



PONT INTERNATIONAL
GORDIE
HOWE
INTERNATIONAL BRIDGE

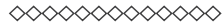
COMMUNITY BENEFITS PLAN

JUNE 5, 2019

TABLE OF CONTENTS

04	Introduction
05	Delivery
06	Vision
07	Community Input
09	The Community Benefits Plan
09	Workforce Development and Participation Strategy
10	Canadian Workforce Development and Participation Plan
16	Canadian Indigenous Peoples Workforce Development and Participation Plan
21	US Workforce Development and Participation Plan
28	Neighbourhood Infrastructure Strategy
28	Canadian Initiatives for Delivery
32	US Initiatives for Delivery
36	Additional Components
37	Public Participation
38	Integrated Benefits
40	Conclusion
40	Delivery Partners

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.

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.

PROJECT COMPONENTS



THE BRIDGE

- Cable-stayed design
- 6 lanes: 3 Cdn-bound, 3 US-bound
- Total length: 2.5 km / 1.5 miles
- Clear span of 853 metres / 0.53 miles
- The longest main span of any cable-stayed bridge in North America
- A dedicated multi-use path that will accommodate pedestrians and cyclists



CANADIAN PORT OF ENTRY

- Size: approximately 53 hectare / 130 acre site
- Inbound border inspection facilities for both passenger and commercial vehicles
- Outbound inspection facilities
- Toll collection facilities for both the US-bound and Canada-bound traffic
- Will be the largest Canadian port along the Canada-US border



US PORT OF ENTRY

- Size: approximately 68 hectare/ 167 acres
- Inbound border inspection facilities for both passenger and commercial vehicles
- Outbound inspection facilities
- Commercial exit control booths
- Will be one of the largest ports of entry in North America



MICHIGAN INTERCHANGE

- Local road improvements including:
 - 4 new road bridges
 - 5 new pedestrian bridges
- Widened roads at key intersections to allow transport trucks to make full uninterrupted turns
- Primary connecting ramps to and from the US POE

DELIVERY



The Gordie Howe International Bridge project is being delivered through a public-private partnership (P3). On September 28, 2018, Bridging North America (BridgingNA) reached Financial Close 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.

BACKGROUND

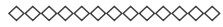


The mandate to include a Community Benefits Plan as an integral part of the Gordie Howe International Bridge project originates in the Canada-Michigan Crossing Agreement signed in 2012. Recognizing the opportunity to leverage the significant investment of this public infrastructure for the benefit of 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 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

WIN+ADET

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.

COMMUNITY INPUT



WINDSOR & DETROIT COMMUNITY ENGAGEMENT IN ALL STAGES OF DEVELOPMENT



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 Impact and Operation Mitigation Measures**
- **Regional Economic and Community Development Opportunities**

COMMUNITY INPUT



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.

70+

Meetings held on both sides of the border

Met with 1000+

stakeholders

400+

Surveys received

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



The Community Benefits Plan to be delivered as part of the Gordie Howe International Bridge project reflects community priorities heard to date and is comprised of two components:



THE WORKFORCE DEVELOPMENT AND PARTICIPATION STRATEGY is geared toward engaging businesses and focuses on supporting workforce, training and pre-apprenticeship/ apprenticeship opportunities.



THE NEIGHBOURHOOD INFRASTRUCTURE STRATEGY focuses on collaborating with stakeholders and community members through consultation to develop a community infrastructure strategy based on identified priorities.

WORKFORCE DEVELOPMENT AND PARTICIPATION STRATEGY

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

WHAT	HOW	WHEN	PARTNERS
Ensure staff is dedicated to informing and engaging individuals and stakeholders of training, mentorship and employment opportunities	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	Ongoing during design and construction	N/A
Apply for grants to support research and/or co-operative work placement program	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	Annually from spring 2020 throughout design and construction	N/A
Implement an internal procedure to adhere and respond to Fair Labour Hiring and Contracting practices and provisions	Develop and adhere to fair labour hiring practices and provisions, including timely resolution of employment issues and prompt payment obligations	Ongoing from winter 2019 throughout design and construction	N/A



