEMENT RESPONSIBILITY

WDBA FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2025

The accompanying financial statements of the Windsor-Detroit Bridge Authority (WDBA) are the responsibility of management.

The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards and necessarily include some estimates, which are based on management's best judgements.

Management is responsible for developing and maintaining books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the integrity and reliability of financial information, that assets are safeguarded and controlled, and that transactions and events are properly recorded.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control in accordance with Part X of the *Financial Administration Act* and regulations, the *International Bridges and Tunnels Act* and regulations, and the letters patent, any supplementary letters patent, and by-laws of WDBA as well as the directives issued pursuant to section 89 of the *Financial Administration Act*. The Board exercises these responsibilities with the assistance of the Audit Committee of the Board, which is composed of four directors who are not employees of WDBA.

The Audit Committee meets with management and the Auditor General of Canada, the external auditor, and reviews and recommends to the Board the approval of WDBA's annual financial statements. In addition, the external auditor has full and free access to the directors of WDBA. The Auditor General of Canada is responsible for auditing the financial statements and for issuing its report thereon.

Charl van Niekerk
Chief Executive Officer

Joël Hupé, JD MBA CPA, CMA
Chief Financial & Administrative Officer

Windsor, Canada
June 19, 2025

Office of the Auditor General of Canada
Bureau du vérificateur général du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Infrastructure and Communities

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Windsor-Detroit Bridge Authority (WDBA), which comprise the statement of financial position as at 31 March 2025, and the statement of operations, statement of remeasurement gains and losses, statement of change in net debt and statement of cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of WDBA as at 31 March 2025, and the results of its operations, its remeasurement gains and losses, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of WDBA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing WDBA's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate WDBA or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing WDBA's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of WDBA's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on WDBA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause WDBA to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of the Windsor-Detroit Bridge Authority coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *International Bridges and Tunnels Act* and regulations, the articles and by laws of the Windsor-Detroit Bridge Authority, and the directives issued pursuant to section 89 of the *Financial Administration Act*.

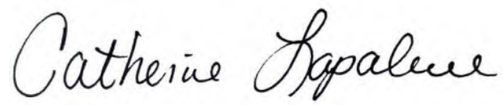
In our opinion, the transactions of the Windsor-Detroit Bridge Authority that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for the Windsor-Detroit Bridge Authority's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the Windsor-Detroit Bridge Authority to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



Catherine Lapalme, CPA, CA
Principal
for the Auditor General of Canada

Ottawa, Canada
19 June 2025

STATEMENT OF FINANCIAL POSITION

Windsor-Detroit Bridge Authority

As at March 31

(thousands of dollars)

	2025	2024
FINANCIAL ASSETS		
Cash	**60,700**	41,852
Restricted cash (Note 3)	**95,578**	96,807
Accounts receivable	**8,276**	3,405
Deposits	**57**	58
Total Financial Assets	**164,611**	142,122
LIABILITIES		
Accounts payable and accrued liabilities	**139,618**	287,181
Accrued employee benefits	**3,254**	2,740
Environmental liability (Note 4)	**8,921**	8,394
Holdback (Note 5)	**-**	414,068
Due to private partner (Note 6)	**657,374**	671,193
Total Liabilities	**809,167**	1,383,576
Net Debt	**644,556**	1,241,454

Contined on next page

STATEMENT OF FINANCIAL POSITION (CONTINUED)

(thousands of dollars)

	2025	2024
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 7)	**4,697,293**	4,296,445
Prepaid expenses (Note 5)	**18,403**	1,132
Total Non-Financial Assets	**4,715,696**	4,297,577
Accumulated Surplus	**4,071,140**	3,056,123
Accumulated surplus is comprised of:		
Accumulated operating surplus	**4,064,065**	3,054,168
Accumulated remeasurement gains	**7,075**	1,955
	4,071,140	3,056,123

Commitments (Note 8) and Contingencies (Note 9)

The accompanying notes form an integral part of these financial statements.

Approved by the Board of Directors

Marie Campagna
Chair of Board

Jeff Allsop
Chair of Audit Commitee

STATEMENT OF OPERATIONS

Windsor-Detroit Bridge Authority
for the year ended March 31
(thousands of dollars)

	2025 Budget	**2025 Actual**	2024 Actual
REVENUE			
Contract revenue	-	**6,261**	225
Performance deductions	-	**275**	-
Proceeds from insurance claims	-	**4,488**	-
Interest	-	**8,852**	7,190
Foreign exchange gain	-	**149**	244
Total Revenue	-	**20,025**	7,659
EXPENSES (Note 10)			
Gordie Howe International Bridge Project	279,251	**161,564**	315,281
Internal services	29,765	**13,321**	13,607
Total Expenses	309,016	**174,885**	328,888
Deficit before Government funding	(309,016)	**(154,860)**	(321,229)
Government transfers - appropriations	1,436,834	**1,190,438**	1,168,943
Reimbursement of appropriations (Note 11)	-	**(25,681)**	-
	1,436,834	**1,164,757**	1,168,943
Annual operating surplus	1,127,818	**1,009,897**	847,714
Accumulated operating surplus, beginning of year	3,054,168	**3,054,168**	2,206,454
Accumulated operating surplus, end of year	4,181,986	**4,064,065**	3,054,168

The accompanying notes form an integral part of these financial statements.

STATEMENT OF REMEASUREMENT GAINS AND LOSSES

Windsor-Detroit Bridge Authority
for the year ended March 31
(thousands of dollars)

	2025	2024
Accumulated remeasurement gains beginning of year	**1,955**	2,033
Unrealized gains (losses) attributable to:		
Foreign exchange	**5,182**	(285)
Amounts reclassified to the Statement of Operations:		
Foreign exchange	**(62)**	207
Net remeasurement gains (losses) for the year	**5,120**	(78)
Accumulated remeasurement gains end of year	**7,075**	1,955

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGE IN NET DEBT

Windsor-Detroit Bridge Authority
for the year ended March 31
(thousands of dollars)

	2025 Budget	**2025 Actual**	2024 Actual
Annual operating surplus	1,127,818	**1,009,897**	847,714
Acquisition of tangible capital assets	(559,543)	**(393,431)**	(1,074,664)
Interest capitalized	-	**(17,196)**	(17,322)
Amortization of tangible capital assets	8,000	**8,409**	11,422
Impairment of tangible capital assets	-	**1,370**	-
	576,275	**609,049**	(232,850)
Changes in other non-financial assets			
Acquisition of prepaid expenses	(11,271)	**(28,197)**	(1,610)
Use of prepaid expenses	400	**7,251**	3,123
Transfer of prepaids to capital	-	**3,675**	-
	(10,871)	**(17,271)**	1,513
Net remeasurement gains (losses) for the year	-	**5,120**	(78)
Change in net debt	565,404	**596,898**	(231,415)
Net debt beginning of year	(1,241,454)	**(1,241,454)**	(1,010,039)
Net debt end of year	(676,050)	**(644,556)**	(1,241,454)

