

COMMUNITY BENEFITS

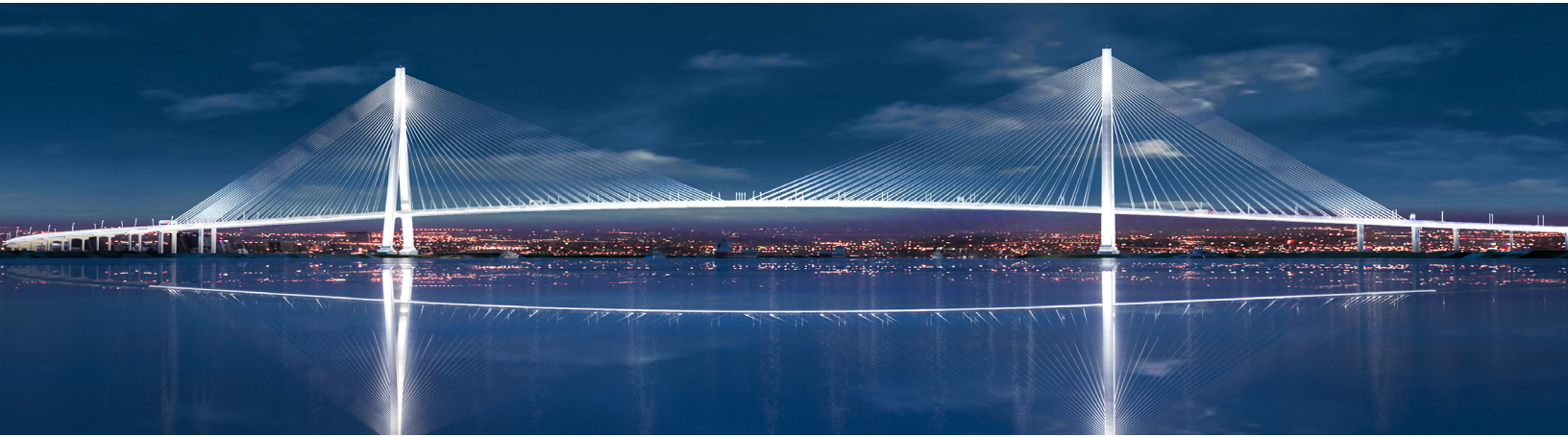


PONT INTERNATIONAL
**GORDIE
HOWE**
INTERNATIONAL BRIDGE

2020-2021 YEAR-IN-REVIEW REPORT

JUNE 2019 - MARCH 2021





THE GORDIE HOWE INTERNATIONAL BRIDGE PROJECT

is a once-in-a-generation undertaking. Not only will the project deliver much-needed transportation improvements for international travellers, it will also provide jobs and opportunities for growth to the Windsor, Ontario and Detroit, Michigan region and includes features that make this project truly distinctive.

The Gordie Howe International Bridge will be a six-lane, 2.5 kilometre/1.5 mile, cable-stayed bridge, connecting Windsor and Detroit. This includes a dedicated multi-use path for pedestrians and cyclists, two state-of-the-art Ports of Entry and a direct connection to the Michigan Interchange. A key project element is the inclusion of a Community Benefits Plan.

The project is being delivered through a public-private partnership (P3). Windsor-Detroit Bridge Authority (WDBA) is a not-for-profit Canadian Crown corporation responsible for the delivery of the Gordie Howe International Bridge project, including oversight of construction and operations.

On September 28, 2018, Bridging North America (BNA) officially became WDBA's private-sector partner. BNA is responsible to design, build, finance, operate and maintain the bridge and Canadian and US Ports of Entry and to design, build and finance the Michigan Interchange. BNA is also responsible for delivering the Community Benefits Plan in collaboration with WDBA and the State of Michigan.

Design and construction of the Gordie Howe International Bridge is underway and is anticipated to open to traffic by the end of 2024.

