

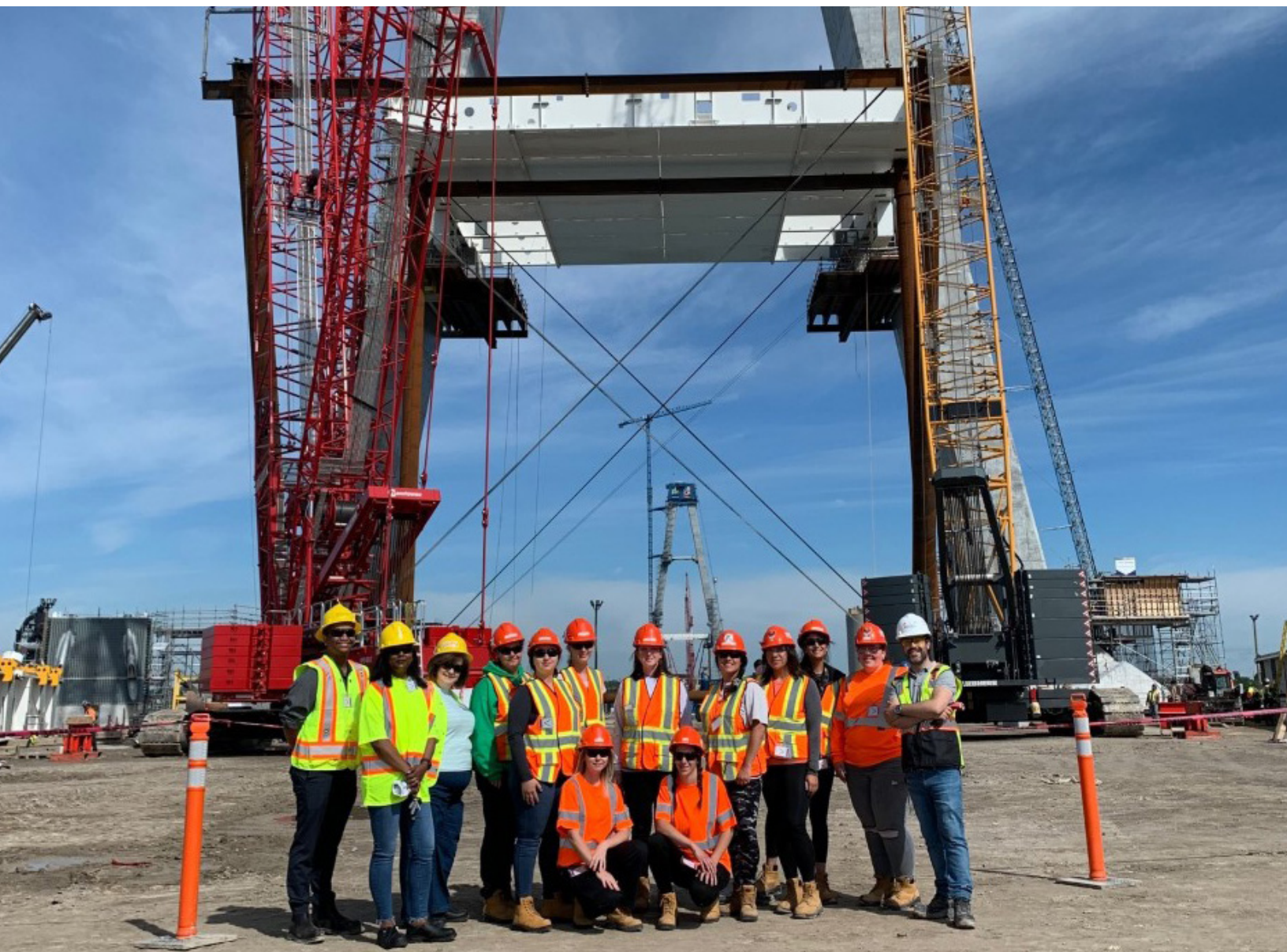
COMMUNITY BENEFITS



PONT INTERNATIONAL
**GORDIE
HOWE**
INTERNATIONAL BRIDGE

2022-2023 YEAR-IN-REVIEW REPORT

APRIL 2022 - MARCH 2023



www.GordieHoweInternationalBridge.com



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.

