

Sault Ste. Marie Bridge Authority
Toll Proposal Public Hearings 2023
Executive Summary

This report summarizes the Michigan Department of Transportation's (MDOT) and International Bridge Authority (IBA) public hearings on the proposed toll increases.

The primary purpose of the three public hearings was to solicit public and agency comments during a 30-day public comment period.

To encourage public participation, IBA/MDOT held three in-person public hearings and provided the presentation and opportunities to provide comments online, by email and phone.

Hearings were widely promoted through a variety of methods, including internet and social media promotion, and coverage through paid and free print, digital, radio media.

Accommodations were made for persons with disabilities and offered for those with limited English-speaking ability. The public hearing location met accessibility requirements under the Americans with Disabilities Act (ADA). Translation and American Sign Language (ASL) services were offered on all materials and the project website, but no requests were received.

At the public hearing, MDOT provided exhibits about and printed copies of the presentation. The public had the opportunity to speak with members of the IBA/MDOT team.

Overall, there were 11 total public comments submitted during the 30-day comment period that ran from June 27 to July 27, 2023. The first public hearing was held on July 11 in Sault Ste. Marie Ontario at the Delta Hotel with public participants or comments. The second hearing was held July 12 at the International Bridge Administration with one public participant and two comments submitted. The third hearing was held in the MDOT Lobby Conference Room of the Van Wagoner Transportation Building with no public participants on July 13. A total of nine comments were received from the online comment form during the entire comment period.

Peter Petäinen

Bridge Director

ID	Start time	Share your question or comment below.	Name2	E-mail Address	Street Address, City, State
2	6/29/23 11:34:27	wouldn't mind paying a little more if you fix your web cameras! they are an important tool for deciding when to cross the bridge.	mark allemang	allemangmark@gmail.com	1100 peoples road, sault ste. marie, ontario
3	7/10/23 17:14:23	<p>Those who cross just nine times in month (paramount to barely once a week) is in my opinion hardly in the same category as a commuter, much less someone who crosses only 4 times. That's someone getting the same discount for going over for fuel, a few groceries, and to pick up a package each week as someone who actually commutes to work and crosses 40 or more times each month as a full time commuter would.</p> <p>I see the proposal is to increase that "third" category to 35%, which is nice, but if there's going to be a 2.9% rate increase starting the same year and each year thereafter, that extra 5% savings is going to be somewhat muted.</p> <p>I would like to see there be an actual "commuter" category for those who cross 20+ times a month. That would cover most full time and part time commuters, (and University students for that matter) whether they work 2 days a week or 5+ days a week. I think this fourth category should see a 40% discount to go along with the 29% increase in base fare over the next 10 year timeframe.</p> <p>I currently sit on the Board with the Sault Area Chamber of Commerce, and I believe that this proposal to maintain a stable and affordable labor cost for cross border commuters over the next 10 years would be a good thing indeed for both sides of the bridge.</p> <p>Thank you for your consideration.</p> <p>RK</p>	Ron Kurnik	kurnikmail@yahoo.com	2611 Ashmun St. Sault Ste. Marie, MI 49783
4	7/11/23 13:05:05	Please, regardless of what decision is made, please round the toll UP to the nearest \$0.25 or full dollar. It is frustrating dealing with nickels, dimes, etc. when crossing at the border. Whether that be counting them to pay, or most times receiving them as change, they purely serve as an inconvenience to the driver and passengers of the vehicle and delay further travel into the country.	Ryan K	ryanbuddy30@gmail.com	510 Bush Street Sault Ste Marie, Ontario, P6C3H7
5	7/11/23 13:42:15	Why are you raising the cost? We are in a cost of living crisis, and now you are increasing the cost to cross the bridge. People will cross less now because of it. As for myself, I won't cross unless absolutely necessary.			Sault Ste. Marie, ON
6	7/11/23 14:05:51	The more the cost go up the less people will cross as it is just getting to cost to much to cross over the bridge. With the number of crossing now & if the money is handled properly the repairs when needed should be covered.	Bill	Bill_solomon57@hotmail.com	421 Elizabeth St. Sault Ste. Marie, Ont. P6b3h3
7	7/12/23 14:49:10	I'm going to begin by saying that I am not in a position to analyze the revenue/expense status of the bridge and as such I am passing NO judgment. I do know that when I speak to people about savings that I realize on purchases in Soo, MI, people are quick to ask: Did you factor in the go and return toll? This to say that people are very conscious of the toll and they seem to be very wary of where it's at even at present, and will not be inclined to pay an ongoing ten year, compounded I assume, rate increase. One thing about this neck of the woods is that people are quick, rightly or wrongly, to see an expense as acceptable or not, and their decision can often have a good measure of finality. I worry that too high of a toll increase could curtail bridge crossings to an extent that this could be overly detrimental to the revenue needed to run the bridge. In addition, this may appear to be self-serving, but perhaps an exchange rate break on the Canadian dollar should be implemented given that I believe the majority of the bridge crossings are made by Canadians. I believe the exchange rate for the CDN vs. USD is artificially pegged and there really is no need to do adhere it automatically. And about running the bridge, let me just say, "keep up the good work". THANK YOU.			
8	7/12/23 15:21:53	Sadly, COVID came along and people got out of the habit of routinely going to Soo, MI. Of course the sad state of the CDN dollar vs. the U.S. dollar has done nothing to alleviate this situation. I fear that annual significant bridge toll increases will discourage Canadians, who I suspect are the majority of those who cross, from beginning or even continuing to cross the bridge. You will have to be careful to not compromise the volume of crossings to an extent that will not be made up by annual fare increases.			
9	7/12/23 17:04:02	It's nice to know the toll increases could be paused if financial conditions allow.			

PH#2	7/12/2023	This is my comment: If they have to increase it I would rather have one increase a year rather than twice a year.	MS. RINK:	Public Hearing July 12, 2023 (Page 22)
PH#2	7/12/2023	Another comment I just want to make is that Peter did a very good job with his presentation, the PowerPoint was very clear and understandable and I just want to commend him for that. Done.	MS. RINK:	Public Hearing July 12, 2023 (Page 22)

IN THE MATTER OF: SAULT STE. MARIE
BRIDGE AUTHORITY PROPOSED TOLL
CHANGES PUBLIC HEARING 2023

July 11, 2023

Prepared by



depos@networkreporting.com
Phone: 800.632.2720
Fax: 800.968.8653
www.networkreporting.com

Let us assist you GLOBALLY for all of your deposition needs.

SAULT STE. MARIE BRIDGE AUTHORITY
PROPOSED TOLL CHANGES
PUBLIC HEARING 2023

Held on Tuesday, July 11, 2023, 5:00 p.m.,
Delta Hotel, Sault Ste. Marie, Ontario

Francine Wolfe, CSR, for:
Network Reporting Corporation
Firm Registration Number 8151
1-800-632-2720

1 SAULT STE. MARIE BRIDGE AUTHORITY
2 PROPOSED TOLL CHANGES
3 PUBLIC HEARING 2023
4 July 11, 2023

5 MONICA MONSMA: Good evening. On behalf of the
6 Michigan Department of Transportation and the Sault
7 Ste. Marie Bridge Authority, welcome to this public
8 hearing on the International Bridge proposed new
9 toll rates. My name is Monica Monsma. I am the
10 Public Involvement and Hearings Officer for the
11 Michigan Department of Transportation. I am
12 conducting this hearing on behalf of the Sault Ste.
13 Marie Bridge Authority. Seated next to me is
14 Mr. Peter Petainen, Bridge Director of the
15 International Bridge Administration. We placed
16 notice advertising this public hearing in the
17 Evening News in Sault Ste. Marie, Michigan, and The
18 Sault Star in Sault Ste. Marie, Ontario, shared the
19 information in a press release, and posted it at
20 saultbridge.com, michigan.gov/mdot and on MDOT
21 social media. As stated in these notices, copies of
22 the information regarding the proposed toll
23 structure were available for public view at the
24 International Bridge Administration office in Sault
25 Ste. Marie, Michigan, and online at saultbridge.com.

1 The purpose of this hearing is to provide
2 an opportunity for the public to comment on the
3 proposed new toll rates. Tonight we are holding the
4 first of three hearings. The second will take place
5 tomorrow night in Sault Ste. Marie, Michigan, at
6 5:00 p.m. at the International Bridge Administration
7 in the James MacIntyre conference room located at
8 934 Bridge Plaza in Sault Ste. Marie, Michigan. The
9 third hearing will take place on Thursday, July
10 13th, in Lansing, Michigan, at 5:00 p.m. in the MDOT
11 Van Wagoner Building, first floor conference room
12 located at 425 West Ottawa Street in Lansing,
13 Michigan. The same information is being presented
14 at each hearing.

15 Tonight's hearing will be held in three
16 parts. In the first part, we will briefly present
17 the proposed toll increases and the reasons behind
18 them. The second part of the hearing will consist
19 of opening the hearing up for any of you wishing to
20 speak for the record in front of everyone else. The
21 third part of the hearing will be conducted as an
22 open forum where you can visit Mr. Petainen and the
23 team on a one-to-one basis. During the third part,
24 our court reporter will continue to take your
25 comments privately. Feel free to come up to the

1 court reporter during the third session and give
2 your comments and concerns. You can also provide
3 written comments using the comment form located on
4 the table near the entrance. To enable both the
5 Michigan Department of Transportation and the Sault
6 Ste. Marie Bridge Authority Board to review and
7 consider your comments, everything that is said
8 today will be recorded and transcribed into a
9 hearing transcript. Doing the recording is Francine
10 Wolfe, a certified court reporter who is seated to
11 the right. By the end of August 2023, a copy of
12 this transcript will be made available for review at
13 the Sault Ste. Marie Bridge Authority's office in
14 Sault Ste. Marie, Michigan, on the website at
15 saultbridge.com, and another at my office in the
16 Bureau of Development in Lansing, Michigan.

17 Now, Peter Petainen, Bridge Director, will
18 briefly review the proposed toll increases and the
19 reasons behind them.

20 PETER PETAINEN: Good evening. I am Peter Petainen,
21 the Bridge Director of the International Bridge
22 Administration. I have a slide show presentation
23 intended to present the facts and information
24 regarding the purpose and need for a new toll rate
25 schedule for the International Bridge. I will begin

1 with a brief background summary.

2 The International Bridge was opened to
3 traffic in October of 1962, and since that date,
4 over 104.9 million vehicles have crossed the bridge.
5 The original construction cost was approximately \$20
6 million. Between 1.5 billion and 2.3 billion
7 dollars US in trade crosses the bridge annually.
8 Located in the centre of the Great Lakes and with no
9 other crossing within a 300 mile radius, the bridge
10 is a vital transportation link between Michigan and
11 Ontario and the international communities of Sault
12 Ste. Marie. On the September 1, 2000, the bridge
13 construction bonds were paid off and a new
14 intergovernmental agreement took effect. The
15 Michigan Department of Transportation and Transport
16 Canada negotiated an intergovernmental agreement
17 that provides for joint management and operation of
18 the bridge.

19 The Sault Ste. Marie Bridge Authority is
20 the governing body. The SSMBA Board of Directors
21 consists of four voting members from Michigan and
22 four voting members from Ontario who represent the
23 owners of the bridge assets. The infrastructure
24 owners are the Michigan Department of
25 Transportation, MDOT, for the portion located in

1 Michigan, and the Federal Bridge Corporation
2 Limited, FBCL, for a portion located in Canada.
3 Both owners are governmental entities that operate
4 on a not-for-profit basis.

5 The Sault Ste. Marie Bridge Authority
6 provides policy oversight for the bridge and has the
7 authority to set toll rates, approve budgets, and
8 approve contracts, among many other
9 responsibilities, as set forth in the agreement.
10 Michigan members of the Authority Board of Directors
11 are appointed by the Governor of Michigan, and the
12 Canadian members are appointed by FBCL. The
13 International Bridge Administration is an entity
14 within MDOT and administratively reports to the MDOT
15 Chief Administrator Officer for operations and
16 staffing, and the Sault Ste. Marie Bridge Authority
17 Board of Directors on policy and governance matter.

18 The IBA is responsible for the day-to-day
19 operation and management of the bridge as set forth
20 in the governmental agreement. The IB has 26
21 full-time employees, all are MDOT employees,
22 approximately evenly split between US and Canadian
23 residents. The operation and maintenance of the
24 bridge is governed to be financially self-sustaining
25 based primarily on toll revenue. Historically, the

1 bridge received no financial subsidy from any
2 federal state or provincial source for operations.

3 The Sault Ste. Marie Bridge Authority
4 International Bridge Administration are committed to
5 the safe and efficient movement of people and goods
6 across the International Bridge between Ontario and
7 Michigan. The International Bridge is an asset
8 which must be maintained and preserved to protect
9 the public investment in the bridge assets, and
10 promotion of US and Canadian trade, tourism, and
11 regional economic development.

12 One of the most significant challenges
13 facing the bridge is increasing external costs to
14 operate, maintain and rehabilitate an aging bridge
15 through sustainable traffic alone. This slide shows
16 annual traffic for passenger vehicles, commuters,
17 and trucks for the period of 2013 through 2022.
18 2013 traffic was just over two million crossings.
19 Overall traffic has remained flat for the last
20 decade, with an average of 1.5 million crossings
21 prior to the impacts of the border during the
22 pandemic. Based on the post-pandemic traffic
23 changes, we do not expect to fully recover to 2019
24 traffic volumes before 2027. Generally, 80 percent
25 of bridge customers are local, and about 80 percent

1 are Canadian residents. Truck traffic is especially
2 important to the bridge administration. In the last
3 two decades, trucks have been about six percent of
4 total traffic, but they've provided about 45 percent
5 of the total toll revenue. During the peak of the
6 pandemic in 2021, commercial traffic provided
7 virtually all the toll revenue allowing the bridge
8 to remain open and maintain essential services.
9 Truck toll rates are based on a per axle charge due
10 to the fact that truck weights and number of axles
11 wearing on the bridge deck have a far more
12 significant impact on the bridge than passenger
13 vehicles. Truck traffic remains steady at
14 approximately 85,000 crossings annually.

15 This slide shows toll revenues for auto,
16 commuter, and commercial classifications for the
17 period of 2013 through 2022. The slide shows the
18 positive impact the 2014 and 2019 toll increases had
19 on toll revenue sustaining operations.

20 This slide shows the US currency and
21 Canadian currency toll rates and changes since the
22 bridge was open to the public in 1962. The
23 highlighted rows show there was only one toll
24 increase in the first four to five years in 1968.
25 This can be attributed that the majority of this

1 period bridge traffic was increasing and the focus
2 was on paying off the \$16 million construction debt
3 as required by the bond agreement. The debt was
4 paid off on August 31st, 2000, and the attention
5 shifted to maintenance and rehabilitation projects,
6 with the goal of preserving the structural integrity
7 and operational safety of the bridge. Also, please
8 note that the intergovernmental agreement, through
9 which the bridge is jointly operated, specifies the
10 US currency is the base toll rate. Canadian rates
11 are required to be adjusted semi-annually per the
12 exchange rate to maintain toll rate equity.

13 The tolls of \$1 in 1968, if adjusted for
14 inflation, would have been \$8.76 in 2022. By
15 comparison, operational expenses in 1963 were a
16 quarter million dollars compared to \$5.2 million in
17 2022. From 2002 to 2019, the average bridge staff
18 size was 34 full-time employees and 30 seasonal.
19 During the pandemic, this was cut to 24 and 14
20 seasonal. With insufficient toll revenue and
21 reserves, FBCL temporarily assumed the authority's
22 obligations and expenses for Canada Border Services
23 Agency, CBSA, as denoted in the red on the 2020
24 through 2022. Between 2014 and 2018, FBCL and the
25 authorities spent nearly \$70 million in capital

1 improvements, and 83 percent of that which was
2 federally funded, such as the Canadian Plaza
3 reconstruction and a portion of the bridge painting.
4 During the pandemic, the authority cut staff,
5 overall staff by 30 percent through attrition and
6 retirements.

7 I'll next discuss future plans and the
8 operational and capital challenges related to toll
9 rates and the bridge operations from 2023 and
10 thereafter. The bridge exists for the purpose of
11 movement of goods and people. With aging bridge
12 infrastructure, asset preservation is a constant and
13 cyclical challenge. This traffic is the primary
14 source of toll revenue. The costs of contracted and
15 capital projects to maintain the bridge on the
16 border is inherently higher due to real or perceived
17 contractor risks working cross-border. As inflation
18 and cost increase, maintenance and operational
19 expenses increase impacted by a fluctuating Canadian
20 dollar. The fluctuating dollar impacts the local
21 bridge traffic and the cycle repeats. It is within
22 this unpredictable economic environment, the bridge
23 owners and the authority and IBA operate and plan.

24 Some factors are clearly known, the future
25 needs of the bridge. The primary projected capital

1 expenditures to maintain and preserve the structural
2 integrity and operational safety of the bridge are
3 visually represented in this graph. The long-term
4 capital expenditure recommendations are reviewed
5 annually by the entire governance structure, and
6 validated by the physical condition inspections and
7 recommendations by the independently contracted
8 bridge inspection engineers. Bridge components and
9 scheduled maintenance cycles are based on the
10 estimated service life spans for the components.
11 The costliest components are coatings, paint, the
12 bridge riding surface, the deck, and preventive
13 maintenance elements, joints, safety rails,
14 electrical systems, and the technology elements,
15 toll software and security systems.

16 Bridge Deck: The bridge deck surface
17 replacement costing nearly \$22 million uninflated,
18 is needed in the early 2030s to extend the deck
19 service life another 20 years until a mid 2050s when
20 the complete 90-year-old concrete bridge deck is
21 expected to need replacing at early cost estimates
22 of more than \$70 million in 2022 dollars.

23 Coatings: The service life of structural
24 steel coatings, paint, varies based on location of
25 the span, but typically lasts about 25 years.

1 Therefore, about every 25 years, the entire bridge
2 is repainted. In 2017, the upper half of the
3 Canadian arch was painted for \$3 million. The
4 Canadian approach pedestrian curb rails were
5 re-coated for \$3.2 million, and between 2029 and
6 2033, major sandblasting and repainting projects for
7 the US arch spans costing an estimated \$20 million
8 are planned. This work has already been deferred
9 from when originally scheduled between 2018 and '21
10 based on IBA preventive maintenance practices.

11 This slide shows the reserve fund balance
12 at the end of each year that results when total
13 projected revenues, based on current toll rates and
14 projected flat traffic, are applied to operational
15 and capital expenditures. It also shows that the
16 estimated fund balance at the end of 2028 will be
17 about \$2 million. Due to expenditures exceeding
18 revenue in 2029, the reserve fund will be depleted
19 and will be in a deficit in '29 and thereafter. The
20 bridge must maintain a positive fund balance and an
21 operating deficit fund balance is not lawful. The
22 slide also shows that based on the flat traffic
23 projections, a projected deficit of nearly 105
24 million is projected in the year 2042. Therefore,
25 projected unchanged toll rates, the funding for the

1 necessary capital improvements is not achievable.

2 There is a demonstrated need to increase toll
3 revenues.

4 The combined fund balance with rate change
5 shows the reserve fund balance at the end of each
6 year that results when total projected revenues with
7 the proposed toll rates and projected flat traffic
8 are applied to operational and capital expenditures.
9 Reserves will be depleted in year 2032 through 2037
10 and will require support from the owners, however,
11 this assumes utilizing an expensive three coat epoxy
12 coating system to paint the bridge. There can be
13 seen that there remains a \$33 million deficit in
14 2043 based on the proposed traffic projections and
15 proposed toll rates. Clearly, this proposed toll
16 increase will not fully address the projected
17 long-term capital deficit. This toll increase is a
18 measured approach towards building a capital reserve
19 fund needed to fund planned capital improvements,
20 improvement projects in the next 10 years. I wish
21 to again emphasize that this fund balanced forecast
22 is based on a long-term straight line traffic
23 projection for non-commercial vehicles, and for
24 commercial truck traffic based on historic traffic
25 trends observed in the last decade. This scenario

1 does not forecast potential significant fluctuations
2 in traffic from year to year that may deviate
3 significantly from straight-line projection.

4 HRCSA, high ratio co-polymerized calcium
5 sulfonate is an alternative coating system for
6 rehabilitation and painting existing steel
7 structures. While it has the same life span of a
8 three coat epoxy paint system, it is demonstrated to
9 cost only half the capital expenditure due to the
10 differences in containment process and pressure
11 washing as opposed to sandblasting the steel. As
12 such, the Bridge Authority has priced both coating
13 options, but for rehabilitation and price mitigation
14 assumed coating projects are completed using HRCSA
15 paint alternative. The fund balance presented in
16 this slide represents this difference in capital
17 costs.

