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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 element is the inclusion of a Community Benefits Plan.

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

Like the project itself, the Community Benefits Plan is the result of community members, agencies and governments coming together to identify a vision of the future. The Community Benefits Plan is uniquely ambitious, is intended to set a new benchmark for major infrastructure projects and demonstrates that the team behind the Gordie Howe International Bridge project is committed to being a good neighbour. It also guarantees that the people located most directly adjacent to the Gordie Howe International Bridge project will be among its truest beneficiaries. The Community Benefits Plan complements various other positive outcomes integrated into the project to create meaningful and tailored benefits for the region.
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 and officially became Windsor-Detroit Bridge Authority’s (WDBA) private-sector partner. BridgingNA is 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 is also responsible for delivering all aspects of the signed Project Agreement including a robust Community Benefits Plan.

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 they have delivered projects. BridgingNA 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. Importantly, to assist with the delivery of the Community Benefits Plan, BridgingNA will partner and liaise with identified community organizations, workforce development agencies, unions, educational institutions and municipalities as delivery partners to leverage resources in both Windsor and Detroit and maximize the plan’s strengths.

Initiatives have taken into consideration efforts already underway by municipalities, senior levels of government and other agencies to improve or enhance the communities. The initiatives in the Gordie Howe International Bridge Community Benefits Plan will not duplicate or replace such efforts but may work to enhance these efforts through further collaboration.

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

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

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

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

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

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

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

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

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

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

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

DEFINING THE COMMUNITY

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

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

While the plan will bring many benefits to the region, special attention was given to those who reside or provide services in the areas of Sandwich and Delray.
To ensure an equitable and open consultation process occurred, WDBA and its Michigan partners meaningfully engaged and empowered the Windsor and Detroit communities in all stages of development of this plan. The first phase of the extensive consultation work ran between 2015 and 2018 and included:

**Public Meetings**  
**Focus Groups**  
**Stakeholder Meetings**  
**Tours**  
**Online Engagement**  
**Direct Correspondence**  
**Social Media**

More than 230 suggestions for community benefits were submitted by Ontario and Michigan residents, Indigenous Peoples, business owners and community and municipal leaders. Most of the submissions organically fell within five categories:

- **Local Workforce and Training Strategies**
- **Aesthetics and Landscaping**
- **Community Safety and Connections**
- **Construction and Operations Effect on the Communities**
- **Regional Economic and Community Development Opportunities**
PHASE TWO: SIX-MONTH CONSULTATION

Building off the consultation feedback received from 2015-2018 and a request from stakeholders to have further involvement in the finalization of the plan, an additional six-month targeted consultation period following Financial Close was implemented, running from October 2018 to March 2019. This second phase of consultation was a consolidated effort undertaken with BridgingNA, WDBA and the State of Michigan.

A multi-faceted approach was taken to engage the communities which ensured appropriate recognition of the unique characteristics on both sides of the border and encompassed many voices and perspectives. As a result of these consultation activities, a number of priorities within the original five categories were identified.

Themes emerging from the feedback included:

- Trail System
- Connections & Cycling Infrastructure
- Economic Development
- Local Road Enhancements
- Recognition of Area History
- Home Repair Program
- Support for Community Programming
- Recognition for Environmentally Sensitive Areas

The public consultation process was driven by the following principles:

**OPENNESS AND INCLUSIVITY**
Comment from any member of the public or stakeholder group with an interest in the project and in Community Benefits will be welcome.

**TRANSPARENCY**
Results and progress information will be communicated.

**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.
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 betterments strategy based on identified priorities.

### WORKFORCE DEVELOPMENT AND PARTICIPATION STRATEGY

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

There are three sections to this strategy:

- 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, Essex County or within 100 kilometres of the City of Windsor
- engaging and employing Canadian Indigenous Peoples in and around the City of Windsor, Essex County and Walpole Island, Ontario and contracting their businesses
- engaging, employing and contracting Detroit residents and Detroit-based and Detroit-headquartered businesses.

In addition, 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 located in Michigan.

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

To raise awareness and encourage participation in the project during the construction period, BridgingNA will promote 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.

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.

The over 80 initiatives comprising the Workforce Development and Participation Strategy are identified in the pages to follow along with potential partner agencies.
## Canadian Workforce Development and Participation Plan

### General Public and Stakeholders

<table>
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<tr>
<th>WHAT</th>
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<tr>
<td>Ensure staff is dedicated to informing and engaging individuals and stakeholders of training, mentorship and employment opportunities</td>
<td>Implement a variety of methods to inform and engage with people looking for work on the project including the hiring of a Community Benefits Coordinator who will attend relevant meetings and events and will also meet annually with educational institutions and help identify opportunities</td>
<td>Ongoing during design and construction</td>
<td>N/A</td>
</tr>
<tr>
<td>Apply for grants to support research and/or co-operative work placement program</td>
<td>Where appropriate, BridgingNA to apply for grants to leverage additional funds to support research and/or co-operative learning opportunities and write letters of support to advance funding requests for partner organizations</td>
<td>Annually from spring 2020 throughout design and construction</td>
<td>N/A</td>
</tr>
<tr>
<td>Implement an internal procedure to adhere and respond to Fair Labour Hiring and Contracting practices and provisions</td>
<td>Develop and adhere to fair labour hiring practices and provisions, including timely resolution of employment issues and prompt payment obligations</td>
<td>Ongoing from winter 2019 throughout design and construction</td>
<td>N/A</td>
</tr>
</tbody>
</table>
## Elementary and Secondary Education Institutions

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<tr>
<th>WHAT</th>
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<tbody>
<tr>
<td>Develop and implement a <strong>speaker series</strong> to increase students’ awareness of the project as well as careers in trades and facilitate <strong>mentorship opportunities</strong> between students and project staff</td>
<td>Participate in at least one annual session with speaker events, directed at educators and students</td>
<td>Annually from fall 2019 throughout design and construction</td>
<td>Local Elementary and Secondary Education Institutions</td>
</tr>
<tr>
<td></td>
<td>Participate in existing mentorship opportunities with local students and youth interested in the trades with specific focus on young women and minority-identified students</td>
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## Post-Secondary Institutions

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<tr>
<td>Identify <strong>research opportunities</strong> for students</td>
<td>In-kind partnership with one institution and student annually to identify areas of study relevant to the project and establish research objective(s) through annual abstract competition</td>
<td>Annually from spring 2020 throughout design and construction</td>
<td>Local post-secondary education institutions</td>
</tr>
<tr>
<td></td>
<td>Work with the post-secondary institution to collaborate with one student to perform research</td>
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<tr>
<td>Provide <strong>learning placement opportunities</strong> to students that are enrolled in compatible programs</td>
<td>Selection of one local post-secondary education institution/department annually and work with representatives to provide a co-operative learning/mentorship opportunity</td>
<td>Annually from spring 2020 throughout design and construction</td>
<td>Local post-secondary education institutions</td>
</tr>
<tr>
<td></td>
<td>Work with local education institutions to identify, coordinate and participate as guest speakers and participate in job fairs for student audiences</td>
<td></td>
<td>Local post-secondary education institutions</td>
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<tr>
<td></td>
<td>Participate in existing mentorship opportunities with local students studying in fields relevant to the project</td>
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<tr>
<td>Inform minority-identified students of co-operative learning opportunities and <strong>support equitable access</strong></td>
<td>Work with Student Services and/or equity offices of the local post-secondary education institutions to identify and co-ordinate suitable candidates for co-operative learning opportunities and ensure equitable access</td>
<td>Annually from spring 2020 throughout design and construction</td>
<td>Local post-secondary education institutions</td>
</tr>
</tbody>
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## CANADIAN WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN

### Subcontractors

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<tbody>
<tr>
<td>Establish goal for subcontractors to <strong>hire at least 20% of new hires from the Windsor area</strong> for construction and permanent jobs</td>
<td>Communicate the regional hiring expectations to potential subcontractors through RFP instructions. Include regional hiring expectation within all subcontracts and reinforce the importance at contract kick-off meetings. Require subcontractors to report on regional hiring accomplishments</td>
<td><strong>Ongoing</strong> during design and construction</td>
<td>Project Subcontractors</td>
</tr>
<tr>
<td>Host <strong>information sessions</strong></td>
<td>Organize and host one large-scale annual session and invite unions, local contractors, post-secondary education institutions, business owners and associations to learn more about how they can support delivery of the project and qualify for upcoming business opportunities</td>
<td>Annually from <strong>winter 2020 to fall 2022</strong></td>
<td>Windsor Construction Association (WCA), Heavy Construction Association of Windsor (HCAW)</td>
</tr>
<tr>
<td>Host <strong>business-to-business information sessions</strong></td>
<td>Organize and host one annual Subcontractor-to-Subcontractor networking event to facilitate potential connections between organizations and support subcontractors to meet regional hiring targets through introductions to local labour pools, local organizations and vendors</td>
<td>Annually from <strong>winter 2020 to spring 2020</strong></td>
<td>WCA, HCAW</td>
</tr>
<tr>
<td>Identify and select <strong>pre-apprentices and apprentices</strong></td>
<td>Select five pre-apprentices and apprentices to work on the project and identify larger project subcontractors with long-term contracts to be required to hire the identified workers as pre-apprentices and apprentices. Require subcontractors to report on pre-apprenticeship/apprenticeship hiring</td>
<td><strong>Ongoing from winter 2020 to fall 2022</strong></td>
<td>Project Subcontractors</td>
</tr>
<tr>
<td>Provide <strong>two-way communication</strong> with local subcontractors to deliver information regarding how to participate in the project</td>
<td>Participate in meetings held by local organizations that have subcontractors as members to directly address the information requirements of subcontractors</td>
<td><strong>Ongoing from winter 2020 to fall 2022</strong></td>
<td>WCA, HCAW</td>
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</table>
## Vendor Community

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<tr>
<td>Host <strong>Information Session</strong></td>
<td>Organize and host one annual session and invite unions, local contractors, post-secondary education institutions, business owners and associations to learn more about how they can support delivery of the project and qualify for upcoming business opportunities</td>
<td>Annually from <strong>winter 2020 to fall 2022</strong></td>
<td>Windsor Essex Economic Development Corporation (WEEDC) Windsor Essex Regional Chamber of Commerce (WERCOC)</td>
</tr>
<tr>
<td>Host <strong>business-to-business information sessions</strong> to inform communities of local goods and services required, as well as supplier opportunities</td>
<td>Organize and host one annual Vendor Summit to provide information regarding vendor opportunities on the project, vendor expectations and outline the process of how to bid on subcontracts</td>
<td>Annually from <strong>winter 2020 to fall 2022</strong></td>
<td>WCA HCAW WEEDC WERCOC</td>
</tr>
<tr>
<td><strong>Post information about project procurement opportunities</strong> for subcontract work and/or supplying of goods and services</td>
<td>Partner with local associations to post and/or share content related to procurement opportunities for subcontract work as well as vendor opportunities to supply goods or services to the project</td>
<td>Ongoing from <strong>summer 2019 throughout design and construction</strong></td>
<td>WCA HCAW WERCOC</td>
</tr>
<tr>
<td>Invite local businesses to <strong>submit information about their interest, capabilities and capacity</strong> to participate in the project online</td>
<td>Enhance the online Procurement page on the project website to include information on how businesses can actively participate in the project Create a list of local suppliers to contact for appropriate purchases</td>
<td>Ongoing from <strong>fall 2019 throughout design and construction</strong></td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Foster growth of small companies</strong> in the host communities by purchasing goods, supplies and services under a value of $25,000</td>
<td>Initiate Regional, Small-Business Procurement Protocol for purchases less than $25,000, where possible Prepare procurement staff to make efforts to purchase items under this value through local vendors/suppliers</td>
<td>Ongoing from <strong>summer 2019 throughout design and construction</strong></td>
<td>Windsor Essex Small Business Centre WERCOC</td>
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## Labour Community/Unions

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<tr>
<td>Partner with local unions and Ontario apprenticeship organizations to <strong>arrange trades training and mentorship opportunities</strong> for youth</td>
<td>Create a Trades-Specific Workforce Development Steering Committee comprised of local union representatives to provide apprenticeship awareness and training and help implement a plan to participate in workforce development activities to inform job seekers about the project and associated training opportunities. Work with local unions and workforce development organizations to deliver pre-apprenticeship and apprenticeship programs and coordinate training</td>
<td>Annually from <strong>summer 2019 to fall 2022</strong></td>
<td>Unions in Project Labour Agreement St. Clair College</td>
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</table>
# CANADIAN WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN

## Workforce Development Agencies

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</table>
| Partner with key stakeholders to **enhance communities’ awareness** of employment opportunities | Create an electronic mailing list with relevant workforce development organizations that will help circulate and post content related to workshops, training initiatives and job postings | Ongoing from **fall 2019** throughout design and construction | City of Windsor – Employment and Training Services  
Workforce WindsorEssex |
| Participate in **job fairs and employment information sessions** | Attend and participate in events that are organized by groups that support job training, skills development, and job placement | Ongoing from **summer 2019** throughout design and construction | City of Windsor – Employment and Training Services  
Workforce WindsorEssex |
| Host **Information Session** | Organize and host one session annually and invite workforce development organizations to learn more about the types of labour and/or skills required for the project and anticipated timing to inform the organizations of how they can support potential employment candidates | Annually from **fall 2019** throughout design and construction | City of Windsor – Employment and Training Services  
Workforce WindsorEssex |
| Partner with local workforce agencies to **provide support to job training and skills development** initiatives | Determine with local unions the skills required to support training programs and partner with local workforce development organizations that specialize in this training to develop employment readiness | Support at least one program annually from **winter 2020 to fall 2022** | City of Windsor – Employment and Training Services |
| Inform local workforce development agencies of **upcoming skills development, training and employment opportunities** and the skills required to participate | Organize and host an annual meeting with local skills development-, training- and employment-focused organizations to inform them of upcoming project opportunities and required skills to enable these organizations to provide pre-employment training | Annually from **winter 2020 to fall 2022** and into operations period, as appropriate | City of Windsor – Employment and Training Services  
Workforce WindsorEssex |
### Workforce Development Agencies Cont’d