The Gordie Howe International Bridge will be a six-lane, 2.5 kilometre/1.5 mile, cable-stayed bridge, connecting Windsor and Detroit.

The project is being delivered through a public-private partnership (P3). Windsor-Detroit Bridge Authority (WDBA) is a not-for-profit Canadian Crown corporation responsible for the delivery of the Gordie Howe International Bridge project, including oversight of construction and operations.

Bridging North America (BNA) is WDBA's private-sector partner and is also responsible for delivering the Community Benefits Plan in collaboration with WDBA and the State of Michigan.

A key project element is the inclusion of a Community Benefits Plan.

The project consists of four components:



THE BRIDGE



CANADIAN PORT OF ENTRY



US PORT OF ENTRY



MICHIGAN INTERCHANGE

ABOUT COMMUNITY BENEFITS

On the Gordie Howe International Bridge project, community benefits are identified opportunities that can advance economic, social or environmental conditions for 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 Sandwich, Ontario and Delray, Michigan communities, the neighbourhoods closest to the project area.

LAND ACKNOWLEDGEMENT

We acknowledge that the Sandwich community and land in Canada where the Gordie Howe International Bridge is being constructed sits on Anishinaabe Territory. The Anishinaabeg in the Windsor area are known as the Three Fires Confederacy which consists of the Ojibwe, Odawa and Potawatomi Nations. This land has also served as a place of refuge for the Huron/Wendat people.

Cover Photo: Women's Enterprise Skills Training of Windsor (WEST) students tour the Canadian Bridge site in June 2022.

BACKGROUND

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

- (A) the manner in which stakeholders and community are to **continue to be involved**
- (B) the manner in which host **community input** relating to community benefits and stakeholder involvement are to be factored
- (C) the manner in which bidders plan to work with **local institutes of higher learning, unions and others**
- (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 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** continue to be followed, ensuring that Community Benefits shall be:



INTEGRATED

an integral component of the project carried out during the construction and operation periods



COLLABORATIVE

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

easy to understand, easily accessible, regularly measured and publicly reported



REGIONAL

reflective of the character of the region, tailored specifically for the region and provide value to the region



ENTERPRISING

comprised of new methods, ideas and innovative approaches to engage and benefit the neighbouring communities



DEFINING THE COMMUNITY

WIN+DET

The approach to developing the Community Benefits Plan 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.

GOVERNANCE, REPORTING AND PUBLIC PARTICIPATION

COMMUNITY STORIES COMMITTEE

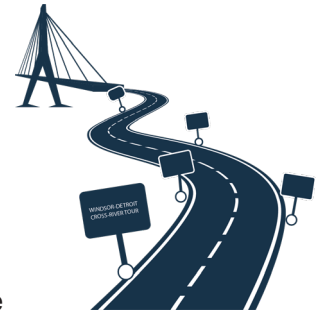
In late summer 2022, the Gordie Howe International Bridge project team launched outreach efforts to recruit members for the Community Stories Committee to support the delivery of the *Windsor-Detroit Cross-River Tour* initiative, a series of historical interpretive signs to be installed near the two Ports of Entry. This group consists of community members and subject-matter experts from local historical or cultural associations in Windsor and Detroit and three members of the Local Community Group. Representatives from Walpole Island First Nation and Caldwell First Nation are also engaged to inform sign content.

The Community Stories Committee provides suggestions for sign content drawing from historical or cultural events, people and places that are relevant to the Sandwich, Windsor or Delray, Detroit communities.

PUBLIC CONSULTATION

From before its inception to now, the Windsor and Detroit communities have been engaged in the Community Benefits Plan's development and implementation. Several consultations have occurred over the past fiscal year requesting feedback from community members and the public to inform Community Benefits Plan initiative development and delivery, including:

- accessibility of the Malden Park observation area in Windsor
- possible Neighbourhood Infrastructure Strategy initiatives
- prioritization of possible topics for the Windsor-Detroit Cross-River Tour signage.



The Community Benefits Plan is comprised of two components:



THE WORKFORCE DEVELOPMENT AND PARTICIPATION STRATEGY is geared toward engaging businesses and individuals 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 priorities identified through public consultation, including community partnerships, community safety and connections, economic benefits and/or aesthetics and landscaping.



