



Gordie Howe International Bridge

COMMUNITY BENEFITS REPORT

September 28, 2018



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INTRODUCTION

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.

A key project feature is the inclusion of a Community Benefits Plan. Community benefits are identified opportunities that can advance economic, social or environmental conditions for the local communities. For the Gordie Howe International Bridge, the Community Benefits Plan will provide positive outcomes for the Windsor-Detroit region. The Community Benefits Plan described in this report is uniquely ambitious, is intended to set a new benchmark for major infrastructure projects, demonstrates that the project team behind the Gordie Howe International Bridge project is committed to being a good neighbour and guarantees that the people most directly adjacent to the Gordie Howe International Bridge project will be among its truest beneficiaries.

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; and (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.

PROJECT DELIVERY

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

VISION

BridgingNA is aware of the critical importance of providing positive, sustainable benefits to the host communities and the regions where the Gordie Howe International Bridge project will be located and have identified making a positive and lasting difference in the communities as a core value. BridgingNA team members are known world-wide for their ability to connect people and economies with roads, bridges,

tunnels and transit. Each member brings a reputation for providing sustainable economic, social and environmental benefits to the communities where projects have been undertaken.

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.

For the Gordie Howe International Bridge project, BridgingNA's Community Benefits Plan will:

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

Principles

To help ensure this vision is achieved, BridgingNA's Community Benefits Plan is specifically tailored to the Project, satisfies all requirements of the Crossing Agreement, is based on community input and follows the principles of 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 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.

COMMUNITY INPUT

Since 2015, more than 230 suggestions for community benefits were submitted by Michigan and Ontario residents, Indigenous Peoples, business owners and community and municipal leaders. WDBA and its

Michigan partners in the Governor's office and the Michigan Department of Transportation received suggestions through public meetings, focus groups and one-on-one meetings, as well as emails and letters. Most of the submissions organically fell within five categories:

- 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.

These suggestions were shared with the three Proponent teams preparing submissions for the Request for Proposals. To further assist the teams in preparing plans that address community input and feedback, WDBA formalized the five categories as regional priorities to be reflected in their submissions.

In addition, BridgingNA undertook their own consultation efforts during the Request for Proposals open period, including meeting with community groups and actively participating in the Community Group-to-Business meetings arranged by WDBA.

APPROACH TO COMMUNITY BENEFITS

The Community Benefits Plan to be delivered as part of the Gordie Howe International Bridge project reflects community priorities heard to date, and 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 infrastructure strategy based on identified priorities.

Workforce Development and Participation Strategy

There is an expectation that residents and businesses within the region will participate in the economic opportunities made possible by the Project.

As part of the Community Benefits Plan, a strategy geared toward engaging businesses and providing employment opportunities will be developed and implemented and will centre on (i) workforce, (ii) training and (iii) pre-apprenticeships/apprenticeships.

This strategy focuses on how BridgingNA will ensure opportunities for local workforce development and training occur on both sides of the border, as well as how existing local resources will be leveraged to maximize the opportunities for Windsorites and Detroiters.

There are three sections to this strategy:

- I. a section addressing how BridgingNA intends to achieve WDBA’s goal that 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
- II. a section devoted to engaging and employing Canadian Indigenous Peoples in and around the City of Windsor, Essex County and Walpole Island, Ontario and contracting their businesses
- III. a section devoted to engaging, employing and contracting Detroit residents and Detroit-based and Detroit-headquartered businesses.

In addition to the above, 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.

During the construction period, BridgingNA will communicate about employment opportunities, training and pre-apprenticeship/apprenticeship opportunities as well as business and contracting opportunities to residents, community members, businesses, educational institutions and labour associations using strategies that are suitable to targeted audiences.

Further consultation with workforce development agencies, unions and educational institutions will be undertaken to finalize the proposed Workforce Development and Participation Strategy initiatives identified in **Tables 1, 2 and 3**.

Table 1 – Proposed Workforce Development and Participation Initiatives (CDN Workforce)

CANADIAN REGIONAL WORKFORCE AND DEVELOPMENT	
INITIATIVE	TIMELINE
Require sub-contractors hire at least 20% of new hires from Host Communities and Windsor-Essex Region, for construction and permanent jobs	By Project Completion; During the construction period
Partner with WDBA and key stakeholders to enhance the communities' awareness of employment opportunities	Annually, over a three year period during most intense period of construction.
Participate in job fairs/employment information sessions	During the construction period
Host Business-to-Business information sessions annually	Annually, over a three year period beginning prior to the most intense period of construction.