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<tbody>
<tr>
<td>Identify workforce initiatives that can be leveraged to <strong>enhance local residents awareness of training, skill development and employment opportunities</strong></td>
<td>Coordinate with workforce development organizations to determine sessions and events to participate in to raise project awareness</td>
<td>Ongoing from <strong>fall 2019</strong> throughout design and construction</td>
<td>New Canadians Centre of Excellence</td>
</tr>
<tr>
<td></td>
<td>Update and display notice of upcoming/available skills development, training, employment and procurement opportunities at the WDBA Sandwich Community Office</td>
<td></td>
<td>City of Windsor - Employment and Training Services</td>
</tr>
<tr>
<td></td>
<td>Provide computer at the Sandwich Community Office to allow interested parties to apply to participate in project activities</td>
<td></td>
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</tr>
<tr>
<td><strong>Encourage applications from local applicants for jobs, training and skill development opportunities through partnerships with local workforce development organizations</strong></td>
<td>Partner with workforce development organizations to identify appropriate candidate pools to interview and hire for relevant positions internal to BridgingNA</td>
<td>Ongoing from <strong>winter 2019 to fall 2020</strong> and into operations, as appropriate</td>
<td>Workforce WindsorEssex</td>
</tr>
<tr>
<td></td>
<td>Partner with a local workforce development agency and/or ESL training provider annually to collaborate on language training for those interested in training and employment opportunities on the project</td>
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<tr>
<td><strong>Make connections with service providers to enable ESL speakers to participate in job training sessions for job interviews, online searching tools, creating resumes and the recruitment process</strong></td>
<td>Partner with a local workforce development agency and/or ESL training provider annually to collaborate on language training for those interested in training and employment opportunities on the project</td>
<td>Participate in at least one program annually from <strong>winter 2020 to fall 2022</strong></td>
<td>New Canadians’ Centre of Excellence</td>
</tr>
<tr>
<td></td>
<td>In partnership with relevant organizations, develop and implement at least one training and mentorship opportunity for minorities and/or unemployed and underemployed people or minority-owned businesses from the Sandwich community to gain experience</td>
<td></td>
<td>City of Windsor - Employment and Training Services</td>
</tr>
<tr>
<td></td>
<td>Partner with one local workforce development organization to identify and co-ordinate suitable candidates for co-operative learning and mentorship opportunities and ensure equitable access</td>
<td></td>
<td>New Canadians’ Centre of Excellence</td>
</tr>
<tr>
<td><strong>Explore opportunities to provide individuals identifying as minorities and unemployed or underemployed training and mentorship opportunities on the project</strong></td>
<td></td>
<td>Ongoing from <strong>spring 2020</strong> throughout design and construction</td>
<td>New Canadians’ Centre of Excellence</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>City of Windsor - Employment and Training Services</td>
</tr>
<tr>
<td><strong>Partner with workforce development organizations that provide subsidized employment or transitional work experience</strong></td>
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<td></td>
<td>New Canadians’ Centre of Excellence</td>
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## CANADIAN INDIGENOUS PEOPLES

### WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN

#### General Members of the Indigenous Community

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<tbody>
<tr>
<td>Implement a <a href="#">Canadian Indigenous Peoples Relations Policy</a> and require the same of subcontractors</td>
<td>Develop, implement and adhere to a Canadian Indigenous Peoples Relations Policy, including incorporating a Right of First Refusal policy for Walpole Island First Nation peoples for employment opportunities and a Canadian Indigenous Peoples’ Relations Policy that is to be incorporated into subcontractor contracts</td>
<td>Ongoing from fall 2019 throughout design, construction and operations</td>
<td>Project Subcontractors</td>
</tr>
<tr>
<td><strong>Commission local artist</strong> to create one piece of historical, cultural, or ecological community artwork related to the project</td>
<td>Hire at least one artist that identifies as a Canadian Indigenous Person to participate in a community art project related to the project</td>
<td>One time throughout design and construction</td>
<td>Walpole Island First Nation</td>
</tr>
<tr>
<td><strong>Offer mentorship opportunities</strong> to Canadian Indigenous Women and other women in the host communities</td>
<td>Organize or participate in one annual session/workshop with local organizations that support Canadian Indigenous Peoples and women to connect to BridgingNA or subcontractor staff</td>
<td>Annually from fall 2019 throughout design, construction and operations</td>
<td>Project Subcontractors</td>
</tr>
<tr>
<td>Support a portion of child care costs to enable unemployed or underemployed people to participate in project workshops and training opportunities (within established criteria)</td>
<td>Reimburse a participants’ quantifiable daycare expenses resulting from participation in scheduled project-related workshops or training opportunities up to a total cost of $25,000</td>
<td>Ongoing from fall 2019 throughout design and construction</td>
<td>N/A</td>
</tr>
<tr>
<td>Ensure a staff member is dedicated to informing and engaging individuals and stakeholders of training, mentorship and employment opportunities with the project</td>
<td>Employ a variety of methods to inform and engage with people looking for work on the project to build and foster relationships with local community groups, workforce agencies, Walpole Island First Nation and other communities of Canadian Indigenous Peoples.</td>
<td>Ongoing from fall 2019 throughout design and construction</td>
<td>N/A</td>
</tr>
</tbody>
</table>
General Members of the Indigenous Community Cont’d

<table>
<thead>
<tr>
<th>WHAT</th>
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<th>PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Create a list of Canadian Indigenous Peoples who are eligible</strong> for pre-apprenticeship and apprenticeship opportunities on the project</td>
<td>Meet with Canadian Indigenous Peoples and local unions to identify and create a list of Canadian Indigenous Peoples who meet the eligibility requirements for pre-apprenticeship and apprenticeship opportunities and update the list semi-annually</td>
<td>Ongoing from fall 2019 throughout design and construction</td>
<td>Walpole Island First Nation, Caldwell First Nation</td>
</tr>
<tr>
<td><strong>Use various communications mechanisms to actively recruit Canadian Indigenous Peoples for opportunities on the project</strong></td>
<td>Circulate information about pre-apprenticeship, apprenticeship programs, training, employment and vendor opportunities and job fairs related to the project to organizations serving Canadian Indigenous Peoples</td>
<td>Ongoing from fall 2019 throughout design and construction</td>
<td>Walpole Island First Nation</td>
</tr>
<tr>
<td><strong>Increase awareness of Indigenous culture and the historical importance of Indigenous Communities in relation to the project</strong></td>
<td>Develop a presentation to be included in staff and subcontractor new-hire orientation</td>
<td>Ongoing from fall 2019 throughout design and construction</td>
<td>Project Subcontractors</td>
</tr>
</tbody>
</table>

Elementary and Secondary Education Institutions

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<tr>
<th>WHAT</th>
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</thead>
<tbody>
<tr>
<td><strong>Encourage high school students to pursue careers in the construction industry</strong></td>
<td>Identify Canadian Indigenous Peoples working on the project and support them to speak to high school Indigenous students once annually about career options in the construction industry</td>
<td>Annually from fall 2019 throughout design and construction</td>
<td>Local Elementary and Secondary Education Institutions</td>
</tr>
</tbody>
</table>
## CANADIAN INDIGENOUS PEOPLES
WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN

### Subcontractors

<table>
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<tbody>
<tr>
<td><strong>Support mentoring</strong> of Canadian Indigenous Peoples and subcontractors by creating mentorship relationships between experienced Indigenous employers and new Indigenous hires as well as new and experienced Indigenous sub-contractors</td>
<td>Organize and host networking events in the local host communities and communities of Canadian Indigenous Peoples to connect community members with BridgingNA or subcontractor employees to support networking, mentorship and knowledge/skill-sharing activities</td>
<td>Annually from <strong>fall 2019</strong> throughout design and construction</td>
<td>Project Subcontractors</td>
</tr>
<tr>
<td><strong>Engage subcontractor to explore business partnership opportunities with Walpole Island First Nation (WIFN)</strong></td>
<td>Identify an appropriate subcontractor and support this subcontractor to engage WIFN representatives about the possibility of establishing a joint-venture business to work on the project. It is intended that this joint-venture business will have the potential to become a sustainable, long-term construction-related entity that will provide trades-opportunities that extend beyond the scope and duration of the project</td>
<td><strong>One time</strong> throughout design and construction</td>
<td>Project Subcontractors, Walpole Island First Nation</td>
</tr>
<tr>
<td><strong>Sign off on and adhere to Canadian Indigenous Peoples Relations Policy</strong></td>
<td>Subcontractors to sign off on Canadian Indigenous Peoples Relations Policy and implement and adhere to Canadian Indigenous Peoples Relation Policy</td>
<td>Ongoing from <strong>fall 2019</strong> throughout design and construction</td>
<td>Project Subcontractors</td>
</tr>
<tr>
<td><strong>Ensure Canadian Indigenous Peoples have equitable access to job opportunities related to the project</strong></td>
<td>BridgingNA and project subcontractors to adhere to the Canadian Indigenous Peoples Relations Policy to ensure Canadian Indigenous Peoples' have equitable access to jobs and hire at least 10 Canadian Indigenous Peoples to work on the project</td>
<td>Ongoing from <strong>fall 2019</strong> throughout design and construction</td>
<td>Project Subcontractors</td>
</tr>
<tr>
<td></td>
<td>Promote project opportunities publicly via the project website and share the active postings with representatives from WIFN and organizations serving Canadian Indigenous Peoples</td>
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<tr>
<td></td>
<td>Require subcontractors to report on the status and outcomes of hiring</td>
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</table>
### Subcontractors Cont’d

