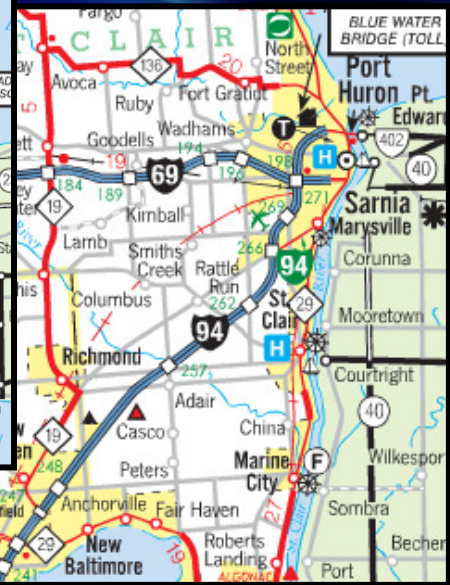


Detroit River International Crossing Project



Response to
Michigan Public Act 116, Section 384

Purpose of the DRIC

- To provide for the safe, efficient and secure movement of people and goods across the Canadian-U.S. border in the Detroit River area to support the economies of Ontario, Michigan, Canada and the U.S.
- Support the mobility needs of national and civil defense to protect the homeland

Key Economic Impacts

- **Support Michigan position as a logistics hub. Benefit auto manufactures and other industries**
- **Bring \$1.3 billion of construction investment in the US**
- **Create in Michigan 40,000 jobs during construction**
- **Once completed, retain 25,000 permanent jobs in Michigan and draw about 3,500 jobs in SE Michigan**
- **Generate additional income for Michigan through taxes and excess revenue from operation**

