

What is Windsor-Detroit Bridge Authority?

Windsor-Detroit Bridge Authority:

- Is a not-for-profit Canadian Crown corporation created in 2012
- Reports to Parliament through the Minister of Infrastructure and Communities
- Manages the procurement process for the design, construction, financing, operation and maintenance of the new bridge through a public-private partnership (P3)
- Will oversee the work of the P3 partner and will manage the project agreement and payments

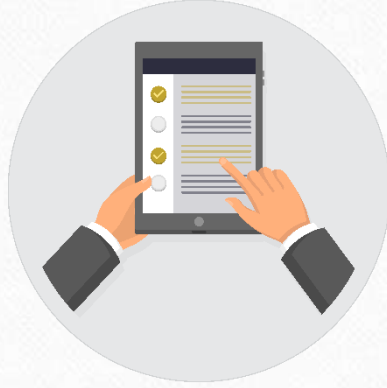
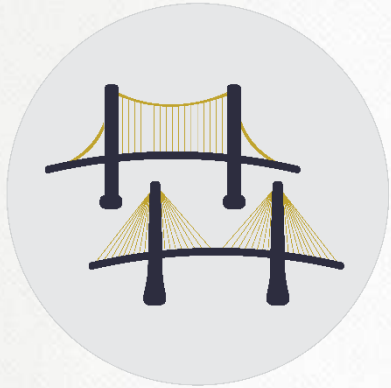


Project Collaboration: Working with Michigan

- The Canada-Michigan Crossing Agreement, signed in June 2012 by Canada and Michigan, provided a framework for the delivery of the Gordie Howe International Bridge project.
- Michigan is WDBA's partner in the delivery of the Gordie Howe International Bridge Project and we work closely together.
- MDOT and the Governor's Office are active participants in the planning and consultation occurring in advance of the Gordie Howe International Bridge.
- Michigan's participation in the project is vital and MDOT plays a key role in the delivery of the project which includes supporting WDBA in:
 - US property acquisition
 - US utility relocation
 - Coordinating activities
 - P3 procurement process
 - US stakeholder interactions and community outreach initiatives.
- The Gordie Howe International Bridge will be publicly-owned by the Government of Canada and the State of Michigan.
- We also work with the US Federal Highway Administration, customs and border authorities in both Canada and the US and the City of Windsor and the City of Detroit.



Project Purpose and Need



The Gordie Howe International Bridge will enhance the Canada-US trading relationship and personal travel by addressing four regional transportation needs:

- redundancy
- improved border processing capabilities
- capacity
- improved system connectivity



Project Components



Legend

1. Michigan Interchange
2. US Port of Entry (POE)
3. Gordie Howe International Bridge
4. Canada Port of Entry (POE)



Project History and Accomplishments

Timeline	Activity
2001-04	<ul style="list-style-type: none"> Planning/Need and Feasibility Study
2005-09	<ul style="list-style-type: none"> Coordinated environmental study process completed by Canada and the US Canada determines that the Project will not have significant environmental impact, with mitigation measures US Record of Decision (ROD) obtained
2008-12	<ul style="list-style-type: none"> Canada land acquisition begins Preliminary Canadian and US Port of Entry design and other preparation work begins
2012	<ul style="list-style-type: none"> Canada-Michigan Crossing Agreement signed WDBA incorporated
2013	<ul style="list-style-type: none"> Presidential Permit
2014	<ul style="list-style-type: none"> Board of Directors and President and CEO are appointed for WDBA Members are appointed to the International Authority Board US Coast Guard Bridge Permit received
2015	<ul style="list-style-type: none"> International Authority approves United States land acquisition Selection of key advisor firms to assist with engineering, technical and legal work Selection of fairness monitor to oversee P3 procurement process Crossing officially named Gordie Howe International Bridge Start of Early Works at Canadian Port of Entry begins P3 Procurement process launches with Request for Qualifications
2016	<ul style="list-style-type: none"> RFQ short-listed respondents were announced Issuance of the RFP to Proponents Business-to-Business meetings held between Proponent teams and potential contractors in Windsor, Detroit and Walpole Island First Nation
2017	<ul style="list-style-type: none"> Announcement of multi-use path to be incorporated onto Bridge Community Group-to-Business meetings held between Proponents and community agencies in Windsor and Detroit More than 50 positions filled at WDBA Windsor office

Identified need for an additional crossing option

Detroit River International Crossing (DRIC) Study: 2005-2009

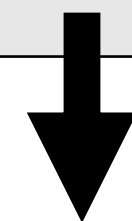
- A coordinated environmental study process completed by Canada, the US, Ontario and Michigan confirmed need and the location of five components:
 - Michigan Interchange to Interstate-75 (I-75)
 - A US Port of Entry (POE)
 - A river crossing, now known as the Gordie Howe International Bridge
 - A Canadian Port of Entry
 - An Ontario access road, now known as the Rt. Hon. Herb Gray Parkway (*delivered by Ontario*)



Evaluation Factors for Location Selection

The Detroit River International Crossing (DRIC) study assessed location alternatives for the crossings, ports of entry and access roads. The assessments were conducted in accordance with the Environmental and Technical Work Plans, and was based on the following factors and measures:

Factors	Performance Measures
Maintain Air Quality	<ul style="list-style-type: none"> Regional Burden Dispersion
Protection of Community and Neighbourhood Characteristics	<ul style="list-style-type: none"> Traffic Impacts Noise Community Cohesion/Community Character Acquisitions Environmental Justice Public Safety/Security
Maintain Consistency with Existing and Planned Land Use	<ul style="list-style-type: none"> Land Use (existing and planned) Development Plans Contaminated Sites/Disposal Sites
Protect Cultural Resources	<ul style="list-style-type: none"> Historical Parklands Archaeological Features
Protect the Natural Environment	<ul style="list-style-type: none"> Surface Water/Groundwater Environmentally Significant Species/Habitat Farmland/Prime Agricultural Soils Other Natural Resources
Improve Regional Mobility	<ul style="list-style-type: none"> Highway Network Effectiveness Continuous/Ongoing River Crossing Capacity Operational Considerations of Crossing System (River Crossing and Ports of Entry)
Cost and Constructability	<ul style="list-style-type: none"> Cost Construction Duration Construction Risk



Identified the technically and environmentally preferred location of the Gordie Howe International Bridge



Consultation and Communication

Public consultation will continue in Canada and the US throughout the project phases. The DRIC study identified many items that require public consultation prior to implementation, including:

- Aesthetics, Lighting, Visual Effects
- Sediment Erosion
- Air Quality
- Species at Risk/Invasive Species/Wildlife/Migratory Birds
- Archaeology
- Traffic/Local Roads
- Fish/Aquatics
- Vegetation/Trees
- Infrastructure
- Vibration
- Noise
- Waste/Spills/Excavated Materials
- Pedestrians/Bicycling Bridges at Michigan Interchange
- Water Quality/Groundwater/Stormwater/Surface Water



The Procurement Process: What is a P3



The Gordie Howe International Bridge project will be delivered through a public-private partnership or a P3.

What is a P3?

A P3 is a co-operative venture between a public-sector entity and a private-sector partner for the provision of infrastructure or services. The partnership is built on the expertise of each partner that best meets clearly defined public needs, with the private sector assuming a major share of the risks in terms of financing, construction and maintenance.

Who is involved in the P3?

A P3 is a co-operative venture between a public-sector entity (Windsor-Detroit Bridge Authority) and a private-sector partner (a consortium of companies with different areas of expertise).

Why use the P3 model?

A P3 transfers a major share of the risk associated with the project (such as the costs associated with overruns, schedule delays, unexpected maintenance, and/or latent defects in the assets) to the private sector. As well, the private sector's expertise, efficiencies and innovation are utilized in delivering the project.

Where does the P3 partner come from?

WDBA's Proponent teams are comprised of Canadian, American and international companies. Once selected, the private-sector partner will establish offices locally. It is anticipated that many local resources will be required from both Windsor-Essex and Detroit to deliver the project. In addition to jobs created during the construction phase, the new bridge will result in many permanent jobs for the future operation of the crossing.

When does the P3 partner start working?

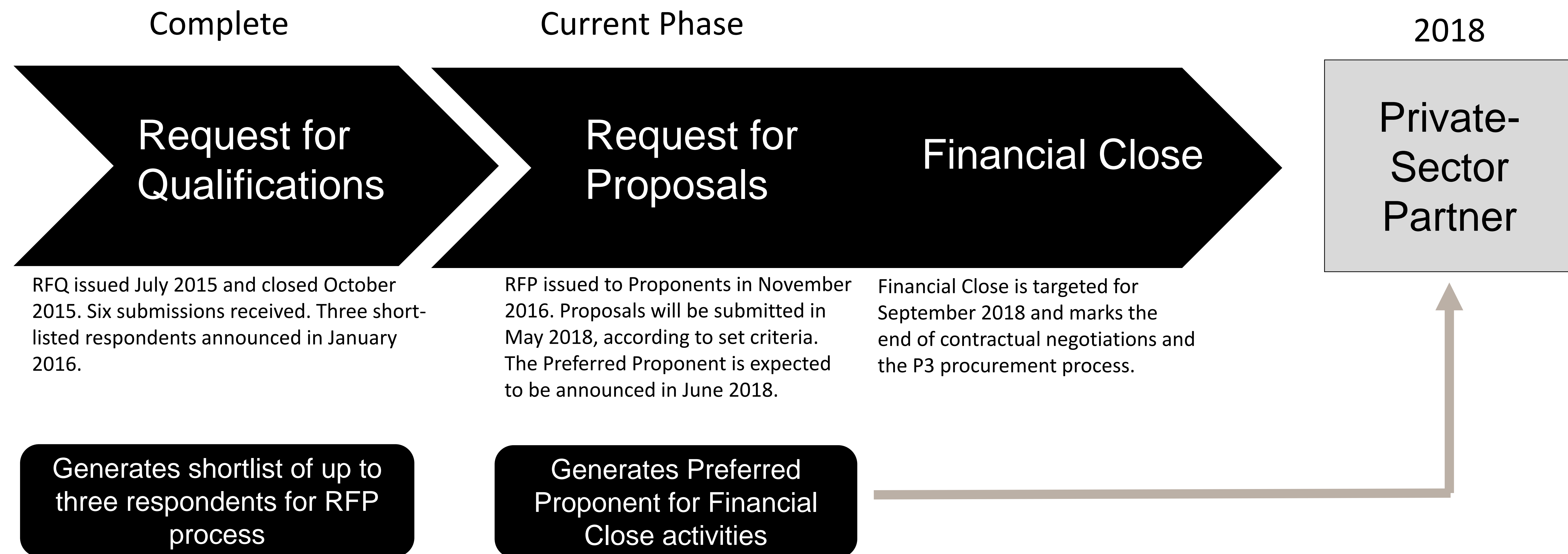
At the end of the P3 procurement process, a private-sector partner will be identified. This partner will start work immediately – setting up local offices, completing their design and engaging local contractors. They will construct the project according to the schedule included in their proposal. Once construction is completed, the private-sector partner will operate and maintain the POEs and bridge for 30 years.