COMMUNITY BENEFITS PLAN

Elementary and Secondary Education Institutions

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

Post-Secondary Institutions

WHAT	HOW	WHEN	PARTNERS
Identify research opportunities for students	<p>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</p> <p>Work with the post-secondary institution to collaborate with one student to perform research</p>	Annually from spring 2020 throughout design and construction	Local post-secondary education institutions
Provide learning placement opportunities to students that are enrolled in compatible programs	Selection of one local post-secondary education institution/department annually and work with representatives to provide a co-operative learning/mentorship opportunity	Annually from spring 2020 throughout design and construction	Local post-secondary education institutions
Participate in existing speaker series and job fairs to offer mentorship opportunities and inform of training and employment opportunities	<p>Work with local education institutions to identify, coordinate and participate as guest speakers and participate in job fairs for student audiences</p> <p>Participate in existing mentorship opportunities with local students studying in fields relevant to the project</p>	Annually from fall 2019 throughout design and construction	Local post-secondary education institutions
Inform minority-identified students of co-operative learning opportunities and support equitable access	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	Annually from spring 2020 throughout design and construction	Local post-secondary education institutions

CANADIAN WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN



Subcontractors

WHAT	HOW	WHEN	PARTNERS
Establish goal for sub-contractors to hire at least 20% of new hires from the Windsor area for construction and permanent jobs	<p>Communicate the regional hiring expectations to potential subcontractors through RFP instructions</p> <p>Include regional hiring expectation within all subcontracts and reinforce the importance at contract kick-off meetings</p> <p>Require subcontractors to report on regional hiring accomplishments</p>	Ongoing during design and construction	Project Subcontractors
Host information sessions	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	Annually from winter 2020 to fall 2022	<p>Windsor Construction Association (WCA)</p> <p>Heavy Construction Association of Windsor (HCAW)</p>
Host business-to-business information sessions	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	Annually from winter 2020 to spring 2020	<p>WCA</p> <p>HCAW</p>
Identify and select pre-apprentices and apprentices	<p>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</p> <p>Require subcontractors to report on pre-apprenticeship/apprenticeship hiring</p>	Ongoing from winter 2020 to fall 2022	Project Subcontractors
Provide two-way communication with local subcontractors to deliver information regarding how to participate in the project	Participate in meetings held by local organizations that have subcontractors as members to directly address the information requirements of subcontractors	Ongoing from winter 2020 to fall 2022	<p>WCA</p> <p>HCAW</p>

COMMUNITY BENEFITS PLAN

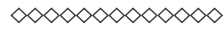
Vendor Community

WHAT	HOW	WHEN	PARTNERS
Host Information Session	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	Annually from winter 2020 to fall 2022	Windsor Essex Economic Development Corporation (WEEDC) Windsor Essex Regional Chamber of Commerce (WERCOC)
Host business-to-business information sessions to inform communities of local goods and services required, as well as supplier opportunities	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	Annually from winter 2020 to fall 2022	WCA HCAW WEEDC WERCOC
Post information about project procurement opportunities for subcontract work and/or supplying of goods and services	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	Ongoing from summer 2019 throughout design and construction	WCA HCAW WERCOC
Invite local businesses to submit information about their interest, capabilities and capacity to participate in the project online	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	Ongoing from fall 2019 throughout design and construction	N/A
Foster growth of small companies in the host communities by purchasing goods, supplies and services under a value of \$25,000	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	Ongoing from summer 2019 throughout design and construction	Windsor Essex Small Business Centre WERCOC

Unions

WHAT	HOW	WHEN	PARTNERS
Partner with local unions and Ontario apprenticeship organizations to arrange trades training and mentorship opportunities for youth	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	Annually from summer 2019 to fall 2022	Unions in Project Labour Agreement St. Clair College