The project consists of four components:



THE BRIDGE



CANADIAN PORT OF ENTRY



US PORT OF ENTRY



MICHIGAN INTERCHANGE

ABOUT COMMUNITY BENEFITS

On the Gordie Howe International Bridge project, community benefits are identified opportunities that can advance economic, social or environmental conditions for local communities. In developing the Community Benefits Plan, it was key that the initiatives selected for implementation would provide positive outcomes for the Windsor-Detroit region and specifically focus on enhancing the Sandwich, Ontario and Delray, Michigan communities, the neighbourhoods closest to the project area.

LAND ACKNOWLEDGEMENT

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

BACKGROUND

The mandate to include a Community Benefits Plan as an integral part of the Gordie Howe International Bridge project originates in the Canada-Michigan Crossing Agreement signed in 2012. Recognizing the opportunity to leverage the significant investment of this public infrastructure for the benefit of the Windsor/Sandwich and Detroit/Delray communities, Canada and Michigan incorporated the requirement for a Community Benefits Plan for the Gordie Howe International Bridge project into the Crossing Agreement that includes:

- (A) the manner in which stakeholders and community are to **continue to be involved**
- (B) the manner in which host **community input** relating to community benefits and stakeholder involvement are to be factored
- (C) the manner in which bidders plan to work with **local institutes of higher learning, unions and others**
- (D) the manner in which **job training and local job development** will be encouraged.

The Crossing Agreement further states benefits will be shared equally amongst the two countries.

VISION

The vision for Community Benefits on the Gordie Howe International Bridge project is to deliver a series of initiatives, based on public input, that create measurable and positive results-based opportunities for the host communities. The plan will:

- provide economic opportunities in the host communities
- contribute positively to workforce development programs
- deliver neighbourhood improvements
- ensure clear commitments and accountability from all parties for its delivery.

To ensure this vision is achieved, the Community Benefits Plan is specifically tailored to the project, satisfies all requirements of the Crossing Agreement, is based on community input and is measurable, quantifiable and achievable. The principles of the **I-Care Framework** continue to be followed, ensuring that Community Benefits shall be:



INTEGRATED

an integral component of the Project carried out during the construction and operation periods



COLLABORATIVE

reflect the input of the host communities and be delivered through partnerships, ensuring that the interests of the respective communities are taken into account



ACCESSIBLE

easy to understand, easily accessible, regularly measured and publicly reported



REGIONAL

reflective of the character of the region, tailored specifically for the region and provide value to the region



ENTERPRISING

comprised of new methods, ideas and innovative approaches to engage and benefit the neighbouring communities



DEFINING THE COMMUNITY

WIN+DET

The approach to developing the Community Benefits Plan has been defined by the local communities on both sides of the border, including:

- Adjacent residents and businesses
- Community groups
- Public agencies
- Educational institutions
- Not-for-profit organizations
- Elected officials
- Workforce development organizations.

While the plan will bring many benefits to the region, special attention was given to those who reside or provide services in the areas of Sandwich and Delray.

GOVERNANCE, REPORTING AND PUBLIC PARTICIPATION

The Community Benefits Plan includes a robust documenting, tracking and reporting structure that demonstrates accountability to the region. As of March 2021, four Quarterly Community Benefits Reports have been published and are available on the project website.

Comprised of 16 stakeholders representing the communities of Sandwich and Delray, Windsor-Essex County, greater Detroit area municipalities, bridge user groups, institutions of higher education, economic development organizations and Indigenous People in Canada, the **Local Community Group (LCG)** was formed to provide valuable input and formal linkages to the region. Their collaboration enables WDBA and BNA to better understand project stakeholders' perspectives about the Community Benefits Plan. Meeting quarterly, members of the LCG contribute by providing input into:

- the implementation of initiatives within the Community Benefits Plan
- the assessment and review of community funding applications as part of the Community Organization Investment initiative.

Some members will complete their two-year terms in 2021. Recruitment for these positions will begin in summer 2021.



Inaugural meeting of the LCG
December 2019

“I’ve been happy to spend my time on everything associated with the Local Community Group. I believe that WDBA and BNA are setting an example for community benefit inclusion in large scale infrastructure projects across Canada.”