The Procurement Process: P3 Milestones

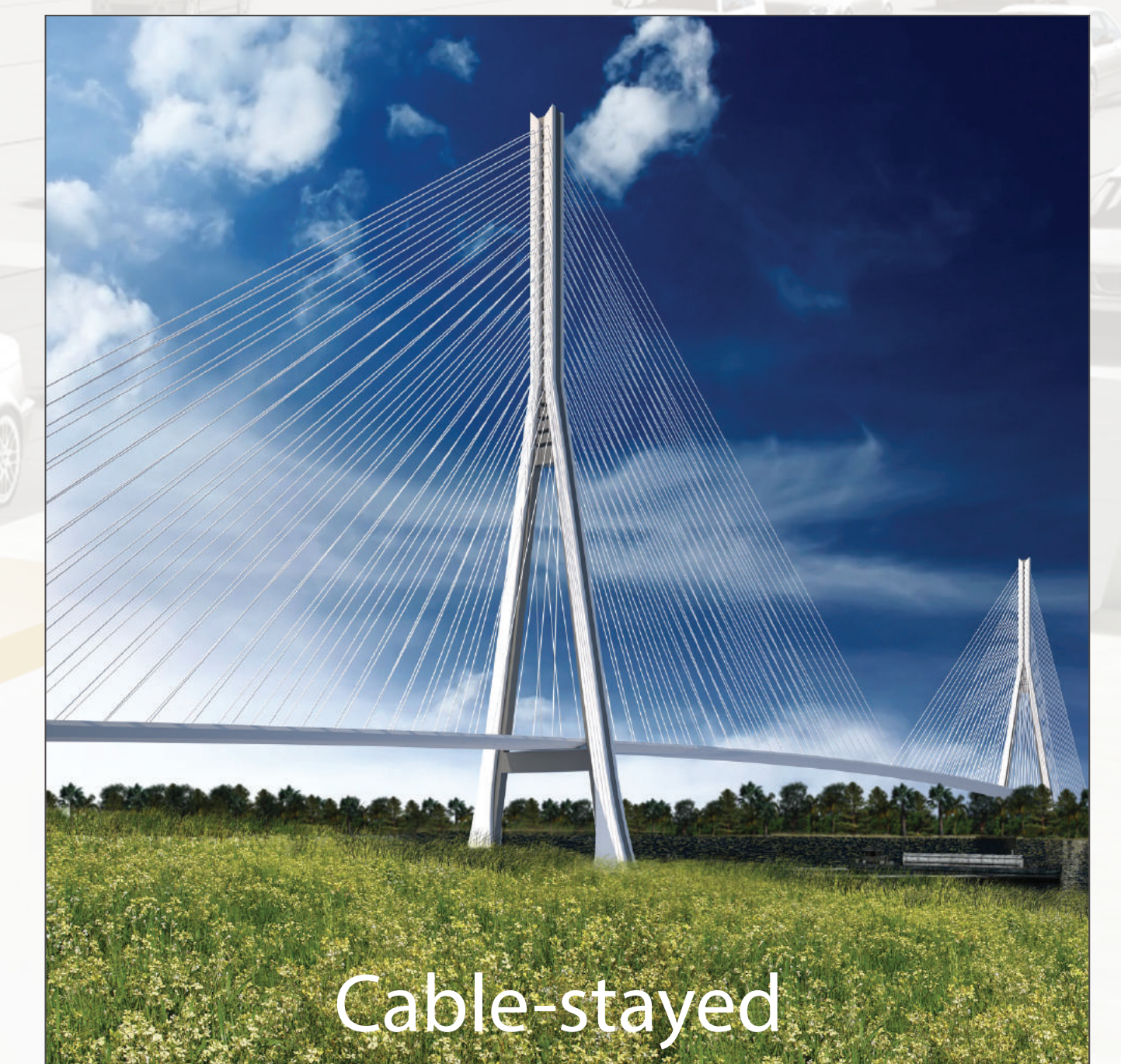
WDBA's procurement process is designed to choose a private-sector partner with the skills, experiences and resources necessary to design, build, finance, operate and maintain the Gordie Howe International Bridge project.

Three milestones in the partner selection process:



Key Project Features: Bridge

- 6 lanes: three Canadian-bound, three US-bound
- Total length: approximately 2.5 kilometres / 1.5 miles
- Clear span of 850 metres / 0.53 miles with no piers in the water
- A dedicated multi-use path 3.6 metres / 12 feet wide that will accommodate pedestrians and cyclists
- One approach bridge on each side of the crossing to connect Ports of Entry in Canada and the US
- Once complete, will be among the top five longest bridges in North America
- Cable-stayed and suspension are the two possible bridge types



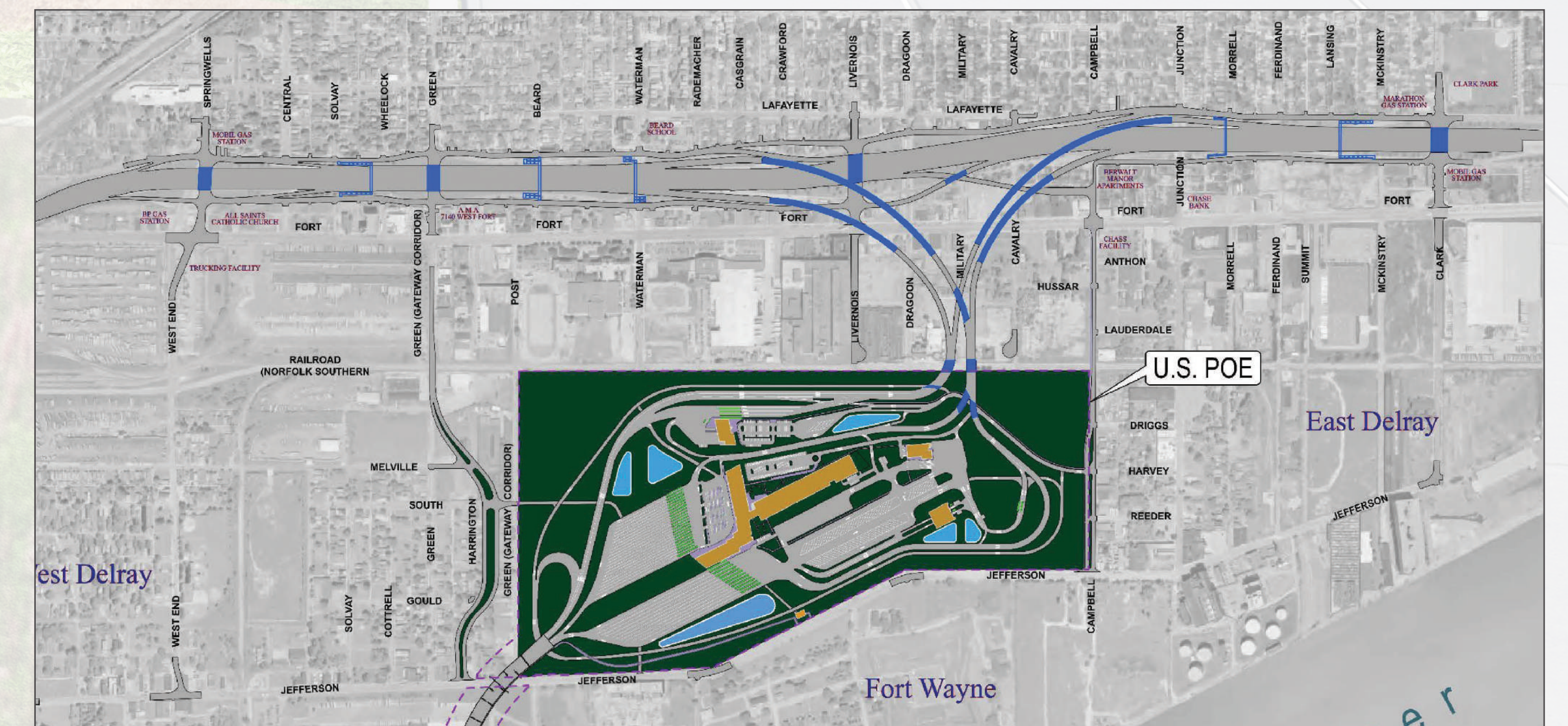
Key Project Features: Canadian Port of Entry

- **Size: Approximately 53 hectare / 130 acre site**
- **Inbound border inspection facilities for both passenger and commercial vehicles**
- **Outbound inspection facilities**
- **Toll collection facilities for both the US-bound and Canada-bound traffic**
- **Maintenance facility**
- **Parking**
- **Once constructed, this port will be the largest Canadian port along the Canada-US border**



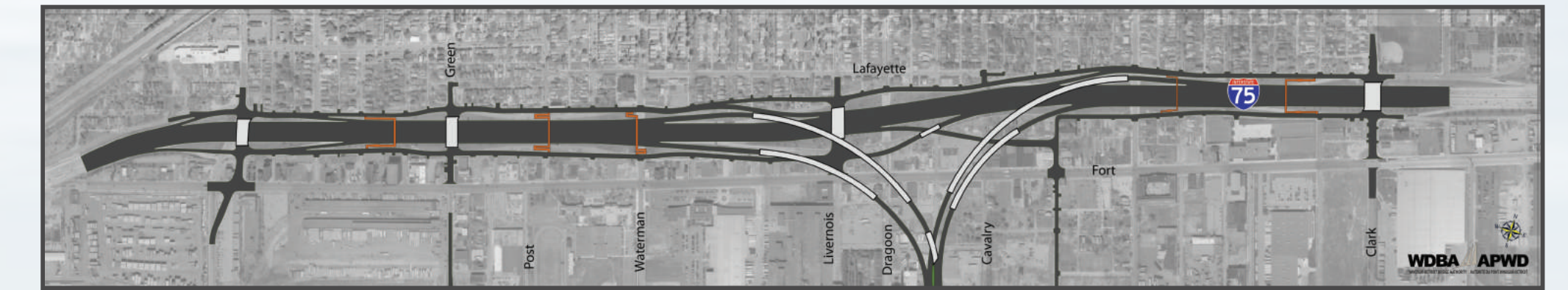
Key Project Features: US Port of Entry

- **Size: Approximate 60 hectare / 145 acre site**
- **Inbound border inspection facilities for both passenger and commercial vehicles**
- **Outbound inspection facilities**
- **Commercial exit control booths**
- **Parking**
- **Once constructed, this port will be one of the largest ports of entry in North America**



Key Project Features: Michigan Interchange

- **Local road improvements including:**
 - 4 new road bridges
 - 5 new pedestrian bridges
 - Widened roads at key intersections to allow transport trucks full uninterrupted turns
- **Primary connecting ramps to and from the US POE**
 - 4 long bridges crossing the railway and connecting I-75 to the US POE
 - Reconfiguration of I-75 interchange ramps and service drives
- **Noise walls to be incorporated in the locations identified by the Environmental Impact Study**



Conceptual illustration only



Conceptual illustration only

Windsor-Detroit Bridge Authority (WDBA), in response to public consultation and feedback, has revised the design requirements of the Gordie Howe International Bridge project to include a dedicated multi-use path that will accommodate pedestrians and cyclists. This decision was made possible through engagement with Canada Border Services Agency (CBSA) and US Customs and Border Patrol (CBP).

