

GORDIE HOWE INTERNATIONAL BRIDGE

COMMUNITY BENEFITS

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, ON and Detroit, MI region. A key project feature is the inclusion of a Community Benefits Plan that will have a positive impact on communities in Windsor and Detroit and reflects what our stakeholders have told us is important to them. Community benefits are identified opportunities that can advance economic, social or environmental conditions for the local communities. A detailed community benefits report outlining the approach, proposed initiatives and governance structure is available on wdbridge.com. Here are just a few highlights.

MANDATE

The inclusion of a Community Benefits Plan as an integral part of the Gordie Howe International Bridge project originates in the 2012 Canada-Michigan Crossing Agreement. 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

Provide economic opportunities in the host communities

Contribute positively to workforce development programs, improving economic inclusion

Deliver neighbourhood improvements

Ensure clear commitments and accountability from all parties for its delivery

P3 PROJECT DELIVERY

The Gordie Howe International Bridge project is being delivered as a public-private partnership (P3). On September 28, 2018, Bridging North America (BridgingNA) reached financial close and officially became WDBA's private-sector partner. BridgingNA is responsible to design, build, finance, operate and maintain the bridge, the Canadian and US Ports of Entry and to design, build and finance the Michigan Interchange. It is also responsible for delivering all aspects of the signed Project Agreement including the Community Benefits Plan. WDBA and the State of Michigan will be directly involved in the delivery of the Final Community Benefits Plan and will have stringent oversight to ensure the commitments outlined are achieved.

FRAMEWORK

The Community Benefits Plan will reflect what our stakeholders have told us is important to them. Since 2015, more than 230 suggestions from Michigan and Ontario stakeholders have been received for consideration. To help ensure this vision is achieved, the principles of the I-Care Framework will be followed.

INTEGRATED

Community Benefits shall be an integral component of the Project carried out during the construction and operation periods.

COLLABORATIVE

Community Benefits shall 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

Community Benefits shall be easy to understand, easily accessible, regularly measured and publicly reported.

REGIONAL

Community Benefits shall be reflective of the character of the region, tailored specifically for the region and provide value to the region.

ENTERPRISING

Community Benefits shall be comprised of new methods, ideas and innovative approaches to engage and benefit the neighbouring communities.

PLAN COMPONENTS

The Community Benefits Plan reflects community priorities heard to date and is comprised of two components:



WORKFORCE DEVELOPMENT & PARTICIPATION STRATEGY

Geared toward engaging businesses and providing employment opportunities. The strategy to be finalized and implemented will centre on workforce, training and pre-apprenticeships/apprenticeships.

This strategy includes these subsections:

- at least \$250 million of the total value of the work during the design-build phase in Canada will be performed by, contracted to, or supplied by the workers or contractors located in the City of Windsor or within 100 kilometres of the City of Windsor
- engaging and employing Canadian Indigenous Peoples in and around the City of Windsor, Essex County and Walpole Island, Ontario and contracting their businesses
- engaging, employing and contracting Detroit residents and Detroit-based and Detroit-headquartered businesses.

The Disadvantaged Business Enterprise (DBE) goal established for this project is 2.15% of the cost of the construction and engineering work needed to complete the Michigan Interchange and the portion of the Bridge that is located in Michigan.

To effectively deliver the Workforce Development and Participation Strategy, BridgingNA will partner and collaborate with organizations and workforce development agencies with the experience and resources in place to support training and skills development initiatives.

PUBLIC PARTICIPATION & REPORTING



A Local Community Group composed of stakeholders will be formed to work as informal partners in the implementation of the Community Benefits Plan. These stakeholders will represent:

- Windsor-Essex County
- Delray community
- Greater Detroit municipalities
- Bridge users
- Educational institutions
- Economic development organizations
- Canadian Indigenous Peoples

The Community Benefits Plan will include a robust documenting, tracking and reporting structure that demonstrates accountability to the region. The Community Benefits Plan will be posted on the project website once finalized as will quarterly reports.



NEIGHBOURHOOD INFRASTRUCTURE STRATEGY

A \$20 million community infrastructure investment focused on priorities identified through previous community benefit consultation with communities, businesses, First Nations and other stakeholders in Windsor and Detroit.

The Neighbourhood Infrastructure Strategy will include initiatives that are consistent with the Crossing Agreement and the key regional priorities identified:

- COMMUNITY PARTNERSHIPS
- LESSENING THE EFFECTS OF CONSTRUCTION AND OPERATION ISSUES
- COMMUNITY SAFETY AND CONNECTIONS
- ECONOMIC BENEFITS
- AESTHETICS AND LANDSCAPING

Taking feedback previously received from the community into account, further consultation will occur to select the initiatives that will be included in the final Neighbourhood Infrastructure Strategy.

CONTINUED CONSULTATION

Further consultation will be undertaken with the community and relevant authorities to discuss proposed initiatives over a **six-month period** following Financial Close. The Final Community Benefits Plan will be presented to the public in **early 2019**.

BridgingNA is not going to wait to start delivering community benefits initiatives until the plan is complete. Over the next six months, BridgingNA will:

- Connect with local workforce agencies to promote job postings
- Meet with building trade associations and labor unions
- Hold disadvantaged business enterprise outreach sessions
- Establish Project Labour Agreements
- Hold job and vendor fairs
- Engage with stakeholders, community members, elected officials and businesses.

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