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOW

Windsor-Detroit Bridge Authority
for the year ended March 31
(thousands of dollars)

	2025	2024
OPERATING TRANSACTIONS		
Cash receipts from Government transfers	**1,190,438**	1,168,943
Interest received	**8,870**	7,014
Interest paid	**(4,033)**	(1,364)
HST refunds	**2,491**	3,447
Other cash receipts	**4,836**	988
Cash payments to suppliers	**(275,142)**	(269,668)
Proceeds from insurance claims	**3,118**	-
Return of Parliamentary appropriations	**(25,681)**	-
Cash payments to and on behalf of employees	**(21,918)**	(19,600)
Transfers to International Authority	**-**	(45)
CASH PROVIDED BY OPERATING TRANSACTIONS	**882,979**	889,715
CAPITAL TRANSACTIONS		
Cash used to acquire tangible capital assets	**(831,414)**	(851,572)
Payment of an advance for capital	**(9,727)**	-
Proceeds from insurance claims	**1,370**	-
Interest paid to acquire tangible capital assets	**(17,196)**	(5,810)
CASH APPLIED TO CAPITAL TRANSACTIONS	**(856,967)**	(857,382)

Contined on next page

STATEMENT OF CASH FLOW (CONTINUED)

(thousands of dollars)	2025	2024
FINANCING TRANSACTIONS		
Payments to private partner	**(13,819)**	(4,509)
CASH APPLIED TO FINANCING TRANSACTIONS	**(13,819)**	(4,509)
Effect of exchange rate changes on cash	**5,426**	137
Increase in cash	**17,619**	27,961
Cash at beginning of period	**138,659**	110,698
Cash at end of period	**156,278**	138,659
Cash is composed of:		
Cash	**60,700**	41,852
Restricted cash	**95,578**	96,807
	156,278	138,659

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

(All dollar amounts in thousands)

1. AUTHORITY AND ACTIVITIES

The Windsor-Detroit Bridge Authority (WDBA) incorporated on October 9, 2012, under Order in Council P.C. 2012-1350, is a Crown Corporation listed under Schedule III Part I of the *Financial Administration Act* and is not subject to income tax under the provisions of the *Income Tax Act*.

WDBA was established in accordance with the Crossing Agreement signed by the Government of Canada and the State of Michigan on June 15, 2012. The mandate of WDBA is to design, construct, finance, operate and maintain a new international crossing between Windsor, Ontario and Detroit, Michigan through a Public-Private Partnership.

In the early stages of the Gordie Howe International Bridge project (Project), the international crossing was designated the Detroit River International Crossing; on May 14, 2015, the international crossing was officially named the Gordie Howe International Bridge.

WDBA is also mandated to design, construct and finance the interchange between the Gordie Howe International Bridge and the Interstate 75 (I-75), a highway that is part of the United States' Interstate Highway System. In accordance with the Crossing Agreement, the interchange shall also be a part of the Interstate Highway System. Once the construction of the interchange has been completed it will be turned over to the Michigan Department of Transportation (MDOT). MDOT will be responsible for maintaining the interchange; WDBA will have no further responsibility for or involvement with the interchange.

The Crossing Agreement also established the International Authority, a legal entity separate and distinct from WDBA. The International Authority is empowered to approve land acquisitions in the State of Michigan, leases of land in Michigan, as well as the Request for Qualifications, Request for Proposal, and the Public-Private Partnership Agreement with respect to the Project. The International Authority also has certain oversight responsibilities. These are to maintain on-going monitoring of compliance by WDBA with the Crossing Agreement and the Concessionaire with the Public-Private Partnership Agreement.

The International Authority is governed by a Board consisting of six members. Two of the members are appointed by the Government of Canada, one member by WDBA, and three members by the State of Michigan. All costs of the International Authority are funded by WDBA.

WDBA depends on funding from the Government of Canada for its operations and to partially fund the construction of the international crossing. After completion of the international crossing WDBA will continue to depend on funding from the Government of Canada to finance operations until the international crossing operations generate surplus cash flow.

By Order in Council P.C. 2014-1382 dated December 10, 2014, WDBA is also subject to a directive pursuant to Section 89 of the *Financial Administration Act* as follows:

a. To ensure that the pension plans will provide:

   i. A 50:50 current service cost-sharing ratio between employee and employer for pension contributions, to be phased in for all members by December 31, 2017, and,
   ii. For any employee hired on or after January 1, 2015, that the normal age of retirement is raised to 65 years and that the age at which retirement benefits are available, other than those received at the normal age of retirement, corresponds with the age at which they are available under the Public Service Pension Plan; and

b. To outline its implementation strategies with respect to the commitments set out in paragraph (a) in its next corporate plan and subsequent corporate plans until the commitments are fully implemented.

WDBA implemented this directive effective December 31, 2017.

In July 2015, WDBA was issued a directive (P.C. 2015-1114) pursuant to section 89 of the *Financial Administration Act* 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.

The financial statements were approved and authorized for issuance by the Board of Directors on June 19, 2025.

2. SIGNIFICANT ACCOUNTING POLICIES

a. BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards (PSAS).

b. PUBLIC-PRIVATE PARTNERSHIP

The Public-Private Partnership is governed by the Project Agreement between WDBA and Bridging North America (BNA). Specifically, the Project Agreement covers BNA's responsibilities to design, construct, partially finance, operate and maintain the Facility; and to design, construct and partially finance the Interstate 75 Interchange (I-75 Interchange). The substance of the Project Agreement is that the ownership of the land and infrastructure remains with WDBA during the project term, though BNA is granted rights of use and access to the site to carry out project work. BNA also bears the performance risk related to the scope of work to design, build, partially finance, operate and maintain the international crossing.

WDBA accounts for the Public-Private Partnership to reflect the terms of the Project Agreement in accordance with Canadian PSAS using the financial liability model. In accordance with the terms of the Project Agreement, WDBA is required to make certain payments to BNA during the construction period, including Progress Payments, Handover Payments, Interim Operating and Maintenance Payments, Public Art Payments, Community Benefit Payments, Large Scale Imaging equipment (LSI) payments and the Substantial Completion Payment. Throughout the construction period progress payments are paid to BNA based on completed milestones which are certified by an Independent Certifier.