DRIC – An End-to-End Solution

Detroit River
INTERNATIONAL CROSSING
PROJECT



A BORDER TRANSPORTATION PARTNERSHIP



PARSONS

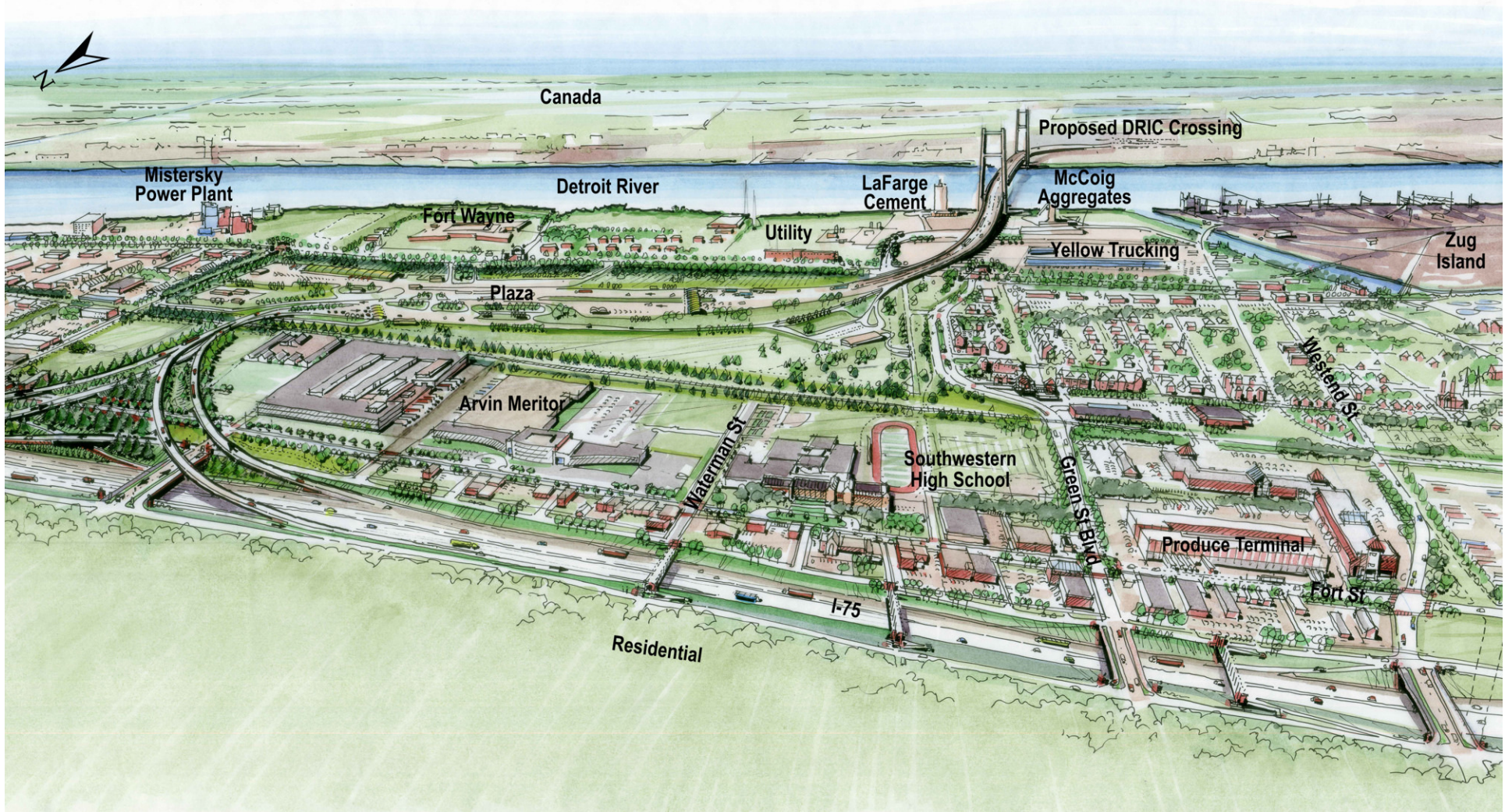
Cable Stay Bridge