18 The bridge plazas have been both
19 modernized. The Canadian Plaza was reconstructed
20 using Canadian federal infrastructure grant funds.
21 The ongoing operation and maintenance of the plaza,
22 which is four times as large, is the responsibility
23 of the owner/operator under section 6 of the
24 Canadian Customs Act. This table represents the
25 current expected toll revenue, the cost of regular

1 bridge operations and maintenance, and increasing
2 costs to the authority and owner to subsidize the
3 facilities for CBSA for toll revenue. There is an
4 expected annual operating deficit without a change
5 in toll to cover these basic operating costs before
6 considering the capital needs of the bridge.

7 All IBA employees are State of Michigan
8 employees, therefore they receive state employee
9 benefit packages. Day-to-day operational business
10 costs have increased by about three percent per
11 year. We pay taxes or payment in lieu of taxes to
12 both cities, and tax payments have increased just
13 under four-and-a-half percent per year. In total,
14 our staffing operational cost increases have been
15 limited to two-and-a-quarter percent per year.

16 Please review the toll investment pie
17 chart on display. This illustrates where a portion
18 of each toll provided by auto and commercial is
19 spent. Operations and preventative bridge
20 maintenance reflects two thirds of toll
21 expenditures. The proposed US currency toll rates
22 for the various vehicle classifications are
23 presented for the next 10-year period. As shown,
24 the proposal calls for a 10 cent passenger vehicle
25 increase semi-annually, bringing the toll rate by

1 the end of 2027 from \$4 to \$4.90 per crossing for a
2 cash or credit paying auto. From 2028 to 2033, the
3 increase is 20 cents semi-annually. This is an
4 overall average increase of 2.9 percent per year.
5 The commercial vehicle toll per axle is proposed to
6 increase semi-annually by 25 cents per axle from
7 October 1, 2023 through 2027. After 2027 through
8 2033, the per axle rate is proposed to increase by
9 50 cents annually. This is an average overall per
10 axle increase of 4.7 percent annually for commercial
11 vehicles.

12 The proposal calls for a graduated
13 discount rate for frequent users that will vary from
14 a 35 percent discount to a 10 percent discount for
15 use of the commuter program, based on the number of
16 crossings over the previous 30-day period. Regular
17 commuters, defined by the authority's discretion as
18 nine or more crossings in the previous 30 days,
19 would increase from a 30 to a 35 percent discount,
20 which would reduce a one-way crossing from \$2.80 to
21 \$2.67 in 2023. By 2033, the commuter crossing would
22 increase to \$4.55 per crossing, which is only
23 marginally more than what a full fair auto is today.
24 The graph also shows evidence of the popularity and
25 customer convenience of our commuter program. The

1 usage of the commuter program has increased over the
2 years from 20 percent to nearly 50 percent of all
3 local auto bridge users taking advantage of this
4 convenient prepaid account program. The comparison
5 of the proposed commercial truck toll rates per axle
6 is consistent with the average per axle toll rate
7 compared to the other Great Lakes region bridges and
8 tunnels.

9 This next slide shows how the current and
10 proposed passenger vehicle toll rates compare to the
11 other toll crossings with Ontario, as well as the
12 Mackinac Bridge. The current \$4 toll rate for the
13 Sault Ste. Marie International Bridge is tied with
14 two other crossings as the second least expensive
15 crossing. The proposed increase is still almost \$1
16 below the current average toll rate amount the other
17 crossings as indicated by the red line. Further,
18 the proposed 2.9 percent annual average increase is
19 significantly less than the percentage increase the
20 majority of the crossings have each made since 2015.
21 This slide compares current commuter program
22 discounted toll rates. As it can be seen, the Sault
23 Ste. Marie International Bridge fully discounted
24 frequent user fare remains below the overall
25 crossing average. The average overall increase per

1 year for commuters equates to 19 cents per crossing
2 per year. The trends of the other crossings do not
3 include any known planned or proposed increases by
4 the other bridge operators.

5 The toll versus expenses trend has been
6 forecast to the end of the proposed period to
7 illustrate the future full fared toll costs needed
8 to cover bridge operational expenses. An important
9 note, the authority can freeze or suspend the
10 proposed increases if traffic and revenue prove
11 sufficient to cover costs.

12 Next steps include three required public
13 hearings at the required locations. Oral public
14 comment provided this evening will be entered into
15 the record. Written public comments that are
16 postmarked no later than July 27th, 2023, will be
17 entered into the record. A complete transcript of
18 the three hearings and any written comments received
19 will be assembled into a document that each Sault
20 Ste. Marie Bridge Authority Board member will
21 receive for review. At the next quarterly Bridge
22 Authority meeting scheduled for August 16, 2023, in
23 Ottawa, Ontario, the Bridge Authority Board will
24 consider all comments and information provided and
25 make a final decision on the toll proposal. If

1 implemented, toll increases are currently scheduled
2 to go into effect on October 1st, 2023.

3 I will now turn it back over to Monica
4 Monsma, the public hearings officer.

5 MONICA MONSMA: Thank you. Now we can begin the
6 second part of this hearing. If you would like to
7 speak for the record, please fill out one of the
8 speaker identification slips if you have not already
9 done so. They are located on the table near the
10 door. You can print the information requested and
11 then you will be called upon to speak. If you would
12 rather not speak but prefer to submit your comments
13 in a written format, you can use the comment form
14 also located on the table near the door. You can
15 use the QR code and leave your comment online as
16 well. The transcript will be held open until July
17 27th. Written statements can be mailed, submitted
18 online, or emailed using the information on the
19 comment form. Let's take a moment to fill out the
20 speaker slips. Is there anyone who wishes to
21 comment? Let the record show that no one from the
22 public wished to present verbal comments.

23 The Michigan Department of Transportation
24 will hold the transcript open until July 27th, 2023,
25 as we previously stated, for anyone who prefers to

1 submit comments in a written form. Again, since no
2 one who has attended so far wishes to present verbal
3 comments, I will hold this hearing open until the
4 top of the hour and then we will declare it closed.

5

6 --- OFF THE RECORD

7

8 MONICA MONSMA: I am now going to close the public
9 hearing since no one has stepped forward to present
10 public comment. Thank you for your attendance and
11 consideration. Have a good night.

12

13 *****

14

15 CERTIFIED CORRECT:

16

17

18 Francine Wolfe, CSR

19

20

21

22

23

24

25

<p>A</p> <p>account 17:4</p> <p>achievable 13:1</p> <p>Act 14:24</p> <p>address 13:16</p> <p>adjusted 9:11,13</p> <p>administration 2:15 2:24 3:6 4:22 6:13 7:4 8:2</p> <p>administratively 6:14</p> <p>Administrator 6:15</p> <p>advantage 17:3</p> <p>advertising 2:16</p> <p>Agency 9:23</p> <p>aging 7:14 10:11</p> <p>agreement 5:14,16 6:9,20 9:3,8</p> <p>allowing 8:7</p> <p>alternative 14:5,15</p> <p>amount 17:16</p> <p>annual 7:16 15:4 17:18</p> <p>annually 5:7 8:14 11:5 16:9,10</p> <p>applied 12:14 13:8</p> <p>appointed 6:11,12</p> <p>approach 12:4 13:18</p> <p>approve 6:7,8</p> <p>approximately 5:5 6:22 8:14</p> <p>arch 12:3,7</p> <p>assembled 18:19</p> <p>asset 7:7 10:12</p> <p>assets 5:23 7:9</p> <p>assumed 9:21 14:14</p> <p>assumes 13:11</p> <p>attendance 20:10</p> <p>attended 20:2</p> <p>attention 9:4</p> <p>attributed 8:25</p> <p>attrition 10:5</p> <p>August 4:11 9:4 18:22</p> <p>authorities 9:25</p> <p>authority 1:5 2:1,7 2:13 4:6 5:19 6:5 6:7,10,16 7:3 10:4 10:23 14:12 15:2 18:9,20,22,23</p> <p>authority's 4:13 9:21 16:17</p>	<p>auto 8:15 15:18 16:2,23 17:3</p> <p>available 2:23 4:12</p> <p>average 7:20 9:17 16:4,9 17:6,16,18 17:25,25</p> <p>axle 8:9 16:5,6,8,10 17:5,6</p> <p>axles 8:10</p> <p>B</p> <p>back 19:3</p> <p>background 5:1</p> <p>balance 12:11,16,20 12:21 13:4,5 14:15</p> <p>balanced 13:21</p> <p>base 9:10</p> <p>based 6:25 7:22 8:9 11:9,24 12:10,13 12:22 13:14,22,24 16:15</p> <p>basic 15:5</p> <p>basis 3:23 6:4</p> <p>behalf 2:5,12</p> <p>benefit 15:9</p> <p>billion 5:6,6</p> <p>Board 4:6 5:20 6:10 6:17 18:20,23</p> <p>body 5:20</p> <p>bond 9:3</p> <p>bonds 5:13</p> <p>border 7:21 9:22 10:16</p> <p>bridge 1:5 2:1,7,8 2:13,14,15,24 3:6 3:8 4:6,13,17,21 4:21,25 5:2,4,7,9 5:12,18,19,23 6:1 6:5,6,13,16,19,24 7:1,3,4,6,7,9,13,14 7:25 8:2,7,11,12 8:22 9:1,7,9,17 10:3,9,10,11,15 10:21,22,25 11:2 11:8,8,12,16,16 11:20 12:1,20 13:12 14:12,18 15:1,6,19 17:3,12 17:13,23 18:4,8 18:20,21,23</p> <p>bridges 17:7</p> <p>brief 5:1</p>	<p>briefly 3:16 4:18</p> <p>bringing 15:25</p> <p>budgets 6:7</p> <p>building 3:11 13:18</p> <p>Bureau 4:16</p> <p>business 15:9</p> <p>C</p> <p>calcium 14:4</p> <p>called 19:11</p> <p>calls 15:24 16:12</p> <p>Canada 5:16 6:2 9:22</p> <p>Canadian 6:12,22 7:10 8:1,21 9:10 10:2,19 12:3,4 14:19,20,24</p> <p>capital 9:25 10:8,15 10:25 11:4 12:15 13:1,8,17,18,19 14:9,16 15:6</p> <p>cash 16:2</p> <p>CBSA 9:23 15:3</p> <p>cent 15:24</p> <p>centre 5:8</p> <p>cents 16:3,6,9 18:1</p> <p>certified 4:10 20:15</p> <p>challenge 10:13</p> <p>challenges 7:12 10:8</p> <p>change 13:4 15:4</p> <p>changes 1:6 2:2 7:23 8:21</p> <p>charge 8:9</p> <p>chart 15:17</p> <p>Chief 6:15</p> <p>cities 15:12</p> <p>classifications 8:16 15:22</p> <p>clearly 10:24 13:15</p> <p>close 20:8</p> <p>closed 20:4</p> <p>co-polymerized 14:4</p> <p>coat 13:11 14:8</p> <p>coating 13:12 14:5 14:12,14</p> <p>coatings 11:11,23 11:24</p> <p>code 19:15</p> <p>combined 13:4</p> <p>come 3:25</p> <p>comment 3:2 4:3 18:14 19:13,15,19</p>	<p>19:21 20:10</p> <p>comments 3:25 4:2 4:3,7 18:15,18,24 19:12,22 20:1,3</p> <p>commercial 8:6,16 13:24 15:18 16:5 16:10 17:5</p> <p>committed 7:4</p> <p>communities 5:11</p> <p>commuter 8:16 16:15,21,25 17:1 17:21</p> <p>commuters 7:16 16:17 18:1</p> <p>compare 17:10</p> <p>compared 9:16 17:7</p> <p>compares 17:21</p> <p>comparison 9:15 17:4</p> <p>complete 11:20 18:17</p> <p>completed 14:14</p> <p>components 11:8,10 11:11</p> <p>concerns 4:2</p> <p>concrete 11:20</p> <p>condition 11:6</p> <p>conducted 3:21</p> <p>conducting 2:12</p> <p>conference 3:7,11</p> <p>consider 4:7 18:24</p> <p>consideration 20:11</p> <p>considering 15:6</p> <p>consist 3:18</p> <p>consistent 17:6</p> <p>consists 5:21</p> <p>constant 10:12</p> <p>construction 5:5,13 9:2</p> <p>containment 14:10</p> <p>continue 3:24</p> <p>contracted 10:14 11:7</p> <p>contractor 10:17</p> <p>contracts 6:8</p> <p>convenience 16:25</p> <p>convenient 17:4</p> <p>copies 2:21</p> <p>copy 4:11</p> <p>Corporation 1:21 6:1</p> <p>CORRECT 20:15</p> <p>cost 5:5 10:18 11:21</p>	<p>14:9,25 15:14</p> <p>costing 11:17 12:7</p> <p>costliest 11:11</p> <p>costs 7:13 10:14 14:17 15:2,5,10 18:7,11</p> <p>court 3:24 4:1,10</p> <p>cover 15:5 18:8,11</p> <p>credit 16:2</p> <p>cross-border 10:17</p> <p>crossed 5:4</p> <p>crosses 5:7</p> <p>crossing 5:9 16:1,20 16:21,22 17:15,25 18:1</p> <p>crossings 7:18,20 8:14 16:16,18 17:11,14,17,20 18:2</p> <p>CSR 1:20 20:18</p> <p>curb 12:4</p> <p>currency 8:20,21 9:10 15:21</p> <p>current 12:13 14:25 17:9,12,16,21</p> <p>currently 19:1</p> <p>customer 16:25</p> <p>customers 7:25</p> <p>Customs 14:24</p> <p>cut 9:19 10:4</p> <p>cycle 10:21</p> <p>cycles 11:9</p> <p>cyclical 10:13</p> <p>D</p> <p>date 5:3</p> <p>day-to-day 6:18 15:9</p> <p>days 16:18</p> <p>debt 9:2,3</p> <p>decade 7:20 13:25</p> <p>decades 8:3</p> <p>decision 18:25</p> <p>deck 8:11 11:12,16 11:16,18,20</p> <p>declare 20:4</p> <p>deferred 12:8</p> <p>deficit 12:19,21,23 13:13,17 15:4</p> <p>defined 16:17</p> <p>Delta 1:13</p> <p>demonstrated 13:2 14:8</p>
--	--	---	--	--

<p>denoted 9:23 Department 2:6,11 4:5 5:15,24 19:23 depleted 12:18 13:9 development 4:16 7:11 deviate 14:2 difference 14:16 differences 14:10 Director 2:14 4:17 4:21 Directors 5:20 6:10 6:17 discount 16:13,14 16:14,19 discounted 17:22,23 discretion 16:17 discuss 10:7 display 15:17 document 18:19 Doing 4:9 dollar 10:20,20 dollars 5:7 9:16 11:22 door 19:10,14 due 8:9 10:16 12:17 14:9</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>early 11:18,21 economic 7:11 10:22 effect 5:14 19:2 efficient 7:5 electrical 11:14 elements 11:13,14 emailed 19:18 emphasize 13:21 employee 15:8 employees 6:21,21 9:18 15:7,8 enable 4:4 engineers 11:8 entered 18:14,17 entire 11:5 12:1 entities 6:3 entity 6:13 entrance 4:4 environment 10:22 epoxy 13:11 14:8 equates 18:1 equity 9:12 especially 8:1</p>	<p>essential 8:8 estimated 11:10 12:7,16 estimates 11:21 evening 2:5,17 4:20 18:14 evenly 6:22 evidence 16:24 exceeding 12:17 exchange 9:12 existing 14:6 exists 10:10 expect 7:23 expected 11:21 14:25 15:4 expenditure 11:4 14:9 expenditures 11:1 12:15,17 13:8 15:21 expenses 9:15,22 10:19 18:5,8 expensive 13:11 17:14 extend 11:18 external 7:13</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>facilities 15:3 facing 7:13 fact 8:10 factors 10:24 facts 4:23 fair 16:23 far 8:11 20:2 fare 17:24 fared 18:7 FBCL 6:2,12 9:21 9:24 federal 6:1 7:2 14:20 federally 10:2 Feel 3:25 fill 19:7,19 final 18:25 financial 7:1 financially 6:24 Firm 1:22 first 3:4,11,16 8:24 five 8:24 flat 7:19 12:14,22 13:7 floor 3:11</p>	<p>fluctuating 10:19,20 fluctuations 14:1 focus 9:1 forecast 13:21 14:1 18:6 form 4:3 19:13,19 20:1 format 19:13 forth 6:9,19 forum 3:22 forward 20:9 four 5:21,22 8:24 14:22 four-and-a-half 15:13 Francine 1:20 4:9 20:18 free 3:25 freeze 18:9 frequent 16:13 17:24 front 3:20 full 16:23 18:7 full-time 6:21 9:18 fully 7:23 13:16 17:23 fund 12:11,16,18,20 12:21 13:4,5,19 13:19,21 14:15 funded 10:2 funding 12:25 funds 14:20 Further 17:17 future 10:7,24 18:7</p> <hr/> <p style="text-align: center;">G</p> <hr/> <p>Generally 7:24 give 4:1 go 19:2 goal 9:6 going 20:8 good 2:5 4:20 20:11 goods 7:5 10:11 governance 6:17 11:5 governed 6:24 governing 5:20 governmental 6:3 6:20 Governor 6:11 graduated 16:12 grant 14:20 graph 11:3 16:24</p>	<p>Great 5:8 17:7</p> <hr/> <p style="text-align: center;">H</p> <hr/> <p>half 12:2 14:9 hearing 1:7 2:3,8,12 2:16 3:1,9,14,15 3:18,19,21 4:9 19:6 20:3,9 hearings 2:10 3:4 18:13,18 19:4 held 1:12 3:15 19:16 high 14:4 higher 10:16 highlighted 8:23 historic 13:24 Historically 6:25 hold 19:24 20:3 holding 3:3 Hotel 1:13 hour 20:4 HRCSA 14:4,14</p> <hr/> <p style="text-align: center;">I</p> <hr/> <p>IB 6:20 IBA 6:18 10:23 12:10 15:7 identification 19:8 illustrate 18:7 illustrates 15:17 impact 8:12,18 impacted 10:19 impacts 7:21 10:20 implemented 19:1 important 8:2 18:8 improvement 13:20 improvements 10:1 13:1,19 include 18:3,12 increase 8:24 10:18 10:19 13:2,16,17 15:25 16:3,4,6,8 16:10,19,22 17:15 17:18,19,25 increased 15:10,12 17:1 increases 3:17 4:18 8:18 15:14 18:3 18:10 19:1 increasing 7:13 9:1 15:1 independently 11:7 indicated 17:17 inflation 9:14 10:17</p>	<p>information 2:19,22 3:13 4:23 18:24 19:10,18 infrastructure 5:23 10:12 14:20 inherently 10:16 inspection 11:8 inspections 11:6 insufficient 9:20 integrity 9:6 11:2 intended 4:23 intergovernmental 5:14,16 9:8 international 2:8,15 2:24 3:6 4:21,25 5:2,11 6:13 7:4,6 7:7 17:13,23 investment 7:9 15:16 Involvement 2:10</p> <hr/> <p style="text-align: center;">J</p> <hr/> <p>James 3:7 joint 5:17 jointly 9:9 joints 11:13 July 1:12 2:4 3:9 18:16 19:16,24</p> <hr/> <p style="text-align: center;">K</p> <hr/> <p>known 10:24 18:3</p> <hr/> <p style="text-align: center;">L</p> <hr/> <p>Lakes 5:8 17:7 Lancing 3:10,12 4:16 large 14:22 lasts 11:25 lawful 12:21 leave 19:15 Let's 19:19 lieu 15:11 life 11:10,19,23 14:7 limited 6:2 15:15 line 13:22 17:17 link 5:10 local 7:25 10:20 17:3 located 3:7,12 4:3 5:8,25 6:2 19:9,14 location 11:24 locations 18:13 long-term 11:3</p>
--	--	--	--	---

