



CROSS-BORDER
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Decision-Making & Complexity: P3 Procurement Process Overview of the Gordie Howe International Bridge Project

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The Gordie Howe International Bridge Project

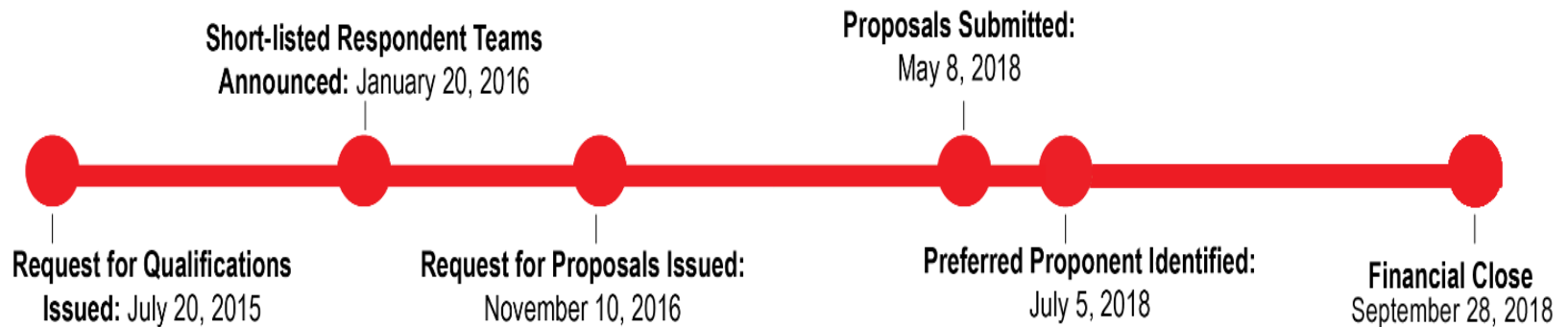


A LITTLE BACKGROUND

- Location- between Windsor, Ontario and Detroit, Michigan with bridge span over the Detroit River.
- ‘The Project’- one of the longest bridges in NA (top five), two ports of entry and an interchange (I-75)
- How is it being completed?- Crown Corp (Windsor Detroit Bridge Authority) using a Canadian P3 approach

The P3 Approach

It's called the Two Step procurement:



Looks easy enough!
What's the challenge???

A Complex Environment with Complex Issues demands...Lots of Talking...AND...Listening...AND...More Talking...Repeat...

- PROPONENTS- three proponent teams, each consisting of hundreds of international experts in engineering, law and finance
- ADVISORS- experts in engineering, law and finance
- GOVERNMENT DEPARTMENTS- experts in engineering, law and finance
- CENTRAL AGENCIES- experts in getting the experts to explain about engineering, law and finance
- TWO BOARDS and TWO Government of Canada Committees- WDBA Board of Directors and the International Authority; Deputy Minister Committee and Assistant Deputy Minister Committee
- Thousands of pages of materials and almost 100 commercially confidential meetings (CCMs)



Gets more complex...so keep talking...

PROJECT PARTNERS AND STAKEHOLDERS

- The Crossing Agreement says so!

State of Michigan

- Michigan Department of Transportation
- Federal Highway Administration
- Michigan Attorney General's Office
- Office of the Governor of the State of Michigan
- City of Detroit
- Customs and Border Protection
- Community Groups (special stakeholders)
- Large utility companies (AT&T, DTE)
- Environmental agencies



Keep Talking... (continued)



CANADA

- Infrastructure Canada
- Canada Border Services Agency
- City of Windsor
- County of Essex
- Community Groups (Sandwich Town)
- Large Utility (electric, gas)
- Environmental Agencies
- Aboriginal Groups

Government of Canada paying for the project BUT ...

Working Through Complexities- How We Succeeded

Some ideas about the 'Nuts & Bolts':

- Working Groups and Committees
- Dispersed Decision Making Power & Accountability
- Progress Requires Decisions to be Made
- Build Solid Working Relationships



HOW DOES IT ALL WORK?

- Clear Expectations
- Clear Mandate
- Forget About Perfection
- Failure Not Desirable



SO HOW DOES THIS TRANSLATE INTO OTHER AREAS?

- CBI works on issues related to the movement of goods, people, services and funds across international borders