Partner with Ontario Apprenticeship organizations and local unions to arrange training and mentorship with youth	Annually, over a three year period during most intense period of construction.
Partner with local workforce agencies to support job training and skills development. The level of support will be determined on an activity basis	During the construction period
Liaise with local community group and workforce agencies to identify workforce initiatives that enhance residents in Sandwich Town’s awareness of training and skills development opportunities	During the construction period
Partner with local educational institutions to provide co-op/work placement opportunities on the Project	During the construction period and where work permits during the operations and maintenance (OM) period
Partner with local educational institutions to identify research opportunities for students	During the construction period and where work permits during the OM period
Partner with local educational institutions to participate in speaker series to students and offer mentorship opportunities.	During the construction period and where work permits during the OM period
Inform employment groups of skills required on the Project to enhance their ability to provide training programs to locals	Annually, over a three year period during most intense period of construction.
Identify and select pre-apprentices and apprentices	Over a three year period during the most intense period of construction
Provide two-way communication with local subcontractors to provide information regarding how to participate on the Project	During the construction period
Invite local businesses to submit information about their interest, capabilities and capacity online	During the construction period
Inform communities of the types of local goods and services required as well as any supplier opportunities	During the construction period
Screen local applicants for jobs, training and skills development opportunities	During the construction period and the OM period
Provide training to ESL students and participate in job training sessions for job interviews, online searching tools, job searching goals, creating resumes and the recruitment process	Annually, over a three year period during most intense period of construction.

Foster growth of small companies in the host communities by purchasing goods, supplies and services under a \$25,000 value locally, when possible	Throughout Project
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Table 2 – Proposed Workforce Development and Participation Initiatives (US Workforce)

US REGIONAL WORKFORCE AND DEVELOPMENT	
INITIATIVE	TIMELINE
Require sub-contractors hire at least 20% of new hires from Host Communities and Greater Detroit, for construction and permanent jobs	By Project Completion; during the construction period
Partner with WDBA and key stakeholders to enhance the communities' awareness of employment opportunities	Annually, over a three year period During most intense period of construction.
Participate in job fairs/employment information sessions	During the construction period
Host Business-to-Business information sessions annually	Annually, over a three year period beginning prior to the most intense period of construction.
Partner with Michigan Youth Apprenticeship organizations and local unions to arrange training and mentorship with youth	Annually, over a three year period during most intense period of construction.
Partner with local workforce agencies to support job training and skills development. The level of support will be determined on an activity basis	During the construction period
Liaise with local community group and workforce agencies to identify workforce initiatives that enhance residents in Delray awareness of training and skills development opportunities	During the construction period
Partner with local educational institutions to provide co-op/work placement opportunities on the Project	During the construction period and where work permits during the operations and maintenance (OM) period
Partner with local educational institutions to identify research opportunities for students	During the construction period and where work permits during the OM period
Partner with local educational institutions to participate in speaker series to students and offer mentorship opportunities.	During the construction period and where work permits during the OM period

Inform employment groups of skills required on the Project to enhance their ability to provide training programs to locals	Annually, over a three year period during most intense period of construction.
Identify and select pre-apprentices and apprentices	Over a three year period during the most intense period of construction
Provide two-way communication with local subcontractors to provide information regarding how to participate on the Project	During the construction period
Invite local businesses to submit information about their interest, capabilities and capacity online	During the construction period
Inform communities of the types of local goods and services required as well as any supplier opportunities	During the construction period
Screen local applicants for jobs, training and skills development opportunities	During the construction period and the OM period
Provide training to ESL students and participate in job training sessions for job interviews, online searching tools, job searching goals, creating resumes and the recruitment process	Annually, over a three year period during most intense period of construction.
Foster growth of small companies in the host communities by purchasing goods, supplies and services under a \$25,000 value locally, when possible	Throughout Project

Table 3 – Proposed Workforce Development and Participation Initiatives (CDN Indigenous Peoples)

CANADIAN INDIGENOUS PEOPLES WORKFORCE AND DEVELOPMENT	
INITIATIVE	TIMELINE
Engage with Walpole Island First Nation to explore business partnership opportunities	During the construction period
Implement a First Nations policy and require same from sub-contractors	During first year of the construction period
Ensure Canadian Indigenous Peoples have equitable access to jobs	During the construction period
Commission local artists to create historical/cultural/ecological community art/murals	During the construction period

Support mentoring by connecting strong indigenous employees with new First Nations recruits, if possible	During the construction period
Partner with local universities to inform applicable Canadian Indigenous students of co-op opportunities on the Project and to support equitable access to training and skills development opportunities	During the construction period and where work permits during the OM period
Provide two-way communication with First Nations subcontractors and support job fairs for Canadian Indigenous Peoples, including women interested in work on the Project	Annually, over a three year period during most intense period of construction.
Partner with training organizations to arrange on-site training and mentorship for Canadian Indigenous Peoples selected to participate in the Project	During the construction period
To increase awareness of skilled trades careers and support apprenticeship programs for First Nations students and youth (between ages of 18-25)	During the construction period

Neighbourhood Infrastructure Strategy

The second component of the Community Benefits Plan is the Neighbourhood Infrastructure Strategy, a \$20 million community infrastructure investment focused on priorities identified through community benefit consultation that took place in 2015, 2016 and 2017 with communities, businesses, First Nations and other stakeholders in Windsor, Ontario and Detroit, Michigan. The Neighbourhood Infrastructure Strategy will be comprised of initiatives that are consistent with the Crossing Agreement and the key regional priorities identified through consultation including community partnerships, lessening the effects of construction and operation issues for nearby residents, schools, businesses and community facilities, community safety and connections, economic benefits and aesthetics and landscaping. Taking feedback previously received from the community into account, further consultation will be undertaken to select the initiatives that will be included in the Final Neighbourhood Infrastructure Strategy.