NEIGHBOURHOOD INFRASTRUCTURE STRATEGY

The Neighbourhood Infrastructure Strategy includes \$20 million in direct community investments for Sandwich/west Windsor and Delray/Southwest Detroit, consistent with the key regional priorities identified through public consultation between 2015-2018. When the Plan was announced in 2019, a portion of the total funding was purposely left unassigned with the intention to assign the funding later in the delivery period.

Over the past fiscal year, the project team identified \$2.3 million worth of new investment opportunities to bring further benefits to the local communities. New and expanded initiatives are summarized on pages 5-9. All Neighbourhood Infrastructure Strategy funds will be allocated before the end of the design-build period.

\$20 million in direct community investments to be spent over five years



Allocated Funds: \$14,878,419
Funds Disbursed: \$4,736,116
Unallocated Funds: \$5,121,581
(as of March 31, 2023)

Following consultation with the delivery partners, the **Local Street Enhancements** initiative in Detroit and remaining funding and commitments associated with the **Ojibway Park Wildlife Eco-Passage Investment** in Windsor have been dissolved due to lack of feasibility. Funds originally committed to these projects will be reinvested in the communities toward initiatives that are similar in spirit and intent.

Community Investments as of March 31, 2023:

Community Safety and Connections



■ 2019-2022
■ 2022-2023

Economic Benefits



Community Partnerships



Aesthetics and Landscaping



All investments relating to Community Benefits are noted in Canadian funds.

COMMUNITY SAFETY AND CONNECTIONS

INVEST IN ADJACENT TRAILS TO CONNECT TO THE GORDIE HOWE INTERNATIONAL BRIDGE - Expanded

The **City of Windsor** will widen the Matchett Road underpass as part of a municipal multi-use path connecting Malden Park to Broadway Avenue in Windsor. This multi-use path will provide a link to future active transportation connections to the Canadian Port of Entry.

ECONOMIC BENEFITS

SOUTHWEST DETROIT SMALL BUSINESS SUPPORT - **New**

Puente Cultural Integration, LLC will support bilingual (English and Spanish) business programming including coaching and technical assistance, networking events, workshops, collaborative marketing and marketplace opportunities to support small business owners and entrepreneurs in Southwest Detroit.

SDBA SMALL BUSINESS CENTER IMPROVEMENTS - **New**

Southwest Detroit Business Association (SDBA) will complete improvements to the Small Business Development Center, including the creation of an updated meeting space and technology hub for small businesses. These improvements will support small business owners by providing access to tools and resources.

SANDWICH BIA PROGRAMMING AND SUPPORT - **New**

The **Olde Sandwich Towne BIA** will develop a marketing strategy and beautification plan to enhance the BIA-area and support the Sandwich Town Outdoor Markets, Christmas event and holiday decorations. Funding will also support an infrastructure feature within the BIA.

SANDWICH BUSINESS DEVELOPMENT PROGRAM

The *Sandwich Business Development Program* delivers business and entrepreneurship supports and programming to business owners located in Sandwich/west Windsor. Delivery partners, the **Small Business & Entrepreneurship Centre, A Division of Invest Windsor-Essex**, and the **Downtown Windsor Business Accelerator**, received their third year of funding to support their provision of services in the host community.

“The [Small Business and Entrepreneurship Centre and Digital Main Street] programs are an amazing opportunity to have someone guide you through taking your business online. As a small business owner, I desperately need this kind of help to grow my business.”

Sandwich Business Owner

COMMUNITY PARTNERSHIPS

COMMUNITY ORGANIZATION INVESTMENT - **Expanded**

Funding increased from **\$50,000** to **\$100,000** per country for the 2023 and 2024 Community Organization Investment (COI) funding cycles to support events, programming and/or infrastructure projects delivered by non-profit or charitable organizations in the host communities.



The **John McGivney Children's Centre** installed an accessible ramp allowing families of all ages and abilities to have access to Play McGivney, a playground in Sandwich. A new cement sidewalk from the back of the building to the covered pavilion also allows those in wheelchairs and strollers access to the covered space. Funding for this infrastructure project was provided through the 2021 COI initiative.

A new sidewalk provides access to the pavilion at the John McGivney Children's Centre in Sandwich.