13:17,22	movement 7:5 10:11	operation 5:17 6:19 6:23 14:21	percentage 17:19	print 19:10
M	N	operational 9:7,15	period 7:17 8:17 9:1 15:23 16:16 18:6	prior 7:21
MacIntyre 3:7	name 2:9	10:8,18 11:2	Petainen 2:14 3:22	privately 3:25
Mackinac 17:12	near 4:4 19:9,14	12:14 13:8 15:9	4:17,20,20	process 14:10
mailed 19:17	nearly 9:25 11:17	15:14 18:8	Peter 2:14 4:17,20 4:20	program 16:15,25 17:1,4,21
maintain 7:14 8:8	12:23 17:2	operations 6:15 7:2 8:19 10:9 15:1,19	physical 11:6	projected 10:25 12:13,14,23,24,25 13:6,7,16
9:12 10:15 11:1 12:20	necessary 13:1	operators 18:4	pie 15:16	projection 13:23 14:3
maintained 7:8	need 4:24 11:21	opportunity 3:2	place 3:4,9	projections 12:23 13:14
maintenance 6:23	13:2	opposed 14:11	placed 2:15	projects 9:5 10:15 12:6 13:20 14:14
9:5 10:18 11:9,13	needed 11:18 13:19 18:7	options 14:13	plan 10:23	promotion 7:10
12:10 14:21 15:1 15:20	needs 10:25 15:6	Oral 18:13	planned 12:8 13:19 18:3	proposal 15:24 16:12 18:25
major 12:6	negotiated 5:16	original 5:5	plans 10:7	proposed 1:6 2:2,8 2:22 3:3,17 4:18 13:7,14,15,15 15:21 16:5,8 17:5 17:10,15,18 18:3 18:6,10
majority 8:25 17:20	Network 1:21	originally 12:9	plaza 3:8 10:2 14:19 14:21	protect 7:8
management 5:17 6:19	new 2:8 3:3 4:24 5:13	Ottawa 3:12 18:23	plazas 14:18	prove 18:10
marginally 16:23	News 2:17	overall 7:19 10:5 16:4,9 17:24,25	please 9:7 15:16 19:7	provide 3:1 4:2 provided 8:4,6 15:18 18:14,24
Marie 1:5,13 2:1,7 2:13,17,18,25 3:5 3:8 4:6,13,14 5:12 5:19 6:5,16 7:3 17:13,23 18:20	night 3:5 20:11	oversight 6:6	policy 6:6,17	provides 5:17 6:6
matter 6:17	nine 16:18	owner 15:2	popularity 16:24	provincial 7:2
MDOT 2:20 3:10 5:25 6:14,14,21	non-commercial 13:23	owner/operator 14:23	portion 5:25 6:2 10:3 15:17	public 1:7 2:3,7,10 2:16,23 3:2 7:9 8:22 18:12,13,15 19:4,22 20:8,10
measured 13:18	not-for-profit 6:4	owners 5:23,24 6:3 10:23 13:10	positive 8:18 12:20	purpose 3:1 4:24 10:10
media 2:21	note 9:8 18:9	P	post-pandemic 7:22	Q
meeting 18:22	notice 2:16	p.m 1:12 3:6,10	posted 2:19	QR 19:15
member 18:20	notices 2:21	packages 15:9	postmarked 18:16	quarter 9:16
members 5:21,22 6:10,12	number 1:22 8:10 16:15	paid 5:13 9:4	potential 14:1	quarterly 18:21
Michigan 2:6,11,17	O	paint 11:11,24 13:12 14:8,15	practices 12:10	R
2:25 3:5,8,10,13	obligations 9:22	painted 12:3	prefer 19:12	radius 5:9
4:5,14,16 5:10,15	observed 13:25	painting 10:3 14:6	prefers 19:25	rails 11:13 12:4
5:21,24 6:1,10,11 7:7 15:7 19:23	October 5:3 16:7 19:2	pandemic 7:22 8:6 9:19 10:4	prepaid 17:4	rate 4:24 9:10,12,12 13:4 15:25 16:8 16:13 17:6,12,16
michigan.gov/mdot 2:20	office 2:24 4:13,15	part 3:16,18,21,23 19:6	present 3:16 4:23 19:22 20:2,9	rates 2:9 3:3 6:7 8:9 8:21 9:10 10:9 12:13,25 13:7,15 15:21 17:5,10,22
mid 11:19	officer 2:10 6:15 19:4	parts 3:16	presentation 4:22	
mile 5:9	one-to-one 3:23	passenger 7:16 8:12 15:24 17:10	presented 3:13 14:15 15:23	
million 5:4,6 7:18 7:20 9:2,16,16,25 11:17,22 12:3,5,7 12:17,24 13:13	one-way 16:20	pay 15:11	preservation 10:12	
mitigation 14:13	ongoing 14:21	paying 9:2 16:2	preserve 11:1	
modernized 14:19	online 2:25 19:15,18	payment 15:11	preserved 7:8	
moment 19:19	Ontario 1:13 2:18 5:11,22 7:6 17:11 18:23	payments 15:12	preserving 9:6	
Monica 2:5,9 19:3,5 20:8	open 3:22 8:8,22 19:16,24 20:3	peak 8:5	press 2:19	
Monsma 2:5,9 19:4 19:5 20:8	opened 5:2	pedestrian 12:4	pressure 14:10	
	opening 3:19	people 7:5 10:11	preventative 15:19	
	operate 6:3 7:14 10:23	perceived 10:16	preventive 11:12 12:10	
	operated 9:9	percent 7:24,25 8:3 8:4 10:1,5 15:10 15:13,15 16:4,10 16:14,14,19 17:2 17:2,18	previous 16:16,18	
	operating 12:21 15:4,5		previously 19:25	
			price 14:13	
			priced 14:12	
			primarily 6:25	
			primary 10:13,25	

ratio 14:4 re-coated 12:5 real 10:16 reasons 3:17 4:19 receive 15:8 18:21 received 7:1 18:18 recommendations 11:4,7 reconstructed 14:19 reconstruction 10:3 record 3:20 18:15 18:17 19:7,21 20:6 recorded 4:8 recording 4:9 recover 7:23 red 9:23 17:17 reduce 16:20 reflects 15:20 regarding 2:22 4:24 region 17:7 regional 7:11 Registration 1:22 regular 14:25 16:16 rehabilitate 7:14 rehabilitation 9:5 14:6,13 related 10:8 release 2:19 remain 8:8 remained 7:19 remains 8:13 13:13 17:24 repainted 12:2 repainting 12:6 repeats 10:21 replacement 11:17 replacing 11:21 reporter 3:24 4:1,10 Reporting 1:21 reports 6:14 represent 5:22 represented 11:3 represents 14:16,24 requested 19:10 require 13:10 required 9:3,11 18:12,13 reserve 12:11,18 13:5,18 reserves 9:21 13:9 residents 6:23 8:1 responsibilities 6:9	responsibility 14:22 responsible 6:18 results 12:12 13:6 retirements 10:6 revenue 6:25 8:5,7 8:19 9:20 10:14 12:18 14:25 15:3 18:10 revenues 8:15 12:13 13:3,6 review 4:6,12,18 15:16 18:21 reviewed 11:4 riding 11:12 right 4:11 risks 10:17 room 3:7,11 rows 8:23	19:21 shown 15:23 shows 7:15 8:15,17 8:20 12:11,15,22 13:5 16:24 17:9 significant 7:12 8:12 14:1 significantly 14:3 17:19 six 8:3 size 9:18 slide 4:22 7:15 8:15 8:17,20 12:11,22 14:16 17:9,21 slips 19:8,20 social 2:21 software 11:15 source 7:2 10:14 span 11:25 14:7 spans 11:10 12:7 speak 3:20 19:7,11 19:12 speaker 19:8,20 specifies 9:9 spent 9:25 15:19 split 6:22 SSMBA 5:20 staff 9:17 10:4,5 staffing 6:16 15:14 Star 2:18 state 7:2 15:7,8 stated 2:21 19:25 statements 19:17 Ste 1:5,13 2:1,7,12 2:17,18,25 3:5,8 4:6,13,14 5:12,19 6:5,16 7:3 17:13 17:23 18:20 steady 8:13 steel 11:24 14:6,11 stepped 20:9 steps 18:12 straight 13:22 straight-line 14:3 Street 3:12 structural 9:6 11:1 11:23 structure 2:23 11:5 structures 14:7 submit 19:12 20:1 submitted 19:17 subsidize 15:2 subsidy 7:1	sufficient 18:11 sulfonate 14:5 summary 5:1 support 13:10 surface 11:12,16 suspend 18:9 sustainable 7:15 sustaining 8:19 system 13:12 14:5,8 systems 11:14,15	8:4,6,13 9:1 10:13 10:21 12:14,22 13:7,14,22,24,24 14:2 18:10 transcribed 4:8 transcript 4:9,12 18:17 19:16,24 Transport 5:15 transportation 2:6 2:11 4:5 5:10,15 5:25 19:23 trend 18:5 trends 13:25 18:2 truck 8:1,9,10,13 13:24 17:5 trucks 7:17 8:3 Tuesday 1:12 tunnels 17:8 turn 19:3 two 7:18 8:3 15:20 17:14 two-and-a-quarter 15:15 typically 11:25
	S		T	U
	safe 7:5 safety 9:7 11:2,13 sandblasting 12:6 14:11 Sault 1:5,13 2:1,6 2:12,17,18,18,24 3:5,8 4:5,13,14 5:11,19 6:5,16 7:3 17:13,22 18:19 saultbridge.com 2:20,25 4:15 scenario 13:25 schedule 4:25 scheduled 11:9 12:9 18:22 19:1 seasonal 9:18,20 seated 2:13 4:10 second 3:4,18 17:14 19:6 section 14:23 security 11:15 seen 13:13 17:22 self-sustaining 6:24 semi-annually 9:11 15:25 16:3,6 September 5:12 service 11:10,19,23 services 8:8 9:22 session 4:1 set 6:7,9,19 shared 2:18 shifted 9:5 show 4:22 8:23		Thursday 3:9 tied 17:13 times 14:22 today 4:8 16:23 toll 1:6 2:2,9,22 3:3 3:17 4:18,24 6:7 6:25 8:5,7,9,15,18 8:19,21,23 9:10 9:12,20 10:8,14 11:15 12:13,25 13:2,7,15,15,17 14:25 15:3,5,16 15:18,20,21,25 16:5 17:5,6,10,11 17:12,16,22 18:5 18:7,25 19:1 tolls 9:13 tomorrow 3:5 Tonight 3:3 Tonight's 3:15 top 20:4 total 8:4,5 12:12 13:6 15:13 tourism 7:10 trade 5:7 7:10 traffic 5:3 7:15,16 7:18,19,22,24 8:1	unchanged 12:25 uninflated 11:17 unpredictable 10:22 upper 12:2 usage 17:1 use 16:15 19:13,15 user 17:24 users 16:13 17:3 utilizing 13:11
			V	
			validated 11:6 Van 3:11 varies 11:24 various 15:22 vary 16:13 vehicle 15:22,24 16:5 17:10 vehicles 5:4 7:16 8:13 13:23 16:11 verbal 19:22 20:2 versus 18:5 view 2:23 virtually 8:7 visit 3:22 visually 11:3 vital 5:10	

volumes 7:24	1968 8:24 9:13	34 9:18		
voting 5:21,22	1st 19:2	35 16:14,19		
W	2	4		
Wagoner 3:11	2 12:17	4 16:1 17:12		
washing 14:11	2.3 5:6	4.55 16:22		
wearing 8:11	2.67 16:21	4.7 16:10		
website 4:14	2.80 16:20	4.90 16:1		
weights 8:10	2.9 16:4 17:18	425 3:12		
welcome 2:7	20 5:5 11:19 12:7	45 8:4		
West 3:12	16:3 17:2			
wish 13:20	2000 5:12 9:4	5		
wished 19:22	2002 9:17	5.2 9:16		
wishes 19:20 20:2	2013 7:17,18 8:17	5:00 1:12 3:6,10		
wishing 3:19	2014 8:18 9:24	50 16:9 17:2		
Wolfe 1:20 4:10	2015 17:20			
20:18	2017 12:2	6		
work 12:8	2018 9:24 12:9	6 14:23		
working 10:17	2019 7:23 8:18 9:17			
written 4:3 18:15,18	2020 9:23	7		
19:13,17 20:1	2021 8:6	70 9:25 11:22		
	2022 7:17 8:17 9:14			
X	9:17,24 11:22	8		
	2023 1:7,12 2:3,4	8.76 9:14		
Y	4:11 10:9 16:7,21	80 7:24,25		
year 12:12,24 13:6,9	18:16,22 19:2,24	8151 1:22		
14:2,2 15:11,13	2027 7:24 16:1,7,7	83 10:1		
15:15 16:4 18:1,2	2028 12:16 16:2	85,000 8:14		
years 8:24 11:19,25	2029 12:5,18			
12:1 13:20 17:2	2030s 11:18	9		
	2032 13:9	90-year-old 11:20		
Z	2033 12:6 16:2,8,21	934 3:8		
	2037 13:9			
0	2042 12:24			
	2043 13:14			
1	2050s 11:19			
1 5:12 9:13 16:7	21 12:9			
17:15	22 11:17			
1-800-632-2720	24 9:19			
1:23	25 11:25 12:1 16:6			
1.5 5:6 7:20	26 6:20			
10 13:20 15:24	27th 18:16 19:17,24			
16:14	29 12:19			
10-year 15:23				
104.9 5:4	3			
105 12:23	3 12:3			
11 1:12 2:4	3.2 12:5			
13th 3:10	30 9:18 10:5 16:18			
14 9:19	16:19			
16 9:2 18:22	30-day 16:16			
19 18:1	300 5:9			
1962 5:3 8:22	31st 9:4			
1963 9:15	33 13:13			

IN THE MATTER OF: INTERNATIONAL
BRIDGE PROPOSED NEW TOLL RATES,
PUBLIC HEARING

July 12, 2023

Prepared by



depos@networkreporting.com
Phone: 800.632.2720
Fax: 800.968.8653
www.networkreporting.com

Let us assist you GLOBALLY for all of your deposition needs.

STATE OF MICHIGAN
MICHIGAN DEPARTMENT OF TRANSPORTATION

In the matter of:

INTERNATIONAL BRIDGE PROPOSED NEW TOLL RATES

/

PUBLIC HEARING
International Bridge Administration, 934 Bridge Plaza
Sault Ste. Marie, Michigan
Wednesday, July 12, 2023, 5:00 p.m.

RECORDED BY: Stacey M. Seals, CER 7908
Certified Electronic Recorder
Network Reporting Corporation
Firm Registration Number 8151
1-800-632-2720

1	TABLE OF CONTENTS	
2		PAGE
3		
4	Statement by Mr. Petainen.	5
5	Statement by Ms. Sandra Rink	22
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		

Page 2

1 Sault Ste. Marie, Michigan

2 Wednesday, July 12, 2023 - 5:05 p.m.

3 MS. MONSMA: Good evening. We'll get started now.

4 On behalf of the Michigan Department of Transportation and
5 the Sault Ste. Marie Bridge Authority, welcome to this
6 public hearing on the International Bridge proposed new toll
7 rates. My name is Monica Monsma, I am the public
8 involvement and hearings officer for the Michigan Department
9 of Transportation.

10 I am conducting this hearing on behalf of the
11 Sault Ste. Marie Bridge Authority. Seated next to me is
12 Peter Petainen, Bridge Director of the International Bridge
13 Administration. We placed a Notice advertising this public
14 hearing in the Evening News in Sault Ste. Marie, Michigan,
15 and the Sault Star in Sault Ste. Marie, Ontario, shared the
16 information in a press release and posted it at
17 saultbridge.com, michigan.gov/mdot and on MDOT's social
18 media.

19 As stated in these Notices, copies of the
20 information bulletin regarding the proposed toll structure
21 were available for public review at the International Bridge
22 Administration Office here in Sault Ste. Marie and online at
23 saultbridge.com.

24 The purpose of this hearing is to provide an
25 opportunity for the public to comment on the proposed new

1 toll rates. Tonight we are holding the second of three
2 hearings; the first took place last night in Sault Ste.
3 Marie, Ontario, and the third will take place tomorrow, July
4 13, in Lansing at 5:00 p.m. in the MDOT Van Wagoner
5 building, first floor conference room located at 425 West
6 Ottawa Street, Lansing, Michigan. The same information is
7 presented at each hearing. And tonight's hearing will be
8 held in three parts. In the first part we will briefly
9 present the proposed toll increases and the reasons behind
10 them. The second part of the hearing will consist of
11 opening up the hearing up for any of you who wish to speak
12 for the record in front of everyone else. The third part of
13 the hearing will be conducted as an open forum where you can
14 visit with Mr. Petainen and the team on a one-to-one basis.
15 During this third part our court reporter will continue to
16 take your comments privately. Feel free to come up to the
17 court reporter any time during this third session and give
18 your comments and concerns. You can also provide written
19 comments using the comment form, which is located right by
20 the door.

21 To enable both MDOT and the Sault Ste. Marie
22 Bridge Authority Board to review and consider your comments,
23 everything that is said today will be recorded and
24 transcribed into a hearing transcript. Doing the recording
25 is Stacey Seals, a certified court reporter, who is seated

1 over -- right over there (indicating).

2 By the end of August 2023 a copy of this
3 transcript will be available for review at the Sault Ste.
4 Marie Bridge Authority office located right here. It will
5 also be posted on the website saultbridge.com and in my
6 office in the Bureau of Development in Lansing.

7 Now Peter Petainen, bridge director, will briefly
8 review the proposed toll increases and the reasons behind
9 them.

10 MR. PETAINEN: Good evening. I am Peter Petainen,
11 the bridge director of the International Bridge
12 Administration. I have a slide show presentation and intend
13 to present facts and information regarding the purpose and
14 need for a new toll rate schedule for the International
15 Bridge.

16 I'll begin with a brief background summary. The
17 International Bridge was open to traffic in October of 1962,
18 and since that date over 104.9 million vehicles have crossed
19 the Bridge. The original construction cost was
20 approximately 20 million dollars. Between 1.5 billion and
21 2.3 billion in trade cross the bridge annually. Located in
22 the center of the Great Lakes and with no other crossing
23 within a 300 mile radius, the Bridge is a vital
24 transportation link between Michigan and Ontario and the
25 international communities of Sault Ste. Marie.

1 On September 1, 2000, the Bridge construction
2 bonds were paid off and a new intergovernmental agreement
3 took effect. The Michigan Department of Transportation and
4 Transport Canada negotiated an intergovernmental agreement
5 that provides for joint management and operation of the
6 Bridge.

7 The Sault Ste. Marie Bridge Authority is the
8 governing body. The Sault Ste. Marie Bridge Authority Board
9 of Directors consists of four voting members from Michigan
10 and four voting members from Ontario who represent the
11 owners of the Bridge assets. The infrastructure owners are
12 the Michigan Department of Transportation, MDOT, for the
13 portion located in Michigan, and the Federal Bridge
14 Corporation Limited, FBCL, for the portion located in
15 Canada. Both owners are governmental entities that operate
16 on a not for profit basis.

17 The Sault Ste. Marie Bridge Authority provides
18 policy oversight for the Bridge and has the authority to set
19 toll rates, approve budgets and approve contracts, among
20 many other responsibilities as set forth in the governmental
21 agreement. Michigan members of the Authority Board of
22 Directors are appointed by the Governor of Michigan and the
23 Canadian members are appointed by FBCL.

24 The International Bridge Administration, IBA, is
25 an entity within MDOT and administratively reports to the

1 MDOT Chief Administrative Officer for operations and
2 staffing and the Sault Ste. Marie Bridge Authority Board of
3 Directors on policy and governance matters. The IBA is
4 responsible for the day-to-day operations and management of
5 the Bridge as set forth in the agreement.

6 The IBA has 26 full-time employees, all are MDOT
7 employees approximately evenly split between US and Canadian
8 residents. The operation and maintenance of the Bridge is
9 governed to be financially self-sustaining based primarily
10 on toll revenue. Historically the Bridge received no
11 financial subsidy from any federal, state or provincial
12 source for operations. The Sault Ste. Marie Bridge
13 Authority and the International Bridge Administration are
14 committed to the safe and efficient movement of people and
15 goods across the International Bridge between Ontario and
16 Michigan. The International Bridge is an asset which must
17 be maintained and preserved to protect the public investment
18 in Bridge assets, and the promotion of US and Canadian
19 trade, tourism and regional economic development.

20 One of the most significant challenges facing the
21 Bridge is increasing external costs to operate and maintain
22 and rehabilitate an aging bridge structure through
23 sustainable traffic alone.

24 This slide shows annual traffic for passenger
25 vehicles, commuters and trucks through the period of 2013

1 through 2022. 2013 traffic was just over 2 million
2 crossings. Overall traffic has remained flat for the last
3 decade, with an average of 1.45 million crossings prior to
4 the impacts of the border closing during the pandemic.
5 Based on the post-pandemic traffic changes, we do not expect
6 to fully recover to 2019 traffic volumes before 2027.
7 Generally 80 percent of Bridge customers are local and 80
8 percent are Canadian residents.