Key Items for Consultation

Public input is important to the delivery of the Community Benefits Plan. Feedback provided through consultation undertaken to date has informed BridgingNA’s development of initiatives for consideration into the Final Community Benefits Plan, including options that range from truly innovative to simple solutions that recognize the uniqueness of Sandwich and Delray. **Table 4** highlights stakeholder feedback received to date and correlated proposed infrastructure initiatives that may be considered for delivery in the Final Community Benefits Plan. Further consultation to finalize the plan will be undertaken on a variety of initiatives in a six-month period following Financial Close

Table 4 – Proposed Infrastructure Based Initiatives

WHAT WE HAVE HEARD	RESPONSIVE INITIATIVES FOR CONSULTATION
COMMUNITY PARTNERSHIPS	
<p>Enhance host community infrastructure and create park or recreational space</p>	<p>Work with the local governments and host communities on both sides of the border to select a community improvement initiative (e.g. public park, splash pads for children) and design and build it. The maintenance and repair would be the responsibility of the local government/city.</p> <p>Improve existing infrastructure owned by the host cities, which are not included in the Project, such as sidewalks and pavement. The maintenance and repair of this improved infrastructure would be the responsibility of the local city/government.</p> <p>Build a parking lot located south-west of Fort Wayne near the soccer fields.</p>
<p>Maintain a positive stewardship relationship with communities</p>	<p>Partner with organizations, stakeholders, and community members for fundraisers and other charitable events.</p>
<p>Initial and ongoing financial support for confined space and high-angle rescue capabilities</p>	<p>Provide financial support to acquire equipment to work in confined space and for high-angle rescue capabilities in partnership with local entities, such as the Windsor Port Authority.</p>
<p>Enhance community infrastructure in local First Nation communities</p>	<p>Provide funds to support the development of a health and wellness facility or other community amenity on Walpole Island. The maintenance and repair of this facility and/or amenity would be the responsibility of the local First Nations government/community.</p>
COMMUNITY SAFETY AND CONNECTIONS	
<p>Incorporate dedicated paths for pedestrians and /or cyclists and connect to adjacent communities and trail networks (US and CDN)</p>	<p>In partnership with the City of Windsor, expand trail system connections that support existing plans to expand trail connections in the vicinity of the Project and to connect to the existing network.</p> <p>Expand trail system connections in Detroit by linking the US POE to cycling connections (e.g. Iron Belle</p>

	<p>Trail or trail to Fort Wayne) as a tourism opportunity.</p>
<p>Enhance cycling infrastructure within the host communities</p>	<p>Partner with ‘bike share’ program to install bike rental stations to increase biking infrastructure inside the POEs on both sides of the border.</p> <p>Install bike racks near Fort Wayne and/or the POEs to promote cycling in the area.</p>
<p>Develop and implement a Centralized Traffic Control System. This system would provide a state of the art Intelligent Traffic System fully integrated with other regional partners to provide up-to-the-minute information</p>	<p>Install Centralized Traffic Control System (County of Essex).</p>
<p>Provide transportation for immediately affected residents, agencies and workers.</p>	<p>Provide/donate a shuttle bus service to a Community Service Organization for the construction period.</p> <p>Provide/donate a shuttle bus for CHASS to transport patients living around the construction impacted zones during construction period; driver and required insurance will be CHASS’ responsibility.</p> <p>Provide a shuttle bus for workers on the project to reduce the number of personal vehicles parked in work zones and to offer those living around Sandwich and Delray a mode of transportation to work.</p>
<p>Coordination of services and materials for improved neighbourhood safety during construction</p>	<p>In coordination with WDBA, partner with local police on both sides of the border and the local municipal departments or schools to offer safety training for kids and motorists (driving and cycling safety tips throughout the construction zones).</p> <p>In areas highly affected by work, install up to three additional variable message signs to notify pedestrians, cyclists, and motorists of upcoming work and its duration, including detours, travel times and speed restrictions.</p>