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<tbody>
<tr>
<td><strong>Provide two-way communications</strong> with First Nations subcontractors and participate in/support job fairs for Canadian Indigenous Peoples, including women interested in work on the project</td>
<td>Facilitate connections with organizations serving Canadian Indigenous Peoples to identify opportunities to participate in and/or sponsor one annual networking, educational and workforce development related event</td>
<td>Annually from fall 2019 throughout design and construction</td>
<td>Walpole Island First Nation, Caldwell First Nation</td>
</tr>
<tr>
<td>Make available and <strong>support various types of cultural leaves</strong> for Canadian Indigenous Peoples working on the project</td>
<td>BridgingNA and subcontractors to make available different types of cultural leaves, such as allowing Canadian Indigenous Peoples working on the project to time-off (with advanced notice) to observe harvesting rights and/or Aboriginal Peoples Day and/or ceremonial practices</td>
<td>Ongoing from spring 2019 throughout design, construction and operations</td>
<td>Project Subcontractors</td>
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### Post-Secondary Education Institutions

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<tbody>
<tr>
<td>Participate in activities that <strong>increase Canadian Indigenous Peoples awareness of careers in the skilled trades</strong> and support pre-apprenticeship/apprenticeship programs specifically designed for Indigenous women, students and youth (18-25)</td>
<td>Participate in one annual educational and workforce development activity that involves Canadian Indigenous Peoples and youth to increase awareness of careers in the skilled trades and project-related activities</td>
<td>Annually from fall 2019 throughout design and construction</td>
<td>Post-Secondary Education Institutions, Walpole Island First Nation, Caldwell First Nation</td>
</tr>
<tr>
<td><strong>Inform applicable Canadian Indigenous students of co-operative learning opportunities</strong> on the project and support equitable access to these opportunities</td>
<td>Work with one local post-secondary education institution to identify and co-ordinate suitable Indigenous candidates for co-operative learning opportunities and adhere to the Canadian Indigenous Peoples’ Relations Policy</td>
<td>Ongoing from fall 2019 throughout design and construction period</td>
<td>Local Post-Secondary Education Institutions</td>
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</tbody>
</table>
### CANADIAN INDIGENOUS PEOPLES
### WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN

#### Unions

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<tr>
<td>Participate in activities that increase Canadian Indigenous Peoples’ awareness of careers in the skilled trades and support pre-apprenticeship/apprenticeship programs specifically designed for self-identified Indigenous women, students and youth (18-25 years)</td>
<td>Participate in at least one meeting annually to connect with the local unions to inform the organizations of opportunities on the project for self-identified Indigenous people</td>
<td>Annually from fall 2019 throughout design and construction</td>
<td>Local Unions</td>
</tr>
<tr>
<td>Work with the membership offices of the local unions to identify and co-ordinate, where possible, suitable self-identified Indigenous candidates for employment opportunities and ensure equitable access to these opportunities</td>
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#### Vendor Community

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<tbody>
<tr>
<td>Identify suitable business development and entrepreneurial opportunities to offer to Canadian Indigenous Peoples and businesses</td>
<td>BridgingNA to foster growth of First Nations-Identified and Certified Aboriginal businesses and enterprises by developing and maintaining a list of vendors and purchasing goods and services from Canadian Indigenous Peoples and businesses, where possible</td>
<td>Annually from fall 2019 throughout design and construction</td>
<td>Walpole Island First Nation, Caldwell First Nation</td>
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#### Workforce Development Community

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<tbody>
<tr>
<td>Partner with workforce development organizations to arrange on-site training and mentorship for Canadian Indigenous Peoples selected to participate on the project with particular emphasis on developing skills for Canadian Indigenous women</td>
<td>Seek input from Indigenous elders and workforce development organizations serving Canadian Indigenous Peoples to modify existing internal and subcontractor orientation materials as well as any site training activities to be designed specifically for Canadian Indigenous Peoples, and women in particular, who have been selected for employment on the project</td>
<td>Annually from fall 2019 throughout design and construction</td>
<td>Walpole Island First Nation</td>
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</table>
## General Public and Stakeholders

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<tr>
<td>Ensure staff is dedicated to informing and engaging individuals and stakeholders of training, mentorship and employment opportunities</td>
<td>Implement a variety of methods to inform and engage with people looking for work on the project including the hiring of a Community Benefits Coordinator who will attend relevant meetings and events and will also meet annually with educational institutions and help identify opportunities</td>
<td>Ongoing during design and construction</td>
<td>N/A</td>
</tr>
<tr>
<td>Apply for grants to support research and/or co-operative work placement program</td>
<td>Where appropriate, BridgingNA to apply for grants to leverage additional funds to support research and/or co-operative learning opportunities and write letters of support to advance funding requests for partner organizations</td>
<td>Annually from spring 2020 throughout design and construction</td>
<td>N/A</td>
</tr>
<tr>
<td>Translate and distribute information about employment and training opportunities into Spanish</td>
<td>Ensure that information about employment and training opportunities related to the project are accessible by translating information into Spanish</td>
<td>Ongoing from fall 2019 throughout design and construction</td>
<td>N/A</td>
</tr>
<tr>
<td>Create a list of eligible Detroit residents for pre-apprenticeship and apprenticeship opportunities on the project</td>
<td>Meet with Detroit workforce development organizations to identify and create a list of Detroit residents who meet the eligibility requirements for pre-apprenticeship and apprenticeship opportunities and/or have expressed interest in working in the trades</td>
<td>Ongoing from spring 2020 throughout design and construction</td>
<td>Detroit Employment Solutions Corporation</td>
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</tbody>
</table>
## Workforce Development and Participation Plan

### Elementary and Secondary Education Institutions

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<tbody>
<tr>
<td>Develop and implement a <strong>speaker series</strong> to increase students’ awareness of the project as well as careers in trades and facilitate <strong>mentorship opportunities</strong> between students and project staff</td>
<td>Participate in at least one annual session with speaker events, directed at educators and students. Participate in existing mentorship opportunities with local students and youth interested in the trades with specific focus on young women and minority-identified students.</td>
<td>Annually from <strong>fall 2019</strong> throughout design and construction.</td>
<td>Local Elementary and Secondary Education Institutions</td>
</tr>
</tbody>
</table>