9 Truck traffic is especially important to the
10 Bridge Administration. In the last two decades trucks have
11 been about 6 percent of total traffic that have provided
12 about 45 percent of total toll revenue. During the peak of
13 the pandemic in 2021 commercial traffic provided virtually
14 all the toll revenue, allowing the Bridge to remain open and
15 maintain essential services. Truck toll rates are based on
16 a per axle charge due to the fact that truck weights and
17 number of axles wearing on the Bridge deck have a far more
18 significant impact on the Bridge than passenger vehicles.
19 Truck traffic remained steady at approximately 85,000
20 crossings annually.

21 This slide shows toll revenues for auto, commuter
22 and commercial classifications for the period of 2013
23 through 2022. The slide shows the positive impact the 2014
24 and 2019 toll increases had on revenue to sustain
25 operations.

1 This slide shows US currency and Canadian currency
2 toll rates since the Bridge was open to the public in 1962.
3 The second row shows that there's only one toll increase in
4 the first 45 years since 1968. This can be attributed that
5 for the majority of this period the Bridge traffic was
6 increasing and the focus was on paying off the \$16 million
7 in construction debt as required by the bond agreement. The
8 debt was paid off on August 31st, 2000, and the attention
9 shifted to maintenance and rehabilitation projects with the
10 goal of preserving the structural integrity and operational
11 safety of the Bridge. Also please note that the
12 intergovernmental agreement to which the Bridge is jointly
13 governed specifies that the U.S. currency is the base toll
14 rate. Canadian rates are required to be adjusted
15 semiannually per the exchange rate to maintain toll rate
16 equity.

17 The tolls of one dollar in 1968 if adjusted for
18 inflation would have been \$8.76 in 2022. By comparison,
19 operational expenses in 1963 were a quarter million dollars
20 compared to 5.2 million in 2022.

21 From 2002 to 2019 the average Bridge staff size
22 was 34 full time employees and 30 seasonal. During the
23 pandemic this was cut to 24 and 14 seasonal. With
24 insufficient toll revenue in reserves, FBCL temporarily
25 assumed the Authority's obligations and expenses for Canada

1 Border Services Agency; and that's denoted in the red
2 between 2020 and 2022. Between 2014 and 2018 FBCL Authority
3 spent nearly \$70 million in capital improvements, 83 percent
4 of which was federally funded, such as the Canadian plaza
5 reconstruction and a portion of the Bridge painting. During
6 the pandemic the authority cut overall staff by 30 percent
7 through attrition and retirements.

8 I'll next discuss future plans and operational and
9 capital challenges related to toll rates in the Bridge
10 operations from 2023 and thereafter. The Bridge exists for
11 the purpose and movement of goods and people. With aging
12 Bridge infrastructure and asset preservation, it's constant
13 and cyclical challenge. This traffic is the primary source
14 of toll revenue. The cost of contracted and capital
15 projects to maintain the bridge on the border is inherently
16 higher due to real or perceived contractor risks working
17 cross border. As inflation and costs increase, maintenance
18 and operational expenses increase impacted by a fluctuating
19 Canadian dollar. The fluctuating dollar impacts the local
20 Bridge traffic and the cycle repeats. It's within this
21 unpredictable economic environment the Bridge owners and the
22 authority and IBA operate and plan.

23 Some factors are clearly known; the future needs
24 of the bridge. The primary projected capital expenditures
25 to maintain and preserve the structural integrity and

1 operational safety of the Bridge are visually presented in
2 this graph. The long-term capital expenditure
3 recommendations are reviewed annually by the entire
4 governing structure and validated by the physical condition
5 inspections and recommendations by the independently
6 contracted Bridge inspection engineers. Bridge components
7 and scheduled maintenance cycles are based upon the
8 estimated service life spans for each of the components.
9 The costliest components are coatings/paint; the Bridge
10 riding surface/deck; and preventative maintenance
11 elements/joints, safety rails and electrical systems; and
12 the technology elements, the toll system and the security
13 systems.

14 The Bridge deck; our Bridge deck surface
15 replacement costing nearly \$22 million uninflated is needed
16 in the early 2030's to extend the Bridge surface life
17 another 20 years until the mid 2050's when a complete 90
18 year old concrete bridge deck is expected to need to be
19 replaced at early cost estimates of more than \$70 million in
20 2022 dollars.

21 Coatings; the service life those structural steel
22 coatings, the paint, varies based on the location of the
23 span, but typically lasts about 25 years. Therefore, about
24 every 25 years the Bridge is repainted. In 2017 the upper
25 half of the Canadian arch was painted for \$3 million. The

1 Canadian approach and pedestrian curb rails were re-coated
2 for \$3.2 million last year. Between 2029 and 2033 major
3 sandblasting and repainting projects to the U.S. arch spans
4 costing an estimated \$20 million are planned. This work has
5 already been deferred from when it was originally scheduled
6 between 2018 and '21 based on our IBA preventative
7 maintenance practices.

8 This next slide shows the reserve fund balance at
9 the end of each year that results when total projected
10 revenues, based on current toll rates, and projected flat
11 traffic are applied to operational and capital expenditures.
12 It also shows that the estimated fund balance at the end of
13 2028 will be about \$2 million. Due to expenditures
14 exceeding revenue in 2029, the reserve fund balance will be
15 depleted and will be in a deficit in '29 and thereafter.
16 The Bridge must maintain a positive fund balance and an
17 operating deficit fund balance is not lawful. The slide
18 also shows that based on the flat traffic projections a
19 projected deficit of nearly 105 million is projected in the
20 year 2042. Therefore, a projected unchanged toll rates, the
21 funding for the necessary capital improvements is not
22 achievable. There is a demonstrated need to increase tolls.

23 This combined fund balance with rate change shows
24 the reserve fund balance at the end of each that results
25 when total projected revenues with the proposed toll rates

1 and flat projected traffic are applied to operational and
2 capital expenditures. Reserves would be depleted in the
3 year 2032 through 2037 and will require additional support
4 from the owners. However, this assumes utilizing an
5 expensive three-coat epoxy coating system to paint the
6 Bridge. It can be seen that there remains a \$33 million
7 deficit in 2043 based on the proposed traffic projections
8 and the proposed toll rates. Clearly this proposed toll
9 increase will not fully address the projected long-term
10 capital deficit. This toll increase is a measured approach
11 toward building a capital reserve fund needed to fund
12 planned capital improvements in the next ten years.

13 I wish to again emphasize that this fund balance
14 forecast is based upon long-term straight line traffic
15 projections for noncommercial vehicles and for commercial
16 truck traffic based on historic traffic trends observed over
17 the last decade. This scenario does not forecast potential
18 significant fluctuations in traffic from year to year that
19 may deviate significantly from the straight line projection.

20 HRCSA, high ratio co-polymerized calcium
21 sulfonate, it is an alternative coating system for
22 rehabilitation and painting existing steel structures.
23 While it has the same lifespan of a three-coat epoxy paint
24 system, it is demonstrated to cost only half the capital
25 expenditure due to the differences in containment process

1 and pressure washing as opposed to sandblasting the steel.
2 As such, the Bridge Authority has priced both coating
3 options, but for rehabilitation and price mitigation,
4 assumed coating projects are completed using the HRCSA paint
5 alternative. The fund balance presented in this slide
6 represents this difference in capital costs.

7 The Bride plazas have both been modernized. The
8 Canadian plaza was reconstructed using federal Canadian
9 infrastructure grant funds. The ongoing operation and
10 maintenance of the plaza, which is four times as large, is
11 the responsibility of the owner/operator under Section 6 of
12 the Canadian Customs Act. This table represents the current
13 expected toll revenue and the cost of regular Bridge
14 operations and maintenance and increasing costs to the
15 Authority and the owner to subsidize the facilities for CBSA
16 from toll revenue. There is an expected annual operating
17 deficit that (inaudible) change in toll to cover these basic
18 operating costs before even considering the capital needs of
19 the Bridge.

20 Further, all IBA employees are State of Michigan
21 employees, therefore, they receive state employee benefit
22 packages. Day-to-day operational business costs have
23 increased by about 3 percent per year. We pay taxes, or
24 payment in lieu of taxes, to both cities and tax payments
25 have increased just under four-and-a-half percent per year.

1 In total our staffing operational cost increases have been
2 limited to two-and-a-quarter percent per year.

3 Please review the toll investment pie chart on
4 display. This illustrates where a portion of each toll
5 provided by auto and commercial is spent. Operations and
6 preventative Bridge maintenance reflects two-thirds of toll
7 expenditures.

8 The proposed U.S. currency toll rates for the
9 various vehicle classifications are presented for the next
10 ten-year period. As shown, the proposal calls for a ten
11 cent passenger vehicle increase semiannually, bringing the
12 toll rate by the end of 2027 from \$4 to \$4.90 per crossing
13 for a cash or credit paying auto. From 2028 to 2033 the
14 increase is 28 cents semiannually. This is an overall
15 average of 2.9 percent per year. The commercial vehicle
16 toll per axle is proposed to increase semiannually by 25
17 cents per axle from October 1, '23 through 2027. After 2027
18 through 2033 the per axle rate is proposed to increase 50
19 cents annually, this is an overall per axle increase of 4.7
20 percent annually for commercial vehicles.

21 The proposal calls for a graduated discount for
22 frequent users that will vary from a 35 percent discount to
23 a 10 percent discount for use of the commuter program based
24 on the number of crossings over the previous 30 day period.
25 Regular commuters, defined by the Authority's discretion, as

1 nine or more crossings in the previous 30 days, would
2 increase from a 30 to a 35 percent discount, which would
3 reduce a one way crossing from \$2.80 to \$2.67 in 2023. By
4 2033 the commuter crossing would increase to \$4.55 per
5 crossing, which is only marginally more than what a
6 full-fare auto is today. The graph also shows evidence of
7 the popularity and customer convenience of our commuter
8 program. The usage of the commuter program has increased
9 over the years from 20 percent to nearly 50 percent of all
10 local auto Bridge users taking advantage of the convenient
11 prepaid account program.

12 The comparison of the proposed commercial truck
13 toll rates per axle is consistent with the average per axle
14 toll rate compared to the other Great Lakes region bridges
15 and tunnels.

16 This slide shows the current and proposed
17 passenger vehicle toll rates compared to other crossings
18 with Ontario as well as the Mackinac Bridge. The current \$4
19 toll rate for the Sault Ste. Marie International Bridge is
20 tied with two other crossings as the second least expensive
21 crossing. The proposed increased is still almost \$1 below
22 the current average toll rate among the crossings, as
23 indicated by the red line. The further proposed 2.9 percent
24 annual avenue increase is significantly less than the
25 percentage increase the majority of the crossings have each

1 made since 2015.

2 This slide compares current commuter program
3 discounted toll rates. As it can be seen, the Sault Ste.
4 Marie International Bridge fully discounted frequent user
5 fare remains below the overall crossing average. The
6 average overall increase per year for commuters equates to
7 19 cents per crossing per year. The trends of the other
8 crossings do not increase any known planned or proposed
9 increases by the other Bridge operators.

10 The toll versus expenses trend has been forecasted
11 to the end of the proposed period to illustrate the future
12 full fare costs needed to cover Bridge operational expense.
13 An important note: The authority can freeze or suspend the
14 proposed increases if traffic and revenue prove sufficient
15 to cover costs.

16 Next steps include the three required public
17 hearings at the required locations. Oral public comment
18 provided this evening will be entered into the record.
19 Written public comments that are postmarked no later than
20 July 27th, 2023, will be entered into the record. A
21 complete transcript of the three hearings and any written
22 comments received will be assembled into a document that
23 each Sault Ste. Marie Bridge Authority board member will
24 receive for review. At the next quarterly Bridge Authority
25 meeting, scheduled for August 16th, 2023 in Ottawa, Ontario,

1 the Bridge Authority board will consider all comments and
2 information provided and make a final decision on the toll
3 proposal.

4 If implemented, toll increases are currently
5 scheduled to go into effect on October 1st, 2023. I will
6 now turn it back over to Monica Monsma, the public hearings
7 officer.

8 MS. MONSMA: Thank you. Now we will begin the
9 second part of this hearing. If you wish to speak for the
10 record, please fill out a speaker identification card. I
11 know it's a small group but that still helps us when reading
12 names for the record.

13 If you would rather not speak but prefer to submit
14 written comments, as we mentioned before you can use the
15 comment form there and with the information on that you can
16 submit online, mail or give us the written comment tonight
17 as well.

18 The transcript for this hearing will be held open
19 until July 27th, 2023, so that gives you some time to submit
20 any written comments.

21 All right. Now we will begin the public comment
22 portion. And I just would like to say that this really is
23 your opportunity to make your comments known, both to MDOT
24 and the Sault Ste. Marie Bridge Authority, so that your
25 views may be considered when -- in decision-making. And we

1 are here to listen.

2 All right. The speaker we have is Sandra Rink.
3 If you would like to go ahead and share your comments.

4 MS. RINK: Well, this isn't necessarily a comment,
5 but as the PowerPoint was being presented I had a lot of
6 questions. Can I ask questions?

7 MR. PETAINEN: This is a comment period, so this
8 is your opportunity to comment. I think the third part is
9 the question portion? Can you clarify that?

10 MS. MONSMA: Yeah. Let me say one or two
11 sentences and then we'll open it up for questions. Due to
12 the structure of the hearing we have to take comments and
13 then questions, so -- I know it's -- it's part of the MDOT
14 process, so thanks for your patience on that.

15 MS. RINK: So we're done with the comment section?
16 I can ask a question now?

17 MS. MONSMA: Let me just -- first, let the record
18 show that no one from the public wished to present verbal
19 comments. As stated earlier, we will hold the transcript
20 open until July 27th for anyone who prefers to submit
21 comments in a written form.

22 All right. Now we can move onto the third portion
23 of the hearing, which is an open forum for question and
24 answer.

25 MS. RINK: Now?

1 MS. MONSMA: Now. Thank you.

2 MR. PETAINEN: Thanks for your patience.

3 REPORTER: I'm going to interrupt real quick, you
4 don't want me on the record for this portion, or you do?

5 MS. MONSMA: We do want you on for this.

6 MS. RINK: If I was looking at the PowerPoint
7 correctly, when you had the one up that showed the
8 increases, does it mean that twice a year the toll is going
9 to increase?

10 MR. PETAINEN: That's correct.

11 MS. RINK: Every year now until blah, blah, twice
12 a year it's going to increase?

13 MR. PETAINEN: If you would like to look at it
14 afterwards, there is a copy of the slide up behind here.
15 Every year on April 1st and October 1st it is proposed that
16 the auto toll rate would go up ten cents.

17 MS. RINK: Why not just once a year 20 cents? I
18 mean, that doesn't make sense to me.

19 MR. PETAINEN: There was a couple of reasons for
20 that. First, we adjust our Canadian rates semiannually, and
21 that's according to the agreement that's in place for the
22 Bridge. So those adjustments for the Canadian rates are
23 done on April 1st and October 1st. The second part of that,
24 in some of the deliberations that the authority has had was
25 that public comment from the last time we had our public

1 hearings in 2013 there was a lot of public dissatisfaction
2 with one big increase, or larger increases spread further
3 out. Customers made -- or provided comment that they wanted
4 smaller increases more frequently as opposed to one big jump
5 partway through the period. And so we're talking that
6 previous customer comment into factor today.

7 MS. RINK: So now every year twice a year? So
8 they probably didn't figure that's what was going to happen;
9 right?

10 MR. PETAINEN: I can't comment on what they were
11 thinking ten years ago in 2013 when they made their
12 comments.

13 MS. RINK: So if all of us sitting here said we
14 don't want it to increase, it doesn't matter, it's going to
15 increase, isn't it?

16 MR. PETAINEN: Well --

17 MS. RINK: I mean, the purpose of this meeting --
18 okay. I'm sure people sitting here are thinking I don't
19 want to pay that much to cross the Bridge, but what does it
20 matter, it's going to happen anyway; right?

21 MR. PETAINEN: I can't say it's going to happen
22 anyway, that's the board's decision as to what the rates
23 would be and what that structure will look like. But this
24 is what's been proposed by the Authority for the rates for
25 the next ten years.

1 MS. RINK: Okay.

2 MS. MONSMA: All right. Since this is sort of the
3 third portion of an open forum, we have displays that have
4 some slides from the presentation, feel free to ask the team
5 questions. And then we'll also go ahead and kind of close
6 the formal portion of the hearing now, but we can still
7 continue with a sort of open house format if you would like.

8 And also on behalf of MDOT and all of us in the
9 room, thank you for attending today.

10 (Off the record)

11 STATEMENT

12 BY MS. RINK:

13 This is my comment: If they have to increase it,
14 I would rather have one increase a year rather than
15 twice a year.

16 (Off the record)

17 MS. RINK: Another comment I just want to make is
18 that Peter did a very good job with his presentation, the
19 PowerPoint was very clear and understandable and I just want
20 to commend him for that. Done.

21 (Public Hearing concluded at 5:51 p.m.)

22

23 -0-0-0-

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

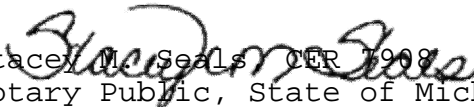
CERTIFICATE

I, Stacey M. Seals, a Certified Electronic Recorder and Notary Public within and for the State of Michigan, do hereby certify:

That this transcript, consisting of 22 pages, is a complete, true, and correct record of the MDOT Public Hearing, conducted on July 12th, 2023.

I further certify that I am not related to any of the parties to this action by blood or marriage; and that I am not interested in the outcome of this matter, financial or otherwise.

IN WITNESS THEREOF, I have hereunto set my hand this 25th day of July, 2023.


