Gordie Howe International Bridge

Project Update and Technical Briefing
July 5, 2018

This presentation is for informational purposes only and may change as a result of the procurement process underway.
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Gordie Howe International Bridge Project
Canada – U.S. Trade

WORLD’S LARGEST TRADING PARTNERS
IN GOODS & SERVICES

$841 BILLION

CANADA IS TOP EXPORT DESTINATION FOR
30 STATES

$1.6 MILLION
EVERY MINUTE

CANADA IS US’S LARGEST CUSTOMER

$426 BILLION

9 MILLION U.S. JOBS ARE SUPPORTED BY
CANADA – U.S. TRADE

Gordie Howe International Bridge Project
Windsor-Detroit Gateway

Windsor-Detroit consists of four crossings:

- Railroad
- Bridge
- Tunnel
- Ship

Windsor-Detroit Crossing:

25% Total Canada-U.S. trade

2.6 MILLION TRUCKS PER YEAR

Gordie Howe International Bridge Project

For discussion purposes only
WDBA’s Role:

WDBA has a responsibility to manage the procurement process for the design, build, finance, operation and maintenance of the Gordie Howe International Bridge through a public-private partnership. It is also our responsibility to select the P3 partner, manage the project agreement and provide project oversight of construction and operation of the new crossing.
Who’s involved?

Gordie Howe International Bridge Project

For discussion purposes only
Final Environmental Impact Statement and Final Section 4(f) Evaluation

The Detroit River International Crossing Study

Prepared by:
U.S. Department of Transportation
Federal Highway Administration
and
Michigan Department of Transportation

In addition to the following Cooperating Agencies:
U.S. Army Corps of Engineers
U.S. Coast Guard
U.S. Environmental Protection Agency
U.S. Fish and Wildlife Service
U.S. General Services Administration
U.S. Department of Homeland Security
U.S. Department of State

December 2008

Gordie Howe International Bridge Project

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The Detroit River International Crossing (DRIC) Study Purpose

- To provide for the safe, efficient and secure movement of people and goods across the Canadian-U.S. border in the Detroit River area to support the economies of Ontario, Michigan, Canada and the U.S.

- To construct a new end-to-end transportation system that will link Highway 401 to the U.S. interstate system with Ports of Entry and a new river crossing in between.

- The location of the Gordie Howe International Bridge project was identified as a result of the extensive environmental study process.
What is the need?

- Redundancy
- Capacity
- Border processing capabilities
- System connectivity
### Project History

- A coordinated environmental study process completed by Canada, the US, Ontario and Michigan confirmed need and the location of five components:

1. Michigan Interchange to Interstate-75 (I-75)
2. A US Port of Entry (POE)
3. A river crossing, now known as the Gordie Howe International Bridge
4. A Canadian Port of Entry
5. An Ontario access road, now known as the Rt. Hon. Herb Gray Parkway *(delivered by Ontario)*

#### Timeline Activity

<table>
<thead>
<tr>
<th>Year</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-04</td>
<td>• Planning/Need and Feasibility Study</td>
</tr>
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</table>
| 2005-09 | • 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 | • Canada land acquisition begins  
• Preliminary Canadian and US Port of Entry design and other preparation work begins |
| 2012 | • Canada-Michigan Crossing Agreement signed  
• WDBA incorporated |
| 2013 | • Presidential Permit issued |
| 2014 | • 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 | • 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 preparatory activities at Canadian Port of Entry begins  
• P3 Procurement process launches with Request for Qualifications  
• Start of consultation for community benefits |
## Project History

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Activity</th>
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</table>
| 2016     | • RFQ short-listed respondents 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     | • 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  
           • Demolition of structures at US project site begin |
| 2018     | • Proposals received in response to Request for Proposals (RFP)  
           • Tree clearing at US project site begin  
           • Owner’s Engineer contract awarded |

Gordie Howe International Bridge Project
Project Components

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

- Conceptual cable-stayed design
- Conceptual suspension design

- 6 lanes – 3 in each direction
- 2.5 kilometres / 1.5 miles
- Clear span of 850 metres / 0.53 miles
- Multi-use path for pedestrians and cyclists 3.6 metres / 11.8 feet wide
Canadian Port of Entry

- Will be the largest Canadian port along the Canada-US border and one of the largest anywhere in North America

- 53 hectares / 130 acres
- 24 primary inspection booths
- Outbound inspection facilities
- Toll collection facilities for both US- and Canada-bound traffic