### Post-Secondary Institutions

<table>
<thead>
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<tbody>
<tr>
<td>Identify <strong>research opportunities</strong> for students</td>
<td>In-kind partnership with one institution and student annually to identify areas of study relevant to the project and establish research objective(s) through annual abstract competition. Work with the post-secondary institution to collaborate with one student to perform research.</td>
<td>Annually from <strong>spring 2020</strong> throughout design and construction.</td>
<td>Local post-secondary education institutions</td>
</tr>
<tr>
<td>Provide <strong>learning placement opportunities</strong> to students that are enrolled in compatible programs</td>
<td>Selection of one local post-secondary education institution/department annually and work with representatives to provide a co-operative learning/mentorship opportunity.</td>
<td>Annually from <strong>spring 2020</strong> throughout design and construction.</td>
<td>Local post-secondary education institutions. Wayne County Community College as Construction Co-Operative Learning Lead.</td>
</tr>
<tr>
<td>Participate in existing <strong>speaker series and job fairs</strong> to offer mentorship opportunities and inform of training and employment opportunities</td>
<td>Work with local education institutions to identify, coordinate and participate as guest speakers and participate in job fairs for student audiences. Participate in existing mentorship opportunities with local students studying in fields relevant to the project.</td>
<td>Annually from <strong>fall 2019</strong> throughout design and construction.</td>
<td>Local post-secondary education institutions.</td>
</tr>
</tbody>
</table>
## COMMUNITY BENEFITS PLAN

### Post-Secondary Institutions

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<tr>
<th>WHAT</th>
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<tbody>
<tr>
<td>Inform minority-identified students of co-operative learning opportunities and support equitable access</td>
<td>Work with Student Services and/or equity offices of the local post-secondary education institutions to identify and co-ordinate suitable candidates for co-operative learning opportunities and ensure equitable access</td>
<td>Annually from spring 2020 throughout design and construction</td>
<td>Local post-secondary education institutions</td>
</tr>
</tbody>
</table>

### Subcontractors

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</thead>
<tbody>
<tr>
<td>Establish goal for sub-contractors to hire at least 20% of new hires from the Detroit area for construction and permanent jobs</td>
<td>Communicate the regional hiring expectations to potential subcontractors through RFP instructions. Include regional hiring expectation within all subcontracts and reinforce the importance at contract kick-off meetings. Require subcontractors to report on regional hiring accomplishments</td>
<td>Ongoing during design and construction</td>
<td>Project Subcontractors</td>
</tr>
<tr>
<td>Host information sessions</td>
<td>Organize and host one large-scale annual session and invite unions, local contractors, post-secondary education institutions, business owners and associations to learn more about how they can support delivery of the project and qualify for upcoming business opportunities.</td>
<td>Annually from winter 2020 to fall 2022</td>
<td>To be confirmed</td>
</tr>
<tr>
<td>Host business-to-business information sessions</td>
<td>Organize and host one annual Subcontractor-to-Subcontractor networking event to facilitate potential connections between organizations and support subcontractors to meet regional hiring targets through introductions to local labour pools, local organizations and vendors.</td>
<td>Annually from winter 2020 to spring 2020</td>
<td>Southwest Detroit Business Association</td>
</tr>
<tr>
<td>Identify and select pre-apprentices and apprentices</td>
<td>Select five pre-apprentices and apprentices to work on the project and identify larger project subcontractors with long-term contracts to be required to hire the identified workers as pre-apprentices and apprentices. Require subcontractors to report on pre-apprenticeship/apprenticeship hiring.</td>
<td>Ongoing from winter 2020 to fall 2022</td>
<td>Project Subcontractors</td>
</tr>
<tr>
<td>Provide two-way communication with local subcontractors to deliver information regarding how to participate in the project</td>
<td>Participate in meetings held by local organizations that have subcontractors as members to directly address the information requirements of subcontractors.</td>
<td>Ongoing from winter 2020 to fall 2022</td>
<td>Contactor and Construction Associations</td>
</tr>
</tbody>
</table>
**US WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN**

**Subcontractors Cont’d**

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<thead>
<tr>
<th>WHAT</th>
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<th>PARTNERS</th>
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<tbody>
<tr>
<td>Identify DBEs to inform suitable bid packages available on the project</td>
<td>Identify scopes of work to fit the capacity and capabilities of DBE firms</td>
<td>Ongoing from fall 2019 throughout design and construction</td>
<td>Southwest Detroit Business Association</td>
</tr>
<tr>
<td></td>
<td>Partner with subcontractors and associations to identify MUCP-certified DBEs and inform identified DBEs of project bid packages of suitable scope</td>
<td></td>
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<tr>
<td></td>
<td>Maintain a list of applicable DBE firms and send information about bid opportunities to members of the list</td>
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</table>

**Labour Community/Unions**

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<tr>
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</thead>
<tbody>
<tr>
<td>Partner with local unions and Ontario apprenticeship organizations to arrange trades training and mentorship opportunities for youth</td>
<td>Create a Trades-Specific Workforce Development Steering Committee comprised of local union representatives to provide apprenticeship awareness and training and help implement a plan to participate in workforce development activities to inform job seekers about the project and associated training opportunities. Work with local unions and workforce development organizations to deliver pre-apprenticeship and apprenticeship programs and coordinate training</td>
<td>Annually from fall 2019 to fall 2022</td>
<td>Unions in Project Labour Agreement, Focus:HOPE, Access for All</td>
</tr>
<tr>
<td>WHAT</td>
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<td>PARTNERS</td>
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</tr>
<tr>
<td>Host <strong>Information Session</strong></td>
<td>Organize and host one annual session and invite unions, local contractors, post-secondary education institutions, business owners and associations to learn more about how they can support delivery of the project and qualify for upcoming business opportunities</td>
<td>Annually from <strong>winter 2020 to fall 2022</strong></td>
<td>Southwest Detroit Business Association</td>
</tr>
<tr>
<td>Host <strong>business-to-business information sessions</strong> to inform communities of local goods and services required, as well as supplier opportunities</td>
<td>Organize and host one annual Vendor Summit to provide information regarding vendor opportunities on the project, vendor expectations and outline the process of how to bid on subcontracts</td>
<td>One time event held in <strong>winter 2020</strong></td>
<td>Southwest Detroit Business Association Detroit Regional Chamber</td>
</tr>
<tr>
<td><strong>Post information about project procurement opportunities</strong> for subcontract work and/or supplying of goods and services</td>
<td>Partner with local associations to post and/or share content related to procurement opportunities for subcontract work as well as vendor opportunities to supply goods or services to the project</td>
<td>Ongoing from <strong>summer 2019</strong> throughout design and construction</td>
<td>Contractor and Construction Associations Detroit Regional Chamber</td>
</tr>
<tr>
<td>Invite local businesses to <strong>submit information about their interest, capabilities and capacity</strong> to participate in the project online</td>
<td>Enhance the online Procurement page on the project website to include information on how businesses can actively participate in the project, Create a list of local suppliers to contact for appropriate purchases</td>
<td>Ongoing from <strong>fall 2019</strong> throughout design and construction</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Inform communities</strong> of the types of local goods and services required, as well as any supplier opportunities</td>
<td>Host one supplier and vendor information event</td>
<td>One time event held in <strong>winter 2020</strong></td>
<td>Southwest Detroit Business Association Detroit Regional Chamber</td>
</tr>
<tr>
<td><strong>Foster growth of small companies</strong> in the host communities by purchasing goods, supplies and services under a value of $20,000 (USD)</td>
<td>Initiate Regional, Small-Business Procurement Protocol for purchases less than $20,000 (USD), where possible, Prepare procurement staff to make efforts to purchase items under this value through local vendors/suppliers</td>
<td>Ongoing from <strong>fall 2019</strong> throughout design and construction</td>
<td>Southwest Detroit Business Association</td>
</tr>
</tbody>
</table>
## Workforce Development and Participation Plan