Local Community Group member



The Community Benefits Plan is comprised of two components:



THE WORKFORCE DEVELOPMENT AND PARTICIPATION STRATEGY is geared toward engaging businesses and focuses on supporting workforce, training and pre-apprenticeship/apprenticeship opportunities.



THE NEIGHBOURHOOD INFRASTRUCTURE STRATEGY focuses on collaborating with stakeholders and community members through consultation to develop a community betterments strategy based on priorities identified through public consultation, including community partnerships, community safety and connections, economic benefits and/or aesthetics and landscaping.

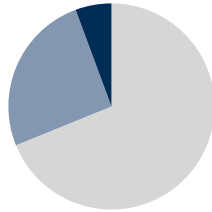


NEIGHBOURHOOD INFRASTRUCTURE STRATEGY

The Neighbourhood Infrastructure Strategy includes \$20 million in direct community investments for Sandwich/west Windsor and Delray/Southwest Detroit, consistent with the key regional priorities identified through public consultation.

All investments relating to Community Benefits are noted in Canadian funds.

\$20 million in direct community investments to be spent over five years



Allocated Funds: \$13,771,101
Unallocated Funds: \$5,099,500
Funds Disbursed: \$1,129,399
(as of March 31, 2021)

Community Investments as of March 31, 2021:

\$161,823 Community Safety and Connections

\$240,167 Economic Benefits

\$277,409 Community Partnerships

\$450,000 Aesthetics and Landscaping

Over \$1.1 million spent on community-identified priorities

COMMUNITY SAFETY AND CONNECTIONS: \$161,823



TRANSPORTATION IMPROVEMENTS

Community consultation identified the need for transportation improvements for Delray and Southwest Detroit residents to conveniently and safely access key services in the community. Three fifteen-passenger vans were donated to organizations serving the Delray and Southwest Detroit communities.

“CHASS deploys the passenger van provided by the Gordie Howe International Bridge project to transport patients to and from their appointments at CHASS and/or specialty care appointments at Henry Ford Health System. Delivery of the van enabled the organization to double the number of zip codes within which the service was offered.”

Denise Pike, CHASS Development Director



ECONOMIC BENEFITS: \$240,167



SANDWICH BUSINESS DEVELOPMENT PROGRAM

Created to help spur economic opportunities for businesses located in, or entrepreneurs considering investment in the Sandwich area, the *Sandwich Business Development Program* provides access to two business summits and free supportive programming by delivery partners through 2024. This initiative is being delivered in partnership with the **Small Business & Entrepreneurship Centre, A Division of Invest WindsorEssex** and **The Downtown Windsor Business Accelerator** in partnership with **Baker Tilly Live**.



50+ people participated in the first Sandwich Business Development Summit, which focused on helping businesses identify and leverage opportunities associated with the Gordie Howe International Bridge project during the construction phase.



SOUTHWEST DETROIT BUSINESS DEVELOPMENT PROGRAM

Funding to **Southwest Detroit Business Association** launched *Bridge to Prosperity*, a business development program that provides planning and development support to Southwest Detroit contractors, residents, small businesses and start-ups. This program connects entrepreneurs of colour, including immigrant business owners, to inclusive opportunities for growth by providing access to financial and technical assistance resources. More than 30 businesses have received support and six clients are currently registered in the program.



CULINARY STUDENT TRAINING EXPERIENCE

Following notification from the delivery partner that they would be unable to move forward with this initiative, the Culinary Student Training Experience was dissolved. The funds originally allocated for this project have been added to the Initiative Expansion Allocation Fund for future use.

COMMUNITY PARTNERSHIPS: \$277,409



PEOPLE'S COMMUNITY SERVICE PARTNERSHIP

Infrastructure Improvements:
People's Community Services of Metropolitan Detroit (PCS) received funding to repair the roof at Delray Neighborhood House, a community centre in Delray, enabling community members to enjoy sports games, youth programming and meetings without interruption.

Programming:
Following notification from PCS that they would cease operations in November 2020, the initiative to support PCS programming was dissolved. The funds originally allocated for this project have been added to the Initiative Expansion Allocation Fund for future use.