Eligible costs incurred by BNA related to the Facility are recognized as tangible capital assets as the Facility is constructed. The components of the Facility are the Bridge, the Canadian Port of Entry, and the US Port of Entry. These costs include design and build costs, interest costs incurred prior to assets being ready for productive use, as well as rehabilitation payments which are determined to be a betterment. Eligible costs related to the I-75 Interchange are recognized as expenses as they are incurred given that this component will be turned over to MDOT upon completion. At this point, WDBA will have no further responsibility for or involvement with the I-75 Interchange.

WDBA recognizes the associated liability of the Public-Private Partnership for the first 15% of the design and build costs as Due to Private Partner, representing the Threshold Amount. The Threshold Amount was achieved during March 2019. Upon achievement of the Threshold Amount, a 15% holdback was recorded as a liability for each subsequent invoice of the design and build costs until the Aggregate Holdback Release as defined in the Project Agreement Amendment. The Aggregate Holdback amounted to $480,708 and was released on November 30, 2024, as per the terms of the Project Agreement Amendment (Note 6c). As of March 31, 2025, $10,451 (2024: $nil) was included in prepaid expenses and is reduced by 15% of each subsequent design and build cost invoice.

The accounting for the Project Agreement infrastructure includes an estimate for the measurement of construction-in-progress based on the Progress Measurement Technique (PMT) established by BNA and agreed with the Independent Certifier, as specified in the Project Agreement. The PMT measures progress based on completed milestones. Progress is calculated against the Schedule of Values in the Project Agreement and is verified by the Independent Certifier as part of the certification process. In management's view the PMT is an appropriate method to measure progress based on reliable information. The PMT does not include a measure for partially completed milestones since there is insufficient information available to make a reasonable estimate of the amount before a milestone is completed and verified by the Independent Certifier.

The due to private partner amount is measured at amortized cost based on the effective interest rate, which is represented by the rate implicit within the contract. The due to private partner amount will be repaid to BNA through a series of monthly capital payments, which commenced in December 2023. The capital payments expire after 30 years and include both principal and interest components.

c. REVENUE

Contract revenue represents revenue from activities related to the project, as well as revenue arising from WDBA overseeing work on the project for entities that are not parties to the Project Agreement. The work is performed by entities contracted by WDBA, with WDBA performing an oversight function. A performance obligation arises from WDBA's contractual obligation to ensure that the contracted entity performs the work. Revenue is recognized as work is completed in accordance with the provisions of the contract.

Performance deductions consist primarily of deductions taken from payments to the private partner. These deductions are at WDBA's discretion, represent involuntary, non-exchange transactions, and do not give rise to a performance obligation. Revenue from performance deductions is recognized when certain conditions are met under the Project Agreement and are measured at their realizable value.

There is revenue from non-recurring activities presented in these financial statements.

d. INTEREST

Interest on cash deposits is recorded in the period in which it is earned.

e. PROCEEDS FROM INSURANCE CLAIMS

Proceeds from insurance claims are recognized in the period in which they are confirmed.

f. EXPENSE RECOGNITION

All expenses are recognized in the period in which they are incurred. Estimates for accruals are made at the end of each period.

g. GOVERNMENT TRANSFERS – APPROPRIATIONS

Government transfers are recognized as revenue when the transfer is authorized and eligibility criteria are met, except to the extent that stipulations give rise to an obligation that meets the definition of a liability. Transfers received are recognized as unearned revenue when stipulations give rise to a liability.

For government transfers initially recognized as unearned revenue, revenue is recognized in the statement of operations as the stipulations are met. Any portion of government transfers to which WDBA is entitled to but has not received is recognized under Accounts Receivable from the Government of Canada.

h. CASH AND RESTRICTED CASH

Cash and restricted cash consist of cash held in WDBA's bank accounts.

i. ACCOUNTS RECEIVABLE

Accounts receivable are recorded and carried at cost. Accounts receivable are reviewed at each financial statement date by WDBA for impairment. Accounts receivable primarily consists of amounts owing from contracts and HST receivable.

j. DEPOSITS

Deposits with other entities are recorded and carried at cost. Deposits represent amounts held by third parties under the terms of their contracts with WDBA.

k. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable are recorded and carried at cost. Accounts payable consist primarily of amounts related to the ongoing construction activities of the project.

l. ENVIRONMENTAL OBLIGATIONS

Whenever WDBA accepts responsibility or has direct responsibility for sites where contamination exceeds environmental standards, plans to abandon future economic benefits to remediate the property, and where the amount involved can be reasonably estimated, an obligation for the clean-up of the contaminated sites is recorded as a liability in the Statement of Financial Position. The estimate includes costs directly attributable to remediation activities, post-remediation operations, and maintenance and monitoring activities that are an integral part of the remediation strategy. The estimated future costs are recorded as a liability and are based on management's best estimate of the costs that are most likely to be incurred. If it proves impossible to make a reasonable estimate of the amount or it is not expected that remediation will occur, the situation will be disclosed in a note to the Financial Statements.

m. TANGIBLE CAPITAL ASSETS

Tangible capital assets are recorded at cost. Replacements, major improvements, and costs which extend the useful service lives of existing assets or increase their capacity, are capitalized. Repairs and maintenance are charged to the Statement of Operations as incurred.

Leased Land are properties that are under a master lease agreement between Michigan and WDBA. They are amortized over the lesser of the term of the lease agreement or their individual useful lives.

Amounts included in construction in progress are not amortized until transferred to the appropriate capital asset classification. The amounts are transferred when the assets are ready for productive use in accordance with WDBA's policies.

Tangible capital assets are amortized over their estimated useful lives using the straight-line method, over the following periods:

Office equipment and furniture	between 3 and 10 years
Roads	between 4 and 6 years
Leased land	between 87 and 94 years
Leasehold improvements	between 3 and 5 years

When conditions indicate that a tangible capital asset no longer contributes to the ability of WDBA to provide services, or that the value of future economic benefits associated with a tangible capital asset is less than its net carrying value, the cost of the tangible capital asset is reduced to reflect the impairment. Net write-downs on tangible capital assets are recorded as expenses in the Statement of Operations. Assessments of whether such conditions exist are made, at a minimum, at each financial statement date.

n. PREPAID EXPENSES

Payments made prior to the related services being rendered are recorded as prepaid expenses. Prepaid expenses are recognized as the related services are rendered. Included in prepaid expenses is an amount advanced per the terms of the Project Amendment Agreement (Note 6c), which is reduced by 15% of each subsequent design and build cost invoice.

o. CONTINGENT LIABILITIES

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. If a future event is likely to occur, and a reasonable estimate of the loss can be made, an estimated liability is recognized, and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

p. CONTINGENT ASSETS

Contingent assets are possible assets arising from existing conditions or situations involving uncertainty which may become actual assets when one or more future events not wholly within WDBA's control occurs or fails to occur. If a future event is likely to occur, disclosure is made of the contingent asset. If the likelihood of the future event is unlikely or not determinable at the date of the financial statements, no disclosure is made.

q. PENSION AND BENEFIT PLANS

WDBA offers a defined contribution pension plan, a non-registered savings plan, and a group benefit plan to its employees; expenses related to these plans are recognized in the period in which they are incurred.

r. FINANCIAL INSTRUMENTS

WDBA identifies, assesses, and manages financial risks to minimize their impact on its results and financial position. Financial risks are managed in accordance with specific criteria. WDBA does not engage in speculative transactions or the use of derivatives.