<table>
<thead>
<tr>
<th>What</th>
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<th>Partners</th>
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<tbody>
<tr>
<td>Partner with key stakeholders to enhance communities’ awareness of employment opportunities</td>
<td>Create an electronic mailing list with relevant workforce development organizations that will help circulate and post content related to workshops, training initiatives and job postings. The Community Benefits Coordinator will act as a point person for stakeholders to connect with for support in accessing information related to employment and training opportunities.</td>
<td>Ongoing from fall 2019 throughout design and construction</td>
<td>Detroit Employment Solutions Corporation</td>
</tr>
<tr>
<td>Participate in job fairs and employment information sessions</td>
<td>Attend and participate in events that are organized by groups that support job training, skills development, and job placement.</td>
<td>Ongoing from summer 2019 throughout design and construction</td>
<td>Detroit Employment Solutions Corporation</td>
</tr>
<tr>
<td>Host Information Session</td>
<td>Organize and host one session annually and invite workforce development organizations to learn more about the types of labour and/or skills required for the project and anticipated timing to inform the organizations of how they can support potential employment candidates.</td>
<td>Annually from fall 2019 throughout design and construction</td>
<td>Detroit Employment Solutions Corporation</td>
</tr>
<tr>
<td>Partner with local workforce agencies to provide support to job training and skills development initiatives</td>
<td>Determine with local unions the skills required to support training programs and partner with local workforce development organizations that specialize in this training and development employment readiness. Support equity-seeking groups to prepare to take advantage of upcoming training and/or employment opportunities.</td>
<td>Support at least one program annually from winter 2020 to fall 2022</td>
<td>Access for All Focus: HOPE</td>
</tr>
<tr>
<td>Inform local workforce development agencies of upcoming skills development, training and employment opportunities and the skills required to participate</td>
<td>Organize and host an annual meeting with local skills development-, training- and employment-focused organizations to inform them of upcoming project opportunities and required skills to enable these organizations to provide pre-employment training.</td>
<td>Annually from winter 2020 to fall 2022 and into operations period</td>
<td>Detroit Employment Solutions Corporation</td>
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</table>
## Workforce Development Agencies Cont’d

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<tbody>
<tr>
<td>Identify workforce initiatives that can be leveraged to <strong>enhance local residents awareness of training, skill development and employment opportunities</strong></td>
<td>Coordinate with workforce development organizations to determine sessions and events to participate in to raise project awareness</td>
<td>Ongoing from <strong>fall 2019</strong> throughout design and construction</td>
<td>Local Workforce Development Organizations</td>
</tr>
<tr>
<td></td>
<td>Update and display notice of upcoming/available skills development, training, employment and procurement opportunities at the WDBA Southwest Detroit Community Office</td>
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<td>Provide computer at the Southwest Detroit Community Office to allow interested parties to apply to participate in project activities</td>
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</tr>
<tr>
<td><strong>Encourage applications</strong> from local applicants for jobs, training and skill development opportunities through partnerships with local workforce development organizations</td>
<td>Partner with workforce development organizations to identify appropriate candidate pools to interview and hire for relevant positions internal to BridgingNA</td>
<td>Ongoing from <strong>winter 2019 to fall 2020</strong> and into operations, as appropriate</td>
<td>Detroit Employment Solutions Corporation</td>
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<tr>
<td>Make connections with service providers to <strong>enable ESL speakers to participate in job training sessions</strong> for job interviews, online searching tools, creating resumes and the recruitment process</td>
<td>Partner with a local workforce development agency and/or ESL training provider annually to collaborate on language training for those interested in training and employment opportunities on the project</td>
<td>Participate in at least one program annually from <strong>winter 2020 to fall 2022</strong></td>
<td>To be confirmed</td>
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<tr>
<td>Explore opportunities to provide individuals identifying as minorities and unemployed or underemployed <strong>training and mentorship opportunities</strong> on the project</td>
<td>In partnership with relevant organizations, develop and implement at least one training and mentorship opportunity for minorities and/or unemployed and underemployed people or minority-owned businesses from the Southwest Detroit community to gain experience</td>
<td><strong>Ongoing from spring 2020</strong> throughout design and construction</td>
<td>Southwest Solutions</td>
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</tr>
<tr>
<td><strong>Inform minority-identified candidates from the Southwest Detroit community of training and employment opportunities</strong> on the Project and support equitable access</td>
<td>Partner with at least one institution annually to offer one co-op opportunity each year. Work with the local workforce development organizations to identify and co-ordinate, suitable minority-identified candidates for co-operative learning and mentorship opportunities and ensure equitable access</td>
<td><strong>Ongoing from spring 2020</strong> throughout design and construction</td>
<td>N/A</td>
</tr>
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</tr>
<tr>
<td><strong>Partner with workforce development organizations that provide subsidized employment or transitional work experience</strong></td>
<td>Partner with one local workforce development organization to identify and co-ordinate suitable candidates for co-operative learning and mentorship opportunities and ensure equitable access</td>
<td><strong>Annually from spring 2020</strong> throughout design and construction</td>
<td>Southwest Solutions Focus: HOPE</td>
</tr>
</tbody>
</table>
The second component of the Community Benefits Plan is the Neighbourhood Infrastructure Strategy, a $20 million (CDN) community infrastructure investment focused on priorities identified through the two-phase consultation that took place between 2015-2019 with communities, businesses, Canadian Indigenous Peoples and other stakeholders in Windsor, Ontario and Detroit, Michigan. The Neighbourhood Infrastructure Strategy is comprised of initiatives that are consistent with the Crossing Agreement and the key regional priorities identified through consultation including community partnerships, community safety and connections, economic benefits and aesthetics and landscaping. The initiatives are also targeted toward the Sandwich/West Windsor area and the Delray/Southwest Detroit area ensuring that the communities most directly adjacent to the project are the ones most directly benefitting from the Neighbourhood Infrastructure Strategy. Further consultation will be undertaken during the implementation of these initiatives.

**COMMUNITY SAFETY AND CONNECTIONS**

**$2.13 MILLION**

**THE DETAILS**

- **Expand Adjacent Trails to Connect to the Gordie Howe International Bridge**
  - **Timing:** 2024
  - **Partner:** City of Windsor
  - Connect cycling infrastructure between Malden Park (Matchette Road entrance) and the Canadian Port of Entry; this also indirectly links into the Rt. Hon. Herb Gray Parkway trail system
  - Create trailhead at Malden Park, including benches, wayfinding/interpretive signage and garbage cans.

- **Bike Rack Design Contest**
  - **Timing:** 2023
  - **Partner:** To be confirmed
  - Create and run a contest for local artists to design one-of-a-kind, locally-inspired bike racks that will be installed at various locations/trailheads within the expanded adjacent trail network.

- **Construction Observation Platform**
  - **Timing:** 2020
  - **Partner:** City of Windsor
  - Construct an observation platform at Malden Park that would allow students, residents and tourists to view ongoing construction of the Gordie Howe International Bridge project
  - Features to include wayfinding signage within the park, benches, binoculars and photography area.
COMMUNITY BENEFITS PLAN

CANADIAN INITIATIVES FOR DELIVERY

AESTHETICS & LANDSCAPING INVESTMENTS

$2.75 MILLION

THE DETAILS

Sandwich Street Enhancements

Timing: 2021
Partner: City of Windsor
- Further enhance Sandwich Street with new benches, waterless planters, themed wayfinding signage, etc. building upon the estimated $12 million Sandwich Street improvements to be completed as part of the project
- Enhancements will be informed by consultation with the local community.