Forest Hudson shows off the gymnasium's new gabled roof at Delray Neighborhood House.



COMMUNITY ORGANIZATION INVESTMENT

The **Community Organization Investment (COI)** initiative provides an annual investment allowance for registered non-profit or charitable organizations located in or serving residents of Sandwich/west Windsor and Delray/Southwest Detroit.

2020 recipients and projects:

- **Sandwich First Baptist Church** – Sandwich Underground Railroad Freedom Museum
- **Society of Saint Vincent de Paul Windsor Essex Central Council** – Helping Hands Friendship Centre
- **Friends of the Court** – Spreading Our Roots
- **Big Brothers Big Sisters of Windsor Essex** – Big Neighbourhood – Sandwich
- **Essex Region Conservation Authority** – Binational Detroit River Cleanup
- **Les Amis Duff-Bâby** – Grand Opening Event: Duff-Bâby Mansion
- **West Vernor & Springwells Business Improvement District (BID)** – The BID is Open for Business!
- **Bridging Communities, Inc.** – Southwest Expanded Seniors Services
- **Ste. Anne de Detroit Catholic Church** – Food Pantry Equipment & Replacement Expansion Program

During the pandemic, the Food Pantry Program at **Ste. Anne de Detroit Catholic Church** was required to prepare food packages for five times their usual clientele and needed to implement new food handling procedures to adhere to safe distancing practices. This required a need for increased food capacity and processing systems. The COI funding purchased additional freezer and fridge space and conveyer tracks to meet the emerging demands.

“The entire community of the Basilica of Ste. Anne truly appreciates the assistance provided to us by the Gordie Howe Bridge Community Benefits grant. You have made a huge difference in the lives of many people. For this we are grateful.”

Anne-Marie Fry, Pastoral Associate

FORT STREET BRIDGE PROJECT

Funding was provided to **Friends of the Detroit River**, on behalf of the Fort Rouge Gateway (FRoG) Partnership, for the creation of a sculpture within the new Fort Street Bridge Park in River Rouge.

“The FRoG partnership has worked to ensure the history of the Hunger March, the significance of the former bridge and its importance to the region is now recognized here at this new Fort Street Bridge Park.”

Shawn Pomaville-Size, Executive Director, MotorCities National Heritage Area



Photo: PEA Group



The West End Art Project, organized by **Life After Fifty**, engaged local youth and the surrounding community to celebrate the culture and heritage of Sandwich/west Windsor through a public art initiative. Community input led to the installation of four functional art pieces including two new picnic tables and two wayfinding signs in Sandwich.

“*The youth narrative was a voice we knew we needed to showcase for the future success, growth and appreciation of this area.*”

Veronica Samek,
Project Coordinator

AESTHETICS AND LANDSCAPING: \$450,000



COMMUNITY HOME REPAIR PROGRAM

Representing a \$4 million (CDN) investment and based on feedback from the Southwest Detroit community, the *Delray Home Improvement Program* provides free repairs to eligible homes in the area surrounding the Gordie Howe International Bridge and US Port of Entry construction site in the Delray neighbourhood.

Local Initiatives Support Corporation Detroit (LISC Detroit) was engaged to administer the program and began accepting applications in spring 2021. Construction is anticipated to begin in summer 2021.



OJIBWAY PARK WILDLIFE ECO-PASSAGE INVESTMENT

The Community Benefits Plan provided initial funding to the **City of Windsor** to undertake an Environmental Assessment to inform the creation of an Ojibway Park Wildlife Eco-Passage. The remainder of funding will be provided at a later date should the City move forward with the eco-passage.



CLARK PARK IMPROVEMENTS

New fitness equipment was purchased for Clark Park in Southwest Detroit and is anticipated to be installed in fall 2021.



CONSTRUCTION OBSERVATION PLATFORM

Belanger Park in the **City of River Rouge** will be the home to a new observation area where people can safely view the project's construction. Partially funded by the Community Benefits Plan, pre-construction work has begun. The project will also provide free entrance vouchers to Southwest Detroit residents wishing to visit the park upon completion.