Suspension Bridge



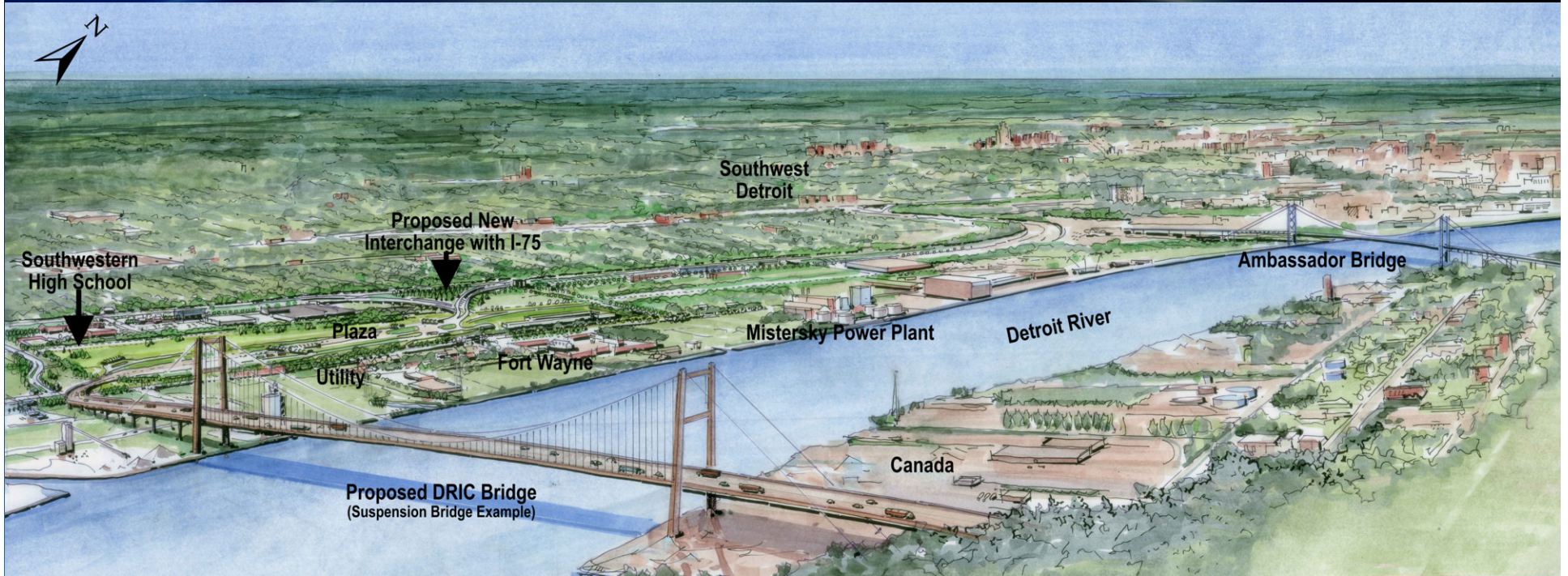
View Toward Canada



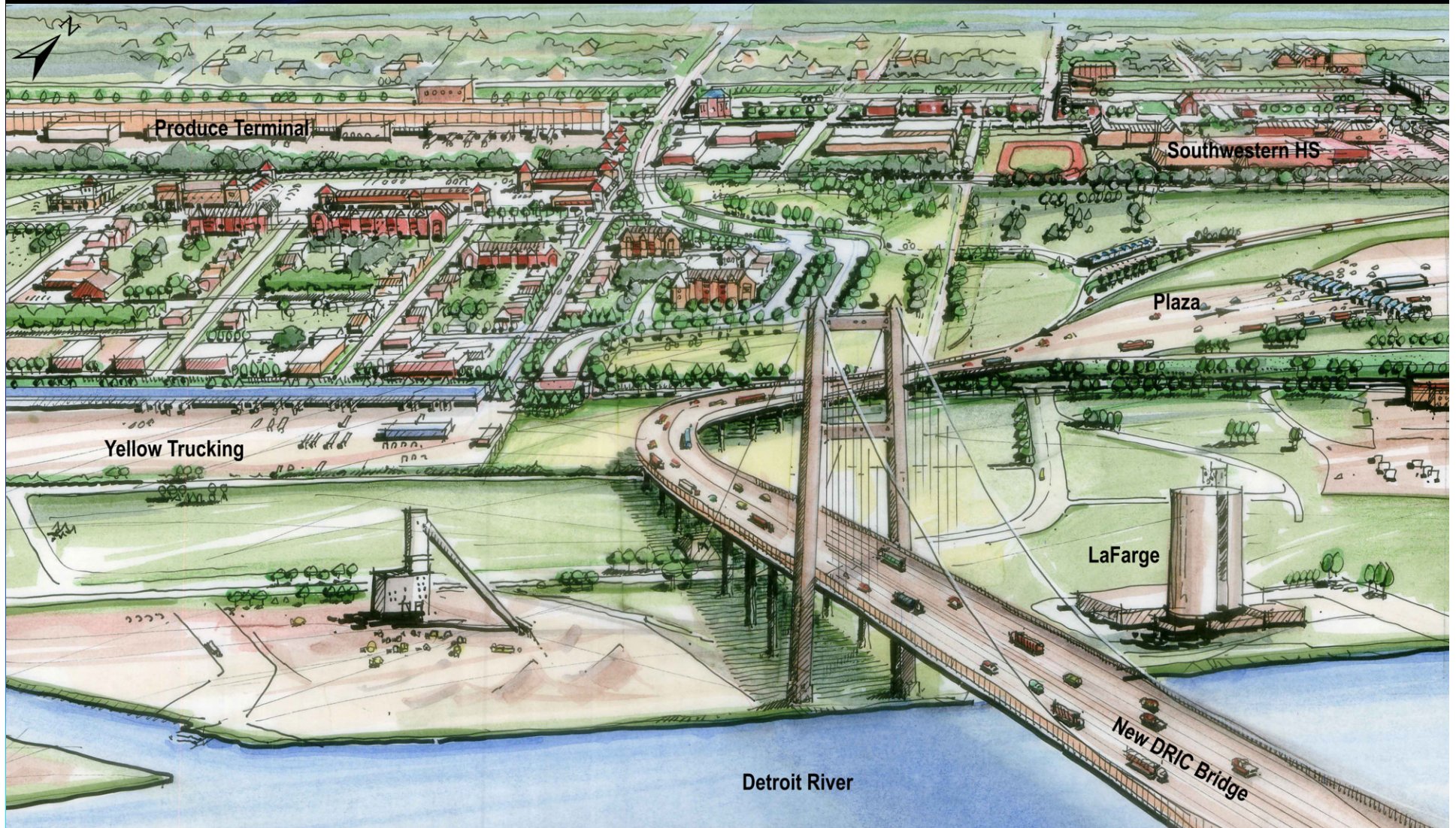
View from Ambassador Bridge



View from Canada



View Entering U.S.