In May 2022, **Les Amis Duff-Bâby** hosted a grand opening event at the Duff-Bâby Mansion in Sandwich to celebrate regular public access to this historically significant structure and site. Event funding was provided through the 2020 COI initiative.



In June 2022, the **First Latin American Baptist Church** opened the doors of the Victory Activity Center in Southwest Detroit to the public. Funding in support of the facility renovations was provided through the 2021 COI initiative.



In celebration of diversity and to promote inclusivity in the community, the **Windsor Police Service** hosted the DiverCity BBQ at Mic Mac Park in Sandwich in August 2022. Event funding was provided through the 2021 COI initiative.

GIRLS GROUP PROGRAMMING - *New*

The **Sandwich Teen Action Group (STAG) Girls Group Choices Program** will promote healthy and supportive relationships for young women aged 12-19, including mentorship and skill building activities that lead to healthy lives.

“The community benefits [funding] will provide a much-needed impact to grassroots community agencies such as STAG, assisting our organization with providing ‘at risk youth’ along with low-income families the services and programs needed to lead healthy lives.”

John Elliott, Executive Director, STAG

SOUTHWEST DETROIT YOUTH PROGRAMMING - *New*

After-school and summer programming to be offered to youth at **Detroit Hispanic Development Corporation (DHDC)** and the Delray Community Center providing culturally appropriate programs and services that meet the needs of youth within the community.

YOUTH MENTAL HEALTH SERVICES - *New*

Canadian Mental Health Association (CMHA), Windsor-Essex will support free, accessible mental health services, addictions support and education provided to youth through community partners and west Windsor schools. Additional supports include the hiring of a dedicated social worker and availability of a dietician.

GREEN INFRASTRUCTURE AND PROGRAMMING - *New*

Investments in the **Congress of Communities’** youth-driven community center will support green programming, community education and infrastructure improvements, including the expansion of the community garden program. Funding will also support assessment and integration of sustainable policies into the organization.

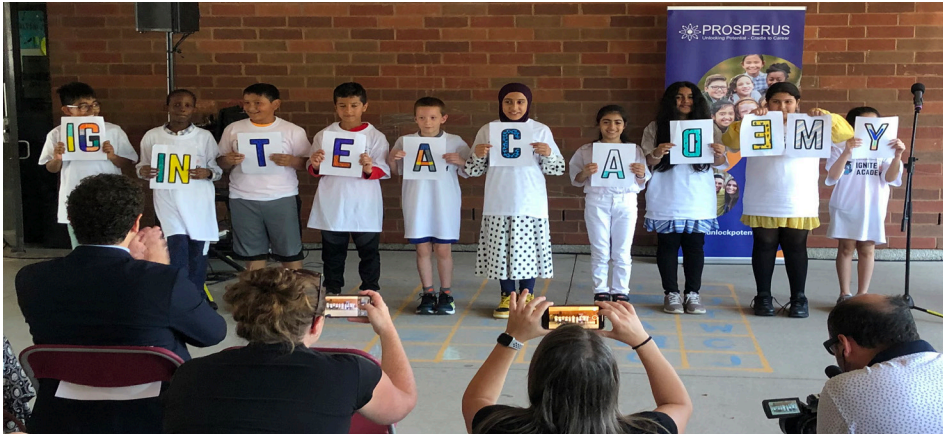
INDIGENOUS YOUTH PROGRAMMING AND EVENTS - *New*

Turtle Island - Aboriginal Education Centre (University of Windsor) will support two Pow Wow events, along with March break and summer camp programming in 2023 and 2024 to engage local Indigenous and non-Indigenous secondary-school students.

“Pow Wows are ways to come together in song and dance and are based upon fundamental values (i.e., honour, respect, tradition and generosity) common to Indigenous peoples throughout Turtle Island. We look forward to cohosting and sharing our culture and pow wow traditions to all.”

Dr. Beverly Jacobs, Office of the President, University of Windsor

PROSPERUS PARTNERSHIP



ProsperUS' *Ignite Academy* provides daily nutrition, recreation and mental wellness programming as well as structured academic supports to students throughout the school year. Community Benefits Plan funding enables delivery of Ignite Academy programming for 27 students in grades 2-7 and their families at Brock Public School in Sandwich.