	<p>Translate signs for traffic detours, pedestrian access and local business from English into Spanish in Detroit.</p> <p>Use multi-media to provide educational information to support museums and schools in teaching about safety around construction sites.</p>
Improve community infrastructure to enhance community safety	In partnership with an emergency service provider, supply and install emergency call stations along Sandwich St. in Windsor, Ontario and areas of Delray in Detroit.
ADDITIONAL MEASURES TO ADDRESS CONSTRUCTION AND OPERATIONS CONCERNS	
Mitigate the impacts of construction on adjacent property owners	Offer car and window washing services to affected residents and businesses during the construction period.
ECONOMIC BENEFITS	
Historic recognition and preservation of the host communities	Explore opportunity to establish a heritage information/historical gift shop close to a POE with supporting multi-media tools to encourage people to explore the historical neighbourhoods of Detroit and Windsor.
Sandwich Town Neighbourhood Revitalization (CDN)	Investigate opportunities to partner with the City of Windsor to assist in rehabilitation of the Windsor Jail.
Support community investments	<p>Provide a set fund to support local entrepreneurs on both sides of the border to develop a new business venture, offering goods and/or services that benefit the Project. Activities eligible for funding may include, but are not limited to:</p> <ul style="list-style-type: none"> ▪ Product development to improve the safe movement of people across the new border crossing ▪ Research about tolling and technological innovations that would benefit the new border crossing ▪ Business development of a technological nature

<p>Revitalize Fort Wayne (US)</p>	<p>Investigate opportunities to partner with local private and public-sector companies to develop a business plan to redevelop Fort Wayne and/or the Tuskegee Airmen National Museum into a dynamic public space that may be used for a variety of revenue generating businesses to attract locals and tourists to the area to learn about local history, generate revenues and create local jobs/business opportunities. Business concepts may be developed in partnership with graduate students at local universities.</p>
<p>AESTHETICS AND LANDSCAPING</p>	
<p>Community art projects</p>	<p>Build and incorporate community art/murals around specific work areas, using local artists in partnership with local high school students.</p>
<p>Landscaping, greening and green space to mitigate visual impact</p>	<p>Incorporate screen planting and earth berms (where space permits) at the perimeter of the Canadian POE to screen the industrial land uses to the north and west.</p>
<p>Critical home repair projects</p>	<p>In partnership with local building and supply stores or community agencies, provide funds to support home repairs in Delray.</p>
<p>Ojibway Shores Lands</p> <p>(Remain undeveloped; ensure accessibility and connectivity for both the public and to the other sections of Ojibway complex; enhance visitor centre; connect to nearby protected spaces in Canada; consider for larger effort to have complex designated as provincial/national park or UNESCO site) (CDN)</p>	<p>Provide funds to Ojibway Nature Centre/City of Windsor to help preserve and manage Ojibway Shores, Black Oak Acres and Ojibway Park and/or build public facilities (e.g. parking spaces, trails). The maintenance and repair of the facilities would be the responsibility of the local government/city.</p> <p>Extend trees and shrub planting adjacent to Black Oak Heritage Park into parking area designated for staff and visitors. Planting will be incorporated into the parking lot bioswale islands to accommodate storm water and reduce heat generated by paving surface.</p> <p>Partner with local environmental organizations to identify and support Detroit River cleanup initiative.</p>

<p>Establishment of greenspaces for community use.</p>	<p>Support local community improvement events (e.g. community cleanup and tree planting with local community groups and/or charitable organizations) during construction period.</p>
<p>Carry forward aesthetics of Rt. Hon. Herb Gray Parkway</p>	<p>At Ojibway Parkway (east side of the site), install retaining walls to support the French Settlement planting at the same elevation as the POE access/egress road, which are consistent with retaining wall surfaces on the Parkway. The retaining wall surfaces will incorporate maple leaves of various sizes, placed densely near the finish grade and thinning out as you move up the retaining wall. The planted area in front of the walls will be an ecological planting concept consisting of native plantings and tall grass prairie species to reflect the Carolinian landscape typology on the east side of Ojibway Parkway.</p>

It will not be possible to deliver all of the initiatives identified in **Table 4** as part of the Final Community Benefits Plan. Finalization of the initiatives will depend on additional consultation to be undertaken by BridgingNA with support from WDBA and Michigan partners. The initiatives identified for inclusion in the Final Community Benefits Plan will be based on further community consultation and feedback to hear more about the specific neighbourhood priorities in which BridgingNA can make a difference.

The Community Benefits consultation will start in October 2018. Notices will be published throughout the local communities via newspapers and online.

CURRENT INITIATIVES

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

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

FINALIZING THE PLAN

Throughout consultation undertaken to date, it has been clear that the communities want a role in the finalization of the Community Benefits Plan. As such, BridgingNA will undertake further consultation with the community and relevant authorities, including municipalities, in the six-month period after Financial Close. This consultation will be undertaken with assistance from WDBA and the State of Michigan.