The measurement of financial instruments depends on their classification as follows:

Categories	**Financial instruments**	**Measurement**
Financial assets	Cash	Cost
	Restricted cash	Cost
	Deposits	Cost
	Accounts receivable	Cost
Financial liabilities	Accounts payable and accrued liabilities	Cost
	Holdback	Cost
	Due to private partner	Amortized cost

s. FOREIGN CURRENCY TRANSLATION

Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates in effect at the time of those transactions. Monetary assets and liabilities denominated in foreign currencies are translated using the rate at the end of each year. Until an item is settled, gains and losses arising because of remeasurement are reported in the Statement of Remeasurement Gains and Losses. When the item is settled, the exchange gains and losses are recorded in the Statement of Operations.

t. MEASUREMENT UNCERTAINTY

The preparation of financial statements in accordance with Canadian PSAS requires management to make estimates and assumptions that affect the reported amounts and presentation of assets and liabilities at the financial statements date and the reported amounts of revenues and expenses during the reporting period. The measurement of construction-in-progress, the amount of GST/HST recoverable, the estimated useful life of tangible capital assets, accrued liabilities, environmental liabilities, impairments, and contingencies are the most significant items where estimates are used. Actual results could differ significantly from those estimates.

u. BUDGET FIGURES

Budget figures included in the Financial Statements were provided for comparison. These figures are from WDBA's Corporate Plan which was approved by WDBA's Board of Directors and submitted to the Treasury Board Secretariat.

3. RESTRICTED CASH

Restricted cash consists of funds deposited into an escrow account denominated in US dollars, with associated costs being paid in US dollars. The cash in the escrow account is used to fund the project activities in Michigan, including property acquisition and related costs, planning, and engineering costs.

WDBA is required by the Michigan Activities Funding Acknowledgement to utilize an escrow account to hold and disburse the funds for these activities. The Michigan Activities Funding Acknowledgement outlines the processes, roles and responsibilities surrounding the acquisition of property in Michigan by the Michigan Parties (MDOT and the Michigan Strategic Fund (MSF)) and other project activities in Michigan. The escrow account is funded by WDBA on a quarterly basis based on identified cash needs.

4. ENVIRONMENTAL LIABILITY

WDBA is responsible for the land required for the project. The Michigan land required for the project is purchased by the State of Michigan; these purchases are funded by WDBA. It has been determined that certain parcels of land contain levels of contamination above acceptable environmental standards. WDBA expects that future economic benefits will be given up remediating the contamination; remediation will be performed as part of the activities to prepare the site for the construction of the project.

The contamination is the result of prior owners' use of the land. Remediation will require the excavation and disposal of contaminated soil. Studies commissioned by WDBA estimate that the cost of remediation activities to be $8,921 (2024: $8,394) for the Michigan land.

This amount was recorded as an environmental liability in the Statement of Financial Position. The entire amount, $8,921 (2024: $8,394) was capitalized to the cost of the project.

5. HOLDBACK

WDBA temporarily retained an amount on the total due to contractors to ensure that the latter fulfill their obligations. The contract called for WDBA to pay holdbacks upon substantial completion of the project agreement. The entirety of the aggregate holdback owing to BNA, amounting to $480,708 was disbursed to BNA as per the Project Agreement Amendment (Note 6c), at the originally scheduled Substantial Completion date (November 30, 2024). At year end, $10,451 (2024: $nil) was included in prepaid expenses.

6. PUBLIC-PRIVATE PARTNERSHIP

a. PUBLIC-PRIVATE PARTNERSHIP AGREEMENT

On September 28, 2018, WDBA entered into a Public-Private Partnership Agreement with BNA to design, build, partially finance, operate and maintain the project. The Agreement will terminate in 2055.

b. DUE TO PRIVATE PARTNER

BNA is responsible for financing the Project to an amount equal to 15% of design and build costs, (the Threshold Amount $574,802), prior to WDBA contributing its own funds to the Project. The Threshold Amount was achieved during March 2019, with the liability presented as the present value of expected future cash flows, discounted at the implied effective interest rate of 3.24%.

This liability is discharged by WDBA through Capital Payments, which commenced in December 2023, and expire 30 years after that date.

Due to private partner liability

(thousands of dollars)

	31-Mar-2025	31-Mar-2024
Opening Balance	**(671,193)**	(661,491)
Interest	**(21,229)**	(21,385)
Payments	**35,048**	11,683
Closing Balance	**(657,374)**	(671,193)

Estimated repayments for the next five years and thereafter are as follows:

Due to private partner payment schedule

(thousands of dollars)

2026	35,048
2027	35,048
2028	35,048
2029	35,048
2030 and Thereafter	864,527
Total Future payments	1,004,719

c. PROJECT AGREEMENT AMENDMENT

On January 4, 2024, WDBA announced that the Project Agreement between WDBA and BNA had been amended. The amendment was a result of unprecedented disruptions caused by the three-year COVID-19 global pandemic, which were exacerbated by differing restrictions in Canada and the US with the ramping up of construction activities in early 2020.

The impact of the amendment on the schedule was to move the expected completion from the end of 2024 to the fall of 2025. The impact of this amendment on the project's cost was an increase to $6.4 billion from $5.7 billion. The amendment also allows for an additional $3 million in Community Benefits to be shared equally between Canada and the US.

The entirety of the aggregate holdback per the Project Agreement, amounting to $480,708 (Note 5), was paid to BNA at the original scheduled Substantial Completion date (November 30, 2024) and replaced with alternative security in an amount sufficient for deficiencies of $132.9 million. This alternative security, in the form of unconditional and irrevocable standby letters of credit, represents the remaining construction costs for the design-build work at the time of BNA's written request. At March 31, 2025, WDBA did not call any of these letters of credit.

The Project Agreement amendment changed the event that triggered the commencement of the capital payments and as a result capital payments commenced in December 2023, rather than upon handover of the Canadian Port of Entry to WDBA. The amendment also released WDBA from claims up to December 1, 2022, and added liquidated damages that will come into effect in the event certain targets are not met. Pursuant to the Project Agreement Amendment, WDBA has reserved the right to, at its sole discretion, apply liquidated damages resulting from failures to meet various performance obligations. At the date of completion of the financial statements, the related performance obligations had not been fulfilled. Should WDBA exercise its right, the accumulated potential liquidated damages at 31 March 2025 amount to $36.48 million (2024: $nil).