Stacey M. Seals, CER 7908
Notary Public, State of Michigan
County of Charlevoix
My commission expires: 10/31/2024



A				
account 16:11	authority 3:5,11	7:12,13,15,16,18	Charlevoix 23:18	concrete 11:18
achievable 12:22	4:22 5:4 6:7,8,17	7:21,22 8:7,10,14	chart 15:3	condition 11:4
Act 14:12	6:18,21 7:2,13	8:17,18 9:2,5,11	Chief 7:1	conducted 4:13 23:9
action 23:11	10:2,6,22 14:2,15	9:12,21 10:5,9,10	cities 14:24	conducting 3:10
additional 13:3	17:13,23,24 18:1	10:12,15,20,21,24	clarify 19:9	conference 4:5
address 13:9	18:24 20:24 21:24	11:1,6,6,9,14,14	classifications 8:22	consider 4:22 18:1
adjust 20:20	Authority's 9:25	11:16,18,24 12:16	15:9	considered 18:25
adjusted 9:14,17	15:25	13:6 14:2,13,19	clear 22:19	considering 14:18
adjustments 20:22	auto 8:21 15:5,13	15:6 16:10,18,19	clearly 10:23 13:8	consist 4:10
Administration	16:6,10 20:16	17:4,9,12,23,24	close 22:5	consistent 16:13
1:11 3:13,22 5:12	available 3:21 5:3	18:1,24 20:22	closing 8:4	consisting 23:7
6:24 7:13 8:10	avenue 16:24	21:19	co-polymerized	consists 6:9
Administrative 7:1	average 8:3 9:21	bridges 16:14	13:20	constant 10:12
administratively	15:15 16:13,22	brief 5:16	coating 13:5,21 14:2	construction 5:19
6:25	17:5,6	briefly 4:8 5:7	14:4	6:1 9:7
advantage 16:10	axle 8:16 15:16,17	bringing 15:11	coatings 11:21,22	containment 13:25
advertising 3:13	15:18,19 16:13,13	budgets 6:19	coatings/paint 11:9	CONTENTS 2:1
Agency 10:1	axles 8:17	building 4:5 13:11	combined 12:23	continue 4:15 22:7
aging 7:22 10:11		bulletin 3:20	come 4:16	contracted 10:14
ago 21:11	B	Bureau 5:6	commend 22:20	11:6
agreement 6:2,4,21	back 18:6	business 14:22	comment 3:25 4:19	contractor 10:16
7:5 9:7,12 20:21	background 5:16	C	17:17 18:15,16,21	contracts 6:19
ahead 19:3 22:5	balance 12:8,12,14	calcium 13:20	19:4,7,8,15 20:25	convenience 16:7
allowing 8:14	12:16,17,23,24	calls 15:10,21	21:3,6,10 22:13	convenient 16:10
alternative 13:21	13:13 14:5	Canada 6:4,15 9:25	22:17	copies 3:19
14:5	base 9:13	Canadian 6:23 7:7	comments 4:16,18	copy 5:2 20:14
annual 7:24 14:16	based 7:9 8:5,15	7:18 8:8 9:1,14	4:19,22 17:19,22	Corporation 1:18
16:24	11:7,22 12:6,10	10:4,19 11:25	18:1,14,20,23	6:14
annually 5:21 8:20	12:18 13:7,14,16	12:1 14:8,8,12	19:3,12,19,21	correct 20:10 23:8
11:3 15:19,20	15:23	20:20,22	21:12	correctly 20:7
answer 19:24	basic 14:17	capital 10:3,9,14,24	commercial 8:13,22	cost 5:19 10:14
anyway 21:20,22	basis 4:14 6:16	11:2 12:11,21	13:15 15:5,15,20	11:19 13:24 14:13
applied 12:11 13:1	behalf 3:4,10 22:8	13:2,10,11,12,24	16:12	15:1
appointed 6:22,23	benefit 14:21	14:6,18	commission 23:19	costing 11:15 12:4
approach 12:1	big 21:2,4	card 18:10	committed 7:14	costliest 11:9
13:10	billion 5:20,21	cash 15:13	communities 5:25	costs 7:21 10:17
approve 6:19,19	blah 20:11,11	CBSA 14:15	commuter 8:21	14:6,14,18,22
approximately 5:20	blood 23:11	cent 15:11	15:23 16:4,7,8	17:12,15
7:7 8:19	board 4:22 6:8,21	center 5:22	17:2	County 23:18
April 20:15,23	7:2 17:23 18:1	cents 15:14,17,19	commuters 7:25	couple 20:19
arch 11:25 12:3	board's 21:22	17:7 20:16,17	15:25 17:6	court 4:15,17,25
assembled 17:22	body 6:8	CER 1:17 23:17	compared 9:20	cover 14:17 17:12
asset 7:16 10:12	bond 9:7	CERTIFICATE	16:14,17	17:15
assets 6:11 7:18	bonds 6:2	23:1	compares 17:2	credit 15:13
assumed 9:25 14:4	border 8:4 10:1,15	certified 1:17 4:25	comparison 9:18	cross 5:21 10:17
assumes 13:4	10:17	23:4	16:12	21:19
attending 22:9	Bride 14:7	certify 23:6,10	complete 11:17	crossed 5:18
attention 9:8	bridge 1:6,11,11 3:5	challenge 10:13	17:21 23:8	crossing 5:22 15:12
attributed 9:4	3:6,11,12,12,21	challenges 7:20 10:9	completed 14:4	16:3,4,5,21 17:5,7
attrition 10:7	4:22 5:4,7,11,11	change 12:23 14:17	components 11:6,8	crossings 8:2,3,20
August 5:2 9:8	5:15,17,19,21,23	changes 8:5	11:9	15:24 16:1,17,20
17:25	6:1,6,7,8,11,13,17	charge 8:16	concerns 4:18	16:22,25 17:8
	6:18,24 7:2,5,8,10		concluded 22:21	curb 12:1

currency 9:1,1,13 15:8 current 12:10 14:12 16:16,18,22 17:2 currently 18:4 customer 16:7 21:6 customers 8:7 21:3 Customs 14:12 cut 9:23 10:6 cycle 10:20 cycles 11:7 cyclical 10:13	document 17:22 Doing 4:24 dollar 9:17 10:19,19 dollars 5:20 9:19 11:20 door 4:20 due 8:16 10:16 12:13 13:25 19:11	expenditures 10:24 12:11,13 13:2 15:7 expense 17:12 expenses 9:19,25 10:18 17:10 expensive 13:5 16:20 expires 23:19 extend 11:16 external 7:21	free 4:16 22:4 freeze 17:13 frequent 15:22 17:4 frequently 21:4 front 4:12 full 9:22 17:12 full-fare 16:6 full-time 7:6 fully 8:6 13:9 17:4 fund 12:8,12,14,16 12:17,23,24 13:11 13:11,13 14:5 funded 10:4 funding 12:21 funds 14:9 further 14:20 16:23 21:2 23:10 future 10:8,23 17:11	21:1 held 4:8 18:18 helps 18:11 hereunto 23:14 high 13:20 higher 10:16 historic 13:16 Historically 7:10 hold 19:19 holding 4:1 house 22:7 HRCSA 13:20 14:4
D	E	F	G	I
date 5:18 day 15:24 23:15 day-to-day 7:4 14:22 days 16:1 debt 9:7,8 decade 8:3 13:17 decades 8:10 decision 18:2 21:22 decision-making 18:25 deck 8:17 11:14,14 11:18 deferred 12:5 deficit 12:15,17,19 13:7,10 14:17 defined 15:25 deliberations 20:24 demonstrated 12:22 13:24 denoted 10:1 Department 1:2 3:4 3:8 6:3,12 depleted 12:15 13:2 development 5:6 7:19 deviate 13:19 difference 14:6 differences 13:25 director 3:12 5:7,11 Directors 6:9,22 7:3 discount 15:21,22 15:23 16:2 discounted 17:3,4 discretion 15:25 discuss 10:8 display 15:4 displays 22:3 dissatisfaction 21:1	earlier 19:19 early 11:16,19 economic 7:19 10:21 effect 6:3 18:5 efficient 7:14 electrical 11:11 Electronic 1:17 23:4 elements 11:12 elements/joints 11:11 emphasize 13:13 employee 14:21 employees 7:6,7 9:22 14:20,21 enable 4:21 engineers 11:6 entered 17:18,20 entire 11:3 entities 6:15 entity 6:25 environment 10:21 epoxy 13:5,23 equates 17:6 equity 9:16 especially 8:9 essential 8:15 estimated 11:8 12:4 12:12 estimates 11:19 evening 3:3,14 5:10 17:18 evenly 7:7 evidence 16:6 exceeding 12:14 exchange 9:15 existing 13:22 exists 10:10 expect 8:5 expected 11:18 14:13,16 expenditure 11:2 13:25	facilities 14:15 facing 7:20 fact 8:16 factor 21:6 factors 10:23 facts 5:13 far 8:17 fare 17:5,12 FBCL 6:14,23 9:24 10:2 federal 6:13 7:11 14:8 federally 10:4 feel 4:16 22:4 figure 21:8 fill 18:10 final 18:2 financial 7:11 23:12 financially 7:9 Firm 1:18 first 4:2,5,8 9:4 19:17 20:20 flat 8:2 12:10,18 13:1 floor 4:5 fluctuating 10:18,19 fluctuations 13:18 focus 9:6 forecast 13:14,17 forecasted 17:10 form 4:19 18:15 19:21 format 22:6 format 22:7 forth 6:20 7:5 forum 4:13 19:23 22:3 four 6:9,10 14:10 four-and-a-half 14:25	Generally 8:7 give 4:17 18:16 gives 18:19 go 18:5 19:3 20:16 22:5 goal 9:10 going 20:3,8,12 21:8 21:14,20,21 good 3:3 5:10 22:18 goods 7:15 10:11 governance 7:3 governed 7:9 9:13 governing 6:8 11:4 governmental 6:15 6:20 Governor 6:22 graduated 15:21 grant 14:9 graph 11:2 16:6 Great 5:22 16:14 group 18:11	IBA 6:24 7:3,6 10:22 12:6 14:20 identification 18:10 illustrate 17:11 illustrates 15:4 impact 8:18,23 impacted 10:18 impacts 8:4 10:19 implemented 18:4 important 8:9 17:13 improvements 10:3 12:21 13:12 inaudible 14:17 include 17:16 increase 9:3 10:17 10:18 12:22 13:9 13:10 15:11,14,16 15:18,19 16:2,4 16:24,25 17:6,8 20:9,12 21:2,14 21:15 22:13,14 increased 14:23,25 16:8,21 increases 4:9 5:8 8:24 15:1 17:9,14 18:4 20:8 21:2,4 increasing 7:21 9:6 14:14 independently 11:5 indicated 16:23 indicating 5:1 inflation 9:18 10:17 information 3:16,20 4:6 5:13 18:2,15 infrastructure 6:11 10:12 14:9 inherently 10:15 inspection 11:6 inspections 11:5

<p>insufficient 9:24</p> <p>integrity 9:10 10:25</p> <p>intend 5:12</p> <p>interested 23:12</p> <p>intergovernmental 6:2,4 9:12</p> <p>international 1:6,11 3:6,12,21 5:11,14 5:17,25 6:24 7:13 7:15,16 16:19 17:4</p> <p>interrupt 20:3</p> <p>interruption 7:17 15:3</p> <p>involvement 3:8</p> <hr/> <p style="text-align: center;">J</p> <hr/> <p>job 22:18</p> <p>joint 6:5</p> <p>jointly 9:12</p> <p>July 1:13 3:2 4:3 17:20 18:19 19:20 23:9,15</p> <p>jump 21:4</p> <hr/> <p style="text-align: center;">K</p> <hr/> <p>kind 22:5</p> <p>know 18:11 19:13</p> <p>known 10:23 17:8 18:23</p> <hr/> <p style="text-align: center;">L</p> <hr/> <p>Lakes 5:22 16:14</p> <p>Lansing 4:4,6 5:6</p> <p>large 14:10</p> <p>larger 21:2</p> <p>lasts 11:23</p> <p>lawful 12:17</p> <p>lieu 14:24</p> <p>life 11:8,16,21</p> <p>lifespan 13:23</p> <p>limited 6:14 15:2</p> <p>line 13:14,19 16:23</p> <p>link 5:24</p> <p>listen 19:1</p> <p>local 8:7 10:19 16:10</p> <p>located 4:5,19 5:4 5:21 6:13,14</p> <p>location 11:22</p> <p>locations 17:17</p> <p>long-term 11:2 13:9 13:14</p>	<p>look 20:13 21:23</p> <p>looking 20:6</p> <p>lot 19:5 21:1</p> <hr/> <p style="text-align: center;">M</p> <hr/> <p>M 1:17 23:4,17</p> <p>Mackinac 16:18</p> <p>mail 18:16</p> <p>maintain 7:21 8:15 9:15 10:15,25 12:16</p> <p>maintained 7:17</p> <p>maintenance 7:8 9:9 10:17 11:7,10 12:7 14:10,14 15:6</p> <p>major 12:2</p> <p>majority 9:5 16:25</p> <p>management 6:5 7:4</p> <p>marginally 16:5</p> <p>Marie 1:12 3:1,5,11 3:14,15,22 4:3,21 5:4,25 6:7,8,17 7:2,12 16:19 17:4 17:23 18:24</p> <p>marriage 23:11</p> <p>matter 1:5 21:14,20 23:12</p> <p>matters 7:3</p> <p>MDOT 4:4,21 6:12 6:25 7:1,6 18:23 19:13 22:8 23:8</p> <p>MDOT's 3:17</p> <p>mean 20:8,18 21:17</p> <p>measured 13:10</p> <p>media 3:18</p> <p>meeting 17:25 21:17</p> <p>member 17:23</p> <p>members 6:9,10,21 6:23</p> <p>mentioned 18:14</p> <p>Michigan 1:1,2,12 3:1,4,8,14 4:6 5:24 6:3,9,12,13 6:21,22 7:16 14:20 23:5,18</p> <p>michigan.gov/mdot 3:17</p> <p>mid 11:17</p> <p>mile 5:23</p> <p>million 5:18,20 8:1 8:3 9:6,19,20 10:3</p>	<p>11:15,19,25 12:2 12:4,13,19 13:6</p> <p>mitigation 14:3</p> <p>modernized 14:7</p> <p>Monica 3:7 18:6</p> <p>Monsma 3:3,7 18:6 18:8 19:10,17 20:1,5 22:2</p> <p>move 19:22</p> <p>movement 7:14 10:11</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p>name 3:7</p> <p>names 18:12</p> <p>nearly 10:3 11:15 12:19 16:9</p> <p>necessarily 19:4</p> <p>necessary 12:21</p> <p>need 5:14 11:18 12:22</p> <p>needed 11:15 13:11 17:12</p> <p>needs 10:23 14:18</p> <p>negotiated 6:4</p> <p>Network 1:18</p> <p>new 1:6 3:6,25 5:14 6:2</p> <p>News 3:14</p> <p>night 4:2</p> <p>nine 16:1</p> <p>noncommercial 13:15</p> <p>Notary 23:5,18</p> <p>note 9:11 17:13</p> <p>Notice 3:13</p> <p>Notices 3:19</p> <p>number 1:18 8:17 15:24</p> <hr/> <p style="text-align: center;">O</p> <hr/> <p>obligations 9:25</p> <p>observed 13:16</p> <p>October 5:17 15:17 18:5 20:15,23</p> <p>office 3:22 5:4,6</p> <p>officer 3:8 7:1 18:7</p> <p>okay 21:18 22:1</p> <p>old 11:18</p> <p>once 20:17</p> <p>one-to-one 4:14</p> <p>ongoing 14:9</p> <p>online 3:22 18:16</p>	<p>Ontario 3:15 4:3 5:24 6:10 7:15 16:18 17:25</p> <p>open 4:13 5:17 8:14 9:2 18:18 19:11 19:20,23 22:3,7</p> <p>opening 4:11</p> <p>operate 6:15 7:21 10:22</p> <p>operating 12:17 14:16,18</p> <p>operation 6:5 7:8 14:9</p> <p>operational 9:10,19 10:8,18 11:1 12:11 13:1 14:22 15:1 17:12</p> <p>operations 7:1,4,12 8:25 10:10 14:14 15:5</p> <p>operators 17:9</p> <p>opportunity 3:25 18:23 19:8</p> <p>opposed 14:1 21:4</p> <p>options 14:3</p> <p>Oral 17:17</p> <p>original 5:19</p> <p>originally 12:5</p> <p>Ottawa 4:6 17:25</p> <p>outcome 23:12</p> <p>overall 8:2 10:6 15:14,19 17:5,6</p> <p>oversight 6:18</p> <p>owner 14:15</p> <p>owner/operator 14:11</p> <p>owners 6:11,11,15 10:21 13:4</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>p.m 1:13 3:2 4:4 22:21</p> <p>packages 14:22</p> <p>PAGE 2:2</p> <p>pages 23:7</p> <p>paid 6:2 9:8</p> <p>paint 11:22 13:5,23 14:4</p> <p>painted 11:25</p> <p>painting 10:5 13:22</p> <p>pandemic 8:4,13 9:23 10:6</p> <p>part 4:8,10,12,15</p>	<p>18:9 19:8,13 20:23</p> <p>parties 23:11</p> <p>parts 4:8</p> <p>partway 21:5</p> <p>passenger 7:24 8:18 15:11 16:17</p> <p>patience 19:14 20:2</p> <p>pay 14:23 21:19</p> <p>paying 9:6 15:13</p> <p>payment 14:24</p> <p>payments 14:24</p> <p>peak 8:12</p> <p>pedestrian 12:1</p> <p>people 7:14 10:11 21:18</p> <p>perceived 10:16</p> <p>percent 8:7,8,11,12 10:3,6 14:23,25 15:2,15,20,22,23 16:2,9,9,23</p> <p>percentage 16:25</p> <p>period 7:25 8:22 9:5 15:10,24 17:11 19:7 21:5</p> <p>Petainien 2:3 3:12 4:14 5:7,10,10 19:7 20:2,10,13 20:19 21:10,16,21</p> <p>Peter 3:12 5:7,10 22:18</p> <p>physical 11:4</p> <p>pie 15:3</p> <p>place 4:2,3 20:21</p> <p>placed 3:13</p> <p>plan 10:22</p> <p>planned 12:4 13:12 17:8</p> <p>plans 10:8</p> <p>plaza 1:11 10:4 14:8 14:10</p> <p>plazas 14:7</p> <p>please 9:11 15:3 18:10</p> <p>policy 6:18 7:3</p> <p>popularity 16:7</p> <p>portion 6:13,14 10:5 15:4 18:22 19:9 19:22 20:4 22:3,6</p> <p>positive 8:23 12:16</p> <p>post-pandemic 8:5</p> <p>posted 3:16 5:5</p> <p>postmarked 17:19</p>
--	--	---	---	---

<p>potential 13:17 PowerPoint 19:5 20:6 22:19 practices 12:7 prefer 18:13 prefers 19:20 prepaid 16:11 present 4:9 5:13 19:18 presentation 5:12 22:4,18 presented 4:7 11:1 14:5 15:9 19:5 preservation 10:12 preserve 10:25 preserved 7:17 preserving 9:10 press 3:16 pressure 14:1 preventative 11:10 12:6 15:6 previous 15:24 16:1 21:6 price 14:3 priced 14:2 primarily 7:9 primary 10:13,24 prior 8:3 privately 4:16 probably 21:8 process 13:25 19:14 profit 6:16 program 15:23 16:8 16:8,11 17:2 projected 10:24 12:9,10,19,19,20 12:25 13:1,9 projection 13:19 projections 12:18 13:7,15 projects 9:9 10:15 12:3 14:4 promotion 7:18 proposal 15:10,21 18:3 proposed 1:6 3:6,20 3:25 4:9 5:8 12:25 13:7,8,8 15:8,16 15:18 16:12,16,21 16:23 17:8,11,14 20:15 21:24 protect 7:17 prove 17:14</p>	<p>provide 3:24 4:18 provided 8:11,13 15:5 17:18 18:2 21:3 provides 6:5,17 provincial 7:11 public 1:10 3:6,7,13 3:21,25 7:17 9:2 17:16,17,19 18:6 18:21 19:18 20:25 20:25 21:1 22:21 23:5,8,18 purpose 3:24 5:13 10:11 21:17</p> <hr/> <p>Q</p> <p>quarter 9:19 quarterly 17:24 question 19:9,16,23 questions 19:6,6,11 19:13 22:5 quick 20:3</p> <hr/> <p>R</p> <p>radius 5:23 rails 11:11 12:1 rate 5:14 9:14,15,15 12:23 15:12,18 16:14,19,22 20:16 rates 1:6 3:7 4:1 6:19 8:15 9:2,14 10:9 12:10,20,25 13:8 15:8 16:13 16:17 17:3 20:20 20:22 21:22,24 ratio 13:20 re-coated 12:1 reading 18:11 real 10:16 20:3 really 18:22 reasons 4:9 5:8 20:19 receive 14:21 17:24 received 7:10 17:22 recommendations 11:3,5 reconstructed 14:8 reconstruction 10:5 record 4:12 17:18 17:20 18:10,12 19:17 20:4 22:10 22:16 23:8 recorded 1:17 4:23</p>	<p>Recorder 1:17 23:4 recording 4:24 recover 8:6 red 10:1 16:23 reduce 16:3 reflects 15:6 regarding 3:20 5:13 region 16:14 regional 7:19 Registration 1:18 regular 14:13 15:25 rehabilitate 7:22 rehabilitation 9:9 13:22 14:3 related 10:9 23:10 release 3:16 remain 8:14 remained 8:2,19 remains 13:6 17:5 repainted 11:24 repainting 12:3 repeats 10:20 replaced 11:19 replacement 11:15 reporter 4:15,17,25 20:3 Reporting 1:18 reports 6:25 represent 6:10 represents 14:6,12 require 13:3 required 9:7,14 17:16,17 reserve 12:8,14,24 13:11 reserves 9:24 13:2 residents 7:8 8:8 responsibilities 6:20 responsibility 14:11 responsible 7:4 results 12:9,24 retirements 10:7 revenue 7:10 8:12 8:14,24 9:24 10:14 12:14 14:13 14:16 17:14 revenues 8:21 12:10 12:25 review 3:21 4:22 5:3 5:8 15:3 17:24 reviewed 11:3 riding 11:10 right 4:19 5:1,4</p>	<p>18:21 19:2,22 21:9,20 22:2 Rink 2:4 19:2,4,15 19:25 20:6,11,17 21:7,13,17 22:1 22:12,17 risks 10:16 room 4:5 22:9 row 9:3</p> <hr/> <p>S</p> <p>safe 7:14 safety 9:11 11:1,11 sandblasting 12:3 14:1 Sandra 2:4 19:2 Sault 1:12 3:1,5,11 3:14,15,15,22 4:2 4:21 5:3,25 6:7,8 6:17 7:2,12 16:19 17:3,23 18:24 saultbridge.com 3:17,23 5:5 scenario 13:17 schedule 5:14 scheduled 11:7 12:5 17:25 18:5 Seals 1:17 4:25 23:4 23:17 seasonal 9:22,23 seated 3:11 4:25 second 4:1,10 9:3 16:20 18:9 20:23 section 14:11 19:15 security 11:12 seen 13:6 17:3 self-sustaining 7:9 semiannually 9:15 15:11,14,16 20:20 sense 20:18 sentences 19:11 September 6:1 service 11:8,21 services 8:15 10:1 session 4:17 set 6:18,20 7:5 23:14 share 19:3 shared 3:15 shifted 9:9 show 5:12 19:18 showed 20:7 shown 15:10</p>	<p>shows 7:24 8:21,23 9:1,3 12:8,12,18 12:23 16:6,16 significant 7:20 8:18 13:18 significantly 13:19 16:24 sitting 21:13,18 size 9:21 slide 5:12 7:24 8:21 8:23 9:1 12:8,17 14:5 16:16 17:2 20:14 slides 22:4 small 18:11 smaller 21:4 social 3:17 sort 22:2,7 source 7:12 10:13 span 11:23 spans 11:8 12:3 speak 4:11 18:9,13 speaker 18:10 19:2 specifies 9:13 spent 10:3 15:5 split 7:7 spread 21:2 Stacey 1:17 4:25 23:4,17 staff 9:21 10:6 staffing 7:2 15:1 Star 3:15 started 3:3 state 1:1 7:11 14:20 14:21 23:5,18 stated 3:19 19:19 Statement 2:3,4 22:11 Ste 1:12 3:1,5,11,14 3:15,22 4:2,21 5:3 5:25 6:7,8,17 7:2 7:12 16:19 17:3 17:23 18:24 steady 8:19 steel 11:21 13:22 14:1 steps 17:16 straight 13:14,19 Street 4:6 structural 9:10 10:25 11:21 structure 3:20 7:22 11:4 19:12 21:23</p>
---	--	---	---	---