During this six-month period, BridgingNA will present initiatives that could be incorporated into the final plan for input. As referenced in **Table 4**, many of the initiatives reflect suggestions we have heard from the communities over the past three years. The Final Community Benefits Plan, comprised of the Workforce Development and Participation Strategy and the Neighbourhood Infrastructure Strategy, will be presented to the public in early 2019. The final plan will reflect the efforts of BridgingNA, WDBA and the State of Michigan to provide a comprehensive strategy that reflects community priorities and leverages resources in both Windsor and Detroit to maximize the plan's strengths.

Consultation will take into consideration efforts already underway by municipalities, senior levels of government and other agencies to improve or enhance the communities. Gordie Howe International Bridge community benefit initiatives will not duplicate or replace such efforts. There may be some cases where the Community Benefits Plan works to enhance these efforts through further collaboration. Examples of these efforts include the City of Windsor's expansion of the Windsor Loop to include connections between the Canadian Port of Entry and the Rt. Hon. Herb Gray Parkway trail and the project-related training offered through the Detroit Employment Solutions Corporation.

Key organizations and individuals with an interest in the Project and the Community Benefits Plan will have opportunities to provide input and feedback through a planned public consultation process that will be driven by the following principles:

OPENNESS AND INCLUSIVITY

With any member of the public or stakeholder group with an interest in the Project and in Community Benefits.

TRANSPARENCY

Results and progress information will be posted.

CLARITY

Roles and responsibility will be defined.

FLEXIBILITY

The process will consider the needs of participants, their differing interests, areas of expertise, and availability.

EVALUATION

The consultation plan may be modified to respond to participant feedback or changing conditions.

PUBLIC PARTICIPATION

Consultation completed to date has highlighted interest amongst the community for continued involvement in the delivery of the Community Benefits Plan. As such, a local community group composed of stakeholders representing Windsor-Essex County, the community of Delray, greater Detroit area municipalities, bridge user groups, institutions of higher education, economic development organizations and Canadian Indigenous Peoples will be formed to work as informal partners in the implementation of collaborative activities, providing formal linkages into the region and providing input into the implementation of the Community Benefits Plan. The Local Community Group will meet quarterly. Parties interested in participating in the Local Community Group will be asked to respond to an open expression of interest.

LOCAL COMMUNITY GROUP (MEETS QUARTERLY)	
Mandate	<ul style="list-style-type: none"> (i) The participants of the Local Community Group will be identified by WDBA with support from Michigan (ii) Works directly with the project team as informal partners in implementation of collaborative activities (iii) Provides formal linkages into the region and provides input into the implementation of Community Benefits
Responsibilities	<ul style="list-style-type: none"> Participates in collaborative activities Provides feedback to the project team

TEAM APPROACH

BridgingNA team members have extensive experience in planning, developing and executing community benefits that effectively address community concerns and provide social, economic and environmental benefits to the communities where we work and will apply a proven approach to engaging stakeholders.

The team will facilitate and promote community involvement, empower stakeholders and create and sustain an environment of trust. Community benefits initiatives will be delivered in collaboration and coordination with WDBA and the State of Michigan to develop and execute joint initiatives, community engagement, and communications and public engagement strategies and/or materials.

The BridgingNA team delivering community benefits will consist of a Community Benefits Coordinator who will report directly to BridgingNA’s Lead Communications, Community Liaison and Consultation Manager, who will monitor the delivery of community benefit initiatives and ensure the overall Community Benefits Plan is coordinated and integrated. The Community Benefits Coordinator will also be supported by the rest of the experienced staff on BridgingNA’s Communications Team, including two Community liaison Coordinator’s, one designated to represent the Canadian community and one designated to represent the US community.

The Communications Team will assist the Community Benefits Coordinator in organizing public consultation events, meetings and activities to engage the host communities about the Community