Bike or Hike the Gordie Howe International Bridge



Vélo ou randonnée le pont international Gordie-Howe

The integration of the multi-use path will benefit the communities, as it will support active transportation, a healthy lifestyle and enhance cycle tourism across the border.

WDBA has requested that the Proponents include this design element in their submissions to the Request for Proposals.

It will be up to the successful Proponent to determine how best to incorporate this active transportation feature.

Key Features

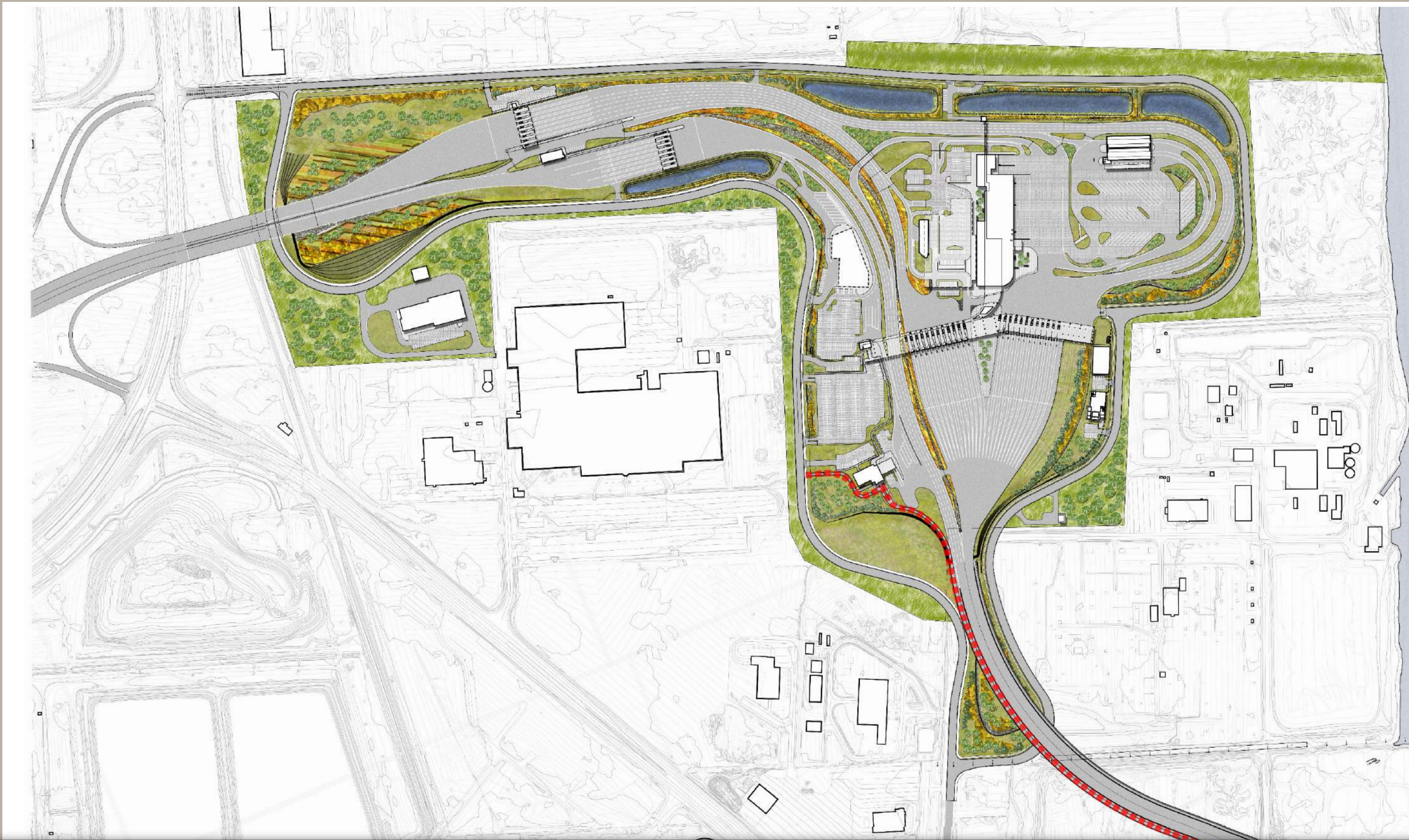
- **One lane that accommodates two-way traffic in either direction**
- **Approximately 3.6 metres wide**
- **Concrete barriers separating vehicular traffic from pedestrians and cyclists**
- **A span of 2.5 kilometres, the same length as the Gordie Howe International Bridge**
- **Connections to local road networks in both Canada and the US**
- **Users will not cross pathways with vehicular traffic to ensure the safety and security of travelling public**

It is important to note that key features are subject to change dependent upon the final design of the eventual private-sector partner and ongoing discussions with partner agencies.

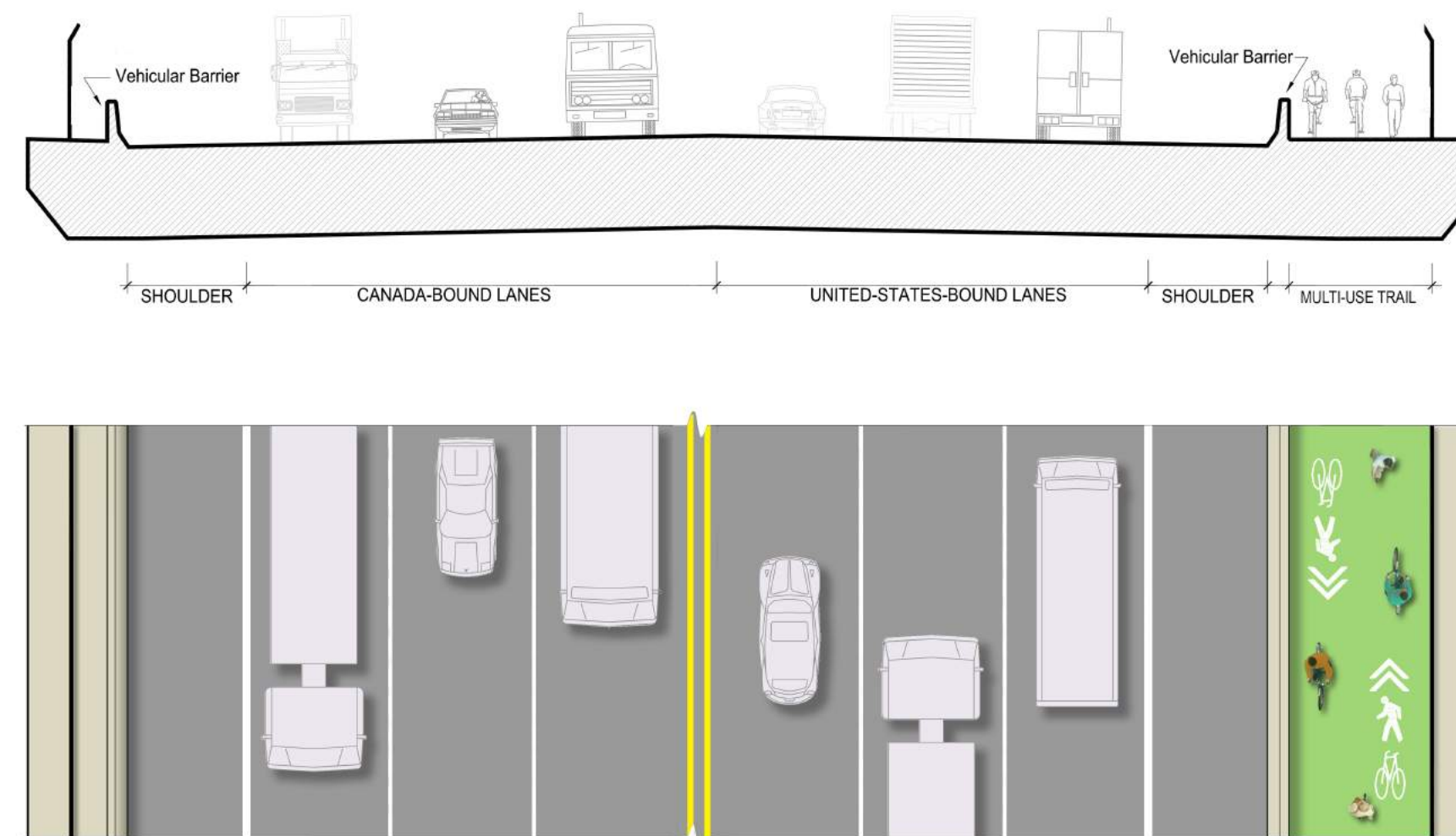
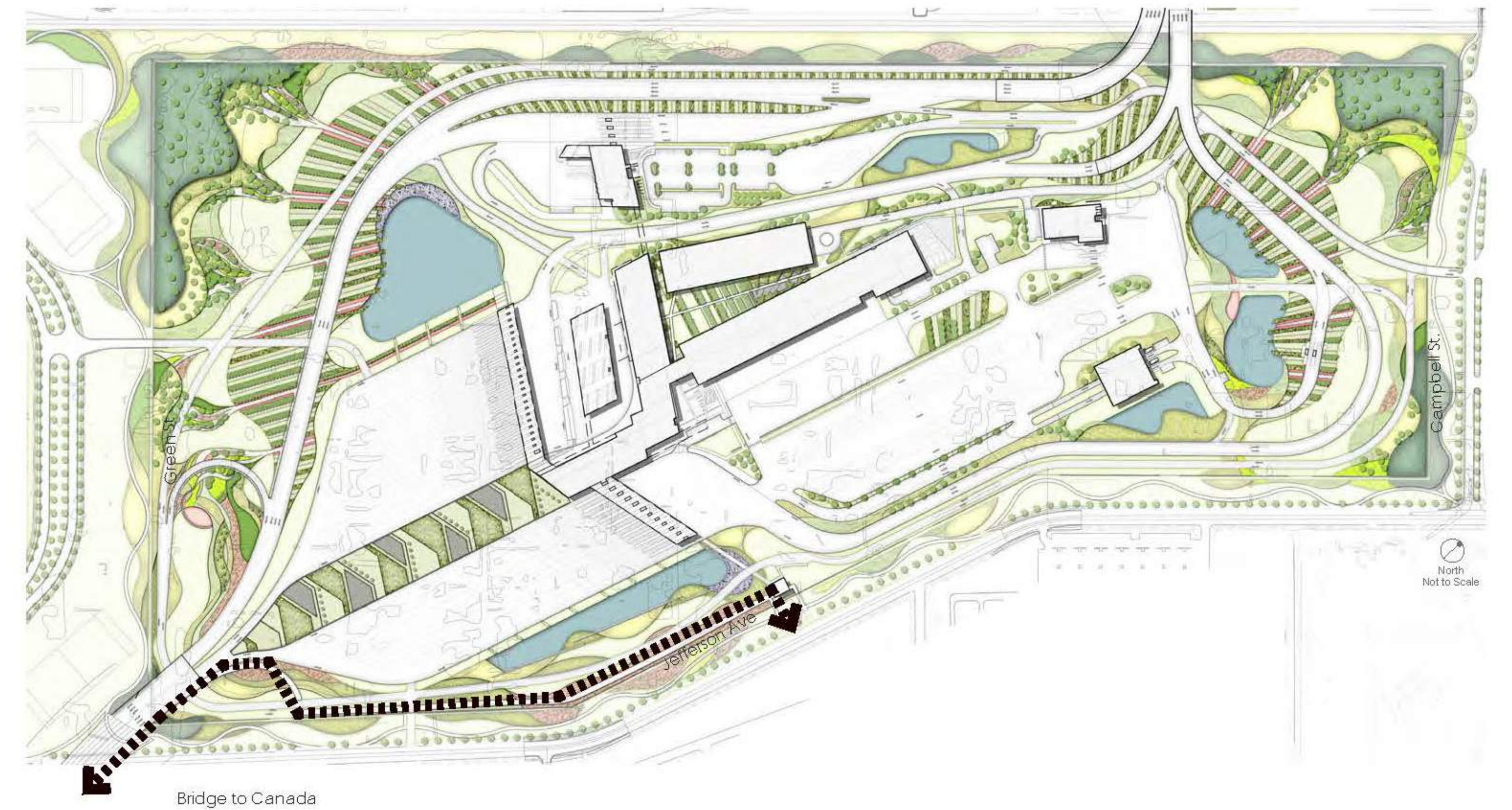