structures 13:22 submit 18:13,16,19 19:20 subsidize 14:15 subsidy 7:11 sufficient 17:14 sulfonate 13:21 summary 5:16 support 13:3 sure 21:18 surface 11:14,16 surface/deck 11:10 suspend 17:13 sustain 8:24 sustainable 7:23 system 11:12 13:5 13:21,24 systems 11:11,13	13:8,10 14:13,16 14:17 15:3,4,6,8 15:12,16 16:13,14 16:17,19,22 17:3 17:10 18:2,4 20:8 20:16 tolls 9:17 12:22 tomorrow 4:3 tonight 4:1 18:16 tonight's 4:7 total 8:11,12 12:9 12:25 15:1 tourism 7:19 trade 5:21 7:19 traffic 5:17 7:23,24 8:1,2,5,6,9,11,13 8:19 9:5 10:13,20 12:11,18 13:1,7 13:14,16,16,18 17:14 transcribed 4:24 transcript 4:24 5:3 17:21 18:18 19:19 23:7 Transport 6:4 transportation 1:2 3:4,9 5:24 6:3,12 trend 17:10 trends 13:16 17:7 truck 8:9,15,16,19 13:16 16:12 trucks 7:25 8:10 true 23:8 tunnels 16:15 turn 18:6 twice 20:8,11 21:7 22:15 two 8:10 16:20 19:10 two-and-a-quarter 15:2 two-thirds 15:6 typically 11:23	use 15:23 18:14 user 17:4 users 15:22 16:10 utilizing 13:4	Y Yeah 19:10 year 11:18 12:2,9,20 13:3,18,18 14:23 14:25 15:2,15 17:6,7 20:8,11,12 20:15,17 21:7,7 22:14,15 years 9:4 11:17,23 11:24 13:12 16:9 21:11,25	Z 0 0-0-0- 22:23 1 1 6:1 15:17 16:21 1-800-632-2720 1:19 1.45 8:3 1.5 5:20 10 15:23 10/31/2024 23:19 104.9 5:18 105 12:19 12 1:13 3:2 12th 23:9 13 4:4 14 9:23 16 9:6 16th 17:25 19 17:7 1962 5:17 9:2 1963 9:19 1968 9:4,17 1st 18:5 20:15,15,23 20:23	2015 17:1 2017 11:24 2018 10:2 12:6 2019 8:6,24 9:21 2020 10:2 2021 8:13 2022 8:1,23 9:18,20 10:2 11:20 2023 1:13 3:2 5:2 10:10 16:3 17:20 17:25 18:5,19 23:9,15 2027 8:6 15:12,17 15:17 2028 12:13 15:13 2029 12:2,14 2030's 11:16 2032 13:3 2033 12:2 15:13,18 16:4 2037 13:3 2042 12:20 2043 13:7 2050's 11:17 21 12:6 22 2:4 11:15 23:7 23 15:17 24 9:23 25 11:23,24 15:16 25th 23:15 26 7:6 27th 17:20 18:19 19:20 28 15:14 29 12:15
T table 2:1 14:12 take 4:3,16 19:12 talking 21:5 tax 14:24 taxes 14:23,24 team 4:14 22:4 technology 11:12 temporarily 9:24 ten 13:12 15:10 20:16 21:11,25 ten-year 15:10 thank 18:8 20:1 22:9 thanks 19:14 20:2 THEREOF 23:14 think 19:8 thinking 21:11,18 third 4:3,12,15,17 19:8,22 22:3 three 4:1,8 17:16,21 three-coat 13:5,23 tied 16:20 time 4:17 9:22 18:19 20:25 times 14:10 today 4:23 16:6 21:6 22:9 toll 1:6 3:6,20 4:1,9 5:8,14 6:19 7:10 8:12,14,15,21,24 9:2,3,13,15,24 10:9,14 11:12 12:10,20,25 13:8	U U.S 9:13 12:3 15:8 unchanged 12:20 understandable 22:19 uninflated 11:15 unpredictable 10:21 upper 11:24 usage 16:8	V validated 11:4 Van 4:4 varies 11:22 various 15:9 vary 15:22 vehicle 15:9,11,15 16:17 vehicles 5:18 7:25 8:18 13:15 15:20 verbal 19:18 versus 17:10 views 18:25 virtually 8:13 visit 4:14 visually 11:1 vital 5:23 volumes 8:6 voting 6:9,10	W Wagoner 4:4 want 20:4,5 21:14 21:19 22:17,19 wanted 21:3 washing 14:1 way 16:3 we'll 3:3 19:11 22:5 we're 19:15 21:5 wearing 8:17 website 5:5 Wednesday 1:13 3:2 weights 8:16 welcome 3:5 West 4:5 wish 4:11 13:13 18:9 wished 19:18 WITNESS 23:14 work 12:4 working 10:16 written 4:18 17:19 17:21 18:14,16,20 19:21	2 2 8:1 12:13 2.3 5:21 2.67 16:3 2.80 16:3 2.9 15:15 16:23 20 5:20 11:17 12:4 16:9 20:17 2000 6:1 9:8 2002 9:21 2013 7:25 8:1,22 21:1,11 2014 8:23 10:2	3 3 11:25 14:23 3.2 12:2 30 9:22 10:6 15:24 16:1,2 300 5:23 31st 9:8 33 13:6 34 9:22 35 15:22 16:2
		X			4 4 15:12 16:18 4.55 16:4 4.7 15:19 4.90 15:12 425 4:5

45 8:12 9:4				
<hr/> 5 <hr/>				
5 2:3				
5.2 9:20				
5:00 1:13 4:4				
5:05 3:2				
5:51 22:21				
50 15:18 16:9				
<hr/> 6 <hr/>				
6 8:11 14:11				
<hr/> 7 <hr/>				
70 10:3 11:19				
7908 1:17 23:17				
<hr/> 8 <hr/>				
8.76 9:18				
80 8:7,7				
8151 1:18				
83 10:3				
85,000 8:19				
<hr/> 9 <hr/>				
90 11:17				
934 1:11				

MICHIGAN DEPARTMENT OF
TRANSPORTATION THE SAULT STE. MARIE
BRIDGE AUTHORITY PUBLIC HEARING

July 13, 2023

Prepared by



depos@networkreporting.com
Phone: 800.632.2720
Fax: 800.968.8653
www.networkreporting.com

Let us assist you GLOBALLY for all of your deposition needs.

STATE OF MICHIGAN
MICHIGAN DEPARTMENT OF TRANSPORTATION
THE SAULT STE. MARIE BRIDGE AUTHORITY

PUBLIC HEARING
INTERNATIONAL BRIDGE PROPOSED NEW TOLL RATES
425 West Ottawa Street, Lansing, Michigan
Thursday, July 13, 2023, 5:00 p.m.

RECORDED BY:

Marcy A. Klingshirn, CER 6924
Certified Electronic Recorder
Network Reporting Corporation
Firm Registration Number 8151
1-800-632-2720

1 APPEARANCES:

2 For the Department of
Transportation:MONICA MONSMA
MDOT Environmental Services Section
425 West Ottawa Street
PO Box 30050
Lansing, Michigan 48909
(517) 335-4381
MonsmaM@Michigan.gov6 For the Department of
Transportation:PETER M. PETAINEN
International Bridge Administration
934 Bridge Plaza
Sault Ste. Marie, Michigan 49783
(906) 635-5255
petainenp@michigan.gov

10 Also Present:

Edward Fowler, Barbara Arens

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1	TABLE OF CONTENTS	
2		PAGE
3		
4	Statement by Ms. Monsma	4
5	Presentation by Mr. Petainen	6
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		

Page 3

1 Lansing, Michigan

2 Thursday, July 13, 2023 - 5:06 p.m.

3 MS. MONSMA: Good evening. On behalf of the
4 Michigan Department of Transportation and the Sault Ste.
5 Marie Bridge Authority, welcome to this public hearing on
6 the International Bridge proposed new toll rates. My name
7 is Monica Monsma. I am the public involvement and hearings
8 officer for the Michigan Department of Transportation. I am
9 conducting this hearing on behalf of the Sault Ste. Marie
10 Bridge Authority. Seated next to me is Peter Petainen,
11 bridge director of the International Bridge Administration.

12 We placed a notice advertising this public hearing
13 in the Evening News in Sault Ste. Marie, Michigan, and the
14 Sault Star in Sault Ste. Marie, Ontario, and shared the
15 information in a press release and posted it at
16 SaultBridge.com, Michigan.gov/MDOT and on MDOT social media.
17 As stated in these notices, copies of the information
18 bulleting regarding the proposed toll structure were
19 available for public review at the International Bridge
20 Administration office in Sault Ste. Marie Michigan, and
21 online at SaultBridge.com.

22 The purpose of this hearing is to provide an
23 opportunity for the public to comment on the proposed new
24 toll rates. Tonight, we are holding the third of three
25 hearings. The first took place on July 11th, 2023 in Sault

1 Ste. Marie, Ontario, and the second took place yesterday in
2 Sault Ste. Marie, Michigan. The same information is being
3 presented at each hearing.

4 Tonight's hearing will be held in three parts. In
5 the first part, we will briefly present the proposed toll
6 increases and the reasons behind them. The second part of
7 the hearing will consist of opening the hearing up for any
8 of you wishing to speak on the record in front of everyone
9 else. The third part of the hearing will be conducted as an
10 open forum where you can visit with Mr. Petainen and team on
11 a one-to-one basis. During the third part, our court
12 reporter will continue to take your comments privately.
13 Feel free to come up to the court reporter at any time
14 during the third session and give your comments and
15 concerns. You can also provide written comments using the
16 comment form.

17 To enable both the Michigan Department of
18 Transportation and the Sault Ste. Marie Bridge Authority
19 Board to review and consider your comments, everything that
20 is said today will be recorded and transcribed into a
21 hearing transcript. Doing the recording is Marcy
22 Klingshirn, a certified court reporter, who is seated there
23 (indicating). By the end of August 2023, a copy of this
24 transcript will be made available for review at the Sault
25 Ste. Marie Bridge Authority's office in Sault Ste. Marie,

1 and on the website Saultbridge.com, and another at my office
2 in the Bureau of Highway Development here in Lansing.

3 Now, Peter Petainen, Bridge Director, will briefly
4 review the proposed toll increases and the reasons behind
5 them.

6 MR. PETAINEN: Good evening. I am Peter Petainen,
7 the Bridge Director of the International Bridge
8 Administration. I have a slide show presentation intended
9 to present facts and information regarding the purpose and
10 need for a new tolls rate schedule for the International
11 Bridge. I will begin with a brief background summary.

12 The International Bridge was opened to traffic in
13 October of 1962, and since that date, over 104.9 million
14 vehicles have crossed the bridge. The original construction
15 cost was approximately \$20 million.

16 Between 1.5 billion and 2.3 billion in U.S.
17 dollars in trade crosses the bridge annually. Located in
18 the center of the Great Lakes and with no other crossing
19 within a 300-mile radius, the bridge is a vital
20 transportation link between Ontario and Michigan and the
21 international communities of Sault Ste. Marie.

22 On September 1, 2000, the bridge construction
23 bonds were paid off and a new Intergovernmental Agreement
24 took effect. The Michigan Department of Transportation and
25 Transport Canada negotiated an Intergovernmental Agreement

1 that provides for joint management and operation of the
2 bridge.

3 The Sault Ste. Marie Bridge Authority is the
4 governing body. The Sault Ste. Marie Bridge Authority Board
5 of Directors consists of four voting members from Michigan
6 and four voting members from Ontario who represent the
7 owners of the bridge assets. The infrastructure owners are
8 the Michigan Department of Transportation (MDOT) for the
9 portion located in Michigan, and the Federal Bridge
10 Corporation Limited (FBCL) for the portion located in
11 Canada. Both owners are governmental entities that operate
12 on a not-for-profit basis.

13 The Sault Ste. Marie Bridge Authority provides
14 policy oversight for the bridge and has the authority to set
15 toll rates and approve budgets and approve contracts among
16 many other responsibilities as set forth in the
17 Intergovernmental Agreement. Michigan members of the
18 Authority Board of Directors are appointed by the Governor
19 of Michigan and the Canadian members are appointed by FBCL.

20 The International Bridge Administration (IBA) is
21 an entity within MDOT and administratively reports to the
22 MDOT Chief Administrative Officer for operations and
23 staffing, and the Sault Ste. Marie Bridge Authority Board of
24 Directors on policy and governance matters. The IBA is
25 responsible for the day-to-day operation and management of

1 the bridge assets as set forth in the Intergovernmental
2 Agreement. The IBA has 26 full-time employees. All are
3 MDOT employees; approximately evenly split between U.S. and
4 Canadian residents.

5 The operation and maintenance of the bridge is
6 governed to be financially self-sustaining based primarily
7 on toll revenue. Historically, the bridge received no
8 financial subsidy from any federal, state, or provincial
9 source for operations.

10 The Sault Ste. Marie Bridge Authority and
11 International Bridge Administration are committed to the
12 safe and efficient movement of people and goods across the
13 International Bridge between Ontario and Michigan. The
14 International Bridge is an asset which much be maintained
15 and preserved to protect the public investment in the bridge
16 assets, and the promotion of U.S. and Canadian trade,
17 tourism, and regional economic development.

18 One of the most significant challenges facing the
19 bridge is increasing external costs to operate, maintain and
20 rehabilitate an aging bridge through sustainable traffic
21 alone. This slide shows annual traffic for passenger
22 vehicles, commuters, and trucks for the period of 2013
23 through 2022. 2013 traffic was just over two million
24 crossings. Overall traffic has remained flat for the last
25 decade with an average of 1.45 million crossings prior to

1 the impacts of the border during the pandemic. Based on the
2 post-pandemic traffic changes, we do not expect to fully
3 recover to 2019 traffic volumes before 2027.

4 Generally, 80 percent of the bridge customers are
5 local and 80 percent are Canadian residents. Truck traffic
6 is especially important to the bridge administration. In
7 the last two decades, trucks have been about six percent of
8 total traffic, but have provided about 45 percent of total
9 toll revenue. During the peak of the pandemic in 2021,
10 commercial traffic provided virtually all the toll revenue
11 allowing the bridge to remain open and maintain essential
12 services.

13 Truck toll rates are based on a per-axle charge
14 due to the fact that truck weights and number of axles
15 wearing on the bridge deck have a far more significant
16 impact on the bridge than passenger vehicles. Truck traffic
17 remains steady at approximately 85,000 crossings annually.

18 This slide shows toll revenues for auto, commuter,
19 and commercial classifications for the period of 2013 to
20 2022. The slide shows the positive impact the 2014 and 2019
21 toll increases had on toll revenue to sustain operations.

22 This slide shows U.S. currency and Canadian
23 currency toll rates and changes since the bridge was opened
24 to the public in 1962. Second row highlighted here shows
25 that there's only one toll increase in the first 45 years in

1 1968. This period -- this can be attributed for that the
2 majority of this period bridge traffic was increasing and
3 the focus was on paying off the \$16 million construction
4 debt as required by the bond agreement. The debt was paid
5 off on August 31st, 2000, and the attention shifted to
6 maintenance and rehabilitation projects with the goal of
7 preserving the structural integrity and operational safety
8 of the bridge.

9 Also, please note that the Intergovernmental
10 Agreement, through which the bridge is jointly operated,
11 specifies that the U.S. currency is the base toll rate.
12 Canadian rates are required to be adjusted semi-annually per
13 the exchange rate to maintain toll rate equity.

14 The tolls of \$1 in 1968 if adjusted for inflation
15 would have been \$8.76 in 2022. By comparison, operational
16 expenses in 1963 were a quarter million dollars compared to
17 5.2 million in 2022.

18 From 2002 to 2019, the average bridge staff size
19 was 34 full time employees and 30 seasonal. During the
20 pandemic this was cut to 24 full time and 14 seasonal. With
21 insufficient toll revenue and reserves, FBCL temporarily
22 assumed the Authority's obligations and expenses for Canada
23 Border Services Agency (CBSA) and that's donated -- denoted
24 in the darker red in the top right corner in 2020 through
25 2022.

1 Between 2014 and 2018, FBCL and the Authority
2 spent nearly \$70 million in capital improvements, 83 percent
3 of which was federally funded, such as the Canadian plaza
4 reconstruction and a portion of the bridge painting. During
5 the pandemic, the Authority cut overall staff by 30 percent
6 through attrition and retirements.

7 I'll next discuss future plans and the operational
8 and capital challenges related to toll rates and bridge
9 operations from 2023 and thereafter.

10 The bridge exists for the purpose of movement of
11 good and people. With aging bridge infrastructure, asset
12 preservation is a constant and cyclical challenge. This
13 traffic is the primary source of toll revenue. The costs of
14 contracted and capital projects to maintain the bridge on
15 the border is inherently higher due to real or perceived
16 contractor risks working cross-border. As inflation and
17 cost increase, maintenance and operational expenses increase
18 and are impacted by the fluctuating Canadian dollar. The
19 fluctuating dollar impacts the local bridge traffic, and the
20 cycle repeats. It is within this unpredictable economic
21 environment the bridge owners, and the Authority and IBA
22 operate and plan.

23 Some factors are clearly known: the future needs
24 of the bridge. The primary projected capital expenditures
25 to maintain and preserve the structural integrity and

1 operational safety of the bridge are visually represented in
2 this graph. The long-term capital expenditure
3 recommendations are reviewed annually by the governance
4 structure and validated by the physical condition
5 inspections and recommendations by the independently
6 contracted bridge inspection engineers. Bridge components
7 and scheduled maintenance cycles are based on the estimated
8 service life spans for those components. The costliest
9 components are coatings (paint), the bridge riding surface
10 (deck), and preventative maintenance elements such as
11 joints, safety rails, electrical systems, and the technology
12 elements (toll software and security systems).

13 Bridge Deck. A bridge deck surface replacement
14 costing nearly \$22 million (uninflated) is needed in the
15 early 2030's to extend the deck service life another 20
16 years, until the mid-2050's when the complete 90-year-old
17 concrete bridge deck is expected to need replacing at early
18 cost estimates of more than \$70 million in 2022 dollars.

19 Coatings. The service life of structural steel
20 coatings (paint) varies based on location of the span, but
21 typically lasts about 25 years. Therefore, about every 25
22 years the bridge is repainted. In 2017, the upper half of
23 the Canadian Arch was repainted for \$3 million. The
24 Canadian approach, pedestrian and curb rails were recoated
25 for \$3.2 million in 2022. The Canadian approach -- between

1 2029 and 2033, major sand blasting and repainting projects
2 for the U.S. arch spans costing an estimated \$20 million are
3 planned. This work has already been deferred from when it
4 was originally scheduled between 2018 and 2021 based on IBA
5 preventative maintenance practices.

6 This slide shows the reserve fund balance at the
7 end of each year that results when total projected revenues
8 based on current toll rates and projected flat traffic are
9 applied to operational and capital expenditures. It also
10 shows that the estimated fund balance at the end of 2028
11 will be about \$2 million. Due to expenditures exceeding
12 revenue in 2029, the reserve fund balance will be depleted
13 and will be in a deficit in '29 and thereafter. The bridge
14 must maintain a positive fund balance and operating a
15 deficit fund balance is not lawful.