Launch of Ignite Academy at Brock Public School in Sandwich, Windsor in May 2022.

AESTHETICS AND LANDSCAPING

NEIGHBOURHOOD PARK IMPROVEMENTS

Community members can now enjoy new outdoor fitness equipment at Clark Park in Southwest Detroit and a new gazebo and an enhanced boardwalk at McKee Park in Sandwich. The investments into local community parks were funded by the Community Benefits Plan and delivered in partnership with the **City of Detroit** and **City of Windsor**.



A new gazebo and enhanced boardwalk in McKee Park, Sandwich.



Outdoor fitness equipment at Clark Park, Southwest Detroit.

COMMUNITY HOME REPAIR PROGRAM

In December 2022, the project team expanded the catchment area for the *Delray Home Improvement Program* to include the Carbon Works neighbourhood in Southwest Detroit. Through the program, eligible applicants can access free home repairs from a pre-approved repair/replacement list, based on an assessment of the home. At the end of March 2023, 74 homes have been repaired or were in the process of receiving repairs through this program.

"My dad is so happy with his new windows. He went and got bags of bird seed because now he can look out from his kitchen and actually see the birds."

Family member of a Delray Home Improvement Program participant

A completed window replacement and roof repair provided through the Delray Home Improvement Program.



NEIGHBOURHOOD GREEN IMPROVEMENTS - Expanded

Funding was increased in support of **Essex Region Conservation Authority's (ERCA) Triple Tree Impact** initiative to deliver three additional community tree planting events in Sandwich-area parks and to engage community volunteers in hands-on environmental stewardship activities.

"ERCA is so grateful to partner to make an environmental impact in Sandwich Town. As a result of this partnership to date, 350 volunteers participated in 10 stewardship events, adding 140 trees and shrubs to the landscape while removing 2,034 lbs of litter from this Detroit River watershed. This continuation of support will facilitate more environmental improvements in the Town of Sandwich."

Tim Byrne, CAO, Essex Region Conservation Authority

YOUTH ENVIRONMENTAL PROGRAM - New

The **Greening of Detroit's TreeKeepers Kids Program** is an environmental education program designed to engage students in three Southwest Detroit schools in activities that promote environmental awareness and stewardship. The partnership also includes tree planting at neighbourhood schools or parks.



TRI-CENTENARY CANOE MONUMENT RELOCATION - New

Funding provided to the **Association des communautés francophones de l'Ontario Windsor Essex, Chatham-Kent (ACFO WECK)** to support the restoration and relocation of a tri-centenary canoe monument from east Windsor to a Sandwich-area park.



WORKFORCE DEVELOPMENT AND PARTICIPATION STRATEGY

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

The Community Benefits Plan includes the **Local Canadian Workforce Goal** that at least **\$250 million** of the total value of the work during the design-build phase in Canada will be performed by, contracted to, or supplied by workers or contractors located in the City of Windsor, Essex County or within 100 kilometres of the City of Windsor.

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.

As of March 31, 2023, the Local Canadian Workforce Goal has been achieved. This goal and the DBE Goal are both on track to be exceeded by the end of the design-build period.

Between January 2021 and March 2023, over

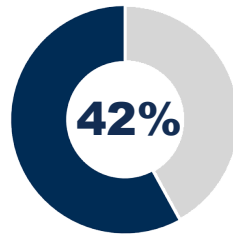
\$4.6 million

(CDN) was spent on small-scale purchases under \$25,000 from local* businesses

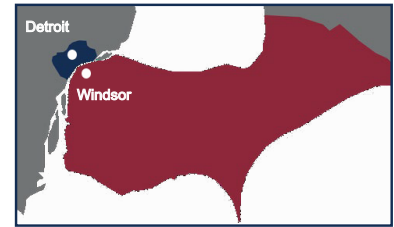
From September 2018 to March 31, 2023, the following workforce statistics have been achieved on the project:

9232

individuals oriented to the project in Canada and the US



are local*



*“Local” is defined as being within the City of Detroit or within 100 kilometres of the City of Windsor

