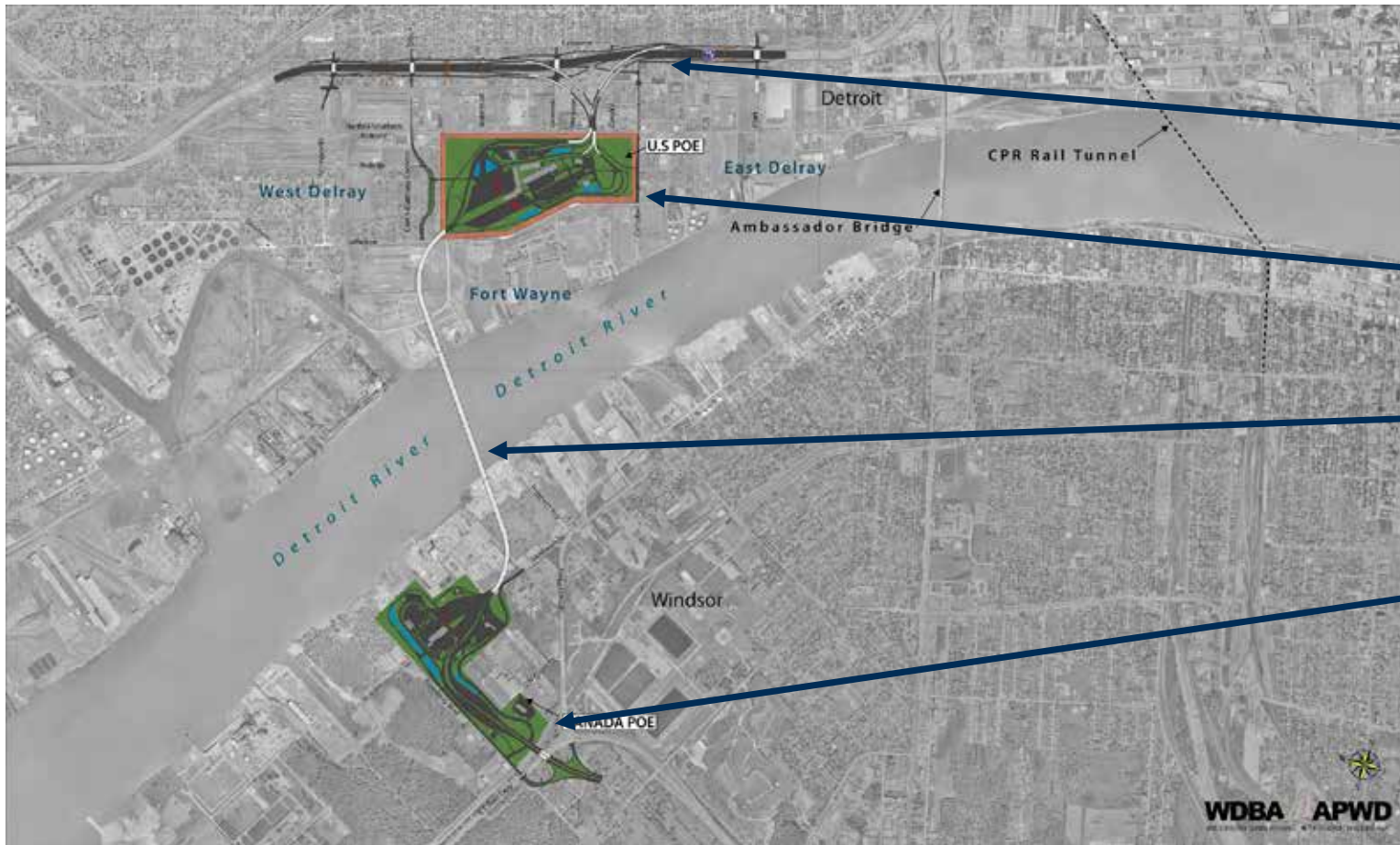


PROJECT COMPONENTS



Legend

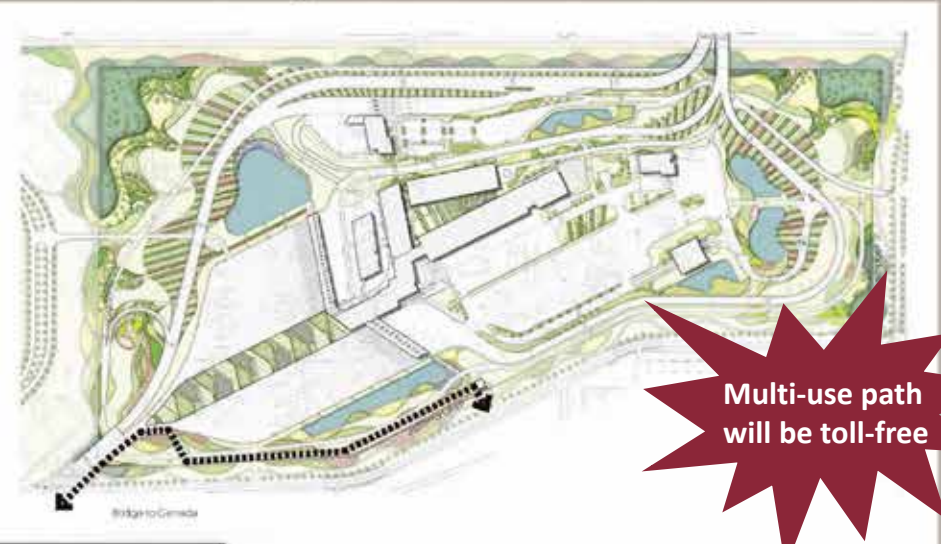
1. Michigan Interchange
2. US Port of Entry (POE)
3. Gordie Howe International Bridge
4. Canada Port of Entry (POE)

DEDICATED MULTI-USE PATH

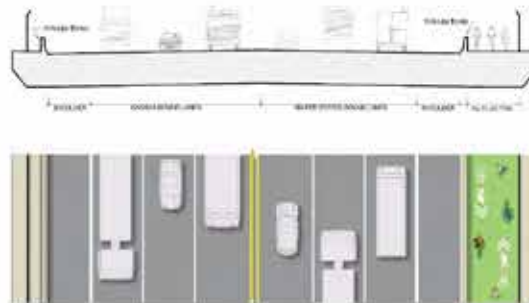
Canadian Port of Entry



US Port of Entry



Multi-use path
will be toll-free




- 3.6 metres / 11.8 feet wide
- Barriers separating vehicular traffic from pedestrians
- Connections to local road networks in Canada and the US



SANDWICH STREET IMPROVEMENTS

In recognition of Sandwich's role as a gateway community to Canada and in response to public consultation, WDBA is investing in improvements to Sandwich Street as part of the Gordie Howe International Bridge project. Here are just a few highlights of the work to be undertaken by Bridging North America along the Sandwich Street corridor:

- **DELIVERY:** These improvements are being delivered in addition to the Sandwich Street Enhancements to be undertaken as part of the Community Benefits Plan. This work is estimated to be a \$12 million investment. Construction is anticipated to occur during the design and construction period.
 - **LOCATION:** Approximately 3 km of Sandwich Street from the intersection of Sandwich Street and Ojibway Parkway to Detroit Street will see improvements to the current infrastructure.
 - **DESIGN:** Improvements to the Sandwich Street Corridor design will align with the Sandwich Town Community Improvement Plan, Sandwich Heritage Conservation District Plan and Sandwich Town Urban Design Guidelines.
 - **ROAD IMPROVEMENTS:** The Sandwich Street Corridor will be fully re-paved in accordance with municipal standards with cycling infrastructure installed. All commercial and residential driveway approaches within the municipal right-of-way will also be replaced.
- 
- **STREETSCAPING:** Attractive streetscaping such as planters, benches, garbage receptacles, etc. will be considered for incorporation into the Sandwich Street Corridor improvements.
 - **ACCESSIBILITY:** All sidewalks within the Sandwich Street Corridor will be replaced and will meet accessibility standards.
 - **INTERSECTION IMPROVEMENTS:** Bump outs will be incorporated at some intersections to enhance pedestrian safety when crossing the roadway. Some intersections within the designated truck route section will also see enhancements to accommodate local truck movements.