16 This slide also shows that based on the flat
17 traffic projections a projected deficit of nearly 105
18 million is projected in the year 2042. Therefore, at
19 projected unchanged toll rates, the funding for the
20 necessary capital improvements is not achievable. There is
21 a demonstrated need to increase toll revenues.

22 The combined fund balance with rate change shows
23 the reserve fund balance at the end of each year that
24 results when total projected revenues with the proposed toll
25 rates and projected flat traffic are applied to operational

1 and capital expenditures. Reserves will be depleted in the
2 year 2032 through '37 and will require support from the
3 owners; however, this assumes utilizing an expensive
4 three-coat epoxy coating system to paint the bridge. It can
5 be seen that there remains a \$33 million deficit in 2043,
6 based on the projected proposed traffic and proposed toll
7 rates.

8 Clearly, this proposed toll increase will not
9 fully address the projected long term capital deficit. This
10 toll increase is a measured approach towards building a
11 capital reserve fund needed to fund planned capital
12 improvements in the next ten years.

13 I wish to again emphasize that this fund balance
14 forecast is based on long-term, straight line traffic
15 projection for non-commercial vehicles, and for commercial
16 truck traffic on historic traffic trends observed over the
17 last decade. This scenario does not forecast potential
18 significant fluctuations in traffic from year to year that
19 may deviate significantly from straight-line projections.

20 HRCSA, HighRatio Co-Polymerized Calcium Sulfonate
21 is an alternative one-coat painting system for
22 rehabilitation and painting existing steel structures.
23 While it has the same lifespan of a three-coat epoxy paint
24 system, it is demonstrated to cost only half the capital
25 expenditure due to the differences in containment process

1 and pressure washing as opposed to sandblasting the steel.
2 As such, the Bridge Authority has priced both coating
3 options, but for rehabilitation and price mitigation assumed
4 coating projects are completed using the HRCSA paint
5 alternative. The fund balance presented in this slide
6 represents this difference in capital costs.

7 The bridge plazas have both been modernized. The
8 Canadian Plaza was reconstructed using Canadian federal
9 infrastructure grant funds. The ongoing operation and
10 maintenance of the plaza which is four times as large, is
11 the responsibility of the owner and operator under Section 6
12 of the Canadian Customs Act. This table represents the
13 current expected toll revenue, the cost of regular bridge
14 operations and maintenance, and increasing costs to the
15 authority and owner to subsidize the facilities for CBSA
16 from toll revenue. There is an expected annual operating
17 deficit without a change in toll to cover these basic
18 operating costs, before considering the capital needs of the
19 bridge.

20 All IBA employees are State of Michigan employees;
21 therefore, they receive state employee benefit packages.
22 Day-to-day operational business costs have increased by
23 about three percent per year. We pay taxes or payment in
24 lieu of taxes to both cities and tax payments have increased
25 at just over four and a half percent per year. In total,

1 our staffing operational cost increases have been limited to
2 two and a quarter percent per year.

3 Please review the toll investment pie chart on
4 display. This illustrates where a portion of each toll
5 provided by auto and commercial is spent. Operations and
6 preventative bridge maintenance reflect two-thirds of all
7 toll expenditures.

8 The proposed U.S. currency toll rates for the
9 various vehicle classifications are presented for the next
10 ten-year period. As shown, the proposal calls for a 10 cent
11 passenger vehicle increase semi-annually, bringing the toll
12 rate by the end of 2027 from \$4 to \$4.90 per crossing for a
13 cash or credit paying auto. From 2028 to 2033, the increase
14 is 20 cents semi-annually. This is an overall average of
15 2.9 percent per year.

16 The commercial vehicle toll per axle is proposed
17 to increase semi-annually by 25 cents per axle from October
18 1, '23 through 2027. After 2027 through 2033, the per axle
19 rate is proposed to increase 50 cents annually. This is an
20 average overall per axle increase of 4.7 percent for
21 commercial vehicles.

22 The proposal calls for a graduated discount rate
23 for frequent users that will vary from a 35 percent discount
24 to a 10 percent discount for use of the commuter program,
25 based on the number of crossings over the previous 30-day

1 period. Regular commuters, defined by the Authority -- at
2 the Authority's discretion is nine or more crossings in the
3 previous 30 days, would increase from 30 to 35 percent
4 discount which would reduce a one-way crossing from \$2.80 to
5 \$2.67 in 2023. By 2033, the commuter crossing would
6 increase to \$4.55 per crossing, which is only marginally
7 more than what a full fare auto is today.

8 The graph also shows evidence of the popularity
9 and customer convenience of the commuter program. The usage
10 of the commuter program has increased over the years, from
11 nearly -- from 20 percent to nearly 50 percent of all local
12 auto bridge users taking advantage of this convenient
13 prepaid account program.

14 The comparison of the proposed commercial truck
15 toll rates per axle is consistent with the average per axle
16 toll rate compared to the other Great Lakes region bridges
17 and tunnels.

18 This slide shows how the current and proposed
19 passenger vehicle toll rates compare to other toll crossings
20 with Ontario as well as the Mackinac Bridge. The current \$4
21 toll rate for the Sault Ste. Marie International Bridge is
22 tied with two other crossings as the second least expensive
23 crossing. The proposed increase is still almost \$1 below
24 the current average toll rate among the crossings as
25 indicated by the red line. Further, the proposed 2.9

1 percent annual increase is significantly less than the
2 percentage increase the majority of crossings have each made
3 since 2015.

4 This slide compares current commuter program
5 discounted toll rates. As it can be seen, the Sault Ste.
6 Marie International Bridge fully discounted frequent user
7 fare remains below the overall crossing average. The
8 average overall increase per year for commuters equates to
9 19 cents per crossing per year. The trends of the other
10 crossings do not include any known planned or proposed
11 increases by the other bridge operators.

12 The toll versus expenses trend has been forecast
13 to the end of the proposed period to illustrate the full
14 fare -- future full fare costs needed to cover bridge
15 operational expenses. An important note: the authority can
16 freeze or suspend the proposed increases if traffic and
17 revenue prove sufficient to cover costs.

18 Next steps include the three required public
19 hearings at the required locations. Oral public comment
20 provided this evening will be entered into the record.
21 Written public comments that are postmarked no later than
22 July 27th, 2023, will be entered into the record. A
23 complete transcript of the three hearings, and any written
24 comments received, will be assembled into a document that
25 each Sault Ste. Marie Bridge Authority board member will

1 receive for review.

2 At the next quarterly Bridge Authority meeting
3 scheduled for August 16th, 2023, in Ottawa, Ontario, the
4 Bridge Authority board will consider all comments and
5 information provided and make a final decision on the toll
6 proposal. If implemented, toll increases are currently
7 scheduled to go into effect on October 1st, 2023.

8 I will now turn it back over to Monica Monsma, the
9 Public Hearings Officer.

10 MS. MONSMA: Thank you, Mr. Petainen. Now we get
11 ready for the second part of this hearing. If you wish to
12 speak for the record, please fill out one of the speaker
13 identification cards located on the table by the door.
14 Please print the information requested, hand it in to me and
15 then you will be called upon to speak. If you would rather
16 not speak but prefer to submit your comments in a written
17 statement, you can use the comment form which is also
18 located on the table near the door. You can also use the QR
19 code to leave a comment online. The transcript will be held
20 open until July 27, 2023. Written statements can be mailed,
21 e-mailed, submitted online using the information on the
22 comment form. If you do mail your comment, it will be
23 included in the transcript as long as it is postmarked by
24 July 27.

25 Let the record show that no one from the public

1 wish to present verbal comments. As we stated previously,
2 the transcript will be held open until July 27, 2023, for
3 anyone who prefers to submit comments in a written form.

4 Again, since no one attended so far to present
5 verbal comments, I will hold this hearing open until the top
6 of the hour when it will be declared closed.

7 We will begin the third portion of the hearing
8 which is an open Q&A forum with Mr. Petainen. Thank you
9 very much for your attendance. All right. Now it's Q&A.

10 THE REPORTER: Is this on the record?

11 MS. MONSMA: I -- it is great if you can get it on
12 the -- you know, usually it's not because usually there's
13 more people and we're walking around the room and there's
14 conversation.

15 MR. PETAINEN: Yeah. And if --

16 MS. MONSMA: So I guess it doesn't have to be.

17 MR. PETAINEN: It doesn't have to be.

18 MS. MONSMA: Yeah.

19 MR. PETAINEN: And if there's questions, if we
20 want to speak on the side if you've got questions afterwards
21 then we --

22 MS. BARBARA ARENS: I've just -- curiosity things,
23 nothing just -- but I don't --

24 MR. PETAINEN: You don't want to be on the record
25 for that?

1 MS. MONSMA: No. Yeah; yeah. Let's not --

2 THE REPORTER: So go off the record?

3 MS. MONSMA: -- yeah. That'll -- that'll just
4 keep it consistent with --

5 (Off the record)

6 MS. MONSMA: The hearing is now closed.

7 (Proceedings concluded at 6:00 p.m.)

8

9 -0-0-0-

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

CERTIFICATE

I, Marcy A. Klingshirn, a Certified Electronic Recorder and Notary Public within and for the State of Michigan, do hereby certify:

That this transcript, consisting of 21 pages, is a complete, true, and correct record given in this hearing on July 13th, 2023.

I further certify that I am not related to any of the parties to this action by blood or marriage; and that I am not interested in the outcome of this matter, financial or otherwise.

IN WITNESS THEREOF, I have hereunto set my hand this 18th day of July, 2023.

Marcy A. Klingshirn

Marcy A. Klingshirn, CER 6924
Notary Public, State of Michigan
County of Eaton
My commission expires: March 30, 2029



<p>A</p> <p>account 17:13</p> <p>achievable 13:20</p> <p>Act 15:12</p> <p>action 22:11</p> <p>address 14:9</p> <p>adjusted 10:12,14</p> <p>administration 2:6 4:11,20 6:8 7:20 8:11 9:6</p> <p>Administrative 7:22</p> <p>administratively 7:21</p> <p>advantage 17:12</p> <p>advertising 4:12</p> <p>Agency 10:23</p> <p>aging 8:20 11:11</p> <p>agreement 6:23,25 7:17 8:2 10:4,10</p> <p>allowing 9:11</p> <p>alternative 14:21 15:5</p> <p>annual 8:21 15:16 18:1</p> <p>annually 6:17 9:17 12:3 16:19</p> <p>APPEARANCES 2:1</p> <p>applied 13:9,25</p> <p>appointed 7:18,19</p> <p>approach 12:24,25 14:10</p> <p>approve 7:15,15</p> <p>approximately 6:15 8:3 9:17</p> <p>arch 12:23 13:2</p> <p>Arens 2:10 20:22</p> <p>assembled 18:24</p> <p>asset 8:14 11:11</p> <p>assets 7:7 8:1,16</p> <p>assumed 10:22 15:3</p> <p>assumes 14:3</p> <p>attendance 20:9</p> <p>attended 20:4</p> <p>attention 10:5</p> <p>attributed 10:1</p> <p>attrition 11:6</p> <p>August 5:23 10:5 19:3</p> <p>authority 1:3 4:5,10 5:18 7:3,4,13,14 7:18,23 8:10 11:1 11:5,21 15:2,15</p>	<p>17:1 18:15,25 19:2,4</p> <p>Authority's 5:25 10:22 17:2</p> <p>auto 9:18 16:5,13 17:7,12</p> <p>available 4:19 5:24</p> <p>average 8:25 10:18 16:14,20 17:15,24 18:7,8</p> <p>axle 16:16,17,18,20 17:15,15</p> <p>axles 9:14</p> <p>B</p> <p>back 19:8</p> <p>background 6:11</p> <p>balance 13:6,10,12 13:14,15,22,23 14:13 15:5</p> <p>Barbara 2:10 20:22</p> <p>base 10:11</p> <p>based 8:6 9:1,13 12:7,20 13:4,8,16 14:6,14 16:25</p> <p>basic 15:17</p> <p>basis 5:11 7:12</p> <p>behalf 4:3,9</p> <p>benefit 15:21</p> <p>billion 6:16,16</p> <p>blasting 13:1</p> <p>blood 22:11</p> <p>board 5:19 7:4,18 7:23 18:25 19:4</p> <p>body 7:4</p> <p>bond 10:4</p> <p>bonds 6:23</p> <p>border 9:1 10:23 11:15</p> <p>Box 2:3</p> <p>bridge 1:3,7 2:6,7 4:5,6,10,11,11,19 5:18,25 6:3,7,7,11 6:12,14,17,19,22 7:2,3,4,7,9,13,14 7:20,23 8:1,5,7,10 8:11,13,14,15,19 8:20 9:4,6,11,15 9:16,23 10:2,8,10 10:18 11:4,8,10 11:11,14,19,21,24 12:1,6,6,9,13,13 12:17,22 13:13</p>	<p>14:4 15:2,7,13,19 16:6 17:12,20,21 18:6,11,14,25 19:2,4</p> <p>bridges 17:16</p> <p>brief 6:11</p> <p>briefly 5:5 6:3</p> <p>bringing 16:11</p> <p>budgets 7:15</p> <p>building 14:10</p> <p>bulleting 4:18</p> <p>Bureau 6:2</p> <p>business 15:22</p> <p>C</p> <p>Calcium 14:20</p> <p>called 19:15</p> <p>calls 16:10,22</p> <p>Canada 6:25 7:11 10:22</p> <p>Canadian 7:19 8:4 8:16 9:5,22 10:12 11:3,18 12:23,24 12:25 15:8,8,12</p> <p>capital 11:2,8,14,24 12:2 13:9,20 14:1 14:9,11,11,24 15:6,18</p> <p>cards 19:13</p> <p>cash 16:13</p> <p>CBSA 10:23 15:15</p> <p>cent 16:10</p> <p>center 6:18</p> <p>cents 16:14,17,19 18:9</p> <p>CER 1:14 22:18</p> <p>CERTIFICATE 22:1</p> <p>certified 1:14 5:22 22:4</p> <p>certify 22:6,10</p> <p>challenge 11:12</p> <p>challenges 8:18 11:8</p> <p>change 13:22 15:17</p> <p>changes 9:2,23</p> <p>charge 9:13</p> <p>chart 16:3</p> <p>Chief 7:22</p> <p>cities 15:24</p> <p>classifications 9:19 16:9</p> <p>clearly 11:23 14:8</p> <p>closed 20:6 21:6</p>	<p>Co-Polymerized 14:20</p> <p>coating 14:4 15:2,4</p> <p>coatings 12:9,19,20</p> <p>code 19:19</p> <p>combined 13:22</p> <p>come 5:13</p> <p>comment 4:23 5:16 18:19 19:17,19,22 19:22</p> <p>comments 5:12,14 5:15,19 18:21,24 19:4,16 20:1,3,5</p> <p>commercial 9:10,19 14:15 16:5,16,21 17:14</p> <p>commission 22:19</p> <p>committed 8:11</p> <p>communities 6:21</p> <p>commuter 9:18 16:24 17:5,9,10 18:4</p> <p>commuters 8:22 17:1 18:8</p> <p>compare 17:19</p> <p>compared 10:16 17:16</p> <p>compares 18:4</p> <p>comparison 10:15 17:14</p> <p>complete 12:16 18:23 22:8</p> <p>completed 15:4</p> <p>components 12:6,8 12:9</p> <p>concerns 5:15</p> <p>concluded 21:7</p> <p>concrete 12:17</p> <p>condition 12:4</p> <p>conducted 5:9</p> <p>conducting 4:9</p> <p>consider 5:19 19:4</p> <p>considering 15:18</p> <p>consist 5:7</p> <p>consistent 17:15 21:4</p> <p>consisting 22:7</p> <p>consists 7:5</p> <p>constant 11:12</p> <p>construction 6:14 6:22 10:3</p> <p>containment 14:25</p> <p>CONTENTS 3:1</p>	<p>continue 5:12</p> <p>contracted 11:14 12:6</p> <p>contractor 11:16</p> <p>contracts 7:15</p> <p>convenience 17:9</p> <p>convenient 17:12</p> <p>conversation 20:14</p> <p>copies 4:17</p> <p>copy 5:23</p> <p>corner 10:24</p> <p>Corporation 1:15 7:10</p> <p>correct 22:8</p> <p>cost 6:15 11:17 12:18 14:24 15:13 16:1</p> <p>costing 12:14 13:2</p> <p>costliest 12:8</p> <p>costs 8:19 11:13 15:6,14,18,22 18:14,17</p> <p>County 22:19</p> <p>court 5:11,13,22</p> <p>cover 15:17 18:14 18:17</p> <p>credit 16:13</p> <p>cross-border 11:16</p> <p>crossed 6:14</p> <p>crosses 6:17</p> <p>crossing 6:18 16:12 17:4,5,6,23 18:7,9</p> <p>crossings 8:24,25 9:17 16:25 17:2 17:19,22,24 18:2 18:10</p> <p>curb 12:24</p> <p>curiosity 20:22</p> <p>currency 9:22,23 10:11 16:8</p> <p>current 13:8 15:13 17:18,20,24 18:4</p> <p>currently 19:6</p> <p>customer 17:9</p> <p>customers 9:4</p> <p>Customs 15:12</p> <p>cut 10:20 11:5</p> <p>cycle 11:20</p> <p>cycles 12:7</p> <p>cyclical 11:12</p> <p>D</p> <p>darker 10:24</p>
---	---	---	--	--

date 6:13 day 22:15 day-to-day 7:25 15:22 days 17:3 debt 10:4,4 decade 8:25 14:17 decades 9:7 decision 19:5 deck 9:15 12:10,13 12:13,15,17 declared 20:6 deferred 13:3 deficit 13:13,15,17 14:5,9 15:17 defined 17:1 demonstrated 13:21 14:24 denoted 10:23 Department 1:2 2:2 2:6 4:4,8 5:17 6:24 7:8 depleted 13:12 14:1 development 6:2 8:17 deviate 14:19 difference 15:6 differences 14:25 director 4:11 6:3,7 Directors 7:5,18,24 discount 16:22,23 16:24 17:4 discounted 18:5,6 discretion 17:2 discuss 11:7 display 16:4 document 18:24 Doing 5:21 dollar 11:18,19 dollars 6:17 10:16 12:18 donated 10:23 door 19:13,18 due 9:14 11:15 13:11 14:25	effect 6:24 19:7 efficient 8:12 electrical 12:11 Electronic 1:14 22:4 elements 12:10,12 emphasize 14:13 employee 15:21 employees 8:2,3 10:19 15:20,20 enable 5:17 engineers 12:6 entered 18:20,22 entities 7:11 entity 7:21 environment 11:21 Environmental 2:2 epoxy 14:4,23 equates 18:8 equity 10:13 especially 9:6 essential 9:11 estimated 12:7 13:2 13:10 estimates 12:18 evening 4:3,13 6:6 18:20 evenly 8:3 evidence 17:8 exceeding 13:11 exchange 10:13 existing 14:22 exists 11:10 expect 9:2 expected 12:17 15:13,16 expenditure 12:2 14:25 expenditures 11:24 13:9,11 14:1 16:7 expenses 10:16,22 11:17 18:12,15 expensive 14:3 17:22 expires 22:19 extend 12:15 external 8:19	far 9:15 20:4 fare 17:7 18:7,14,14 FBCL 7:10,19 10:21 11:1 federal 7:9 8:8 15:8 federally 11:3 Feel 5:13 fill 19:12 final 19:5 financial 8:8 22:12 financially 8:6 Firm 1:15 first 4:25 5:5 9:25 flat 8:24 13:8,16,25 fluctuating 11:18,19 fluctuations 14:18 focus 10:3 forecast 14:14,17 18:12 form 5:16 19:17,22 20:3 forth 7:16 8:1 forum 5:10 20:8 four 7:5,6 15:10,25 Fowler 2:10 free 5:13 freeze 18:16 frequent 16:23 18:6 front 5:8 full 10:19,20 17:7 18:13,14 full-time 8:2 fully 9:2 14:9 18:6 fund 13:6,10,12,14 13:15,22,23 14:11 14:11,13 15:5 funded 11:3 funding 13:19 funds 15:9 further 17:25 22:10 future 11:7,23 18:14	governing 7:4 governmental 7:11 Governor 7:18 graduated 16:22 grant 15:9 graph 12:2 17:8 great 6:18 17:16 20:11 guess 20:16	increased 15:22,24 17:10 increases 5:6 6:4 9:21 16:1 18:11 18:16 19:6 increasing 8:19 10:2 15:14 independently 12:5 indicated 17:25 indicating 5:23 inflation 10:14 11:16 information 4:15,17 5:2 6:9 19:5,14,21 infrastructure 7:7 11:11 15:9 inherently 11:15 inspection 12:6 inspections 12:5 insufficient 10:21 integrity 10:7 11:25 intended 6:8 interested 22:12 Intergovernmental 6:23,25 7:17 8:1 10:9 international 1:7 2:6 4:6,11,19 6:7 6:10,12,21 7:20 8:11,13,14 17:21 18:6 investment 8:15 16:3 involvement 4:7	
E	F	G	H	I	
e-mailed 19:21 early 12:15,17 Eaton 22:19 economic 8:17 11:20 Edward 2:10	facilities 15:15 facing 8:18 fact 9:14 factors 11:23 facts 6:9	Generally 9:4 give 5:14 given 22:8 go 19:7 21:2 goal 10:6 good 4:3 6:6 11:11 goods 8:12 governance 7:24 12:3 governed 8:6	half 12:22 14:24 15:25 hand 19:14 22:14 hearing 1:6 4:5,9,12 4:22 5:3,4,7,7,9 5:21 19:11 20:5,7 21:6 22:8 hearings 4:7,25 18:19,23 19:9 held 5:4 19:19 20:2 hereunto 22:14 higher 11:15 highlighted 9:24 HighRatio 14:20 Highway 6:2 historic 14:16 Historically 8:7 hold 20:5 holding 4:24 hour 20:6 HRCSA 14:20 15:4	IBA 7:20,24 8:2 11:21 13:4 15:20 identification 19:13 illustrate 18:13 illustrates 16:4 impact 9:16,20 impacted 11:18 impacts 9:1 11:19 implemented 19:6 important 9:6 18:15 improvements 11:2 13:20 14:12 include 18:10,18 included 19:23 increase 9:25 11:17 11:17 13:21 14:8 14:10 16:11,13,17 16:19,20 17:3,6 17:23 18:1,2,8	joint 7:1 jointly 10:10 joints 12:11 July 1:9 4:2,25 18:22 19:20,24 20:2 22:9,15
			J	K	
			L		
			Lakes 6:18 17:16 Lansing 1:8 2:4 4:1		