7. TANGIBLE CAPITAL ASSETS

(thousands of dollars)

	Leasehold Improvements	Computer and Office Equipment	Construction in Progress	Land	Roads	Leased Land	Total
Cost							
April 1, 2023	1,193	1,261	2,863,627	64,886	45,770	281,311	3,258,048
Acquisitions	59	25	1,088,758	-	-	3,144	1,091,986
March 31, 2024	1,252	1,286	3,952,385	64,886	45,770	284,455	4,350,034
April 1, 2024	1,252	1,286	3,952,385	64,886	45,770	284,455	4,350,034
Acquisitions	141	-	335,113	-	-	71,698	406,952
Impairments	-	-	(1,370)	-	-	-	(1,370)
Disposals	(1,228)	(475)	-	-	-	-	(1,703)
Transfers from Prepaids	-	-	3,675	-	-	-	3,675
March 31, 2025	**165**	**811**	**4,289,803**	**64,886**	**45,770**	**356,153**	**4,757,588**
Accumulated Amortization							
April 1, 2023	964	925	-	-	30,875	9,403	42,167
Amortization	137	160	-	-	8,054	3,071	11,422
March 31, 2024	1,101	1,085	-	-	38,929	12,474	53,589
April 1, 2024	1,101	1,085	-	-	38,929	12,474	53,589
Amortization	149	61	-	-	4,970	3,229	8,409
Disposals	(1,228)	(475)	-	-	-	-	(1,703)
March 31, 2025	**22**	**671**	**-**	**-**	**43,899**	**15,703**	**60,295**
Net Book Value							
March 31, 2024	151	201	3,952,385	64,886	6,841	271,981	4,296,445
March 31, 2025	**143**	**140**	**4,289,803**	**64,886**	**1,871**	**340,450**	**4,697,293**

WDBA recognized construction in progress of $4,289,803 (2024: $3,952,385) for the Project based on eligible costs incurred to date, including capitalized interest of $104,735 (2024: $87,539). The Project components will be amortized over their estimated useful lives once they are entered into operation and commence rendering service. During the year, WDBA recognized $112,085 (2024: $273,528) of expense related to the I-75 costs and local road improvements, including interest of $4,033 (2024: $4,063).

Tangible Capital Assets acquired during the year include an amount of $118,213 (2024: $306,514) for capital items and holdbacks that remains to be paid for as of March 31, 2025. These items are not included in the Statement of Cash Flow.

8. COMMITMENTS

WDBA has commitments, principally for professional fees, rental agreements, infrastructure construction, operations and maintenance, and IT/Communications. Some professional fee arrangements include termination rights which allow both parties to terminate the contracts without penalty. Minimum payments over the next years are as follows:

(thousands of dollars)

	2026	2027	2028	2029	2030	2031 and thereafter	Total
Professional Fees	4,460	419	287	131	131	99	5,527
Rent	1,472	1,490	1,596	1,595	1,636	2	7,791
Infrastructure Construction	245,576	24,840	1,160	824	824	623	273,847
Operations and Maintenance	16,947	24,260	24,174	24,622	24,342	1,239,724	1,354,069
IT/ Communications	1,212	783	516	172	172	130	2,985
Total	**269,667**	**51,792**	**27,733**	**27,344**	**27,105**	**1,240,578**	**1,644,219**

9. CONTINGENCIES

In the normal course of its activities, WDBA is the claimant or defendant or is involved in certain pending claims or lawsuits. To the extent that a future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued, and an expense is recorded in the financial statements. Where the outcome of a claim is not yet determinable, any settlement will be recorded when it is determined that a claim is likely to be settled and the amount is determinable.

10. EXPENSES BY TYPE

(thousands of dollars)

	2025	2024
I-75 Costs	**108,871**	268,724
Payroll and Benefits	**22,607**	20,880
Other Project Costs	**9,193**	198
Amortization	**8,409**	11,422
Community Benefits	**5,333**	4,361
Insurance	**5,256**	2,151
Professional Services	**3,735**	7,760
Local Road Improvements	**3,214**	4,804
Michigan Land	**1,930**	1,996
Office and Maintenance	**1,407**	1,184
Impairment Loss	**1,370**	-
Rent	**1,060**	1,057
Legal Services	**939**	2,780
Travel Expenses	**477**	459
Property Taxes	**467**	351
Other	**393**	312
Repairs and Maintenance	**142**	146
Transfers to International Authority	**82**	303
	174,885	328,888

11. RELATED PARTY TRANSACTIONS

WDBA is related in terms of common ownership to all Government of Canada departments, agencies, and Crown corporations. WDBA enters transactions with these entities in the normal course of business and on normal trade terms applicable to all individuals and enterprises. These transactions are measured at the exchange amount. During the year, WDBA incurred expenses totaling $791 (2024: $704) largely relating to employer premiums paid, and recorded government funding of $1,164,757 (2024: $1,168,943), and revenue of $6,307 (2024: $215). Revenues recognized from related parties largely pertain to contract services with Canada Border Services Agency. As of March 31, 2025, WDBA recorded $7,748 (2024: $2,748) in accounts receivable, primarily related to contract revenue and harmonized sales tax, and $0.7 (2024: $11.4) in accounts payable with related parties.

WDBA has no contractual commitments or contingent liabilities with its related parties.

REIMBURSEMENT OF APPROPRIATIONS

In the current year, the Government of Canada requested that WDBA reimburse $25,681 (2024: $nil) of appropriations it had already received, but not spent, as actual expenditures were lower than estimated.

KEY MANAGEMENT PERSONNEL

Other than salary and benefits, WDBA has no transactions with its key management personnel. Key management personnel are those individuals having authority and responsibility for planning, directing, and controlling the activities of WDBA, including WDBA's senior management personnel and members of its Board of Directors.

WDBA also receives services without charge, such as financial statement audits. These transactions are not recorded in the financial statements.

12. FINANCIAL INSTRUMENTS

a. FAIR VALUE

The carrying value of WDBA's financial assets and financial liabilities, except for Due to private partner, approximates their fair value due to their short-term nature.

b. CREDIT RISK

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Substantially all WDBA's credit risk relates to its cash balances. WDBA manages this risk by dealing only with members of the Canadian Payment Association. Generally, the carrying amount reported on WDBA's Statement of Financial Position for its financial assets exposed to credit risk, net of any applicable provisions for losses, represents the maximum amount exposed to credit risk.