Multi-Use Path Conceptual Renderings

Canadian Port of Entry



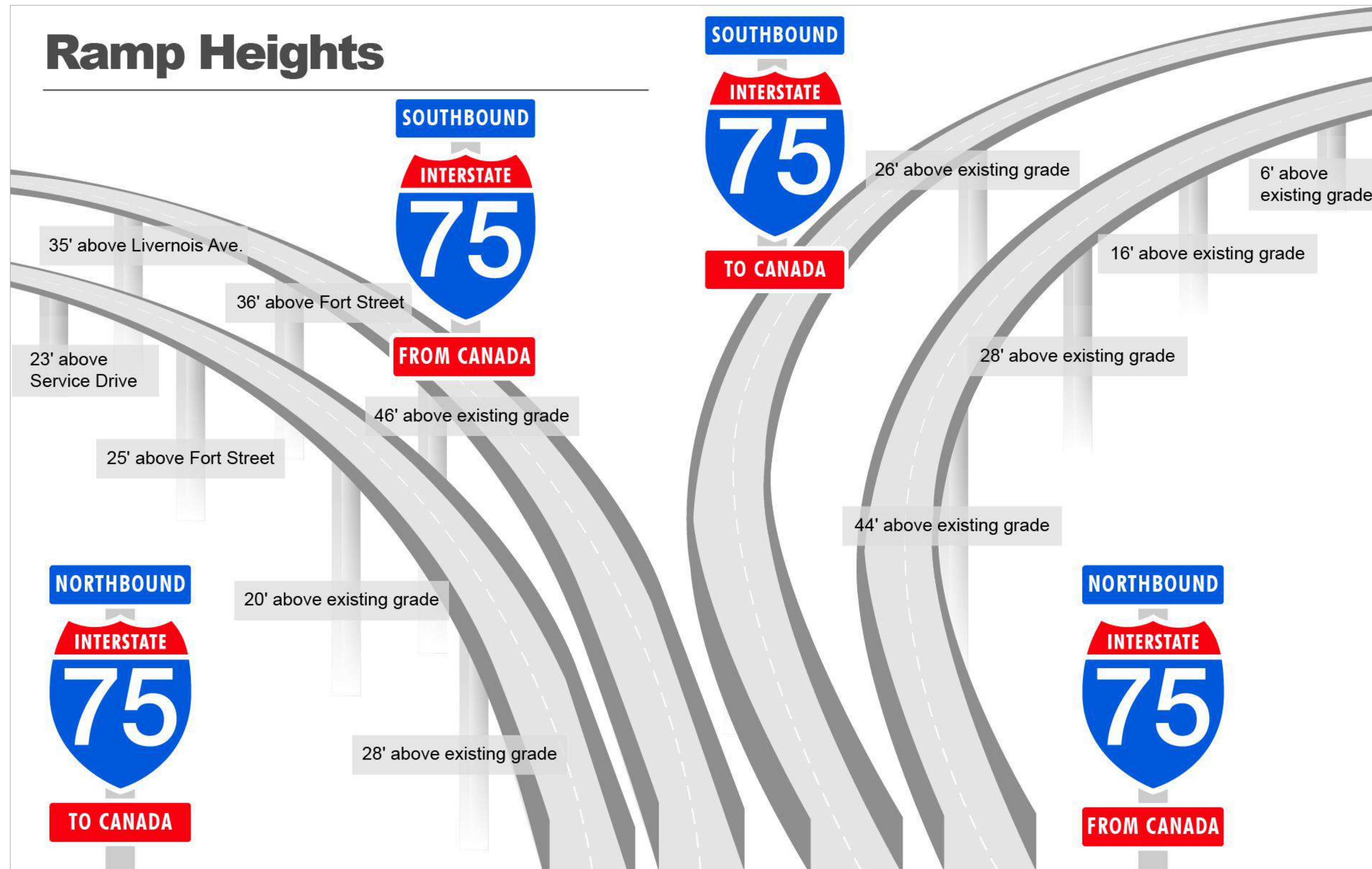
US Port of Entry



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View from I-75 Interchange: Ramp Heights

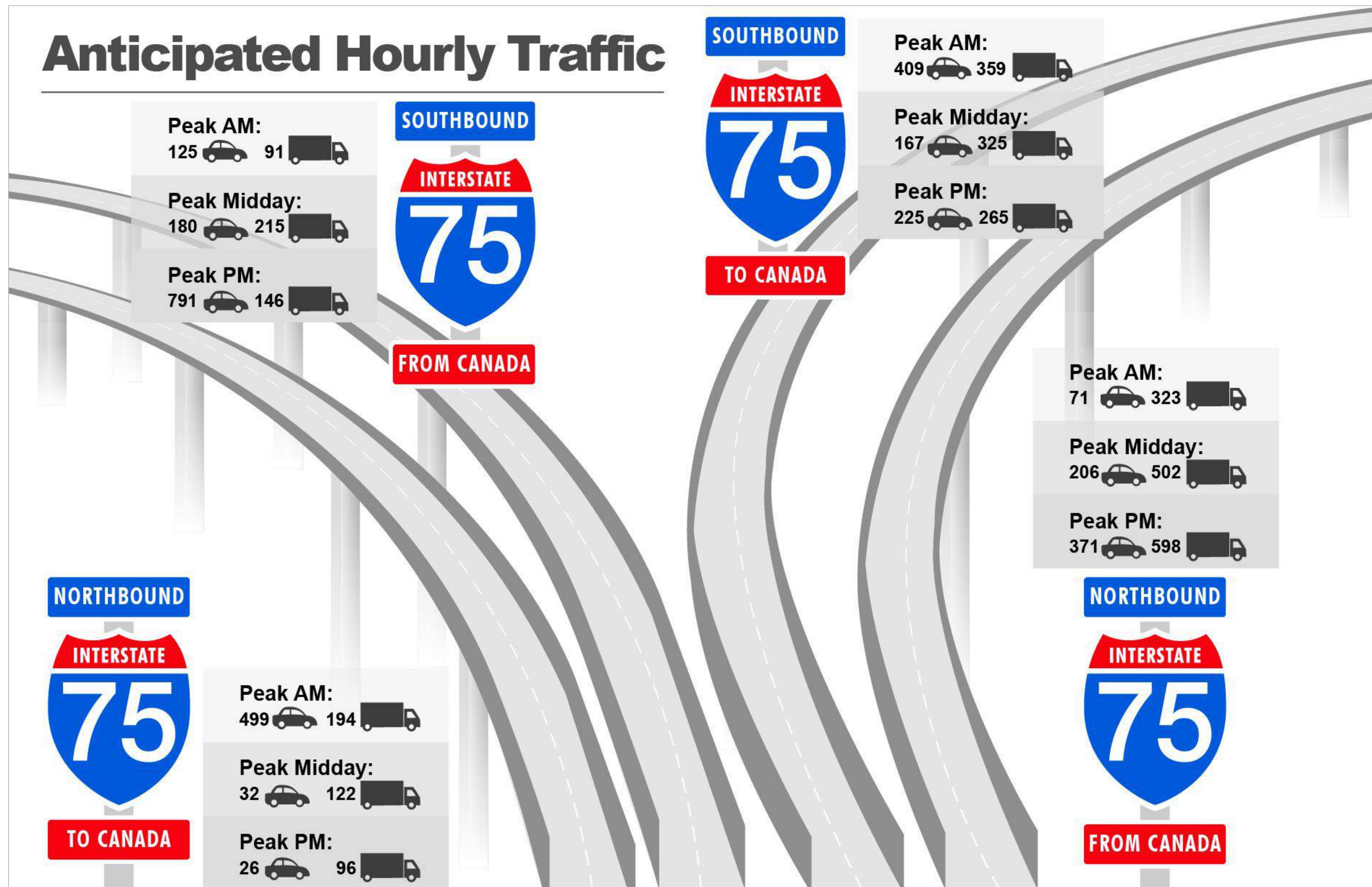


Ramp heights will begin below grade for vehicles exiting I-75 and quickly elevate to a maximum of 44-46 feet above street-level prior to descending to ground level at the Port of Entry.

Actual height is subject to review prior to construction.