CANADIAN WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN



Workforce Development Agencies

WHAT	HOW	WHEN	PARTNERS
Partner with key stakeholders to enhance communities' awareness of employment opportunities	<p>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</p> <p>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</p>	Ongoing from fall 2019 throughout design and construction	<p>City of Windsor – Employment and Training Services</p> <p>Workforce WindsorEssex</p>
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	<p>City of Windsor – Employment and Training Services</p> <p>Workforce WindsorEssex</p>
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	<p>City of Windsor – Employment and Training Services</p> <p>Workforce WindsorEssex</p>
Partner with local workforce agencies to provide support to job training and skills development initiatives	<p>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</p> <p>Support equity-seeking groups to prepare to take advantage of upcoming training and/or employment opportunities</p>	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	<p>City of Windsor – Employment and Training Services</p> <p>Workforce WindsorEssex</p>

Workforce Development Agencies Cont'd

WHAT	HOW	WHEN	PARTNERS
Identify workforce initiatives that can be leveraged to enhance local residents awareness of training, skill development and employment opportunities	<p>Coordinate with workforce development organizations to determine sessions and events to participate in to raise project awareness</p> <p>Update and display notice of upcoming/available skills development, training, employment and procurement opportunities at the WDBA Sandwich Community Office</p> <p>Provide computer at the Sandwich Community Office to allow interested parties to apply to participate in project activities</p>	Ongoing from fall 2019 throughout design and construction	<p>New Canadians Centre of Excellence</p> <p>City of Windsor - Employment and Training Services</p>
Encourage applications from local applicants for jobs, training and skill development opportunities through partnerships with local workforce development organizations	Partner with workforce development organizations to identify appropriate candidate pools to interview and hire for relevant positions internal to BridgingNA	Ongoing from winter 2019 to fall 2020 and into operations, as appropriate	<p>City of Windsor - Employment and Training Services</p> <p>Workforce WindsorEssex</p>
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	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	Participate in at least one program annually from winter 2020 to fall 2022	New Canadians' Centre of Excellence
Explore opportunities to provide individuals identifying as minorities and unemployed or underemployed training and mentorship opportunities on the project	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	Ongoing from spring 2020 throughout design and construction	<p>City of Windsor - Employment and Training Services</p> <p>New Canadians' Centre of Excellence</p>
Partner with workforce development organizations that provide subsidized employment or transitional work experience	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	Annually from spring 2020 throughout design and construction	New Canadians' Centre of Excellence

CANADIAN INDIGENOUS PEOPLES

WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN



General Members of the Indigenous Community

WHAT	HOW	WHEN	PARTNERS
Implement a Canadian Indigenous Peoples Relations Policy and require the same of subcontractors	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	Ongoing from fall 2019 throughout design, construction and operations	Project Subcontractors
Commission local artist to create one piece of historical, cultural, or ecological community artwork related to the project	Hire at least one artist that identifies as a Canadian Indigenous Person to participate in a community art project related to the project	One time throughout design and construction	Walpole Island First Nation
Offer mentorship opportunities to Canadian Indigenous Women and other women in the host communities	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	Annually from fall 2019 throughout design, construction and operations	Project Subcontractors
Support a portion of child care costs to enable unemployed or underemployed people to participate in project workshops and training opportunities (within established criteria)	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	Ongoing from fall 2019 throughout design and construction	N/A
Ensure a staff member is dedicated to informing and engaging individuals and stakeholders of training, mentorship and employment opportunities with the project	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.	Ongoing from fall 2019 throughout design and construction	N/A

General Members of the Indigenous Community Cont'd

WHAT	HOW	WHEN	PARTNERS
<p>Create a list of Canadian Indigenous Peoples who are eligible for pre-apprenticeship and apprenticeship opportunities on the project</p>	<p>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</p> <p>Invite listed individuals to participate in recruitment opportunities and programs when available</p>	<p>Ongoing from fall 2019 throughout design and construction</p>	<p>Walpole Island First Nation</p>
<p>Use various communications mechanisms to actively recruit Canadian Indigenous Peoples for opportunities on the project</p>	<p>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</p>	<p>Ongoing from fall 2019 throughout design and construction</p>	<p>Walpole Island First Nation</p>
<p>Increase awareness of Indigenous culture and the historical importance of Indigenous Communities in relation to the project</p>	<p>Develop a presentation to be included in staff and subcontractor new-hire orientation</p>	<p>Ongoing from fall 2019 throughout design and construction</p>	<p>Project Subcontractors</p>