The credit risk is not significant for WDBA. The maximum exposure of WDBA to credit risk as of March 31 is as follows:

(thousands of dollars)

	2025	2024
Restricted Cash	**95,578**	96,807
Cash	**60,700**	41,852
Accounts Receivable	**5,887**	659
Deposits	**57**	58
	162,222	139,376

The credit risk associated with cash and restricted cash is reduced substantially by ensuring that cash and restricted cash are held in WDBA's bank accounts. Accounts receivable includes $2,389 (2024: $2,746) of HST receivable which does not meet the criteria for recognition as a financial instrument.

c. LIQUIDITY RISK

Liquidity risk is the risk that WDBA will not be able to meet its obligations as they fall due. WDBA manages the risk by establishing budgets with detailed cash estimates and regular follow up. The liquidity risk is low given that WDBA is financed by the Government of Canada. WDBA's accounts payable and accrued liabilities are non-interest bearing; none of the liabilities are payable on demand. Payments to Private Partner represent the non-discounted cash amounts that remain to relieve the amount owing the BNA. The maturities of WDBA's financial liabilities are estimated to be as follows:

(thousands of dollars)

	Less than 3 months	**3 months to 1 year**	**Over 1 year**	**Total**
Payments to private partner	8,762	26,286	969,671	1,004,719
Accounts payable and accrued liabilities	139,618	-	-	139,618
	148,380	**26,286**	**969,671**	**1,144,337**

d. MARKET RISK

Market risk is the risk of an impact on results from changes in market factors such as fluctuations in foreign currency exchange rates and interest rates. WDBA is subject to interest rate risk on its cash. If interest rates had varied by 1% during the year, the interest revenue from cash balances would have varied approximately $1,904 (2024: $1,399). The sensitivity of WDBA's operating surplus (deficit) and remeasurement gains (losses) due to changes in foreign exchange rates between the Canadian dollar and United States dollar is summarized in the table below. The increase (decrease) is due to the effect of exchange rate changes on WDBA's financial instruments denominated in United States dollars.

(thousands of dollars)

	31-Mar-25	
	5% increase in CDN to US FX rate	**5% decrease in CDN to US FX Rate**
Increase (decrease) to operating surplus (deficit) for the year	17	(17)
Increase (decrease) to remeasurement gains (losses) for the year	1,163	(1,163)

13. BENEFIT PLANS

WDBA offers benefit plans to its employees, these are a pension plan, a non-registered savings plan, and a group benefit plan. The expense recognized for each plan is disclosed in the table below:

(thousands of dollars)

	2025	2024
Pension plan	**1,203**	1,107
Group benefit plan	**1,159**	803
Non-Registered Savings plan	**66**	57
	2,428	1,967

a. PENSION PLAN

The defined contribution pension plan is a registered pension plan where contribution amounts are pre-determined, and the benefit received at retirement depends on the amount of the contributions accumulated and the earnings on the contributions. Membership in the plan is compulsory; employees must join immediately upon becoming eligible for membership.

Employees are required to make basic contributions equal to 5% of their base earnings and may make optional contributions of up to 4% of their base earnings, for a maximum possible total of 9% of base earnings. WDBA is required to contribute 5% of employees' base earnings, and to match optional contributions up to a maximum of 4% of employees' base earnings.

The pension plan was established effective January 1, 2015. To comply with Order in Council P.C. 2014-1382 (Note 1), effective January 1, 2018, executives have the same contribution plan as the employees.

b. NON-REGISTERED SAVINGS PLAN

In 2020, WDBA established a Non-Registered Savings Plan for employees of Director level and above who have reached the annual Income Tax Act limit within the defined contribution pension plan. Employees can contribute the same percentage as their defined contribution pension plan or elect an alternate percentage (between 5% - 9%). WDBA will match employee contributions.

c. GROUP BENEFIT PLAN

Premiums for the following benefits under the group benefit plan are paid by WDBA:

i. Extended health care
ii. Emergency travel assistance
iii. Dental care
iv. Health spending account
v. Basic life insurance
vi. Dependent life insurance
vii. Basic accidental death and dismemberment insurance
viii. Employee assistance program.

The group benefit plan is substantially the same for both executive and employees. The only difference is in the health care spending account; executive employees' overall maximum amount is $2,500 per year compared to $1,000 per year for employees.

14. VARIANCES TO BUDGET

Variances exist between budgeted and actual financial results for the year ended March 31, 2025, reported on the Statement of Operations for revenue, the expense categories of Gordie Howe International Bridge Project and internal services expenses, and appropriations, and on the Statement of Change in Net Debt for acquisition of tangible capital assets.

Interest revenue consists of revenue from WDBA's bank accounts; as cash balances and interest rates fluctuate during the year, WDBA does not include an amount in its budget for interest revenue.

In addition to the approved 2024-25 Corporate Plan, WDBA required a reprofile of funds through Supplementary Estimates B.

15. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the presentation adopted in the current year.

16. STATEMENT OF CANADIAN CONTRIBUTIONS AND STATEMENT OF UNRECOUPED CANADIAN CONTRIBUTIONS

The Crossing Agreement requires WDBA to prepare a Statement of Canadian Contributions and a Statement of Unrecouped Canadian Contributions. The Statements are contained within the Annual Report of WDBA.

17. SUBSEQUENT EVENT

Subsequent to year end, the Government of the United States of America announced in April 2025 tariff measures on all US imports from other countries including Canada. The effects of these tariffs on WDBA's future operating revenues, expenses, assets and liabilities, is indeterminable as it is too early to estimate the full impact of the changes in global trade tariffs on the operations. WDBA continues to monitor for developments and impacts on future operations, if any.

STATEMENT OF CANADIAN CONTRIBUTIONS AND STATEMENT OF UNRECOUPED CANADIAN CONTRIBUTIONS

FOR THE YEAR ENDED MARCH 31, 2025

STATEMENT OF MANAGEMENT RESPONSIBILITY

The accompanying Statement of Canadian Contributions and Statement of Unrecouped Canadian Contributions "the Statements" are the responsibility of the management of the Windsor-Detroit Bridge Authority (WDBA).

The Statements have been prepared using the basis of accounting described in Note 2.

To meet management's responsibility, management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the integrity and reliability of financial information, and that transactions and events are properly recorded.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control in accordance with the Crossing Agreement. The Board exercises these responsibilities with the assistance of the Audit Committee of the Board, which is composed of four directors who are not employees of WDBA.

The Audit Committee meets with management and the Auditor General of Canada, the external auditor, and also reviews and recommends to the Board the approval of the Statements. In addition, the external auditor has full and free access to the directors of the Authority.

The Auditor General of Canada is responsible for auditing the Statements and for issuing its report thereon.

