



Michigan  
Manufacturers  
Association, Inc.

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June 19, 2007

Mr. Kirk Steudle, Director  
Department of Transportation  
425 W. Ottawa Street  
Lansing, MI 48909

Dear Sir:

I am writing on behalf of the Michigan Manufacturers Association (MMA) to strongly urge your support for the building of a new border crossing between Michigan and Ontario through Detroit and Windsor.

The current infrastructure has proven to be inadequate to serve the needs of manufacturers in this post-911 and "just in time" era. In addition, the North American Free Trade Agreement has greatly increased the number of border crossings, since its passage. In short, this critical infrastructure link should be seen as a key strategic investment, and the need for additional crossings to handle both current and future trade flows is widely and appropriately acknowledged within the manufacturing community.

MMA is well aware of the budget constraints on state government spending. However, we believe that the state must support continued funding of the Detroit River International Crossing Study. By continuing to move forward, this critical project can hopefully be completed by the 2013 time frame.

The completion of this border crossing is essential to the future success of manufacturing and the Michigan economy. We are hopeful of your support.

Sincerely,

A handwritten signature in black ink, appearing to read "MacIlroy", is written over a large, stylized circular flourish.

John "Mac" MacIlroy  
President and CEO

CC: Governor Jennifer Granholm  
Senator Alan Cropsey  
Representative Lee Gonzales  
Jim Epolito, President & CEO