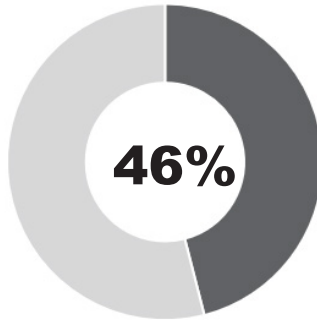
WORKFORCE DEVELOPMENT AND PARTICIPATION STRATEGY

The Workforce Development and Participation Strategy focuses on creating and making accessible jobs, training and contracting opportunities to local workers and contractors and leveraging existing local resources to maximize these opportunities.

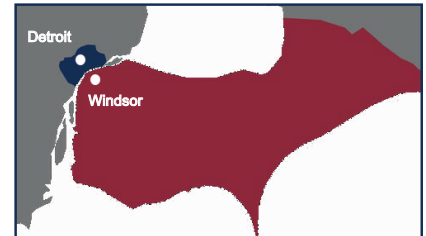
From September 2018 to March 31, 2021, the following workforce statistics have been achieved on the project:

4426

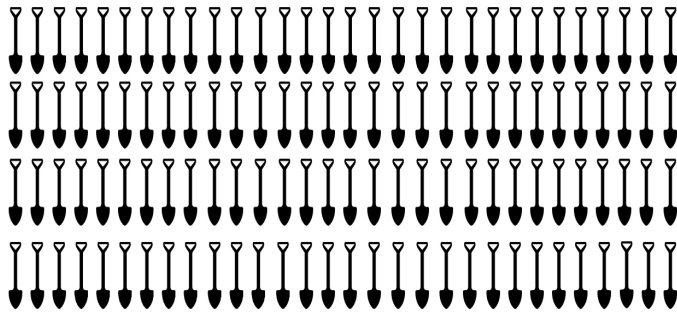
individuals oriented to the project in Canada and the US



are local*



*“Local” is defined as being within the City of Detroit or within 100 kilometres of the City of Windsor



123 pre-apprentices/ apprentices assigned to the project



163 local* businesses engaged on the project

The project team is committed to engaging the public and stakeholders through educational experiences, and workforce development and training opportunities.



99 co-op students engaged on the project

Between June 2019 and March 2021, the team participated in:



11 Career Fairs



27 Educational Activities



31 Engagement Activities

VENDORS SUMMIT AND MEET THE CONTRACTORS EVENTS



920+ attendees at vendor events

November 2019: The project team hosted vendor summits in Windsor and Detroit to inform local businesses about project timing, upcoming contracting opportunities and the bid process.

October 2020: BNA held two virtual vendor information sessions for businesses in Canada and the US to meet the contractors responsible for the delivery of the Gordie Howe International Bridge project.

Other workforce development and participation activities during the reporting period included:



Launched the **Trades-Specific Workforce Development Steering Committee** in November 2020 with local unions in Canada and the US.



Hosted **information sessions** in December 2020 for workforce development organizations in Canada and the US to share upcoming labour trends.



Launched the first **Annual Research Partnership** with the University of Windsor in 2021. Proposals were solicited from the University of Windsor and Wayne State University.

BUILDING BRIDGES, BUILDING CAREERS

Weixi (Wes) Li, Tower Rebar Assembly Engineer

Wes came to the Gordie Howe International Bridge project as a co-op student in the last year of his master's degree program in Construction Management at the University of Michigan in Ann Arbor, Michigan.

His goal was to learn all he could, specifically about the design and construction of the bridge. When Wes's co-op was over, BNA had an opening for an entry level field engineer. Due to his integration and previous work history with the team, he was hired.



Wes feels very grateful and lucky to have been given this opportunity. The scope of the project and all he has been able to learn and be a part of has left him feeling amazed, energized and excited that he gets to come to work here every day.

His advice for future co-op students or interns is, "Don't be shy! Communicate with your coworkers. You are here to work and to help the project so don't be afraid to ask questions."