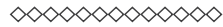


Elementary and Secondary Education Institutions

WHAT	HOW	WHEN	PARTNERS
<p>Encourage high school students to pursue careers in the construction industry</p>	<p>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</p>	<p>Annually from fall 2019 throughout design and construction</p>	<p>Local Elementary and Secondary Education Institutions</p>

CANADIAN INDIGENOUS PEOPLES

WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN



Subcontractors

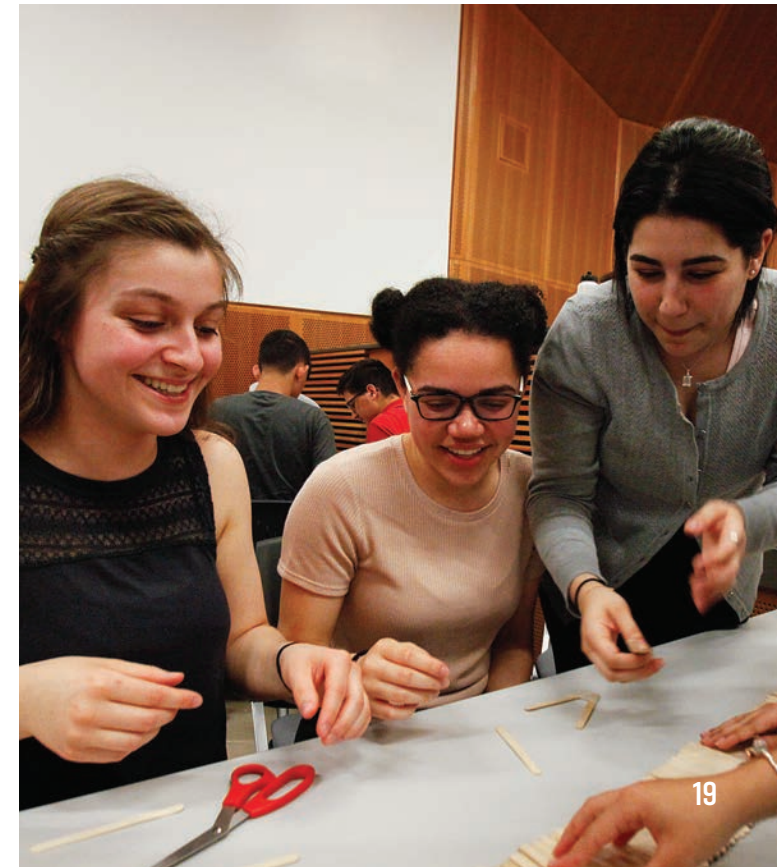
WHAT	HOW	WHEN	PARTNERS
Support mentoring of Canadian Indigenous Peoples and subcontractors by creating mentorship relationships between experienced Indigenous employers and new Indigenous hires as well as new and experienced Indigenous sub-contractors	Organize and host networking events in the local 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	Annually from fall 2019 throughout design and construction	Project Subcontractors
Engage subcontractor to explore business partnership opportunities with Walpole Island First Nation (WIFN)	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	One time throughout design and construction	Project Subcontractors Walpole Island First Nation
Sign off on and adhere to Canadian Indigenous Peoples Relations Policy	Subcontractors to sign off on Canadian Indigenous Peoples Relations Policy and implement and adhere to Canadian Indigenous Peoples Relation Policy	Ongoing from fall 2019 throughout design and construction	Project Subcontractors
Ensure Canadian Indigenous Peoples have equitable access to job opportunities related to the project	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 Promote project opportunities publicly via the project website and share the active postings with representatives from WIFN and organizations serving Canadian Indigenous Peoples Require subcontractors to report on the status and outcomes of hiring	Ongoing from fall 2019 throughout design and construction	Project Subcontractors