Charl van Niekerk
Chief Executive Officer

Joël Hupé, JD MBA CPA, CMA
Chief Financial & Administrative Officer

Windsor, Canada
June 19, 2025

Office of the Auditor General of Canada
Bureau du vérificateur général du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Infrastructure and Communities

Opinion

We have audited the statement of Canadian Contributions and statement of Unrecouped Canadian Contributions of the Windsor-Detroit Bridge Authority (WDBA) for the period ended 31 March 2025 and notes to these statements, including a summary of significant accounting policies (together "the statements").

In our opinion, the accompanying statements of WDBA for the period ended 31 March 2025 are prepared, in all material respects, in accordance with the basis of accounting described in Note 2.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Statements* section of our report. We are independent of WDBA in accordance with the ethical requirements that are relevant to our audit of the statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Basis of Accounting

We draw attention to Note 2 to the statements, which describes the basis of accounting. The statements are prepared to assist WDBA to comply with the financial reporting provisions of the Crossing Agreement. As a result, the statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the statements and our auditor's report thereon.

Our opinion on the statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Statements

Management is responsible for the preparation of the statements in accordance with the basis of accounting described in Note 2, and for such internal control as management determines is necessary to enable the preparation of the statements that are free from material misstatement, whether due to fraud or error.

In preparing the statements, management is responsible for assessing WDBA's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate WDBA or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing WDBA's financial reporting process.

Auditor's Responsibilities for the Audit of the Statements

Our objectives are to obtain reasonable assurance about whether the statements are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

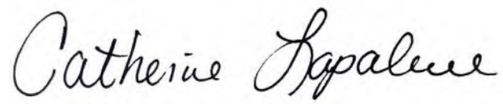
- Identify and assess the risks of material misstatement of the statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of WDBA's internal control.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on WDBA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause WDBA to cease to continue as a going concern.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Catherine Lapalme, CPA, CA
Principal
for the Auditor General of Canada

Ottawa, Canada
19 June 2025

STATEMENT OF CANADIAN CONTRIBUTIONS AND STATEMENT OF UNRECOUPED CANADIAN CONTRIBUTIONS

For the period ended March 31

(thousands of Canadian dollars)	**2025**	2024
Canadian Contributions:		
Opening balance (note 4)	**4,531,627**	3,377,459
Canadian Contributions for the year	**1,166,602**	1,154,168
Aggregate Canadian Contributions	**5,698,229**	4,531,627
Imputed Cost of Unrecouped Canadian Contributions:		
Opening balance (note 4)	**567,692**	377,757
Imputed Cost for the year	**271,973**	189,935
Aggregate Imputed Cost	**839,665**	567,692
Crossing Authority Revenue:		
Opening balance	**(195,091)**	(184,630)
Crossing Authority Revenue for the year	**(11,361)**	(10,461)
Aggregate Crossing Authority Revenue	**(206,452)**	(195,091)
Total Unrecouped Canadian Contributions	**6,331,442**	4,904,228

NOTES TO THE STATEMENT OF CANADIAN CONTRIBUTIONS AND STATEMENT OF UNRECOUPED CANADIAN CONTRIBUTIONS

1. CROSSING AGREEMENT AND STATEMENTS CONTENT

The Gordie Howe International Bridge project is governed by the Crossing Agreement between Canada, the Crossing Authority (the Windsor-Detroit Bridge Authority, or WDBA), and the State of Michigan. The Crossing Agreement provides a framework for a Crossing Authority established by Canada to design, construct, finance, operate and maintain a new International Crossing between Canada and Michigan.

The Crossing Agreement stipulates that the costs to design, construct, finance, operate and maintain the Gordie Howe International Bridge will be recouped through future Crossing Authority Revenue and US Federal Agencies Contributions. To track these costs, and the extent to which they have been recouped, the Crossing Agreement requires the Crossing Authority to prepare a Statement of Canadian Contributions and a Statement of Unrecouped Canadian Contributions (the Statements).

The Statement of Canadian Contributions presents the aggregate of Canadian Contributions; the Statement of Unrecouped Canadian Contributions presents the amount by which the aggregate of Canadian Contributions plus the aggregate of imputed costs on Unrecouped Canadian Contributions exceeds the aggregate of the Crossing Authority Revenue and US Federal Agencies Contributions.

The Crossing Agreement also established the International Authority, a legal entity separate and distinct from the Crossing Authority. The role of the International Authority is to maintain on-going monitoring of compliance by the Crossing Authority with the Crossing Agreement and the Concessionaire with Public-Private Agreement.

Further information, including definitions of terms, can be found in the Crossing Agreement, which is available on the website of the Crossing Authority.

2. SIGNIFICANT ACCOUNTING POLICIES

a. Basis of Accounting

The Statements are prepared in accordance with the Crossing Agreement which stipulates that Canadian Contributions consist of all monies, real or personal property, or services provided, which monies or monies for such property or services have been paid.

b. Canadian Contributions

Canadian Contributions means, at any particular time, all monies (in Canadian currency or converted into Canadian currency at conversion rates prevailing as at the date paid or provided) and all real or personal property or services provided (at the fair value as at the date provided in Canadian currency or converted into Canadian currency at conversion rates prevailing as at the date provided), which monies or monies for such property or services, have been appropriated by the Parliament of Canada and have been paid by Canada or provided by Canada to the Crossing Authority and paid by the Crossing Authority, before or after the Initial Execution Date and prior to such particular time, for International Crossing Costs, Michigan Interchange Costs, US Federal Plaza Costs, Crossing Authority Costs and International Authority Costs.

c. International Crossing Costs

International Crossing Costs means all costs and expenses paid by Canada or the Crossing Authority associated with the International Crossing and the International Crossing Lands, including costs of the International Crossing Land Activities and costs of the International Crossing Project Activities, and related obligations under the Crossing Agreement and any Public-Private Agreement including payments to a Concessionaire, other than the Crossing Authority Costs and other than International Authority Costs.

d. Michigan Interchange Costs

Michigan Interchange Costs means all costs and expenses paid by Canada or the Crossing Authority associated with the Michigan Interchange and the Michigan Interchange Lands, including the costs of the Michigan Interchange Land Activities, the costs of the Michigan Interchange Project Activities and related obligations under the Crossing Agreement and any Public-Private Agreement, including payments to a Concessionaire, other than the Crossing Authority Costs and other than International Authority Costs.

e. US Federal Plaza Costs

US Federal Plaza Costs means all costs and expenses paid by Canada or the Crossing Authority associated with the US Federal Plaza and the US Federal Plaza Lands, including the costs of the US Federal Plaza Land Activities, the costs of the US Federal Plaza Project Activities and related obligations under the Crossing Agreement and any US Federal Plaza Public-Private Agreement, including payments to a Concessionaire, other than the Crossing Authority Costs and other than International Authority Costs.