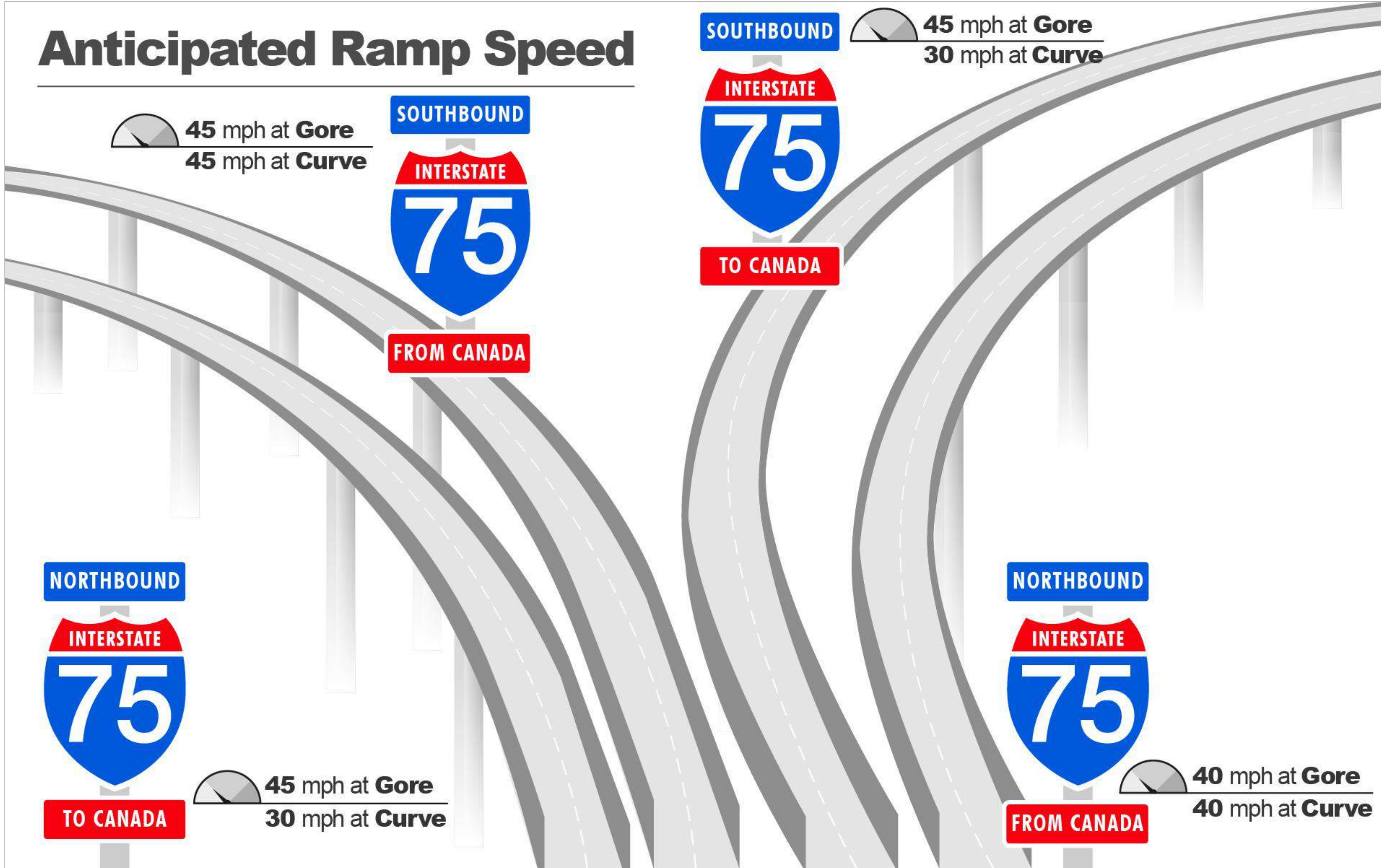
I-75 Traffic Design: Anticipated Hourly Traffic



Anticipated traffic estimates are under review and may be adjusted pending survey results.



I-75 Traffic Design: Anticipated Ramp Speed



Gore is the connection between the ramp and the freeway.

Anticipated ramp speeds are subject to change and may be adjusted prior to implementation.



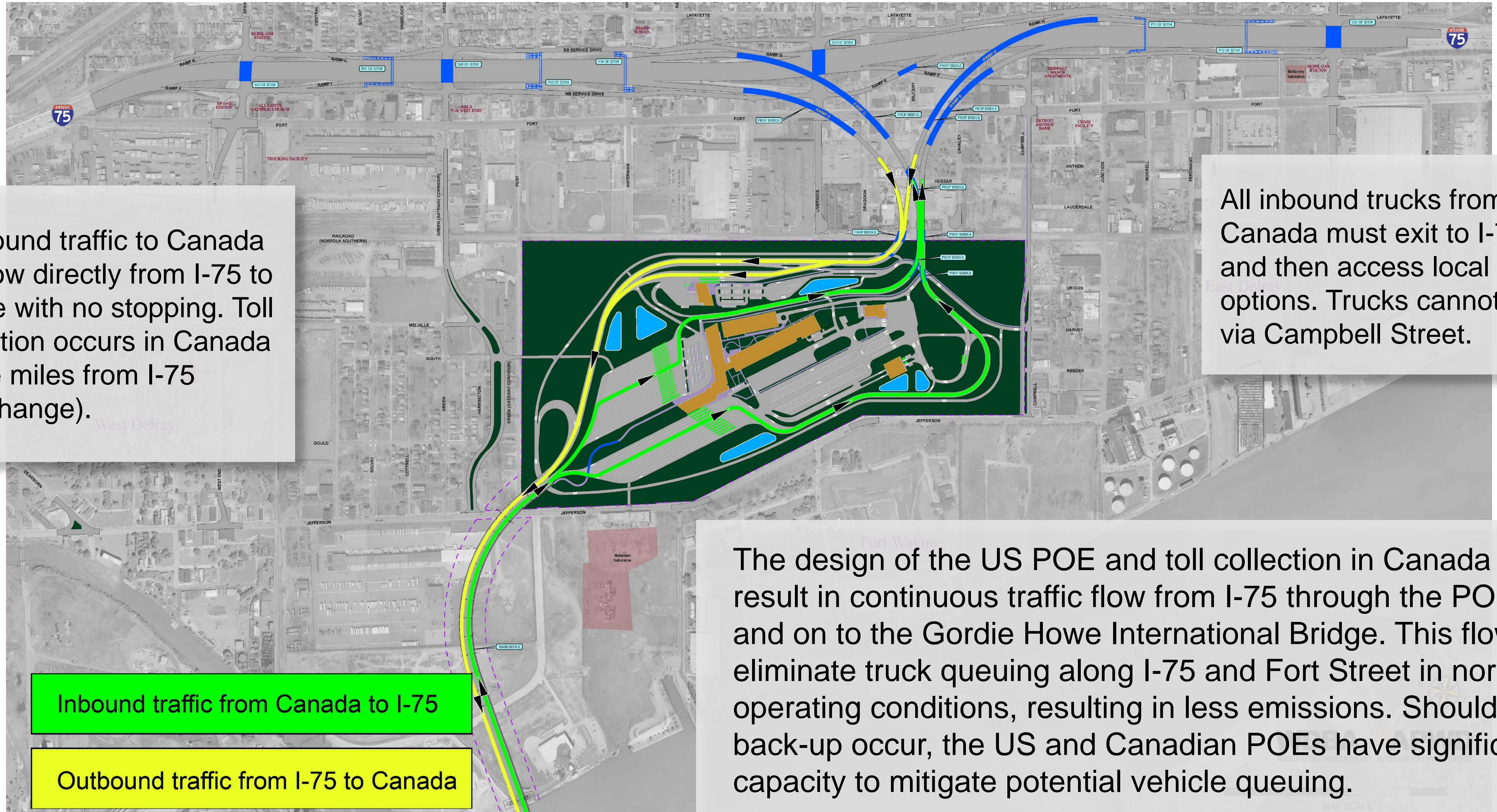
US Traffic Patterns: Anticipated Access Points



Access points subject to change pending final design



US Traffic Flow to US POE



Outbound traffic to Canada will flow directly from I-75 to bridge with no stopping. Toll collection occurs in Canada (three miles from I-75 interchange).

All inbound trucks from Canada must exit to I-75 and then access local road options. Trucks cannot exit via Campbell Street.

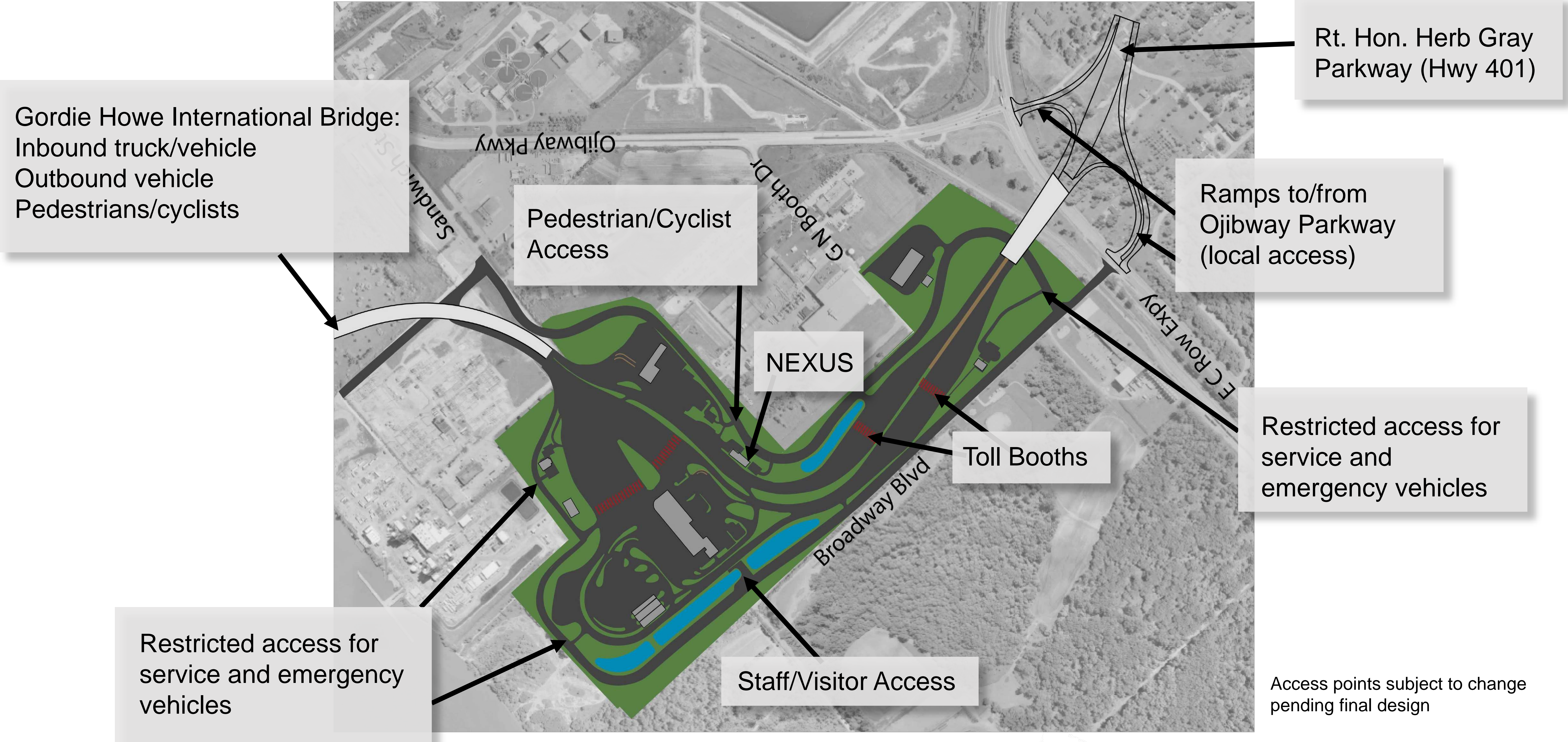
Inbound traffic from Canada to I-75

Outbound traffic from I-75 to Canada

The design of the US POE and toll collection in Canada will result in continuous traffic flow from I-75 through the POE and on to the Gordie Howe International Bridge. This flow will eliminate truck queuing along I-75 and Fort Street in normal operating conditions, resulting in less emissions. Should a back-up occur, the US and Canadian POEs have significant capacity to mitigate potential vehicle queuing.