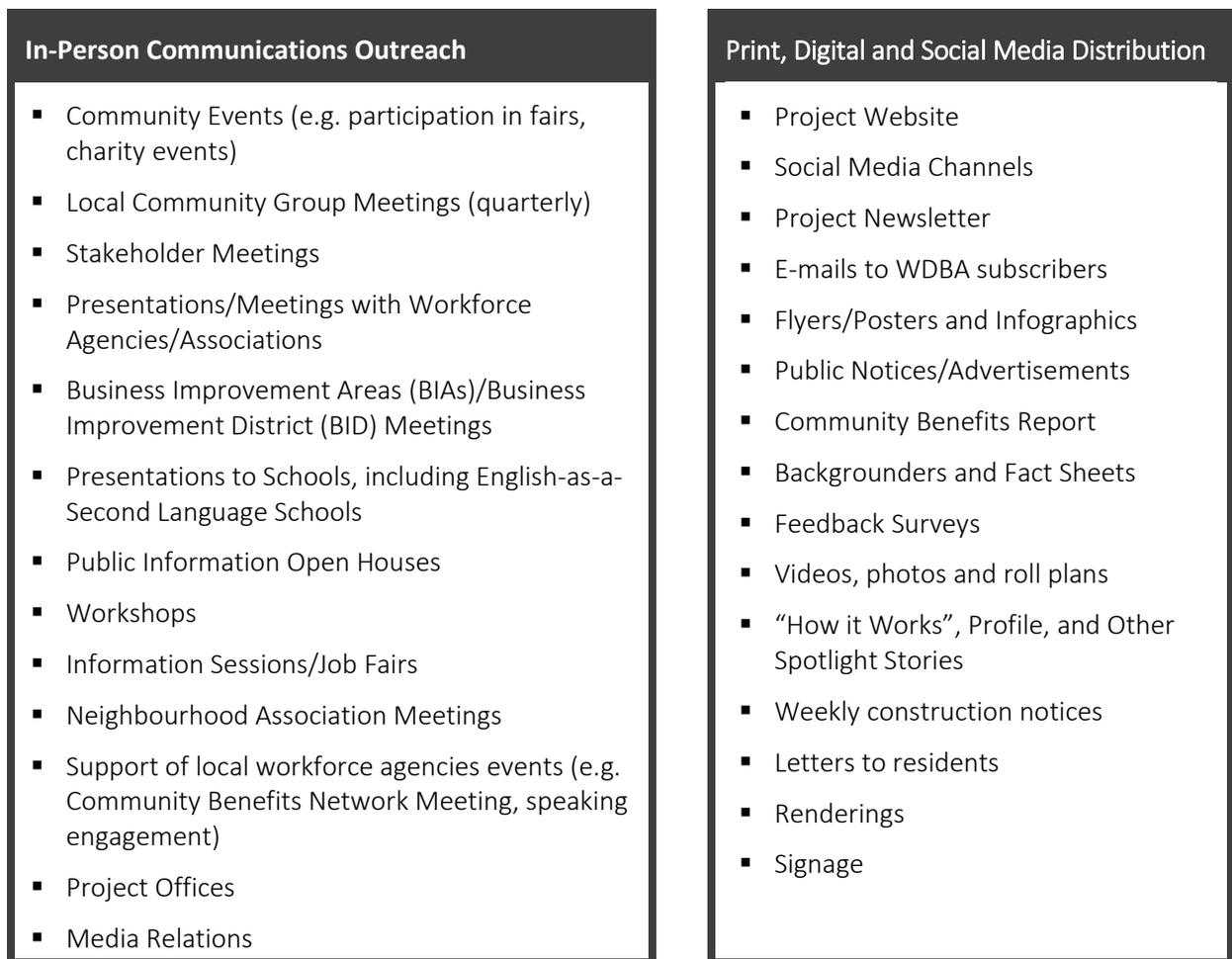
Benefits Plan and work in collaboration with WDBA and the Local Community Group to plan, deliver and track community benefit initiatives.

OUTREACH INITIATIVES

To further ensure initiatives reflect the host communities’ input and interests, the team will collaborate and partner, where appropriate, with stakeholders such as local decision-makers, community groups, workforce development agencies, unions, institutes of higher education and business associations.

A number of public outreach events and communication tools to ensure the stakeholders and community members have useful information and ample opportunity to be involved in the delivery of the Community Benefits Plan will be implemented. **Figure 1** outlines some of the means that may be used to inform, consult and maintain communications in an inclusive and accessible manner.

Figure 1 Public Outreach and Communications Tools



REPORTING AND OVERSIGHT

WDBA and the State of Michigan will be directly involved in the delivery of the Final Community Benefits Plan and have stringent oversight to ensure the commitments outlined are achieved and reported on.

Through consultation, the communities have expressed the importance of public reporting. As such, 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 on progress and results.

UNINTENDED CONSEQUENCES FUND

Planning is an important part of the Gordie Howe International Bridge project, and it is the goal of BridgingNA, WDBA and the State of Michigan that the construction and operations be achieved in a respectful manner for the adjacent communities. By following best practices, lessons learned on other major infrastructure projects and meeting the requirements of the Canadian Federal Environmental Screening Report and US Environmental Impact Statement, it is anticipated that BridgingNA will construct and operate the new crossing while being a good neighbour.

Sometimes things may occur that could not have been foretold. As part of community benefits, BridgingNA will provide an Unintended Consequences Fund of \$5 million that will be used to address uninsurable consequences and events occurring either within or outside of the project site that are not otherwise addressed by the project. This fund will be made available during the first five years of the operations phase of the project, following the completion of construction. Use of the fund will be determined by WDBA and the State of Michigan in collaboration with BridgingNA. More information on this fund will be available at the time of the in-service date for the new crossing.

BENEFITS OF PROJECT FEATURES

During the 2015-2017 community benefit consultation period, we heard many suggestions and concerns from the communities regarding construction mitigation, infrastructure improvements, unique design features and environmental protections. Some of these suggestions and mitigations were already requirements of the US Environmental Impact Statement and Canadian Federal Screening Report identified as part of the Detroit River International Crossing (DRIC) study from 2005-2008. BridgingNA is required to implement these and they will be delivered separately from the Community Benefits Plan.