Subcontractors Cont'd

WHAT	HOW	WHEN	PARTNERS
Provide two-way communications with First Nations subcontractors and participate in/support job fairs for Canadian Indigenous Peoples, including women interested in work on the project	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	Annually from fall 2019 throughout design and construction	Walpole Island First Nation
Make available and support various types of cultural leaves for Canadian Indigenous Peoples working on the project	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	Ongoing from spring 2019 throughout design, construction and operations	Project Subcontractors

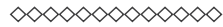
Post-Secondary Education Institutions

WHAT	HOW	WHEN	PARTNERS
Participate in activities that increase Canadian Indigenous Peoples awareness of careers in the skilled trades and support pre-apprenticeship/ apprenticeship programs specifically designed for Indigenous women, students and youth (18-25)	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	Annually from fall 2019 throughout design and construction	Post-Secondary Education Institutions Walpole Island First Nation
Inform applicable Canadian Indigenous students of co-operative learning opportunities on the project and support equitable access to these opportunities	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	Ongoing from fall 2019 throughout design and construction period	Local Post-Secondary Education Institutions



CANADIAN INDIGENOUS PEOPLES

WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN



Unions

WHAT	HOW	WHEN	PARTNERS
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)	<p>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</p> <p>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</p>	Annually from fall 2019 throughout design and construction	Local Unions

Vendor Community

WHAT	HOW	WHEN	PARTNERS
Identify suitable business development and entrepreneurial opportunities to offer to Canadian Indigenous Peoples and businesses	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	Annually from fall 2019 throughout design and construction	Walpole Island First Nation

Workforce Development Community

WHAT	HOW	WHEN	PARTNERS
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	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	Annually from fall 2019 throughout design and construction	Walpole Island First Nation

US WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN



General Public and Stakeholders

WHAT	HOW	WHEN	PARTNERS
Ensure staff is dedicated to informing and engaging individuals and stakeholders of training, mentorship and employment opportunities	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	Ongoing during design and construction	N/A
Apply for grants to support research and/or co-operative work placement program	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	Annually from spring 2020 throughout design and construction	N/A
Translate and distribute information about employment and training opportunities into Spanish	Ensure that information about employment and training opportunities related to the project are accessible by translating information into Spanish	Ongoing from fall 2019 throughout design and construction	N/A
Create a list of eligible Detroit residents for pre-apprenticeship and apprenticeship opportunities on the project	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 Invite listed individuals to participate in recruitment opportunities and programs as they become available	Ongoing from spring 2020 throughout design and construction	Detroit Employment Solutions Corporation

US WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN



Elementary and Secondary Education Institutions

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

Post-Secondary Institutions

WHAT	HOW	WHEN	PARTNERS
Identify research opportunities for students	<p>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</p> <p>Work with the post-secondary institution to collaborate with one student to perform research</p>	Annually from spring 2020 throughout design and construction	Local post-secondary education institutions
Provide learning placement opportunities to students that are enrolled in compatible programs	Selection of one local post-secondary education institution/department annually and work with representatives to provide a co-operative learning/mentorship opportunity	Annually from spring 2020 throughout design and construction	<p>Local post-secondary education institutions</p> <p>Wayne County Community College as Construction Co-Operative Learning Lead</p>
Participate in existing speaker series and job fairs to offer mentorship opportunities and inform of training and employment opportunities	<p>Work with local education institutions to identify, coordinate and participate as guest speakers and participate in job fairs for student audiences</p> <p>Participate in existing mentorship opportunities with local students studying in fields relevant to the project</p>	Annually from fall 2019 throughout design and construction	Local post-secondary education institutions

Post-Secondary Institutions

WHAT	HOW	WHEN	PARTNERS
Inform minority-identified students of co-operative learning opportunities and support equitable access	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	Annually from spring 2020 throughout design and construction	Local post-secondary education institutions