Stephanie Sherlock, Operator Apprentice

Stephanie had never considered a job in construction. With a diploma in Border Services she originally took a job with Commissionaires Ottawa where she was placed at Bridging North America working security for the Gordie Howe International Bridge. She was intrigued by the cranes on the project site during the two years that she worked close to them. Her curiosity led her to join Local 793 Operating Engineers Union and she is now an apprentice on the Canadian POE site.

"I work with some amazing guys not only in my trailer but across the project. Everybody on this site has been friendly, caring, and helpful in making sure I am successful in this career path. This has been especially important to me, being that I am completely new to construction."

TOWER ART FORMS

Through the Workforce Development and Participation strategy, artists from Walpole Island First Nation and Caldwell First Nation in Canada and a local artist from Southwest Detroit created murals that reflect the region's history, culture and diversity. The 10 murals are affixed to the tower crane climbing systems making them visible from land on both sides of the border and from the Detroit River.

Artists Paul White, Teresa Altman, Daisy White (Walpole Island First Nation) and Naomi Peters (Caldwell First Nation) created symbolic art pieces for display on the Canadian bridge tower crane climbing systems. Detroit-based artist Roberto Villalobos created designs reflective of the history and culture of the Southwest Detroit community for display on the US bridge tower crane climbing systems.

The murals will remain on the climbing systems for approximately two years before being repurposed.



“It’s a marvellous opportunity to teach people a little bit about who we are. I hope people will take the time to find out more about the paintings. It’s a tremendous teaching and learning process.”

Teresa Altman,
Walpole Island First
Nation



RECOGNITION FOR THE COMMUNITY BENEFITS PLAN

The Community Benefits Plan for the Gordie Howe International Bridge won several awards over the past year including:

Gold for the **Best Corporate Social Responsibility Campaign (2020)** by the **Canadian Public Relations Society (CPRS)** which recognizes an organization's commitment to professional excellence in the creation of programs that build and maintain positive relationships within communities.

Virtuoso 2020 Community Relations Award of Merit by **IABC London** which celebrates excellence in communications, creative strategy and design.

Gold for **Environmental, Social and Governance Performance (2020)** by the **P3 Awards**. This is a new award from P3 Bulletin that recognizes an organization's policies and their benefits for stakeholders, operators, users and the wider community.

Other recognition includes:

- WDBA and the Gordie Howe International Bridge project were featured in a European Commission publication, “Making Socially Responsible Public Procurement Work: 71 Good Practice Cases.”
- WDBA was recognized with the Co-op/Internship Employer of the Year (2020) honour from the University of Windsor for the third year in a row.
- BNA was also honoured by the University of Windsor with the New Employer/Internship Employer Partner award.



2021 COMMUNITY BENEFITS LOOKAHEAD:

The project team continues to implement the Gordie Howe International Bridge Community Benefits Plan. Activities will include:

- Continuation of multi-year programs including the *Sandwich Business Development Program* in Windsor and *Bridge to Prosperity Program* in Detroit
- Tree planting initiatives in Detroit in partnership with **Greening of Detroit** and in Windsor in partnership with **Essex Region Conservation Authority**
- Construction of observation areas in Windsor and River Rouge
- Investing in McKee Park improvements in Sandwich
- Selection and release of funds through the 2021 Community Organization Investment initiative. The call for applications for the 2022 funding cycle will open in November 2021
- Consultation on \$1 million Sandwich Street Enhancements
- Engagement on Windsor-Detroit Cross-River Tour
- Continued engagement activities with students, job seekers and businesses in the region
- Ongoing enrollment and construction on homes as part of the *Delray Home Improvement Program*
- Recruitment of Local Community Group members in open positions
- Investment into expanding adjacent trails to connect existing cycling structures in Detroit and Windsor to the Gordie Howe International Bridge



All Community Benefits Plan initiatives are being monitored and evaluated for possible effects on implementation due to COVID-19. The project team and our delivery partners have modified schedules or delivery methods to implement these initiatives safely while still delivering on our commitments to the community.

For more information about the progress of the Community Benefits Plan connect with us:

-  @GordieHoweBridge
-  @GordieHoweBrg
-  WDBA-APWD
-  @gordiehowebrg
-  YouTube.com/GordieHoweBridge

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