263



local* businesses engaged on the project

33

Indigenous Peoples in Canada assigned to the project

598

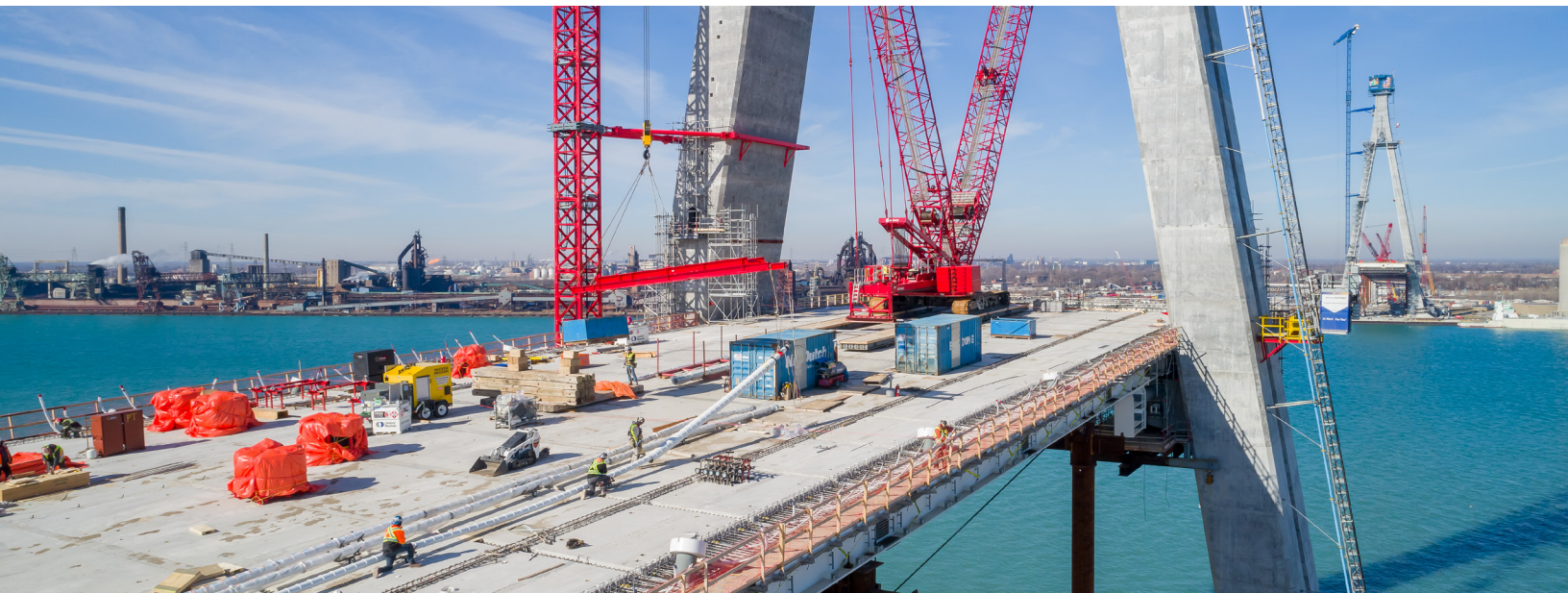
pre-apprentices/ apprentices assigned to the project



co-op students engaged on the project



282



30+ meeting participants

representing Tier 1 Subcontractors, participating unions and workforce development organizations from Windsor and Detroit attended the Trades-Specific Workforce Development Steering Committee meeting in November 2022 to discuss workforce development in the Windsor-Detroit region.



Trades-Specific Workforce Development Steering Committee meeting.

65+ attendees

at in-person Vendor and Supplier Open Houses in Windsor and Detroit in November 2022, where local businesses met project representatives and learned about upcoming bid packages and business opportunities on the project.

The project team is committed to engaging the public and stakeholders through educational experiences and workforce development and training opportunities.

Between April 2022 and March 2023, the Community Benefits team participated in:

43



Engagement Activities

18



Educational Activities

7



Career Fairs



Detroit Workforce of the Future tour of the US project site, August 2022.



Construction Science Expo, May 2022.