Subcontractors

WHAT	HOW	WHEN	PARTNERS
Establish goal for sub-contractors to hire at least 20% of new hires from the Detroit area for construction and permanent jobs	<p>Communicate the regional hiring expectations to potential subcontractors through RFP instructions</p> <p>Include regional hiring expectation within all subcontracts and reinforce the importance at contract kick-off meetings</p> <p>Require subcontractors to report on regional hiring accomplishments</p>	Ongoing during design and construction	Project Subcontractors
Host information sessions	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	Annually from winter 2020 to fall 2022	To be confirmed
Host business-to-business information sessions	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	Annually from winter 2020 to spring 2020	Southwest Detroit Business Association
Identify and select pre-apprentices and apprentices	<p>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</p> <p>Require subcontractors to report on pre-apprenticeship/apprenticeship hiring</p>	Ongoing from winter 2020 to fall 2022	Project Subcontractors
Provide two-way communication with local subcontractors to deliver information regarding how to participate in the project	Participate in meetings held by local organizations that have subcontractors as members to directly address the information requirements of subcontractors	Ongoing from winter 2020 to fall 2022	Contactor and Construction Associations

Vendor Community

WHAT	HOW	WHEN	PARTNERS
Host Information Session	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	Annually from winter 2020 to fall 2022	Southwest Detroit Business Association
Host business-to-business information sessions to inform communities of local goods and services required, as well as supplier opportunities	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	One time event held in winter 2020	Southwest Detroit Business Association Detroit Regional Chamber
Post information about project procurement opportunities for subcontract work and/or supplying of goods and services	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	Ongoing from summer 2019 throughout design and construction	Contractor and Construction Associations Detroit Regional Chamber
Invite local businesses to submit information about their interest, capabilities and capacity to participate in the project online	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	Ongoing from fall 2019 throughout design and construction	N/A
Inform communities of the types of local goods and services required, as well as any supplier opportunities	Host one supplier and vendor information event	One time event held in winter 2020	Southwest Detroit Business Association Detroit Regional Chamber
Foster growth of small companies in the host communities by purchasing goods, supplies and services under a value of \$20,000 (USD)	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	Ongoing from fall 2019 throughout design and construction	Southwest Detroit Business Association

US WORKFORCE DEVELOPMENT AND PARTICIPATION PLAN



Workforce Development Agencies

WHAT	HOW	WHEN	PARTNERS
Partner with key stakeholders to enhance communities' awareness of employment opportunities	<p>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</p> <p>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</p>	Ongoing from fall 2019 throughout design and construction	Detroit Employment Solutions Corporation
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	Detroit Employment Solutions Corporation
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	Detroit Employment Solutions Corporation
Partner with local workforce agencies to provide support to job training and skills development initiatives	<p>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</p> <p>Support equity-seeking groups to prepare to take advantage of upcoming training and/or employment opportunities</p>	Support at least one program annually from winter 2020 to fall 2022	<p>Access for All</p> <p>Focus: HOPE</p>
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	Detroit Employment Solutions Corporation

Workforce Development Agencies Cont'd

WHAT	HOW	WHEN	PARTNERS
Identify workforce initiatives that can be leveraged to enhance local residents awareness of training, skill development and employment opportunities	<p>Coordinate with workforce development organizations to determine sessions and events to participate in to raise project awareness</p> <p>Update and display notice of upcoming/available skills development, training, employment and procurement opportunities at the WDBA Southwest Detroit Community Office</p> <p>Provide computer at the Southwest Detroit Community Office to allow interested parties to apply to participate in project activities</p>	Ongoing from fall 2019 throughout design and construction	Local Workforce Development Organizations
Encourage applications from local applicants for jobs, training and skill development opportunities through partnerships with local workforce development organizations	Partner with workforce development organizations to identify appropriate candidate pools to interview and hire for relevant positions internal to BridgingNA	Ongoing from winter 2019 to fall 2020 and into operations, as appropriate	Detroit Employment Solutions Corporation
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	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	Participate in at least one program annually from winter 2020 to fall 2022	To be confirmed
Explore opportunities to provide individuals identifying as minorities and unemployed or underemployed training and mentorship opportunities on the project	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	Ongoing from spring 2020 throughout design and construction	Southwest Solutions
Inform minority-identified candidates from the Southwest Detroit community of training and employment opportunities on the Project and support equitable access	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	Ongoing from spring 2020 throughout design and construction	N/A
Partner with workforce development organizations that provide subsidized employment or transitional work experience	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	Annually from spring 2020 throughout design and construction	Southwest Solutions Focus: HOPE

NEIGHBOURHOOD INFRASTRUCTURE STRATEGY



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.