Table 5 demonstrates some of these concerns.

Other suggestions and ideas were items that required inclusion in the early design stages of the project to ensure successful delivery. Following an internal review of these items by WDBA and the State of Michigan, many of these suggestions or concerns were identified for inclusion in the project agreement. Making these items actual project requirements has helped integrate community voices in the project, expands opportunities for improvements within the host communities and frees up resources to incorporate more community ideas into the Final Community Benefits Plan.

Table 5– Project features incorporated into the Gordie Howe International Bridge project

WHAT WE HAVE HEARD	PROJECT FEATURES
INFRASTRUCTURE IMPROVEMENTS	
Request for inclusion of multi-use path to accommodate pedestrians and cyclists across the Windsor-Detroit border	3.6 metre/12 ft wide dedicated multi-use path will accommodate pedestrians and cyclists across the Gordie Howe International Bridge and connect into adjacent local road and trail networks. Concrete barriers will separate vehicle traffic from pedestrians and cyclists.
Incorporation of local intersection improvements (US)	<p>Jefferson Ave. intersections at Dearborn, West End and Clark will be rebuilt to better accommodate local truck movements.</p> <p>Green St. improvements will include the addition of a boulevard to improve local north-south traffic.</p> <p>Replacement of legal on-street parking that is eliminated to accommodate the plaza through the construction of a surface parking lot.</p> <p>[Green Sheets Requirements]</p>
Incorporation of Sandwich Street improvements (CDN)	<p>Sandwich St from CDN POE Perimeter Access Road to Ojibway Pkwy intersection to be reconstructed.</p> <p>3.1 km of Sandwich St. from Sandwich St/Ojibway Pkwy intersection to the Rosedale Ave Roundabout will be rehabilitated, including roadway reconstruction, sidewalk replacement, incorporation of bike lanes, and improvements to various intersections and streetscape.</p>
Fort Wayne mitigation and improvements (US)	<p>Structural monitoring will be undertaken on Fort buildings closest to Jefferson Ave.</p> <p>Wayfinding signage will be installed to assist visitors in accessing the Fort.</p> <p>Campbell St. will see improvements to pavement, landscaping, and lighting from the new I-75 northbound ramp, south to Jefferson, to serve as a gateway to the Fort.</p>

	<p>Installation of new roadway pavement, landscaping and lighting along Jefferson from West End to Clark Sts. to provide an attractive route to Fort Wayne.</p> <p>Construct a new decorative and historically appropriate fence along Fort Wayne’s property line on Jefferson.</p> <p>Construct entryway treatment for Fort Wayne on Jefferson frontage or on other adjacent City-owned property to improve wayfinding and visibility as identified in the updated Fort Wayne master plan.</p> <p>Construct a security wall surrounding the plaza with similar surface treatment to the Fort Wayne wall along Jefferson Ave.</p> <p>Incorporate landscape on the 100’ buffer between the plaza security wall and Jefferson meeting CBP guidelines.</p> <p>[Green Sheets Requirements]</p>
<p>PROJECT DESIGN</p>	
<p>Incorporate lighting throughout the project that minimizes the impact on adjacent properties and wildlife</p>	<p>Lighting requirements will be reviewed to minimize potential impacts to adjacent residents, properties and wildlife along with coordination with applicable authorities during detailed design.</p> <p>Lighting designs will ensure minimal light intrusion into light-sensitive habitats and natural areas.</p> <p>[Green Sheets Requirement and Federal Environmental Screening Report Requirement]</p>
<p>Incorporate falcon boxes to encourage the nesting</p>	<p>Provide and maintain a peregrine falcon box on the bridge to facilitate the nesting of falcons within sight of the Canadian shoreline.</p>
<p>Preserve and protect natural areas and wildlife</p>	<p>Work will be undertaken in accordance with provincial, state and federal authorities to ensure that all of the commitments to environmental mitigation and monitoring as identified in the</p>

	<p>environmental approvals are implemented effectively.</p> <p>[Green Sheets Requirement and Federal Environmental Screening Report Requirement]</p>
Design to include renewables, LEED silver at a minimum and set the standard for energy efficiency	<p>Industry best practices will be implemented. Project buildings will be certified as LEED silver and the bridge and surrounding roadways will achieve the Envision Silver rating.</p>
Make buildings on POEs efficient/green	<p>Some buildings at the POEs will include green roofs.</p>
AESTHETICS AND LANDSCAPING	
Inclusion of buffering around the project site and at elevated ramp locations	<p>100-ft landscaped buffer to be incorporated in the lands surrounding the perimeter fencing of the Port of Entry.</p> <p>Noise barriers will be installed in accordance with the locations identified through the Final Environmental Impact Statement (FEIS) and re-evaluation approved in May 2018.</p> <p>[Green Sheets Requirements]</p>
Reflect native plants and flora into the landscaping design and manage invasive species	<p>Landscaping will emphasize native species and not include invasive species. [Federal Screening Report Requirement]</p>
Incorporate landscaping and green space where possible	<p>Extensive landscaping will be incorporated into the project design. Within the US POE, approximately 30 acres of landscaping will be installed in addition to the 100 ft buffer surrounding the perimeter of the POE. The CDN POE will include approximately 24 acres of landscaping.</p>
Incorporate public art and design features to ensure an iconic structure for the region	<p>The project includes three components of public art: dramatic lighting at night, artistic building facades and a standalone First Nation piece on the</p>