Canadian Traffic Patterns: Anticipated Access Points



Designing for Commercial Users

Bridge design considerations:

- ✓ Dedicated truck lanes
- ✓ Reduced gear-shifting required due to geometry of bridge grade
- ✓ Driver-friendly road lighting
- ✓ Accommodate truck breakdowns with minimal traffic impact
- ✓ Onsite weather monitoring station
- ✓ Road lighting

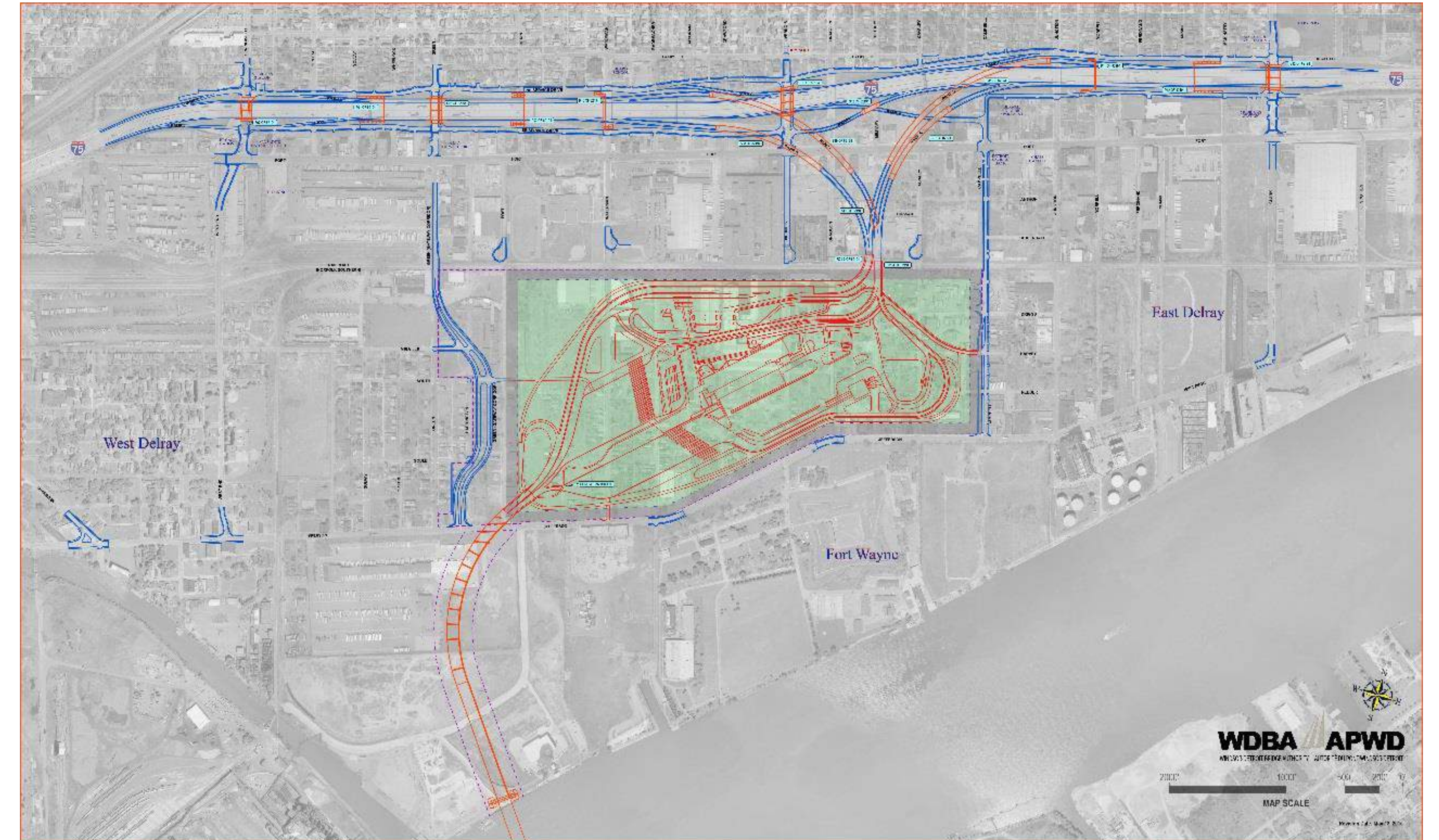
Advanced technology considerations:

- ✓ ITS intelligent video will capture unauthorized movement near trucks
- ✓ Video feeds for traffic monitoring
- ✓ E-manifest programs and other trusted traveller programs
- ✓ VIN recognition
- ✓ Trucking companies geofencing / supply chain security programs
- ✓ Traffic Surveillance System
- ✓ Lane Control and Traveller Information Systems
- ✓ Most up-to-date large scale imaging will provide more efficient and timely throughput
- ✓ Traffic conditions to be on highway video display boards long before arrival at bridge to allow for alternate route planning
- ✓ Intelligent video hook ups will provide first responders another tool to facilitate responses to incidents impacting commercial traffic



Property Acquisition

- An extensive environmental study (EIS) completed as part of the DRIC study in 2005-2009 identified the properties that would be required for the construction of the US Port of Entry, the required Gordie Howe International Bridge foundations and the Michigan Interchange.
- The project footprint and properties required for acquisition were determined in the approved EIS in 2008.
- Acquisition is being completed in co-ordination with a Land Acquisition Consultant for voluntary properties and Special Assistant Attorneys General (SAAGs) for properties that are anticipated to require condemnation (expropriation).
- MDOT is committed to working with property owners in a fair and consistent manner with appraisals based on fair market value.



- Property acquisition is a complex process – transfer of ownership/rights to a public agency for public use must follow federal and state laws.
- The Michigan Department of Transportation (MDOT) is responsible for all property acquisitions in the US and will retain ownership of all US property.



US Works: Property Acquisition

- 636 land parcels are required for the Gordie Howe International Bridge project.
- To date, MDOT has acquired and/or has control of 93 per cent of the required parcels.
- Relocation assistance and support will continue to be provided.
- The condemnation process will be carried out as needed on a parcel-by-parcel basis.

Property by the Numbers

636 total land parcels required

229 residential relocations required

88 business relocations required

93 per cent of total property acquired/in control

191 structures demolished or in demolition process as of November 22, 2017



MDOT Acquisition Process/Environmental Testing

1. Preliminary interview with property owner and tenants, if applicable
2. Appraisal of property
3. Appraisal review completed by MDOT
4. Housing and rental determinations, if applicable
5. Business relocation determination, if applicable
6. Good Faith Offer
7. Closing or condemnation filing
8. Relocation of occupants
9. Possession of property
10. Demolition

*If necessary, environmental testing may take place any time during these processes.

Environmental Testing

- Project Area Contamination Survey (PACS) were completed for each property at the beginning of the project.
- The following inspections are scheduled on a parcel-by-parcel basis:
 - Preliminary Site Inspection (PSI) - drilling or digging for collection of soil samples for environmental testing.
 - If required by the PSI, further environmental testing, including additional sampling and creation of a Due Care Plan is undertaken.



Demolition and Security Measures

- MDOT and its project partners are working to ensure that demolitions are conducted in a cost efficient and safe manner that minimizes disruption to the community.
- All demolitions are carried out in accordance with local, state and federal guidelines. Demolition occurs as quickly as possible to the date a property is vacated.
- Once a parcel is vacated, the structure is boarded up, utility disconnect requests are submitted, and asbestos and hazardous material surveys are performed. All of these tasks are initiated within 12 hours of parcel vacate.

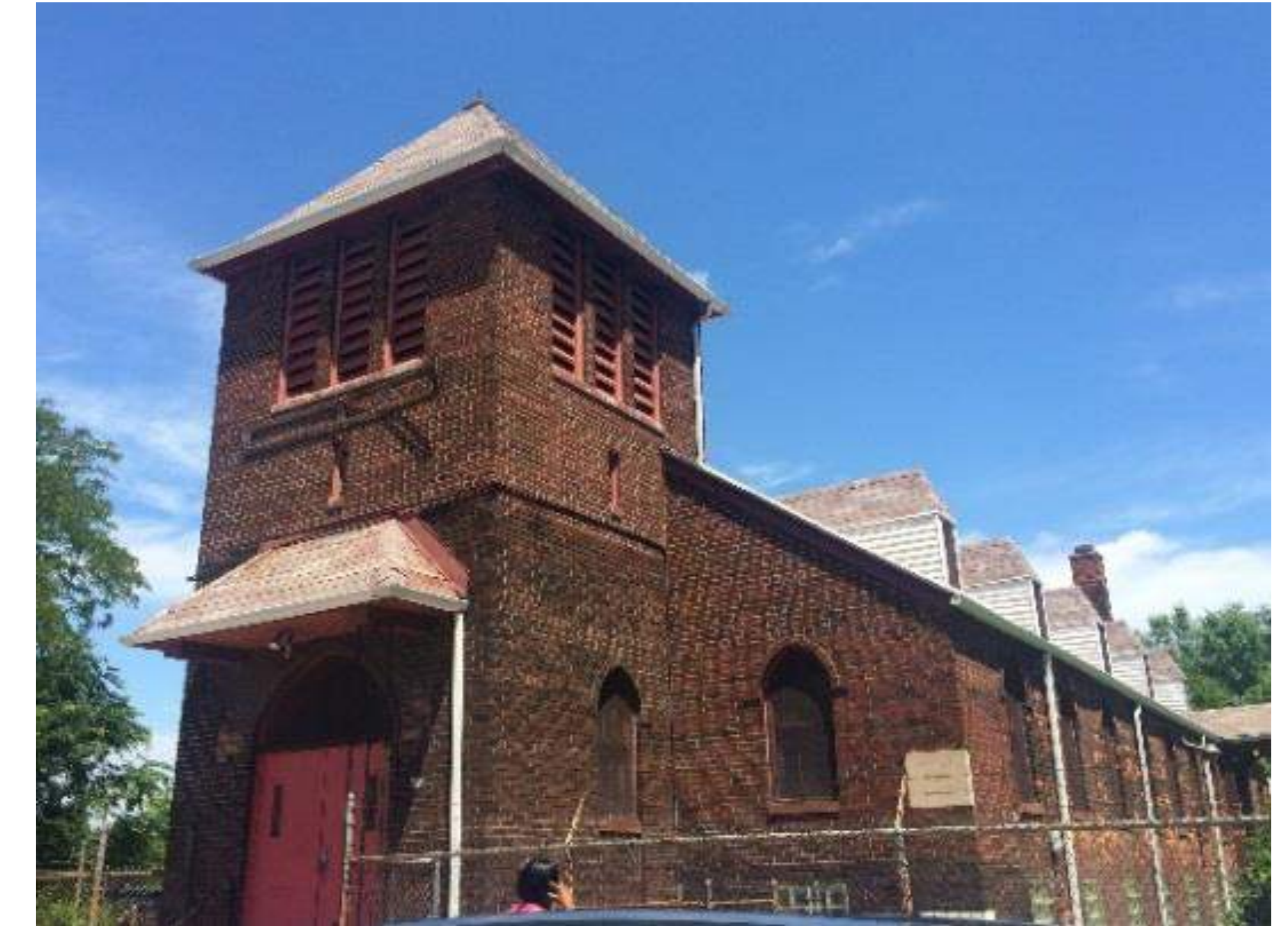
The following measures are being implemented to minimize impact of demolition on the community:

- Adjacent property owners are notified in advance of a scheduled demolition.
- Dust suppression measures are used throughout demolition activities.
- Traffic and mobility considerations are made for businesses and residents.
- Security is designated to patrol the area.
- General demolition information is updated on a weekly basis on wdbridge.com.