<p>6:2 large 15:10 lasts 12:21 lawful 13:15 leave 19:19 Let's 21:1 lieu 15:24 life 12:8,15,19 lifespan 14:23 limited 7:10 16:1 line 14:14 17:25 link 6:20 local 9:5 11:19 17:11 located 6:17 7:9,10 19:13,18 location 12:20 locations 18:19 long 14:9 19:23 long-term 12:2 14:14</p> <hr/> <p style="text-align: center;">M</p> <hr/> <p>M 2:6 Mackinac 17:20 mail 19:22 mailed 19:20 maintain 8:19 9:11 10:13 11:14,25 13:14 maintained 8:14 maintenance 8:5 10:6 11:17 12:7 12:10 13:5 15:10 15:14 16:6 major 13:1 majority 10:2 18:2 management 7:1,25 March 22:19 Marcy 1:14 5:21 22:4,18 marginally 17:6 Marie 1:3 2:7 4:5,9 4:13,14,20 5:1,2 5:18,25,25 6:21 7:3,4,13,23 8:10 17:21 18:6,25 marriage 22:11 matter 22:12 matters 7:24 MDOT 2:2 4:16 7:8 7:21,22 8:3 measured 14:10</p>	<p>media 4:16 meeting 19:2 member 18:25 members 7:5,6,17 7:19 Michigan 1:1,2,8 2:4,7 4:1,4,8,13 4:20 5:2,17 6:20 6:24 7:5,8,9,17,19 8:13 15:20 22:5 22:18 Michigan.gov/M... 4:16 mid-2050's 12:16 million 6:13,15 8:23 8:25 10:3,16,17 11:2 12:14,18,23 12:25 13:2,11,18 14:5 mitigation 15:3 modernized 15:7 Monica 2:2 4:7 19:8 Monsma 2:2 3:3 4:3 4:7 19:8,10 20:11 20:16,18 21:1,3,6 MonsmaM@Mic... 2:5 movement 8:12 11:10</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p>name 4:6 near 19:18 nearly 11:2 12:14 13:17 17:11,11 necessary 13:20 need 6:10 12:17 13:21 needed 12:14 14:11 18:14 needs 11:23 15:18 negotiated 6:25 Network 1:15 new 1:7 4:6,23 6:10 6:23 News 4:13 nine 17:2 non-commercial 14:15 not-for-profit 7:12 Notary 22:5,18 note 10:9 18:15 notice 4:12</p>	<p>notices 4:17 number 1:15 9:14 16:25</p> <hr/> <p style="text-align: center;">O</p> <hr/> <p>obligations 10:22 observed 14:16 October 6:13 16:17 19:7 office 4:20 5:25 6:1 officer 4:8 7:22 19:9 one-coat 14:21 one-to-one 5:11 one-way 17:4 ongoing 15:9 online 4:21 19:19,21 Ontario 4:14 5:1 6:20 7:6 8:13 17:20 19:3 open 5:10 9:11 19:20 20:2,5,8 opened 6:12 9:23 opening 5:7 operate 7:11 8:19 11:22 operated 10:10 operating 13:14 15:16,18 operation 7:1,25 8:5 15:9 operational 10:7,15 11:7,17 12:1 13:9 13:25 15:22 16:1 18:15 operations 7:22 8:9 9:21 11:9 15:14 16:5 operator 15:11 operators 18:11 opportunity 4:23 opposed 15:1 options 15:3 Oral 18:19 original 6:14 originally 13:4 Ottawa 1:8 2:3 19:3 outcome 22:12 overall 8:24 11:5 16:14,20 18:7,8 oversight 7:14 owner 15:11,15 owners 7:7,7,11 11:21 14:3</p>	<p style="text-align: center;">P</p> <hr/> <p>p.m 1:9 4:2 21:7 packages 15:21 PAGE 3:2 pages 22:7 paid 6:23 10:4 paint 12:9,20 14:4 14:23 15:4 painting 11:4 14:21 14:22 pandemic 9:1,9 10:20 11:5 part 5:5,6,9,11 19:11 parties 22:11 parts 5:4 passenger 8:21 9:16 16:11 17:19 pay 15:23 paying 10:3 16:13 payment 15:23 payments 15:24 peak 9:9 pedestrian 12:24 people 8:12 11:11 20:13 per-axle 9:13 perceived 11:15 percent 9:4,5,7,8 11:2,5 15:23,25 16:2,15,20,23,24 17:3,11,11 18:1 percentage 18:2 period 8:22 9:19 10:1,2 16:10 17:1 18:13 Petainen 2:6 3:4 4:10 5:10 6:3,6,6 19:10 20:8,15,17 20:19,24 petainenp@michi... 2:8 Peter 2:6 4:10 6:3,6 physical 12:4 pie 16:3 place 4:25 5:1 placed 4:12 plan 11:22 planned 13:3 14:11 18:10 plans 11:7 plaza 2:7 11:3 15:8 15:10</p>	<p>plazas 15:7 please 10:9 16:3 19:12,14 PO 2:3 policy 7:14,24 popularity 17:8 portion 7:9,10 11:4 16:4 20:7 positive 9:20 13:14 post-pandemic 9:2 posted 4:15 postmarked 18:21 19:23 potential 14:17 practices 13:5 prefer 19:16 prefers 20:3 prepaid 17:13 present 2:10 5:5 6:9 20:1,4 presentation 3:4 6:8 presented 5:3 15:5 16:9 preservation 11:12 preserve 11:25 preserved 8:15 preserving 10:7 press 4:15 pressure 15:1 preventative 12:10 13:5 16:6 previous 16:25 17:3 previously 20:1 price 15:3 priced 15:2 primarily 8:6 primary 11:13,24 print 19:14 prior 8:25 privately 5:12 Proceedings 21:7 process 14:25 program 16:24 17:9 17:10,13 18:4 projected 11:24 13:7,8,17,18,19 13:24,25 14:6,9 projection 14:15 projections 13:17 14:19 projects 10:6 11:14 13:1 15:4 promotion 8:16</p>
---	--	---	--	--

<p>proposal 16:10,22 19:6</p> <p>proposed 1:7 4:6,18 4:23 5:5 6:4 13:24 14:6,6,8 16:8,16 16:19 17:14,18,23 17:25 18:10,13,16</p> <p>protect 8:15</p> <p>prove 18:17</p> <p>provide 4:22 5:15</p> <p>provided 9:8,10 16:5 18:20 19:5</p> <p>provides 7:1,13</p> <p>provincial 8:8</p> <p>public 1:6 4:5,7,12 4:19,23 8:15 9:24 18:18,19,21 19:9 19:25 22:5,18</p> <p>purpose 4:22 6:9 11:10</p> <hr/> <p>Q</p> <p>Q&A 20:8,9</p> <p>QR 19:18</p> <p>quarter 10:16 16:2</p> <p>quarterly 19:2</p> <p>questions 20:19,20</p> <hr/> <p>R</p> <p>radius 6:19</p> <p>rails 12:11,24</p> <p>rate 6:10 10:11,13 10:13 13:22 16:12 16:19,22 17:16,21 17:24</p> <p>rates 1:7 4:6,24 7:15 9:13,23 10:12 11:8 13:8,19,25 14:7 16:8 17:15 17:19 18:5</p> <p>ready 19:11</p> <p>real 11:15</p> <p>reasons 5:6 6:4</p> <p>receive 15:21 19:1</p> <p>received 8:7 18:24</p> <p>recoated 12:24</p> <p>recommendations 12:3,5</p> <p>reconstructed 15:8</p> <p>reconstruction 11:4</p> <p>record 5:8 18:20,22 19:12,25 20:10,24 21:2,5 22:8</p>	<p>recorded 1:14 5:20</p> <p>Recorder 1:14 22:4</p> <p>recording 5:21</p> <p>recover 9:3</p> <p>red 10:24 17:25</p> <p>reduce 17:4</p> <p>reflect 16:6</p> <p>regarding 4:18 6:9</p> <p>region 17:16</p> <p>regional 8:17</p> <p>Registration 1:15</p> <p>regular 15:13 17:1</p> <p>rehabilitate 8:20</p> <p>rehabilitation 10:6 14:22 15:3</p> <p>related 11:8 22:10</p> <p>release 4:15</p> <p>remain 9:11</p> <p>remained 8:24</p> <p>remains 9:17 14:5 18:7</p> <p>repainted 12:22,23</p> <p>repainting 13:1</p> <p>repeats 11:20</p> <p>replacement 12:13</p> <p>replacing 12:17</p> <p>reporter 5:12,13,22 20:10 21:2</p> <p>Reporting 1:15</p> <p>reports 7:21</p> <p>represent 7:6</p> <p>represented 12:1</p> <p>represents 15:6,12</p> <p>requested 19:14</p> <p>require 14:2</p> <p>required 10:4,12 18:18,19</p> <p>reserve 13:6,12,23 14:11</p> <p>reserves 10:21 14:1</p> <p>residents 8:4 9:5</p> <p>responsibilities 7:16</p> <p>responsibility 15:11</p> <p>responsible 7:25</p> <p>results 13:7,24</p> <p>retirements 11:6</p> <p>revenue 8:7 9:9,10 9:21 10:21 11:13 13:12 15:13,16 18:17</p> <p>revenues 9:18 13:7 13:21,24</p> <p>review 4:19 5:19,24</p>	<p>6:4 16:3 19:1</p> <p>reviewed 12:3</p> <p>riding 12:9</p> <p>right 10:24 20:9</p> <p>risks 11:16</p> <p>room 20:13</p> <p>row 9:24</p> <hr/> <p>S</p> <p>safe 8:12</p> <p>safety 10:7 12:1,11</p> <p>sand 13:1</p> <p>sandblasting 15:1</p> <p>Sault 1:3 2:7 4:4,9 4:13,14,14,20,25 5:2,18,24,25 6:21 7:3,4,13,23 8:10 17:21 18:5,25</p> <p>SaultBridge.com 4:16,21 6:1</p> <p>scenario 14:17</p> <p>schedule 6:10</p> <p>scheduled 12:7 13:4 19:3,7</p> <p>seasonal 10:19,20</p> <p>seated 4:10 5:22</p> <p>second 5:1,6 9:24 17:22 19:11</p> <p>Section 2:2 15:11</p> <p>security 12:12</p> <p>seen 14:5 18:5</p> <p>self-sustaining 8:6</p> <p>semi-annually 10:12 16:11,14,17</p> <p>September 6:22</p> <p>service 12:8,15,19</p> <p>services 2:2 9:12 10:23</p> <p>session 5:14</p> <p>set 7:14,16 8:1 22:14</p> <p>shared 4:14</p> <p>shifted 10:5</p> <p>show 6:8 19:25</p> <p>shown 16:10</p> <p>shows 8:21 9:18,20 9:22,24 13:6,10 13:16,22 17:8,18</p> <p>side 20:20</p> <p>significant 8:18 9:15 14:18</p> <p>significantly 14:19 18:1</p>	<p>six 9:7</p> <p>size 10:18</p> <p>slide 6:8 8:21 9:18 9:20,22 13:6,16 15:5 17:18 18:4</p> <p>social 4:16</p> <p>software 12:12</p> <p>source 8:9 11:13</p> <p>span 12:20</p> <p>spans 12:8 13:2</p> <p>speak 5:8 19:12,15 19:16 20:20</p> <p>speaker 19:12</p> <p>specifies 10:11</p> <p>spent 11:2 16:5</p> <p>split 8:3</p> <p>staff 10:18 11:5</p> <p>staffing 7:23 16:1</p> <p>Star 4:14</p> <p>state 1:1 8:8 15:20 15:21 22:5,18</p> <p>stated 4:17 20:1</p> <p>statement 3:3 19:17</p> <p>statements 19:20</p> <p>Ste 1:3 2:7 4:4,9,13 4:14,20 5:1,2,18 5:25,25 6:21 7:3,4 7:13,23 8:10 17:21 18:5,25</p> <p>steady 9:17</p> <p>steel 12:19 14:22 15:1</p> <p>steps 18:18</p> <p>straight 14:14</p> <p>straight-line 14:19</p> <p>Street 1:8 2:3</p> <p>structural 10:7 11:25 12:19</p> <p>structure 4:18 12:4</p> <p>structures 14:22</p> <p>submit 19:16 20:3</p> <p>submitted 19:21</p> <p>subsidize 15:15</p> <p>subsidy 8:8</p> <p>sufficient 18:17</p> <p>Sulfonate 14:20</p> <p>summary 6:11</p> <p>support 14:2</p> <p>surface 12:9,13</p> <p>suspend 18:16</p> <p>sustain 9:21</p> <p>sustainable 8:20</p> <p>system 14:4,21,24</p>	<p>systems 12:11,12</p> <hr/> <p>T</p> <p>table 3:1 15:12 19:13,18</p> <p>take 5:12</p> <p>tax 15:24</p> <p>taxes 15:23,24</p> <p>team 5:10</p> <p>technology 12:11</p> <p>temporarily 10:21</p> <p>ten 14:12</p> <p>ten-year 16:10</p> <p>term 14:9</p> <p>Thank 19:10 20:8</p> <p>THEREOF 22:14</p> <p>things 20:22</p> <p>third 4:24 5:9,11,14 20:7</p> <p>three 4:24 5:4 15:23 18:18,23</p> <p>three-coat 14:4,23</p> <p>Thursday 1:9 4:2</p> <p>tied 17:22</p> <p>time 5:13 10:19,20</p> <p>times 15:10</p> <p>today 5:20 17:7</p> <p>toll 1:7 4:6,18,24 5:5 6:4 7:15 8:7 9:9 9:10,13,18,21,21 9:23,25 10:11,13 10:21 11:8,13 12:12 13:8,19,21 13:24 14:6,8,10 15:13,16,17 16:3 16:4,7,8,11,16 17:15,16,19,19,21 17:24 18:5,12 19:5,6</p> <p>tolls 6:10 10:14</p> <p>Tonight 4:24</p> <p>Tonight's 5:4</p> <p>top 10:24 20:5</p> <p>total 9:8,8 13:7,24 15:25</p> <p>tourism 8:17</p> <p>trade 6:17 8:16</p> <p>traffic 6:12 8:20,21 8:23,24 9:2,3,5,8 9:10,16 10:2 11:13,19 13:8,17 13:25 14:6,14,16 14:16,18 18:16</p>
--	--	---	---	---

<p>transcribed 5:20 transcript 5:21,24 18:23 19:19,23 20:2 22:7 Transport 6:25 transportation 1:2 2:2,6 4:4,8 5:18 6:20,24 7:8 trend 18:12 trends 14:16 18:9 truck 9:5,13,14,16 14:16 17:14 trucks 8:22 9:7 true 22:8 tunnels 17:17 turn 19:8 two 8:23 9:7 16:2 17:22 two-thirds 16:6 typically 12:21</p> <hr/> <p>U</p> <p>U.S 6:16 8:3,16 9:22 10:11 13:2 16:8 unchanged 13:19 uninflated 12:14 unpredictable 11:20 upper 12:22 usage 17:9 use 16:24 19:17,18 user 18:6 users 16:23 17:12 usually 20:12,12 utilizing 14:3</p> <hr/> <p>V</p> <p>validated 12:4 varies 12:20 various 16:9 vary 16:23 vehicle 16:9,11,16 17:19 vehicles 6:14 8:22 9:16 14:15 16:21 verbal 20:1,5 versus 18:12 virtually 9:10 visit 5:10 visually 12:1 vital 6:19 volumes 9:3 voting 7:5,6</p>	<p>W</p> <p>walking 20:13 want 20:20,24 washing 15:1 we're 20:13 wearing 9:15 website 6:1 weights 9:14 welcome 4:5 West 1:8 2:3 wish 14:13 19:11 20:1 wishing 5:8 WITNESS 22:14 work 13:3 working 11:16 written 5:15 18:21 18:23 19:16,20 20:3</p> <hr/> <p>X</p> <hr/> <p>Y</p> <p>yeah 20:15,18 21:1 21:1,3 year 13:7,18,23 14:2 14:18,18 15:23,25 16:2,15 18:8,9 years 9:25 12:16,21 12:22 14:12 17:10 yesterday 5:1</p> <hr/> <p>Z</p> <hr/> <p>0</p> <p>0-0-0- 21:9</p> <hr/> <p>1</p> <p>1 6:22 10:14 16:18 17:23 1-800-632-2720 1:16 1.45 8:25 1.5 6:16 10 16:10,24 104.9 6:13 105 13:17 11th 4:25 13 1:9 4:2 13th 22:9 14 10:20 16 10:3 16th 19:3</p>	<p>18th 22:15 19 18:9 1962 6:13 9:24 1963 10:16 1968 10:1,14 1st 19:7</p> <hr/> <p>2</p> <p>2 13:11 2.3 6:16 2.67 17:5 2.80 17:4 2.9 16:15 17:25 20 6:15 12:15 13:2 16:14 17:11 2000 6:22 10:5 2002 10:18 2013 8:22,23 9:19 2014 9:20 11:1 2015 18:3 2017 12:22 2018 11:1 13:4 2019 9:3,20 10:18 2020 10:24 2021 9:9 13:4 2022 8:23 9:20 10:15,17,25 12:18 12:25 2023 1:9 4:2,25 5:23 11:9 17:5 18:22 19:3,7,20 20:2 22:9,15 2027 9:3 16:12,18 16:18 2028 13:10 16:13 2029 13:1,12 22:19 2030's 12:15 2032 14:2 2033 13:1 16:13,18 17:5 2042 13:18 2043 14:5 21 22:7 22 12:14 23 16:18 24 10:20 25 12:21,21 16:17 26 8:2 27 19:20,24 20:2 27th 18:22 29 13:13</p> <hr/> <p>3</p>	<p>3 12:23 3.2 12:25 30 10:19 11:5 17:3,3 22:19 30-day 16:25 300-mile 6:19 30050 2:3 31st 10:5 33 14:5 335-4381 2:4 34 10:19 35 16:23 17:3 37 14:2</p> <hr/> <p>4</p> <p>4 3:3 16:12 17:20 4.55 17:6 4.7 16:20 4.90 16:12 425 1:8 2:3 45 9:8,25 48909 2:4 49783 2:7</p> <hr/> <p>5</p> <p>5.2 10:17 5:00 1:9 5:06 4:2 50 16:19 17:11 517 2:4</p> <hr/> <p>6</p> <p>6 3:4 15:11 6:00 21:7 635-5255 2:8 6924 1:14 22:18</p> <hr/> <p>7</p> <p>70 11:2 12:18</p> <hr/> <p>8</p> <p>8.76 10:15 80 9:4,5 8151 1:15 83 11:2 85,000 9:17</p> <hr/> <p>9</p> <p>90-year-old 12:16 906 2:8 934 2:7</p>
---	--	--	---