Ojibway Park Wildlife Eco-Passage Investment

Timing: To be confirmed
Partner: City of Windsor Ojibway Nature Centre
- Provide seed-funding for eco-passage (bridge) between Black Oak Heritage Park and Ojibway Park that will provide safe passage for area wildlife, including species at risk
- Funding to become available when/if the City of Windsor secures the necessary permits and additional funding to initiate the project.

Sandwich Park Improvements

Timing: To be confirmed
Partner: City of Windsor
- Invest in improvements to McKee and Paterson Parks in the Sandwich neighbourhood
- Provide additional lighting, trail re-pavement and shade structures to complement the planned improvements to the parks by the City of Windsor.

Neighbourhood Green Improvements

Timing: 2020 and 2024
Partner: Essex Region Conservation Authority (ERCA)
- Host tree giveaways during the construction phase of the project
THE DETAILS

Community Grant to Walpole Island First Nation (WIFN)

Timing: To be confirmed
Partner: WIFN and YMCA
- Grant to aid WIFN in securing full funding for expansion of its existing recreation center in partnership with YMCA. Funding will become available when/if all remaining funding has been committed to/secured by WIFN and YMCA.

Community Organization Investment

Timing: 2020 for five-year duration
Partner: Local Community Organizations
- Annual $50,000 investment allowance for community organizations located in Sandwich or servicing Sandwich residents.
- Eligible community groups to apply annually for funding between $1,000 to $25,000 for events, programming and infrastructure improvements.
- Local Community Group will assist in application review.
- Funding will be released once annually over five years.
- Policy framework to be developed.

ProsperUS Partnership

Timing: 2020 for five-year duration
Partner: ProsperUs Program, United Way/Centraide Windsor-Essex County
- Multi-year financial support to United Way/Centraide Windsor-Essex County for investment in the ProsperUS program to support the work of cradle-to-career in neighbourhoods in Windsor.
- The Community Benefits investment will be directed to programming specific to the Sandwich community.

Sandwich Art Project

Timing: To be confirmed
Partner: Our West End/Life After Fifty
- Work with local artists/youth to create at least one mural or art piece within the Sandwich neighbourhood.
THE DETAILS

Sandwich Business Development Program

**Timing:** 2020 for five-year duration

**Partner:** Windsor Essex Economic Development Corporation, Windsor Essex Small Business Centre, Local Academic Institutions, Downtown Windsor Business Accelerator, Ontario Tourism Innovation Lab

- Support the development and implementation of a business acceleration workshop series for businesses located in, or interested in locating in, the Sandwich area
- These will be geared to developing strategies and approaches for businesses to employ during different phases of the project and will include experienced speakers and panelists discussing business district development, operating during construction and taking advantage of tourism opportunities
- Collaboration with local programs and consultants to initiate follow-up activities with workshop participants including the expansion of mentorship programs.

Windsor-Detroit Cross-River Tour – Canadian Features

**Timing:** 2023

**Partner:** City of Windsor

- Create an international walking/cycling tour highlighting the unique culture and history of Sandwich and Delray communities through plaques/interpretive signage to be installed at key locations along pedestrian and cyclist routes on Sandwich Street and adjacent to the Canadian Port of Entry approaching the bridge. Complementary plaques to be installed on US side, along with a border marker at the centre of the bridge
- Will engage local historians and residents through further consultation.

Culinary Student Training Experience

**Timing:** Fall 2019

**Partner:** St. Clair College

- Partner with the Culinary Management and Business degree programs at St. Clair College to launch a mobile food truck business enabling hands-on learning experiences for students at the project site
- Invest in the purchase and outfitting of a mobile food truck to enable students of St. Clair College to provide food services to workers at the Canadian Port of Entry project site during the design and construction period.

ECONOMIC BENEFITS

$850,000

CANADIAN INITIATIVES FOR DELIVERY
COMMUNITY BENEFITS PLAN

US INITIATIVES FOR DELIVERY

AESTHETICS & LANDSCAPING INVESTMENTS
$5.34 MILLION

THE DETAILS

Community Home Repair Program
Timing: 2019 for five-year duration
Partner: To be confirmed
- Launch a home repair program in the Delray neighbourhood for eligible homes in the area of the US Port of Entry
- A catchment area will be announced at the time of the program launch that will include homes south of I-75 adjacent to the US Port of Entry
- Issue an RFP to identify and select a partner that can develop, administer and implement the program
- Eligible homeowners will qualify for improvements to roofs, furnaces, windows and insulation up to a per household cap to be informed by the outcome of the RFP.

Neighbourhood Green Improvements
Timing: 2020 and 2024
Partner: Greening of Detroit
- Co-host two tree giveaways with Greening of Detroit during the construction phase of the project
  - Each event will include a tree planting education session and distribution of 250 trees to Delray residents

Clark Park Improvements
Timing: To be confirmed
Partner: City of Detroit
- Investments into infrastructure or landscaping at Clark Park serving the Delray and Southwest Detroit community

Neighbourhood Trailhead and Garden
Timing: To be confirmed
Partner: Michigan Department of Transportation (MDOT)
- Establish a trailhead and four-seasons garden adjacent to a new MDOT parking lot to be constructed in Delray area near Historic Fort Wayne
- The trailhead will serve cyclists and pedestrians utilizing the multi-use paths surrounding the US Port of Entry and will includes benches, custom bike rack(s), garbage cans and wayfinding signage

Local Street Enhancements
Timing: To be confirmed
Partner: City of Detroit
- Further enhance Delray local streets by adding community features such as solar-powered mobile lighting, safety lighting near homes, new bus stop seat furnishings, etc.
COMMUNITY BENEFITS PLAN

COMMUNITY SAFETY AND CONNECTIONS

$1.33 MILLION

THE DETAILS

Expand Adjacent Trails to Connect to Gordie Howe International Bridge

- **Timing:** 2024
- **Partner:** To be confirmed
- Invest in expanding cycling infrastructure near the US Port of Entry to create connections
- Investments may include creation of paths, installation of safety lighting, directional and wayfinding signage and emergency call boxes, development of pedestrian and cyclist-friendly, outdoor amenity spaces.

Transportation Improvements

- **Timing:** 2019
- **Partner:** The Community Health and Social Services Center (CHASS), People’s Community Services (PCS), Clark Park Coalition
- Invest in new 12-15 passenger vans to be donated to CHASS, PCS, and the Clark Park Coalition to support transportation of clients and youth utilizing the programs and services provided by these community organizations.

Construction Observation Platform

- **Timing:** 2020
- **Partner:** City of River Rouge
- Construction of an observation platform at Belanger Park in River Rouge that would allow students, residents and tourists to view ongoing construction of the Gordie Howe International Bridge project
- Features to include wayfinding signage, benches, binoculars, photography area and subsidized access to the park.

Bike Rack Design Contest

- **Timing:** 2023
- **Partner:** To be confirmed
- Create and run a contest for local artists to design one-of-a-kind, locally-inspired bike racks that can be installed at various community locations/trailheads within the expanded adjacent trail network.
COMMUNITY PARTNERSHIPS
$695,000

THE DETAILS

People’s Community Service Partnership
Timing: 2019 for three-year duration
Partner: People’s Community Service
- Invest in facility repairs and programming development at Delray House, managed by PCS.

Fort Street Bridge Project
Timing: 2019
Partner: Friends of Detroit River
- Invest in an element of the Fort Street Bridge Park enhancements as part of the Fort-Rouge Gateway Project being undertaken.