CANADIAN INITIATIVES FOR DELIVERY



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.

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

CANADIAN INITIATIVES FOR DELIVERY

COMMUNITY PARTNERSHIPS

\$1.47 MILLION

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.

CANADIAN INITIATIVES FOR DELIVERY

ECONOMIC BENEFITS
\$850,000

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.

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.

**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 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 include benches, custom bike rack(s), garbage cans and wayfinding signage

**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

US INITIATIVES FOR DELIVERY



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.



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.



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.



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.

US INITIATIVES FOR DELIVERY



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/South west 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.

US INITIATIVES FOR DELIVERY



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.

ADDITIONAL COMPONENTS



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.

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.



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

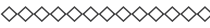
- Participates in collaborative activities
- Provides feedback and recommendations to the project team

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.

INTEGRATED BENEFITS



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. The host communities will also see benefits and mitigations that were requirements of the US Environmental Impact Statement and Canadian Federal Screening Report identified as part of the Detroit River International Crossing (DRIC) study undertaken from 2005-2008 or were identified for inclusion in the Project Agreement with BridgingNA through WDBA's consultation efforts undertaken from 2015-2018. As a result of the incorporation of community voices into the overall Project Agreement, improvements in the host communities have been expanded along with resources to be used in the Community Benefits Plan creating a network of benefits and incentives to be leveraged by the greater region.

INTEGRATED BENEFITS OF THE GORDIE HOWE INTERNATIONAL BRIDGE PROJECT



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 Opportunities
- Training & Apprenticeships, Mentorships
- Research
- Commercial Opportunities



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 Events & Meetings
- Presentations to Schools
- Community Offices
- Project Website & Social Media
- Translation



MULTI-USE PATH

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



BETTERMENTS WITHIN THE PROJECT FOOTPRINT

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

- Public Art
- Peregrine Falcon Box
- Green Roofs
- LEED Silver & Envision Silver
- Landscaping & Buffers
- Stormwater Management
- New Utility Infrastructure
- Energy Efficiency
- Combination of aesthetics & functionality



MITIGATION MEASURES

Construction mitigation is a regional priority and a requirement of all Gordie Howe International Bridge partners and contractors. Measures will be taken to minimize the impact of construction in accordance with commitments in the approved Environmental Assessment Report and Federal Screening Report in Canada and the Environmental Impact Statement in the US.

- Noise & Dust Mitigation
- Erosion and Sediment Control
- Water Quality Protection
- Cultural Resource Protection,
- Vibration Monitoring
- Minimizing Traffic Impacts
- Protection of Wildlife & Natural Areas



LOCAL ROAD IMPROVEMENTS

In recognition of both Sandwich Town and Southwest Detroit's role as a new international gateway community and in response to public consultation, investments into improving local roadways adjacent to the project footprints have been included in the project requirements. Approximately \$12 million (CDN) will be invested into local municipal roads on each side of the border in addition to the Neighbourhood Infrastructure Strategy initiatives identified as part of the Community Benefits Plan.

- Boulevard Creation
- Intersection Improvements
- Sidewalk Improvements
- Cycling Infrastructure
- Streetscape & Lighting
- Pedestrian Bridges
- 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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YouTube.com/GordieHoweBridge



GordieHoweInternationalBridge.com



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Sandwich
Community Office
3201 Sandwich St.
Windsor, ON, NgC 1A8

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*
United Way
ProsperUS
Greening of Detroit
Workforce WindsorEssex
Ontario Tourism Innovation Lab
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Southwest Solutions
Walpole Island First Nation
Windsor Construction Association
City of Detroit
Detroit Employment Solutions Corp.
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