Detroit River International Crossing Project

- ✓ All environmental clearances obtained in the U.S. and Canada
- ✓ Other stakeholders engaged
- ✓ Remaining approval needed

The Michigan Legislature

PA 116, Section 384

- **Requirements**

- ✓ Proposals from Public-Private Partnerships
- ✓ Investment Grade Traffic

Public-Private Partnerships

- Private investment, shared risk, public ownership
- Build new projects without jeopardizing funding for current ones

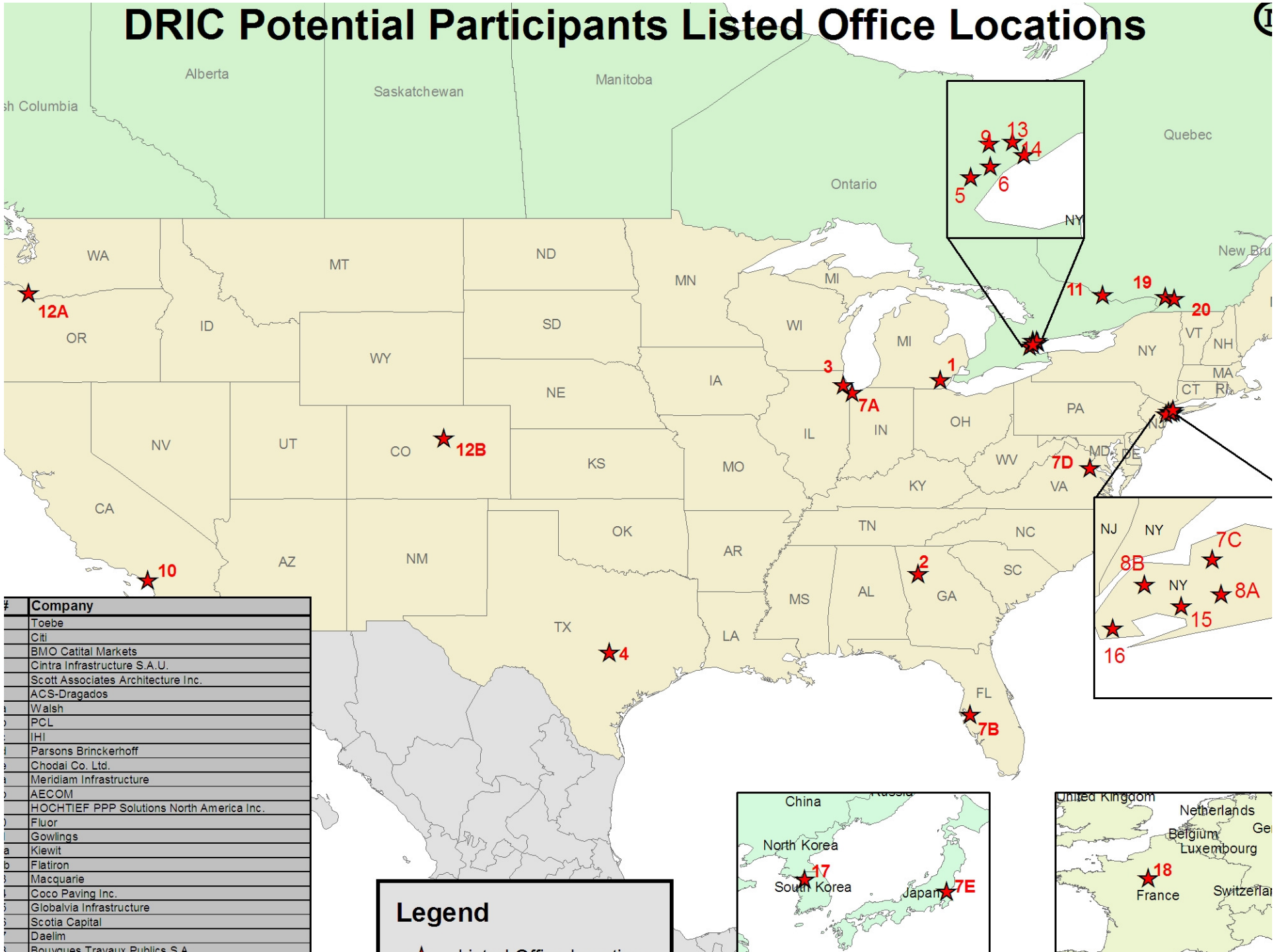
Potential P3 Projects

- Detroit River International Crossing
- I-75 Widening (Oakland County)
- Blue Water Bridge Plaza
- I-94 Widening (Jackson County)
- I-94 Widening (Detroit)
- U.S. 23 (Washtenaw County)
- M- 31 Widening (Ottawa County)
- Detroit Intermodal Freight Terminal (DIFT)
- Ann Arbor-to-Detroit commuter rail
- Ann Arbor to Howell commuter rail
- Norfolk Southern Line
- M-59

Proposers on the DRIC

- Acciona
- ACS Dragados
- BMO Capital Markets
- Bouygues
- Citigroup Global Markets
- Cintra
- Coco Paving
- Daelim
- Fluor
- Global Via Infraestructuras
- Gowlings
- Hotchief
- Kiewit, Flatiron, TY Lin Inc., Buckland and Taylor, HNTB Co., MMM Group
- Macquarie
- Meridiam, AECOM
- Scott Associates Architects
- SNC Lavalin, American Bridge, Barton Marlow, Granite Construction, EllisDon, Scotia Capital FA
- Scotia Capital
- Walsh Construction Co., PCL, IHI, Parsons - Brinckerhoff, Chodai
- Walter Toebe, Edward Levy, P3 Development Co.