Historical and Archaeological Documentation


- The Delray community has a rich history, hosting several historic sites including Historic Fort Wayne.
- Current activities include finalization of a report summarizing the documentation and recording of information on Kovacs Bar and St. Paul AME Church.
- While no significant archaeological resources are known within the Area of Potential Effect, the Gordie Howe International Bridge project is at risk of inadvertently encountering finds of historical and/or archaeological significance, possibly including human remains, during construction. Thus, MDOT and the State Archaeologist agree the inadvertent finds protocol will be implemented for all stages and areas of construction.



US Works: Utility Relocation

- Utilities located within the US Port of Entry footprint and the land required for the bridge footings require relocation. WDBA and MDOT are working with utilities and other partner agencies to identify high priority areas where utilities require relocation.
- Once complete, the identified area will enjoy new, upgraded utility infrastructure to support residential and commercial needs.
- Many utilities are completing the relocation work themselves or through their preferred contractor.
- Private utility relocation work will occur with no anticipated service interruptions.
- All utility relocation work (Permitted Activity) must comply with municipal guidelines and procedures for notifications, hours of work, noise and disposal of materials as outlined in the permitting documents.
- If you have questions or concerns regarding utility work in your neighbourhood, please contact the utility directly.

Gordie Howe International Bridge
Construction Activities: United States



Dates and times provided below may change due to weather conditions and other factors affecting construction activities. Although this list is intended to be comprehensive, unavoidable emergency road detours and road closures may occur. Please watch for workers along this corridor. We apologize for any inconvenience and thank you for your patience.

Week of August 1, 2016

Demolition Activity
Demolition work will occur on West Fort Street (between Dragoon Street and Military Street), Beulow Court (near Livernois Avenue), Livernois Avenue (between Lafayette Boulevard and the Southbound I-75 Service Drive) and Crawford Street (between South Street and Jefferson Avenue). The roads will remain open and the work is not expected to impact traffic.

Preliminary Site Investigation (PSI)
PSI work will occur on the Southbound I-75 Service Drive (between Livernois Avenue and Crawford Street). The road will remain open and the work is not expected to impact traffic.

Survey Activity
Survey Crews will be working on Springwells Court (south of Jefferson Avenue), Glinnan Street (between Lafayette Boulevard and I-75), Solvay Street (between Lafayette Boulevard and I-75), Crawford Street (between Lafayette Boulevard and I-75), and Campbell Street (between Amherst Street and I-75). The roads will remain open and the work is not expected to impact traffic.

Utility Work
There is no utility work currently planned.

Temporary Road Closures
There are no road closures currently planned.

Follow the project
www.wdbridge.com www.instagram.com/windsordetroitbridgeauthority **WDBA APWD**
WINDSOR-DETROIT BRIDGE AUTHORITY | AUTORITÉ DU PONT WINDSOR-DETROIT

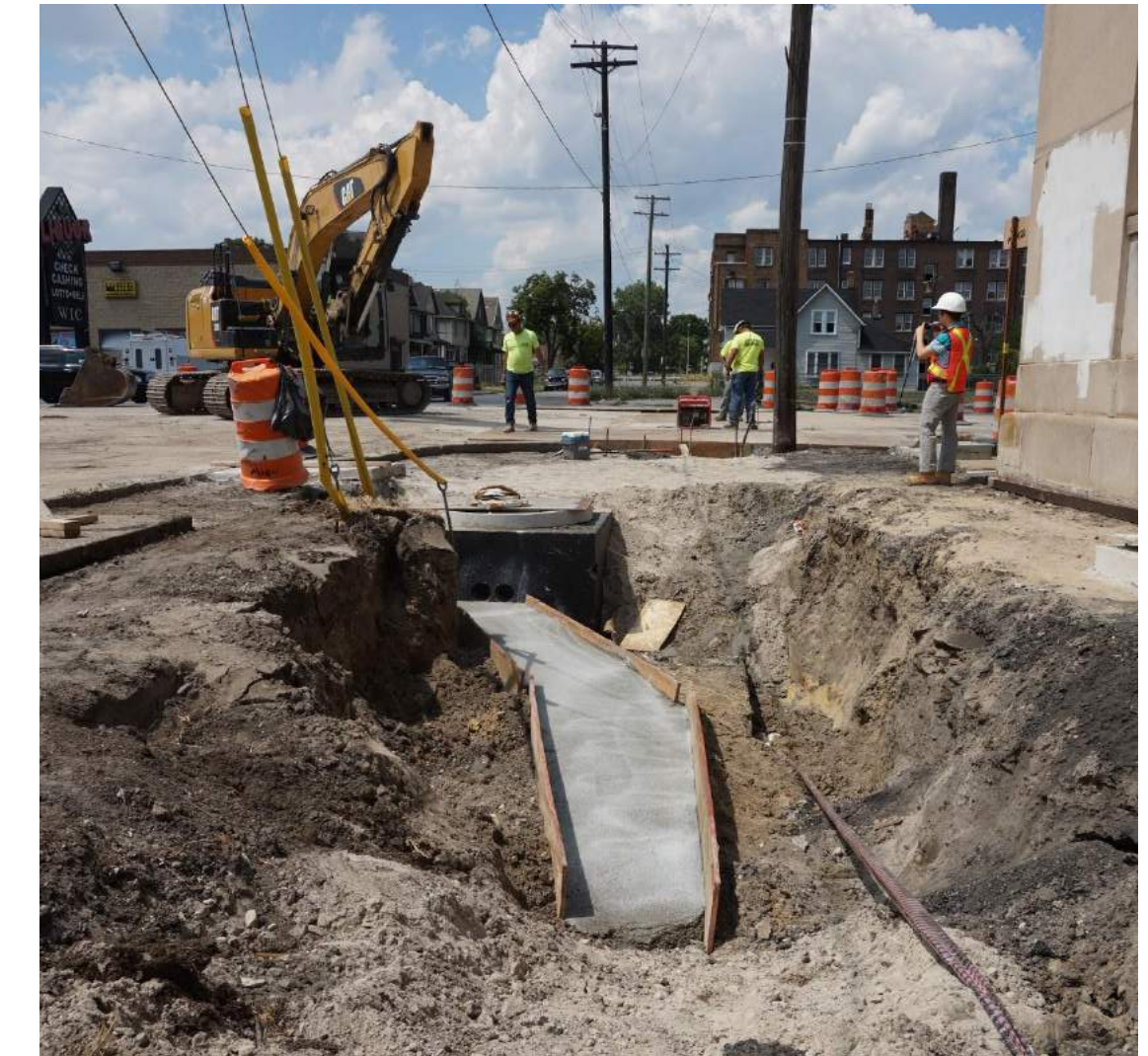
www.facebook.com/WDBABridge www.twitter.com/WDBABridge www.youtube.com/search?q=WDBA

WDBA posts weekly Construction Notices online and at various community locations in Windsor and Detroit regarding upcoming work



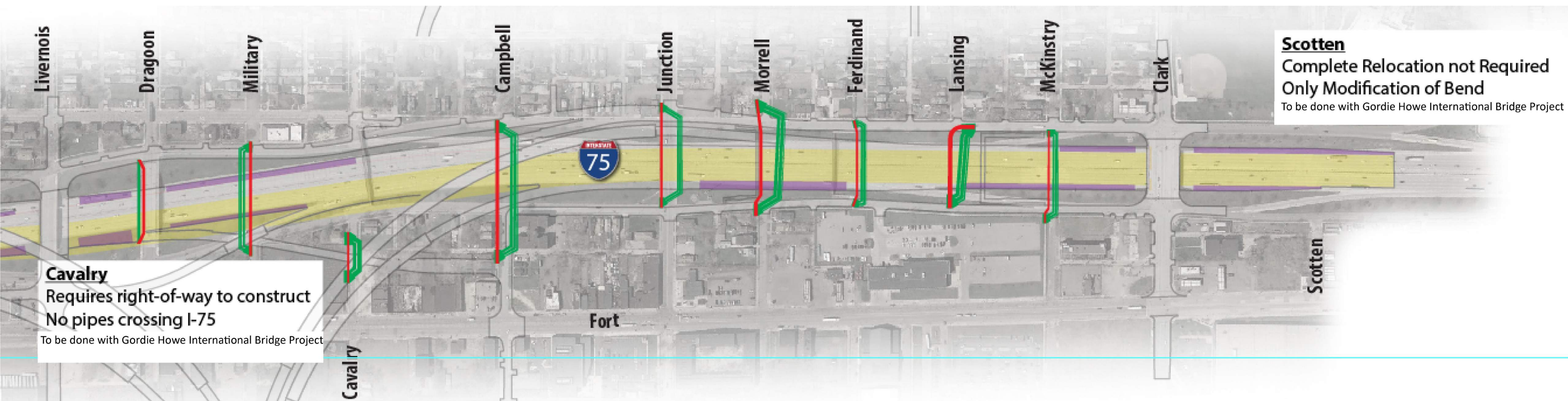
US Works: Current Status of Utility Relocation

Municipal Utilities Affected	Status
Detroit Water and Sewerage Dept. (DWSD) Great Lakes Water Authority (GLWA) Public Lighting Dept. Public Lighting Authority	Anticipated relocation work to be performed by eventual private-sector partner.
Electrical International Transmission Corporation (ITC) DTE Electric	ITC: Relocation work of underground assets has been completed. Ongoing restoration work on Military St. Underground assets in NB I-75 Service Drive is under engineering review. Aerial relocation is anticipated during project construction. DTE Electric: Design in process. I-75 duct bank construction has been completed at Rademacher St. West. Ongoing maintenance and condition survey work for abandonment and new construction.
Gas DTE Plains Marketing Kinder Morgan	DTE Gas: Design in process. Gas main installation along Livernois St., Junction St. and Fort St. is complete and restoration work is underway. Ongoing maintenance and condition survey work for abandonment and new construction. Plains Marketing/Kinder Morgan: No anticipated relocation work identified.
Telecommunications AT&T ExteNet Systems CenturyLink Sprint Comcast Verizon Level 3 Windstream Communications	AT&T: Underground asset relocations have been completed. Aerial relocation will be coordinated with project construction. Remaining Telecommunications: Relocations will be coordinated with project construction if needed.