	<p>CDN POE. Youth mentorship will be incorporated into the standalone art piece.</p> <p>[Federal Screening Report Requirement]</p>
TRAFFIC	
Traffic control to ensure safe pedestrian movement	Advance signage will be provided to mark all pedestrian and bicycle detours required during construction. Pedestrian access will be maintained on all sidewalks, intersections and trails as much as possible. All pedestrian detours will be accessible.
Access to adjacent facilities and parks must be maintained	Access to residences and businesses throughout construction will be maintained along with access to adjacent public recreational properties.
Ensure adequate signage to direct travellers	Specific traffic management plans will be developed as needed including signage and pavement markings to direct travellers appropriately throughout construction.
CONSULTATION	
Consider having a local representatives to express community concerns on their behalf and implement a community advisory group to assist with managing the implementation of the Community Benefits Plan	The project team will continue to work with local representatives to address community concerns throughout construction. A Local Community Group will be established to work with the project team on the delivery of community benefits.
Continue regular project meetings with the community during construction	Keeping the community informed and engaged on this project is important to us. Regular communication and consultation meetings with the community will continue to be held as the project advances.
Provide accessible project materials in Spanish and provide onsite translation services at public meetings	Project materials have been made available in Spanish to date and will continue to be offered throughout the construction period.
Ensure open and accessible facilities for the public to voice concerns and obtain project information.	There will be many ways to stay connected throughout construction of the project, including, the opening of community offices on both sides of the border, a toll-free public inquiry line, email,

	social media, public meetings and events, public notices, etc.
CONSTRUCTION MITIGATION	
Minimize disruption to utility services	Coordination will continue with utility companies prior to and during construction to minimize service interruptions.
Adequate enforcement and signage of truck routes during and after construction	Specific traffic management plans will be developed including the identification of haul routes.
Minimize impacts to local traffic and maintain emergency routes	<p>Coordination will be undertaken with Emergency Service Providers as part of our traffic management operations.</p> <p>The travelling public will be notified of detours, diversions and closures well in advance.</p>
Ensure adequate road maintenance activities during construction	Crews will maintain a regular schedule for upkeep of the construction zones and the roadway.
Mitigate air quality impacts as a result of the project	<p>Project contractors will comply with all federal, state and local laws and regulations governing the control of emissions. The implementation of a construction emissions reduction plan will be developed during construction.</p> <p>A key mechanism to mitigate emissions during operations will be the mandatory “no-idling” rule for vehicles on the US side. In addition, vehicles being processed through secondary inspection will not be allowed to idle.</p>
Implement effective dust control measures	Dust mitigation measures to be implemented during construction of the project include periodic watering or stabilization of disturbed and exposed soils using water sprays during the loading and unloading of materials sweeping and/or water flushing of the entrances to construction zones.
Mitigate excessive construction noise	Noise generated by construction activity will vary over the construction of the project and during specific activities. Every reasonable effort will be

	<p>made to reduce noise levels during construction, including:</p> <ul style="list-style-type: none"> ▪ Monitoring programs to measure noise levels before and after construction ▪ Sequencing construction of noise barriers during the early stage of construction ▪ Controlling construction activity to avoid nighttime hours near residential areas ▪ Minimizing noise from equipment by using less noisy equipment where available ▪ Use construction techniques that generate lower noise levels where feasible
<p>Mitigate excessive construction vibration</p>	<p>Every effort will be made to reduce impacts to residents in adjacent areas.</p> <p>Basement/foundation surveys will be offered to Fort Wayne and structures within 150 feet of any construction activity in areas where vibration effects could occur. [Green Sheets Requirement]</p>

CONCLUSION

Public and stakeholder input has played an important role in shaping proposed community benefits initiatives and project requirements to be delivered as part of the Gordie Howe International Bridge project. Based on the priorities identified by the host communities, the project will provide significant opportunities and positive outcomes for the Windsor-Detroit region. The project team looks forward to continued collaboration and consultation with Windsor, Sandwich, Detroit and Delray community members, First Nations and stakeholders to finalize and deliver this robust Community Benefits Plan unique to the region and truly reflective of an integrated approach.