DRIC Potential Participants Listed Office Locations



#	Company
	Toebe
	Citi
	BMO Catital Markets
	Cintra Infrastructure S.A.U.
	Scott Associates Architecture Inc.
	ACS-Dragados
	Walsh
	PCL
	IHI
	Parsons Brinckerhoff
	Chodai Co. Ltd.
	Meridiam Infrastructure
	AECOM
	HOCHTIEF PPP Solutions North America Inc.
	Fluor
	Gowlings
	Kiewit
	Flatiron
	Macquarie
	Coco Paving Inc.
	Globalvia Infrastructure
	Scotia Capital
	Daelim
	Bouygues Travaux Publics S.A

Legend

▲ Office Location



Developer Profiles

Developer	# of Total Public-Private Partnerships	# of Road/Bridge Projects	Miles under Management
Acciona	27	8	424
ACS Dragados	67	24	1460
Bouygues	15	6	726
Cintra	32	25	1900
Fluor	15	10	175
Global Via Infraestructuras	41	24	500
Hochtief	32	16	465
Macquarie	110	27	N/A
Meridiam / AECOM	26	14	500
SNC Lavalin	28	4	170
Total	393	158	6,320+

Observations from Responses

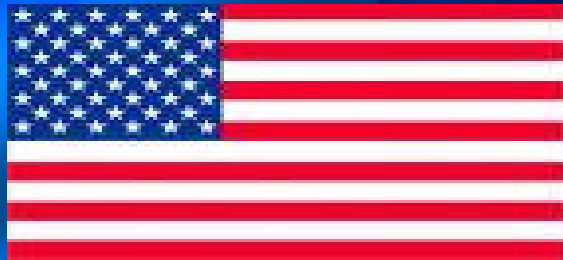
- Significant interest from leading developers, financiers and contractors
- Ability and capacity to complete all elements as a single project; several suggest it as the best approach to the project;
- Feasible under a P3; and,
- Real toll, availability payment and hybrid approaches are options for the project. In current market, availability payment model might generate more value for money

Funding per Project Component

Project Components	Potential Funding Source
Main Bridge	Private Financing (i.e. toll revenue)
U.S. Approach Bridge	Private Financing (i.e. toll revenue)
Canadian Approach Bridge	Private Financing (i.e. toll revenue)
U.S. Toll Plaza	Canadian Federal Funds
Canadian Toll Plaza	Canadian Federal Funds
I-75 Interchange	Canadian Federal Funds
Duty Free, Customs Broker, Other (U.S. and Canada)	Private Financing or Lease Revenue
U.S. Inspection Plaza	U.S. General Services Administration
Canadian Inspection Plaza	Canadian Federal Funds
Canadian GBSA Headquarters	Canadian Federal Funds

Financial Analysis

- **Maximum cost to MDOT**
 - ✓ **\$550 million** of State and Federal Highway Formula funds
- **Covered by Canada**
- **Repaid entirely from tolls on the DRIC bridge**



A Solid Partnership

Project Governance

- **Equal control between MDOT & TC including:**
 - ✓ *Business model*
 - ✓ *Technical specifications*
 - ✓ *Tolling policy*
 - ✓ *Contractual arrangements*
 - ✓ *Management and project oversight Contract administration*