COMMUNITY BENEFITS COMMUNITY INPUT

In developing the Gordie Howe International Bridge Community Benefits Plan, it was key that community input informed the initiatives selected for implementation on both sides of the border and specifically focus on enhancing the communities of Sandwich and Delray.

Phase One Consultation: 2015 - 2018

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

More than 230 suggestions for community benefits were submitted for consideration. Most of the submissions fell within five priority areas including local workforce and training strategies, construction and operations effect on the community, community safety and connections, aesthetics and landscaping and regional economic and community development opportunities.

Phase Two Consultation: October 2018 - March 2019

70+ Meetings held on both sides of border

Met with **1000+** stakeholders

400+ Surveys received

As a result of the multi-faceted approach taken to engage the communities on both sides of the border, a number of priorities within the five original categories were identified for Windsor and Detroit communities. Themes emerging from the feedback included:



Trail Systems and Cycling Infrastructure



Economic Development



Local Road Enhancements



Recognition of Area History



Home Repair Program



Community Programming



Recognition for the Environment

COMMUNITY BENEFITS PLAN COMPONENTS

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:

WORKFORCE DEVELOPMENT & PARTICIPATION STRATEGY



Geared toward engaging businesses and providing employment opportunities. The strategy to be finalized and implemented will centre on workforce, training and 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 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.**

The Disadvantaged Business Enterprise (DBE) goal established for this project is 2.15% of the cost of the construction and engineering work needed to complete the Michigan Interchange and the portion of the Bridge that is located in Michigan.

NEIGHBOURHOOD INFRASTRUCTURE STRATEGY



A \$20 million community 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 and Detroit.

The Neighbourhood Infrastructure Strategy is comprised of initiatives that are consistent with the Crossing Agreement and the key regional priorities identified:

- **community partnerships**
- **the effects of construction and operation issues**
- **community safety and connections**
- **economic benefits**
- **aesthetics and landscaping**

Further consultation will be undertaken during the implementation of these initiatives.



WORKFORCE DEVELOPMENT INITIATIVES

Collectively more than 80 initiatives have been identified for implementation to ensure that Windsor, Detroit and Canadian Indigenous Peoples have opportunities for employment or to provide goods and services to the project.

These initiatives focus on ways to engage the following entities:

- **General Public/Stakeholders**
- **Elementary and Secondary Schools**
- **Post-Secondary Institutions**
- **Subcontractors**
- **Unions**
- **Vendors**
- **Workforce Development Agencies**

Training/Education Opportunities:

- Partner with local educational institutions to identify research opportunities
- Participate in speaker series and offer mentorship
- Partner with apprenticeship organizations and local unions
- Provide ESL and job training sessions
- Partner with educational institutions to provide co-op/work placements

Indigenous Peoples Opportunities:

- Explore business partnership opportunities
- Implement First Nations policy
- Commission local artists to create community/art murals
- Partner with training organizations to arrange onsite training
- Increase awareness of skilled trades careers and support apprenticeship programs



WORKFORCE DEVELOPMENT INITIATIVES

Employment Opportunities

- Require subcontractors hire at least 20% new hires from local region
- Participate in job fairs/employment sessions
- Identify and select pre-apprentices and apprentices
- Enhance the community/employment groups awareness of the project and skills required

Business Opportunities

- Host Business-to-Business info sessions
- Provide two-way communication with local subcontractors
- Provide online system to invite local businesses to submit information on capabilities and capacity
- Foster growth of small companies by purchasing goods, supplies and services under \$25,000

To deliver these initiatives, WDBA and Bridging North America have identified agencies and organizations that have the necessary knowledge, expertise and capacity. We will work with these delivery partners to reach Windsor, Detroit and Canadian Indigenous Peoples residents and businesses. Delivery partners include:

- *Project Subcontractors*
- *Local Elementary and Secondary Education Institutions*
- *Post-Secondary Education Institutions*
- *City of Windsor – Employment and Training Services*
- *Workforce WindsorEssex*
- *WindsorEssex Economic Development Corporation*
- *Windsor Construction Association*
- *Heavy Construction Association of Windsor*
- *Windsor Essex Regional Chamber of Commerce*
- *New Canadians' Centre of Excellence*
- *Walpole Island First Nation*
- *Detroit Employment Solutions Corp.*
- *Southwest Detroit Business Association*
- *Wayne County Community College District*
- *Detroit Regional Chamber*
- *Access for All*
- *Focus: Hope*
- *Southwest Solutions*
- *Unions in Project Labour Agreement*
- *Contractor and construction associations*
- *Local workforce development organizations*

NEIGHBOURHOOD INFRASTRUCTURE STRATEGY - CANADIAN INITIATIVES



AESTHETICS & LANDSCAPING INVESTMENTS \$2.75 MILLION

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.

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.



NEIGHBOURHOOD INFRASTRUCTURE STRATEGY - CANADIAN INITIATIVES

COMMUNITY SAFETY AND CONNECTIONS \$2.13 MILLION

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.

NEIGHBOURHOOD INFRASTRUCTURE STRATEGY - CANADIAN INITIATIVES



COMMUNITY PARTNERSHIPS \$1.47 MILLION

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 & infrastructure improvements. Funding will be released once annually over five years.

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.

NEIGHBOURHOOD INFRASTRUCTURE STRATEGY - CANADIAN INITIATIVES



ECONOMIC BENEFITS
\$850,000

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.

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 centre border marker.

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 design and construction

NEIGHBOURHOOD INFRASTRUCTURE STRATEGY - US INITIATIVES

AESTHETICS & LANDSCAPING INVESTMENTS \$5.34 MILLION

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 determined.

Clark Park Improvements

Timing: To be confirmed **Partner:** City of Detroit

- Investments into fitness equipment at Clark Park serving the Delray and Southwest Detroit community.

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

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.

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 near Historic Fort Wayne
- The trailhead will serve cyclists and pedestrians utilizing the multi-use paths surrounding the US Port of Entry.

NEIGHBOURHOOD INFRASTRUCTURE STRATEGY - US INITIATIVES



COMMUNITY SAFETY AND CONNECTIONS

\$1.33 MILLION

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.

NEIGHBOURHOOD INFRASTRUCTURE STRATEGY - US INITIATIVES



COMMUNITY PARTNERSHIPS

\$695,000

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.



NEIGHBOURHOOD INFRASTRUCTURE STRATEGY - US INITIATIVES



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.



COMMUNITY BENEFITS PUBLIC PARTICIPATION

A local Community Group composed of 16 stakeholders will be formed to work as informal partners in the implementation of the Community Benefits Plan. These stakeholders will represent:

- Windsor-Essex County
- Delray community
- Greater Detroit municipalities
- Bridge users
- Educational institutions
- Economic Development organizations
- Canadian Indigenous Peoples

WDBA will issue an open call for applicants in **summer 2019**

16 participants for the Local Community Group will be identified by WDBA with support from Michigan

Local Community Group will **meet quarterly**

Provides input into the implementation of the Community Benefits Plan

Public 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.
- The Community Benefits Plan will include a robust documenting, tracking and reporting structure that demonstrates accountability to the region.
- The Community Benefits Plan is posted on www.GordieHoweInternationalBridge.com as will quarterly reports on progress and results.

S

ion activities

and construction fencing to be installed at US

ed shaft foundation

es

elocation; Springwells ramp reconstruction; d

CANADA & US PRODUCTION DRILLED SHAFT WORK

Construction of the production drilled shafts for the main bridge are anticipated to begin in summer 2019 on both sides of the border. Work will include the following:

- The foundation of each pylon is composed of a total of 12 production drilled shafts.
- The total length of the drilled shaft will be determined by the test drilled shaft.
- The rebar cage is an element of the bridge foundation. A complex structure of 3 metre/9.6 ft diameter with double rings at the upper part. It must be installed in one piece with a total weight over 65,000 kg/143300 lbs.
- Over 3,500 m³/123,601 f³ concrete will be needed for all of the production drilled shafts.
- Once the concrete is cured, specialty testing is required to check the concrete integrity of each production drilled shaft.