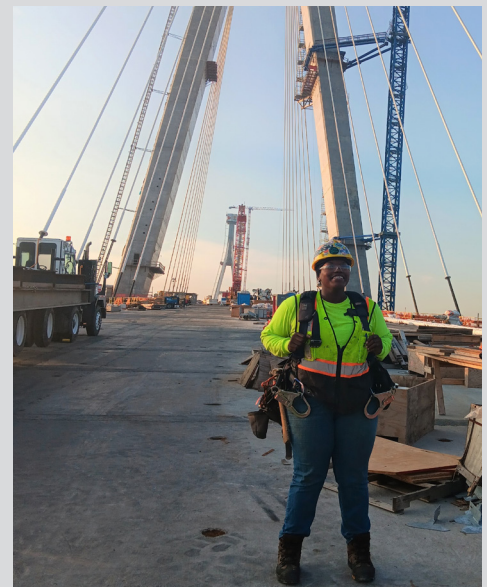
WEST site tour of the Canadian POE, August 2022.

BNA APPRENTICE SPONSORSHIP

Carema Brown completed the **Access for All Apprenticeship Readiness Training Program** in 2022. Upon meeting her at a Contractor’s Roundtable meeting with program participants, the project team was impressed by her resume and background. When a carpenter apprentice opportunity on the I-75 interchange became available, BNA sponsored Carema as an apprentice on the project.

“As an African-American woman from Southwest Detroit, I am proud to be working in the skilled trades and especially on a project that is helping to make my city beautiful. I love being part of history in the making and for this to be my first project is amazing. I appreciate the challenge this work provides and the opportunity for continuous learning. I’ve been on the project for almost a year now, and it still takes my breath away.”

Carema Brown, Carpenter Apprentice



ENGAGING LOCAL BUSINESSES ON THE PROJECT

Eminent Contracting LLC, a Southwest Detroit company established in 2017, began by installing concrete on residential properties. The company was certified as a Disadvantaged Business Enterprise (DBE) in 2018 and now has 21 employees working on the Gordie Howe International Bridge project, as well as MDOT and City of Detroit projects.

“As a member of Eminent Contracting LLC, I am very proud to be a part of the Gordie Howe International Bridge project. While working on the project we have had help from all the labor disciplines, consultants, and project managers on day-to-day activities and are very thankful to everyone that has helped us on this journey. I would encourage anyone with a small business to take the correct steps in following their dreams to grow their business to be able to work on these high profile projects.”

Cesar Mireles Jr, Eminent Contracting LLC



Eminent Contracting LLC owners with Ron Evans, BNA DBE Consultant, on the US POE site.

Founded in 2002, **Quinn Roofing Solutions** is a Windsor-based, family-owned and operated company. They have provided services at the Canadian Port of Entry since 2021.

“Being involved with the Gordie Howe International Bridge project has allowed us to demonstrate the skills and high standards required to be a part of the BNA team. A high-profile project such as this presents the opportunity to showcase your team and extend your expertise to other contractors on site, as well as local businesses.”

Ken Quinn, Quinn Roofing Solutions



Quinn Roofing Solutions employees on the Canadian POE site.

2023 COMMUNITY BENEFITS LOOKAHEAD

- Engagement on the *Windsor-Detroit Cross-River Tour* including consultation with the Community Stories Committee and local universities to determine content for the interpretive signs
- Continued work on the *Delray Home Improvement Program*
- Investing in **Urban Neighborhood Initiatives'** *Southwest Urban Arts Mural Project (SUAMP)* summer programming
- Construction and opening of the Malden Park and Belanger Park observation areas
- Determining investments to be funded through the *Detroit Trail Systems Enhancements* initiative
- Continued investments in annual programming partnerships
- Design work for the Windsor trail connection initiative
- Design and consultation with the **City of Windsor** for the *Sandwich Street Enhancements* initiative
- Consultation and design work for the *Neighbourhood Green Improvements* initiative in Detroit which includes
- establishing a four-seasons garden and trailhead in Delray
- Launch of the 2024 *Community Organization Investment* initiative funding cycle in November 2023
- Actioning annual and ongoing commitments within the Workforce Development and Participation Strategy including activities to engage local students, job seekers, businesses and Indigenous Peoples in Canada
- Investments in new or existing Community Benefits Plan initiatives

For more information about specific Community Benefits Plan initiatives or progress of Community Benefits Plan implementation, visit the project website or connect with us:

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 WDBA-APWD

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**Check the project website for hours of operation.*

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