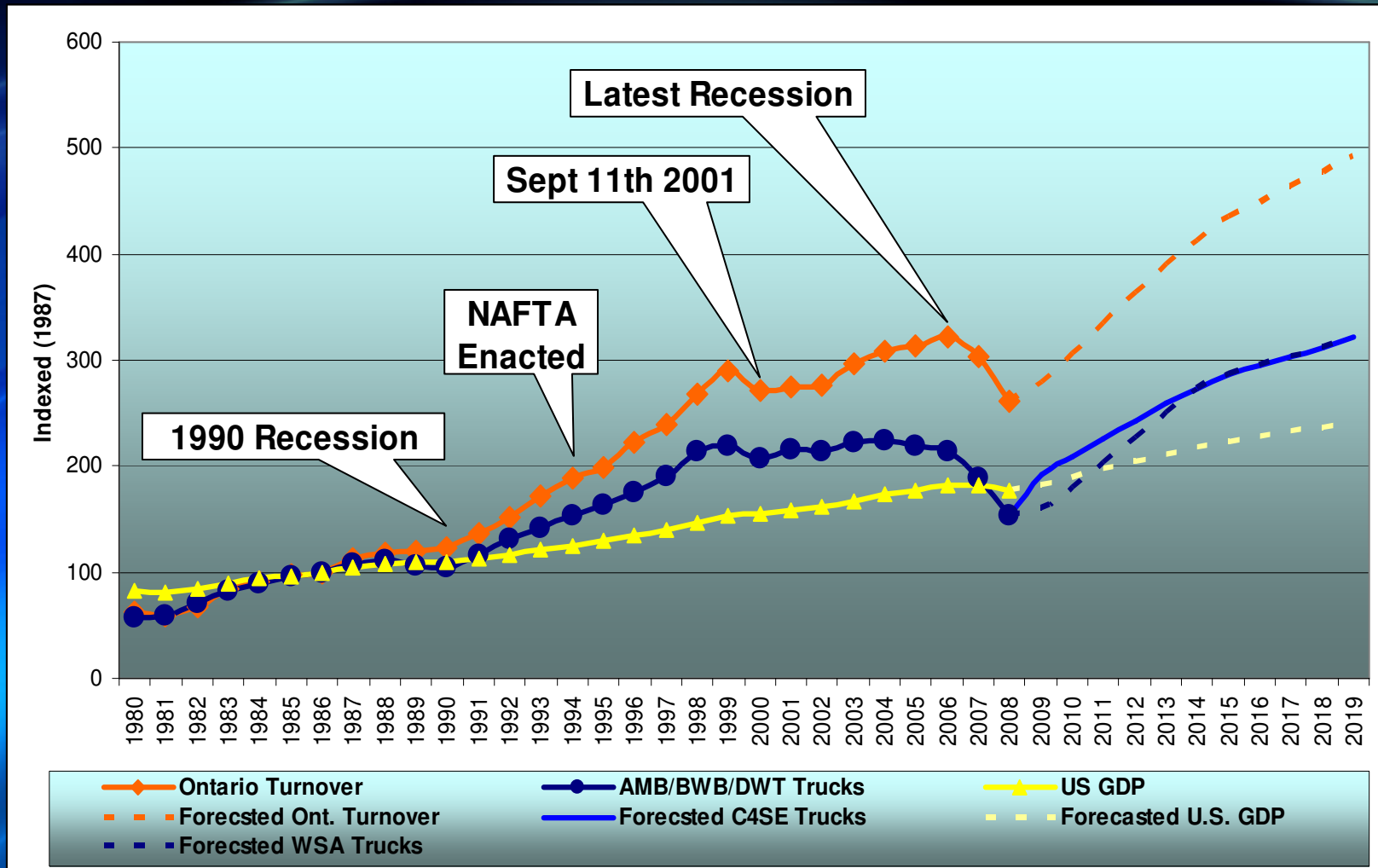
Investment Grade Traffic Study

Document	Date	DRIC Average Weekday Traffic (Vehicles)
Final Environmental Impact Statement (FEIS)	Nov. 2008	38,218 ^a
Investment Grade Traffic Study for Legislature	Feb. 2010	34,600 ^b
Change from FEIS		-9.47%

Notes: (a) FEIS Table 3-20, page 3-123, (35,657 extrapolated to 2035 Consistent with Procedures used in FEIS).

(b) Comprehensive Traffic Study for the DRIC, Chapter 6, Table 6-10 page 6-22

Long Term Trends



Next Steps

- June 1, 2010, “Up or Down” vote of the Michigan Legislature
 - ✓ Enter into an agreement with Canada to build DRIC
 - ✓ Enter into a Public-Private Partnership
 - ✓ Charge Tolls

DRIC Benefits

- **Ready to go**
 - ✓ U.S., Canadian and MDOT approved
 - ✓ Start hiring 10,000 workers this year
- **Broad base of Support**
 - ✓ Business and Labor
 - ✓ U.S. and Canada
 - ✓ City and Suburban

Thank you

Questions/Comments