Preliminary conceptual PIL booth design
US Port of Entry

- Will be one of the largest US ports along the US-Canada border and one of the largest anywhere in North America
- 68 hectares / 167 acres
- 36 primary inspection booths
- Outbound inspection facilities
- Commercial exit control booths
The Michigan Interchange

- 3 kilometres or 1.8 miles of I-75 and interchange ramps
- 4 new crossing road bridges
- 5 new pedestrian bridges
- 4 long connecting ramp bridges connecting to I-75 to the US plaza

- Key intersections will also be widened to allow transport trucks to make full uninterrupted turns
- Local road improvements
Community Features

• City of Detroit
  – Local roads improvements/complete streets
  – Pedestrian bridge at Junction
• City of Windsor
  – Local road improvements
  – Integrated public art at the Canadian POE
• Noise mitigation measures
• Landscaping
• Environmental/species at risk mitigation measures
• Direct engagement with Canadian Indigenous Peoples
Community Benefits Plan

Canadian and US consultation suggests the following regional priorities:
Community Benefits

- Proponents developed and submitted community benefits plans to WDBA as part of the RFP submission.
- The private-sector partner will deliver the plan with oversight from WDBA.
WDBA in the Community

Gordie Howe International Bridge Project
WDBA in the Community

Gordie Howe International Bridge Project
Engaging Youth

Gordie Howe International Bridge Project
Regional hiring is anticipated for jobs on both sides of the border

Local subcontractors offer the private-sector partner benefits such as proven experience with local labour pools and knowledge of local conditions

A local employment planning council completed a study of jobs most likely in demand for the project: www.workforcewindsforessex.com
Preparatory Works – Canada

Gordie Howe International Bridge Project
Preparatory Works – Canada

Gordie Howe International Bridge Project
Selection of Owners Engineer

- $61 million contract awarded to Parsons Inc.
- Parsons began its work as Owner’s Engineer in April 2018
- In its role, Parsons will support the owner – WDBA – through design review, providing technical advice and monitoring and overseeing the construction activities of the private-sector partner through inspections, compliance reviews and audits.
Protection of Species At Risk

The area to host the Canadian Port of Entry is home to several species at risk (SAR). Environmental mitigation and protection are an important part of the project.

Additional preventative measures include:

- Snake SAR Surveys and Habitat Assessment
- Installation of temporary exclusion fencing
- Capture and relocation of snake SAR
- Plant SAR surveys and vegetation mapping
- Plant SAR removal and transplanting
- Breeding bird and SAR surveys.

Kentucky Coffee Tree
Willowleaf
Blazing
Butler’s Gartersnake
US Property Acquisition

- 634 land parcels are required for the Gordie Howe International Bridge project.
- To date, MDOT has acquired and/or has control of 95 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.

<table>
<thead>
<tr>
<th>Property by the Numbers</th>
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<tbody>
<tr>
<td>634 total land parcels required</td>
</tr>
<tr>
<td>229 residential relocations required</td>
</tr>
<tr>
<td>88 business relocations required</td>
</tr>
<tr>
<td>93 per cent of total property acquired/in control</td>
</tr>
<tr>
<td>255 structures demolished or in demolition process as of April 1, 2018</td>
</tr>
</tbody>
</table>
US Works: Utility Relocation

- Utilities located within the US Port of Entry footprint and the land required for the bridge footings require relocation.
- 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.

**Gordie Howe International Bridge**

**Construction Activities: United States**

- **Temporary Road Closures**
  - There are no current closures.
- **Utility Work**
  - There is no utility work currently planned.

WDBA posts weekly Construction Notices online and at various community locations in Windsor and Detroit regarding upcoming work.
Several siphons and combined sewer crossings beneath I-75 require relocation and replacement.

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.
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.

**The Procurement Process: Overview**

- **Step 1**: Public sector identifies the project
- **Step 2**: Private-sector teams express their interest
- **Step 3**: Short-listed teams prepare proposals to meet public-sector specifications
- **Step 4**: Public sector chooses proposal with the best value based on specifications

**P3 PROCUREMENT PROCESS**
Public-Private Partnership (P3) Benefits

The benefits of a P3 include:

- Risks are appropriately shared between the government and the private sector. For instance, cost overruns and delays to projects are shifted from the taxpayer to the private sector.
- A ‘whole life’ approach is used in the delivery of the project with the private sector having responsibility for the design and delivery of the project and also the long-term operations and maintenance.
- The private sector’s expertise, efficiencies and innovation are utilized in delivering large-scale infrastructure projects as specified by the public sector.
- The private sector is paid only on performance, aligning financial incentives for on-time, on-budget delivery and for the achievement of performance standards during the useful life of the asset.
A Fairness Monitor (P1 Consulting) was selected through an open procurement process. They have been engaged by WDBA for the length of the procurement process to act as an objective, third party observer who monitors the procurement process to ensure that it is conducted in a fair, open and transparent manner and to monitor:

- Compliance with WDBA’s procurement process, policies and guidelines
- Compliance with confidentiality and Conflict of Interest requirements
- Evaluation Criteria and procedures are defined and applied fairly, objectively and free of bias

To ensure all Respondents/Proponents treated fairly and equitably, e.g. given access to the same information at the same time.
WDBA’s private-sector partner 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. Michigan will be responsible for the operations and maintenance of the Michigan Interchange.
Request for Qualifications (RFQ) Stage

- Six different North American and international teams responded to the RFQ.
- All six responses underwent rigorous, objective, consensus-based evaluations and were considered to be qualified.
- All the Respondents were required to comply with all applicable laws and Public Services and Procurement Canada’s Integrity Framework.
- The RFQ evaluation, conducted by both public- and private-sector experts, was overseen by an independent fairness monitor who concluded that the evaluation was fair, open and transparent.
# Request for Qualifications Evaluation Criteria

<table>
<thead>
<tr>
<th>Points/100</th>
<th>Evaluation Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Respondent Team and Approach to Partnering</td>
</tr>
<tr>
<td>20</td>
<td>Design Team – Approach and Experience</td>
</tr>
<tr>
<td>25</td>
<td>Construction Team – Approach and Experience</td>
</tr>
<tr>
<td>5</td>
<td>Tolling</td>
</tr>
<tr>
<td>10</td>
<td>Capacity and Experience</td>
</tr>
<tr>
<td>10</td>
<td>Approach</td>
</tr>
<tr>
<td>20</td>
<td>Financial and Financing</td>
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Request for Proposals Stage

- November 10, 2016
- Issued to the three Proponents
- The RFP sets out the conditions and specifications required to deliver the Gordie Howe International Bridge project.
- The Proponents were to prepare and submit their binding technical and financial proposals, including a fixed price and construction schedule.
- Throughout this stage, WDBA and the Proponents had ongoing dialogue through Commercially Confidential Meetings and a Request for Information process.
# Request for Proposals – Technical Submission Requirements

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Executive Summary</td>
</tr>
<tr>
<td>Project Management</td>
</tr>
<tr>
<td>Bridge Design, Construction and OMR</td>
</tr>
<tr>
<td>Port of Entry Design, Construction and OMR</td>
</tr>
<tr>
<td>Michigan Interchange Design and Construction</td>
</tr>
<tr>
<td>Tolling and ITS</td>
</tr>
<tr>
<td>Community Benefits</td>
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<tr>
<td>Preliminary Aesthetic Design</td>
</tr>
</tbody>
</table>
Proposals Evaluation

- The technical and financial proposals were evaluated by subject-matter experts with extensive engineering and financial, and legal expertise.
- Technical score and financial score combined.
- WDBA looked for the proposal that best met the requirements set out in the RFP and provides the best value to deliver the project requirements.
- Proponent with highest overall score is the Preferred Proponent.
Evaluation Principals

- Independent and Unbiased
- Conducted by experts and overseen by professionals
- Segregation of Information
- Transparent and Confidential
Selection of Evaluators

• Independent and Unbiased
  – Must be independent, with no vested interest and not be directly responsible for the decision making or approval of the overall evaluation results
  – Free to conduct their work impartially and express their opinion in a free manner

• Knowledge, Expertise and Experience
  – Must possess requisite subject matter expertise relating to the content being reviewed
  – Directly engaged with the Project, requirement of the RFP/PA and evaluation methodology
  – Prior evaluation experience in public sector procurements
Evaluators were required to:

- Be fair, objective, unbiased and impartial
- Apply a consistent approach to each criterion
- Avoid acting in an arbitrary manner
- Not consider any information other than what was submitted in the proposal
- Not evaluate poor formatting or disorganization
- Thoroughly document results and rationale
Next Steps

• Early Work
  – Advance construction in Michigan
  – Timing: July

• Financial Close
  – Negotiate partnership details
  – Execute Project Agreement (contract for next 30 years)
  – Timing: by end of September

• Start of Construction
  – Begin major construction
  – Timing: Fall 2018
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