US Works: Siphons and Combined Sewers

- Several siphons and combined sewer crossings beneath I-75 require relocation and replacement.
- Sewer pipes under the freeway mainline are being constructed as part of the I-75 Inlay project.



The locations of siphons and combined sewer crossings which will have their pipes under I-75 mainline pavement installed as part of the Inlay Project.



Mitigating Construction Impacts for Host Communities

The Detroit River International Crossing (DRIC) study was a comprehensive bi-national environmental study that identified requirements to mitigate potential negative impacts from a new crossing. WDBA is committed to minimizing disruptions to communities and the environment and will ensure the private sector partner will implement steps to mitigate environmental disturbances and limit impacts to nearby residents, people traveling through the construction zone and nearby businesses. The following list represents mitigation measures that may be implemented in Canada and/or US as appropriate.

Noise Mitigation

- Ensure all construction equipment is in good repair, fitted with functioning mufflers and complies with noise emission standards
- Limit noisy activities to daytime hours and in accordance with municipal noise bylaws
- Where possible, install noise barriers or berms in the early construction phases
- Maximize the distance between the construction staging areas and nearby receptors
- Provide regular updates to nearby residents and businesses on possible activities that will affect them

Dust Management

- Periodic watering or stabilization of disturbed and exposed soils
- Limit speed of vehicular traffic
- Use water sprays during loading/unloading of materials
- Sweep or water flush entrances to construction zones

Erosion and Sediment Control

- Develop and implement erosion and sediment control plans to protect surface waters, adjacent ecosystems and properties
- Follow provincial and state environmental guidelines for road construction
- Create temporary stormwater management ponds to manage water quality

Water Quality Protection and Management

- Protect and manage groundwater regimes for fish habitat and wetlands through design
- Develop salt management plans for construction and operation phases
- Create and maintain permanent stormwater management plans to control water quality

Archaeology/Cultural Resource Protection

- Continue to undertake archaeological and heritage investigations
- Report unexpected archaeological finds to the appropriate agencies during the construction phase

Traffic Disruptions

- Alert nearby residents and businesses of temporary traffic disruptions in advance when possible
- Ensure alternate routes are available
- Provide signage to alert drivers and pedestrians of closures or detours



Mitigation Elements: What to Expect

In accordance with commitments made during the Detroit River International Crossing (DRIC) study, the following mitigation elements were identified for inclusion during construction of the US components of the Gordie Howe International Bridge:

- 100- ft landscaped buffer to be incorporated in the lands surrounding the perimeter fencing of the Port of Entry.
- Existing trees will be preserved where possible and landscaping will emphasize the incorporation of native species.
- Fence installation surrounding the Port of Entry lands.
- Noise barriers to be installed in locations identified through the DRIC study.
- Port of Entry lighting will minimize impacts to adjacent residents and wildlife.
- Stormwater management facilities will be constructed within the project footprint to ensure adequate site drainage.



The community will continue to have consultation opportunities with the P3 partner during design and construction phases of the Gordie Howe International Bridge project.



Community Benefits: Integrating the Gordie Howe International Bridge into the Region

What are community benefits?

Community benefits programs are identified opportunities that can advance economic, social or environmental conditions. These opportunities are often included in public projects. The Gordie Howe International Bridge project will include community benefits in recognition of the role the bridge plays in the host communities in Windsor and Detroit.

Why include community benefits?

The Crossing Agreement signed in 2012 by the Government of Canada and the State of Michigan included the following:

The proposed community benefits plans, as described in the RFP, covering both Canada and Michigan, which includes, in relation to both the construction and operation of the International Crossing: (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; and (D) the manner in which job training and local job development will be encouraged.

Incorporating Feedback

WDBA has received more than 200 suggestions for community benefits from both Detroit and Windsor representatives. All suggestions have been shared with the three Proponent teams. Many of these requests fall within five themes:

Local workforce and training strategies

Construction impact and operation mitigation measures for nearby residents and businesses

Community safety and connections

Aesthetics and landscaping

Regional economic and community development opportunities



Community Benefits: Guiding Framework

It is important that the Community Benefits Plan reflect what our stakeholders have told us is important to them. To help ensure these community priorities are captured, WDBA has developed a guiding framework to support the delivery of the Community Benefits Plan.

The Community Benefits Plan shall be based on the following principles, referred to as the **I-CARE** Framework:

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 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.

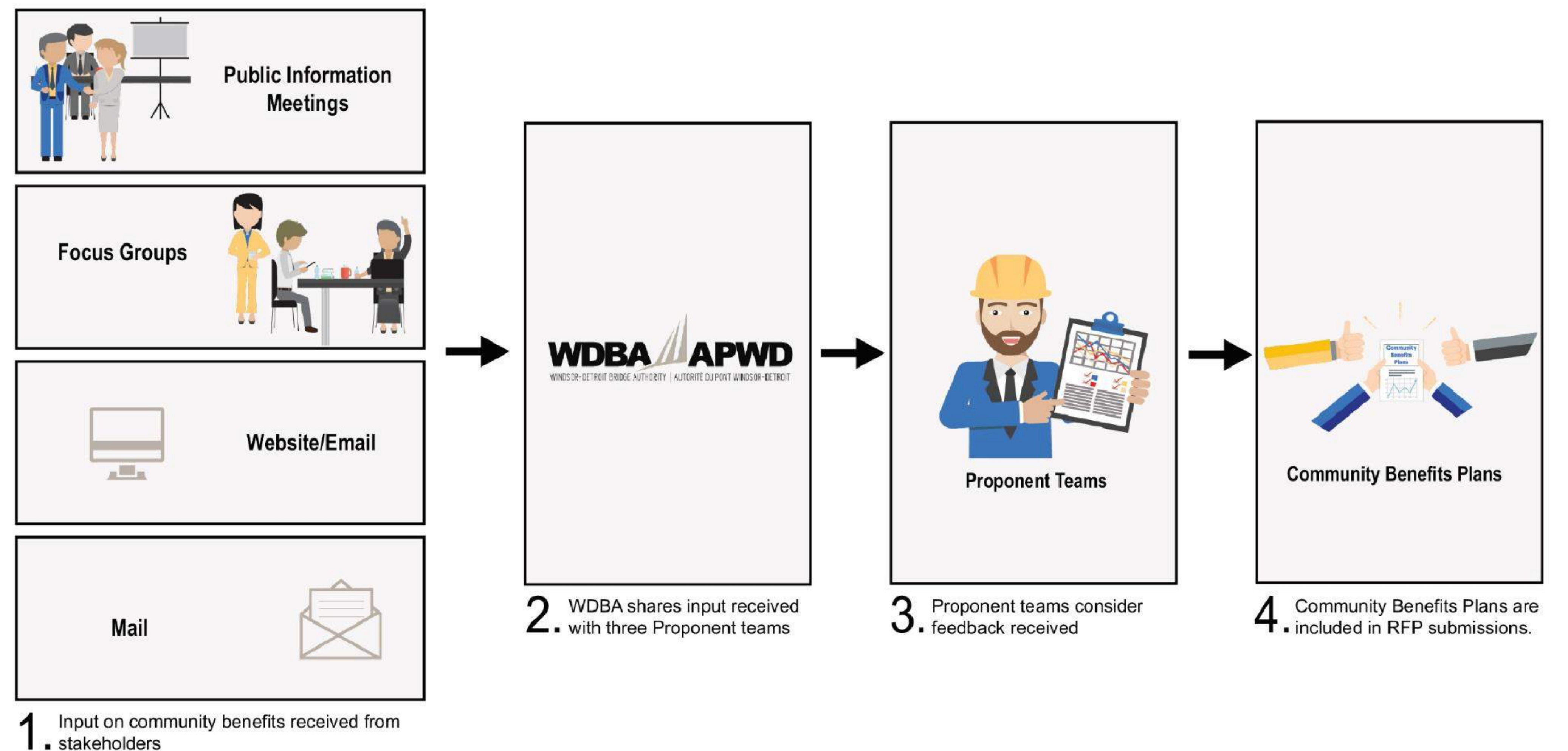
Enterprising: Community Benefits shall be comprised of new methods, ideas and innovative approaches to engage and benefit the neighbouring communities.



Community Benefits: Public Input

Since 2015, WDBA has received more than 200 suggestions for community benefits from Michigan and Ontario residents, Indigenous Peoples, business owners and community leaders. These suggestions have been shared with the three Proponent teams preparing submissions for the Request for Proposals.

- Proponents will submit community benefits plans to WDBA as part of the RFP submission.
- The plans will reflect the suggestions and input received from stakeholders.
- The private-sector partner will deliver the plan with oversight from WDBA.
- It is anticipated that the plan will be implemented during the construction and operation phases project.



Stay Connected

WDBA is engaging the community and its stakeholders as it works to build the Gordie Howe International Bridge project. There are many ways to stay connected with us.



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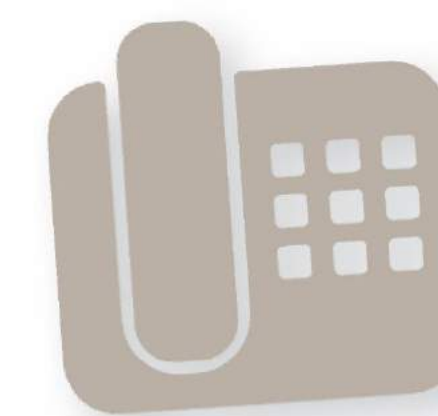


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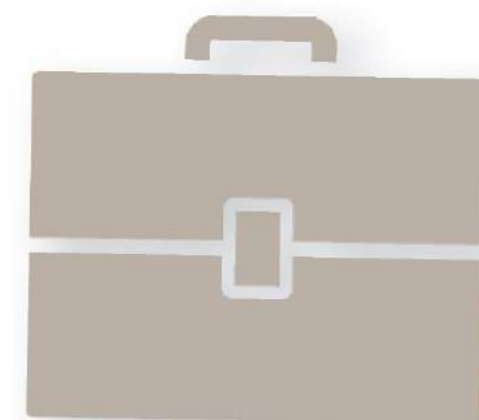
WDBA Website

Our website, [wdbridge.com](#), is your main source for up-to-date information on construction activities, news, P3 procurement process, employment opportunities and corporate reports.



Public Inquiries

Have a question about the project? Not only can you message us through social media, you can call us at 519-946-3038 or email us at info@wdbridge.com.



Our Office

WDBA's office provides a place where you can find information, talk to the team, ask questions and provide feedback. Our offices are located at:
100 Ouellette Avenue, Suite 400
Windsor, ON N9A 6T3



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