f. Crossing Authority Costs

Crossing Authority Costs means all costs and expenses paid by the Crossing Authority related to overhead and administration, including costs and expenses related to dispute resolution and litigation, and all costs and expenses paid by the Crossing Authority related to Taxes, and associated with the International Crossing, the Michigan Interchange or the US Federal Plaza, and related obligations under the Crossing Agreement, any Public-Private Agreement and any US Federal Plaza Public-Private Agreement.

g. International Authority Costs

International Authority Costs means all costs and expenses paid by the International Authority and funded by the Crossing Authority related to overhead and administration, including costs and expenses related to dispute resolution and litigation, and associated with the International Authority Oversight.

h. Imputed Cost of Unrecouped Canadian Contributions

The Imputed Cost of Unrecouped Canadian Contributions means, at each fiscal year-end, the aggregate amount accrued on the Unrecouped Canadian Contributions in Canadian dollars, during such fiscal year, calculated at a rate per annum equal to the Government of Canada benchmark long-term bond yield effective on the last business day of the previous fiscal year-end, as published by the Bank of Canada, plus 100 basis points, and compounded annually.

i. Crossing Authority Revenue

Crossing Authority Revenue means all revenue received by the Crossing Authority (other than monies received from Canada and US Federal Agencies Contributions) related to the International Crossing, the Michigan Interchange prior to the International Crossing Opening Date, and the US Federal Plaza, including: the Canadian Crossing Tolls; revenue arising from any Public-Private Agreement or any US Federal Plaza Public-Private Agreement; interest or other money on account of investments by the Crossing Authority; and proceeds of insurance in the event of damage or destruction of any portion of the International Crossing, the Michigan Interchange prior to the International Crossing Opening Date, or the US Federal Plaza.

j. US Federal Agencies Contributions

US Federal Agencies Contributions means all monies (in Canadian currency or converted into Canadian currency at conversion rates prevailing as at the date paid or provided) paid or provided by one or more US Federal Agencies to the Crossing Authority for the US Federal Plaza Costs.

k. Unrecouped Canadian Contributions

Unrecouped Canadian Contributions means, at each fiscal year end, the amount, if any, by which the aggregate of the International Crossing Costs, the Michigan Interchange Costs, the US Federal Plaza Costs, the Crossing Authority Costs, the International Authority Costs prior to such time and the aggregate amount of Imputed Cost of Unrecouped Canadian Contributions compounded at any fiscal year end at and prior to such time, exceeds the aggregate of the Crossing Authority Revenue and the US Federal Agencies Contributions prior to such time, all amounts in Canadian currency or converted into Canadian currency at conversion rates prevailing as at the date paid or received as the case may be.

3. COMPARABILITY TO THE FINANCIAL STATEMENTS OF THE CROSSING AUTHORITY

As the Statement of Canadian Contributions is prepared on a cash basis, and contains financial transactions from other government entities, these Statements are not comparable to the financial statements of the Crossing Authority.

4. EXCLUDED COSTS

The Government of Canada's record retention policy requires that records be retained for a period of seven years; disposal of records is allowed after the retention requirement has been met. As a result of this policy, some records from 2005 to 2009 were not retained.

The total of the Canadian Contributions for which records were not retained is $982 thousand. These costs have been excluded from the Statement of Canadian Contributions.

THANK YOU

Thank you for a decade of dedication. Together, we have built a foundation of connection that will bridge nations, trade and people for the years ahead.

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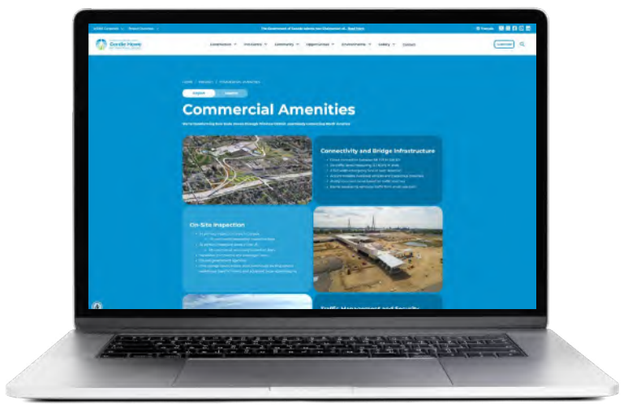
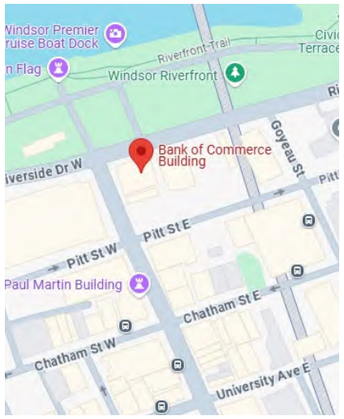


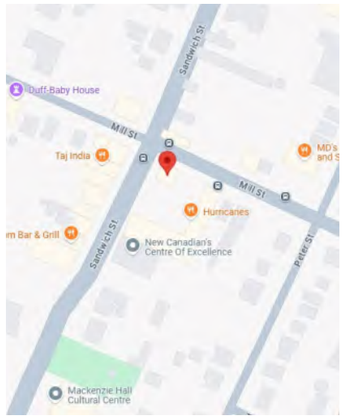
gordiehoweinternationalbridge.com

OFFICE LOCATIONS AND INFORMATION



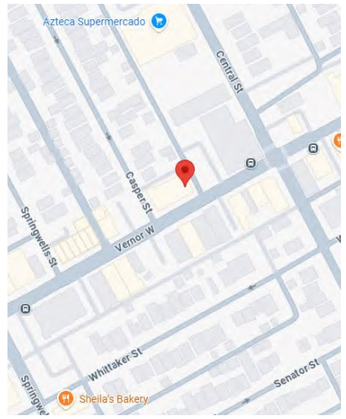
Windsor-Detroit Bridge Authority Main Office

100 Ouellette Avenue, Suite 400
Windsor, Ontario N9A 6T3
519-346-3038



Sandwich Community Office

3201 Sandwich Street
Windsor, Ontario N9C 1A8
1-844-322-1773
Walk-in hours:
Tuesdays 10:00 a.m. – 4:00 p.m.
Thursdays 10:00 a.m. – 4:00 p.m.



Southwest Detroit Community Office

7744 W Vernor Highway
Detroit, Michigan 48209
1-844-322-1773
Walk-in hours:
Tuesdays 10:00 a.m. – 4:00 p.m.
Thursdays 10:00 a.m. – 4:00 p.m.

WDBA APWD
Windsor-Detroit Bridge Authority
Autorité du pont Windsor-Détroit

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