Delray Art Project
Timing: To be confirmed
Partner: Urban Neighborhood Initiatives
- Work with local artists/youth to create at least one mural within the Southwest Detroit community through the Southwest Urban Arts Mural Project (SUAMP).

Community Organization Investment
Timing: 2020 for five-year duration
Partner: Local Community Organizations
- Annual $50,000 investment allowance for community organizations located in Delray/Southwest Detroit or servicing Delray/Southwest Detroit residents
- Eligible community groups to apply annually for funding between $1,000 to $25,000 for events, programming and infrastructure improvements
- Local Community Group will assist in application review
- Funding will be released once annually over five years
- Policy framework to be developed.
THE DETAILS

**Southwest Detroit Business Development Program**

**Timing:** 2020 for three-year duration  
**Partner:** Southwest Detroit Business Association

- Support the Southwest Detroit Business Association to launch a new business development program, Bridges to Prosperity, for a three-year period
- The program will feature supports for small businesses and entrepreneurs located in Southwest Detroit through business technical assistance, consulting and drop-in services.

**Windsor-Detroit Cross-River Tour – US Features**

**Timing:** 2023  
**Partner:** To be confirmed

- Create an international walking/cycling tour highlighting the unique culture and history of Delray and Sandwich communities through plaques/interpretive signage to be installed at key locations along pedestrian and cyclist routes on Jefferson Avenue and adjacent to the US Port of Entry approaching the bridge
- Complementary plaques to be installed on Canadian side, along with a border marker at the centre of the bridge
- Will engage local historians and residents through further consultation.

**US INIATIVES FOR DELIVERY**
ADDITIONAL COMPONENTS

INITIATIVE EXPANSION ALLOCATION

The allocations for initiatives currently do not total $10 million for each side. BridgingNA is committed to expending the full amount. In Canada, the $2.8 million remains unallocated and in the US $2.35 million remains unallocated. These monies are identified as the Initiative Expansion Allocation.

The Initiative Expansion Allocation will provide additional funding to initiatives noted in the Community Benefits Plan Neighbourhood Infrastructure Strategy in the event that final costs for an initiative are higher than originally planned. The funds may also be used for new initiatives not included at the time of the plan finalization.

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.
PUBLIC PARTICIPATION

The project team has heard from the communities a desire for continued involvement in the delivery of the Community Benefits Plan. As such, a local community group composed of 16 stakeholders representing the community of Sandwich, 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

Mandate

(i) The participants of the Local Community Group will be identified by WDBA with support from Michigan and BridgingNA.

(ii) The group works directly with the project team as informal partners in the implementation of collaborative activities and provides input into the assessment and review of community funding applications as part of the Community Investment initiatives as part of the Neighbourhood Infrastructure Strategy.

(iii) The group provides formal linkages into the region and provides input into the implementation of Community Benefits initiatives.

Responsibilities

- Participates in collaborative activities
- Provides feedback and recommendations to the project team

Timing

- A call for volunteer members will launch in summer 2019, with a first meeting of the group planned for fall 2019.

REPORTING AND OVERSIGHT

WDBA, as well as the State of Michigan, will be directly involved in the delivery of the 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 www.GordieHoweInternationalBridge.com as will quarterly reports on progress and results.
The Community Benefits Plan is only one aspect of a host of integrated benefits the Gordie Howe International Bridge project will bring to the communities on both sides of the border. As a result of the incorporation of community voices into the overall Project Agreement, the host communities will experience significant improvements creating a network of benefits and incentives to be leveraged by the greater region.

**IMPROVED CONNECTIONS**
- Increased Capacity & Redundancy
- Highway-to-Highway Connectivity
- Efficient Border Processing

**NEIGHBOURHOOD INFRASTRUCTURE STRATEGY**
- $20 million in direct community investments on both sides of the border developed by community feedback and input.
  - Trail Connections
  - Environmental Features
  - Business Development
  - Youth Engagement
  - Road & Park Improvements
  - Arts & Culture

**WORKFORCE DEVELOPMENT AND PARTICIPATION STRATEGY**
- Extensive approach to providing workforce development and training opportunities for Windsor & Detroit based residents, businesses and Canadian Indigenous Peoples.
  - Job Fairs
  - Info Sessions & Speaker Series
  - Job & Commercial Opportunities
  - Training & Apprenticeships
  - Mentorships
  - Research

**COMMUNITY ENGAGEMENT**
- 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 project.
  - Community Meetings
  - Presentations to Schools
  - Community Offices
  - Website & Social Media
  - Translation

The project will deliver much-needed transportation improvements for international travellers including commercial and passenger vehicles and pedestrians/cyclists at the busiest land border crossing in North America.
As a result of public consultation, project requirements were revised to incorporate a 3.6 metre/12-foot-wide dedicated multi-use path to accommodate pedestrians and cyclists across the Gordie Howe International Bridge and connect into adjacent local road and trail networks.

- Active Transportation
- Accessible
- Cycle Tourism
- Economic Development
- Healthy Living
- Community Connections

Aesthetics have been considered on all aspects of the project, including a distinct design for the cable-stayed bridge, state-of-the-art Ports of Entry and extensive landscaping plans creating a new inspiring gateway between Windsor and Detroit. Native vegetation, including the restoration of a Carolinian landscape, will be used to support the protection and expansion of adjacent natural areas.

- Design Excellence
- Gateway Symbol
- Public Art
- Tree Coverage
- Stormwater Management
- LED Lighting
- Native Plantings

Sustainability is recognized throughout the design, construction and future operations of the project to ensure social, economic and ecological processes are maintained or enhanced. This includes maintaining safety and security, designing for durability, conserving resources, and protecting the natural environment.

- Peregrine Falcon Box
- Green Roofs
- LEED Silver & Envision Silver
- Energy Efficiency
- Combination of Aesthetics & Functionality
- Accessibility

In recognition of Sandwich Town’s role as a new international gateway community and in response to public consultation, investments into improving local roadways adjacent to the project footprint have been included in the project requirements. Approximately $12 million will be invested into Sandwich Street in addition to the Neighbourhood Infrastructure Strategy initiatives identified as part of the Community Benefits Plan.

- Intersection Improvements
- Sidewalk Improvements
- Cycling Infrastructure
- Streetscape & Lighting
- Landscaping
CONCLUSION

Public and stakeholder input has played an important role in shaping the 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 social and economic outcomes for the Windsor-Detroit region. The project team looks forward to continued collaboration and engagement with Windsor, Sandwich, Detroit and Delray community members, First Nations Canadian Indigenous Peoples and stakeholders to deliver this robust Community Benefits Plan unique to the region and truly reflective of an integrated approach.

STAY CONNECTED

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Sandwich Community Office
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DELIVERY PARTNERS

CHASS Center
City of River Rouge
Clark Park Coalition
measuredlive
Friends of Detroit River
Our West End/Life After Fifty
New Canadians’ Centre of Excellence Inc.
People’s Community Service
Southwest Detroit Business Association
St. Clair College
Urban Neighborhood Initiatives
Windsor Regional Chamber of Commerce
City of Windsor
WindsorEssex Economic Development Corp.
Downtown Windsor Business Accelerator
Wayne County Community College District

Essex Region Conservation Authority
Greening of Detroit
Workforce WindsorEssex
Ontario Tourism Innovation Lab
Detroit Regional Chamber
Access for All
Focus: Hope
Southwest Solutions
Wapona Island First Nation
Windsor Construction Association
City of Detroit
Detroit Employment Solutions Corp.
Heavy Construction Association of Windsor
United Way/Centraide Windsor-Essex County
ProsperUS
CONNECTING COMMUNITIES