

House & Senate Transportation Committee Hearings
Ambassador Bridge Testimony offered May 11, 2006
Dan Stamper, President

Thank you for this opportunity to speak today on the planning for the future at the hardest working border in the nation. I would like to share the perspective of our private sector enterprise with an awesome responsibility and successful record of accomplishment of supporting trade and tourism for our region and the world. We have a story to tell, with responsibilities to our economic engines and with oversight from numerous agencies on both sides of the border. At the Ambassador Bridge, we know the world is watching – and we are discharging our duty daily.

As a border operator, we certainly have a perspective on the Detroit River International Crossing Study (DRIC), and in our handouts, we have highlighted various sections of DRIC reports – items that do not make sense for Michigan policy makers. While we may disagree with some of the details of traffic projections and urgency embodied in the DRIC study, the matter is moot because the Ambassador Bridge has already begun the process of building a new bridge and in the meantime, expanded Customs inspection capacity, as we have the traveling public to serve.

Now some have characterized DRIC as a multi-million dollar bureaucratic solution in search of a problem, with a plan to spend tax dollars we do not have. Our only commentary on what is wrong with the DRIC is that it is too expensive and it has lost its focus. The story of how this came about is interesting, but *the facts* are all that really matter here.

The first fact is that the Ambassador Bridge twin span was the highest performing alternative and least expensive span to construct according to the DRIC Study (see DRIC report excerpts attached). The Ambassador Bridge already owns the necessary property for our second span, preventing costly condemnation in another neighborhood. The Ambassador Bridge Gateway Project under both Governor Engler & Governor Granholm anticipated a twin span at this location for more than a decade. The Ambassador Bridge as an existing crossing already has clearance from the US Dept. of

State, whereas any other DRIC crossing would require a new Presidential Permit. Despite these FACTS, DRIC has acquiesced to Canadian preferences and is presently pursuing other alternatives - and they are free to do so. Likewise, the Ambassador Bridge, while offering many advantages to the DRIC process, has never been constrained by the DRIC decision. As you are aware, we have continued to enhance our present infrastructure and construction of our second span.

Moreover, around the Ambassador Bridge, the *fact* is that public *and* private dollars have been—and continue to be—*efficiently* invested to prevent *real* problems. As the world changed in September 2001, the border as we all knew it transformed, and the Ambassador Bridge responded, delivering FACILITIES to address the new realities. Border traffic actually began to decline in 1999 - and in fact, total bridge & tunnel traffic remains dramatically down by 30% today. We recognized that the border process is like supermarket checkout lanes - it is not the capacity of the crossings that is paramount, it is the inspection capacity. If you were waiting at the grocery store to “check out” you would open more cashier lanes rather than build a new store. Here is how we responded: *Security, Coordination and Customs Booths*. Since 2001, ten (10) Customs primary inspection booths were added. Nine (9) more inspection booths are currently under construction and will open in the next 9 months. That means that by the summer of 2007, 19 new Customs inspection booths will be in service. That represents a 160% increase in Detroit and a 90% increase in Windsor in commercial inspection capacity. As trade, tourism and the economic health of our region demand efficiency, more Customs “checkout lanes” ensure security and redundancy. In addition, the Ambassador Bridge has added 24-hour security at our facility. We continue to advocate “Reverse Inspections” to improve security and for International Center - our plan to host 200 booths at our bridge. Perhaps you recall our plans last summer from a series of newspaper ads demonstrating the vision for International Center as the true border solution. In addition to these immediate responses, we will be breaking ground for the Ambassador Bridge twin span to ensure comprehensive border solutions.

The fact is, there are problems at the border, but it is not the urgent need for a remote crossing. The main impediment at the border is **the lack of a dedicated thoroughfare from the Ambassador Bridge to Highway 401 on the Canadian side of the border.** However, the *fact* is that Michigan has invested \$184 million federal and state tax dollars for the Ambassador Bridge Gateway infrastructure that since 1994 has embraced three goals:

1. **Accommodate a new span based *next* to the Ambassador Bridge**
2. **Direct highway connections *to* the Ambassador Bridge**
3. **Host 'Welcome Center' at the *foot* of the Ambassador Bridge**

Michigan has streamlined and maximized border investment with the Gateway, but Windsor roads from the border to the 401 remain deficient and will impede trade in this corridor. DRIC would have you believe that we need another crossing...*now*, when their own timeframe for crisis is impossible to project. The DRIC is scheduled to spend millions of taxpayer dollars pursuing, reviewing and studying every conceivable site regardless of housing density or traffic logistics.

You have to understand that the Ambassador Bridge has already—without *tax* dollars—acquired and prepared property for International Center inspection facilities and a new twin span.

And yet, despite all of the public and private dollars invested on the U.S. side of the Bridge...despite the \$300 million *Canada's* federal government announced in 2001 allocated to improve access to current border facilities...Canada has failed to solve their well known problem: a road from 401 to the border.

Now MDOT, through the DRIC partnership, has acquiesced to Canada's "preference" and has failed to seize the advantage at North America's No. 1 crossing the Ambassador Bridge. As a DRIC consultant explained in the December 5, 2005 Local Advisory Council meeting, it is "because the Border Partnership's position from the outset of the study is that no one country would bear the brunt of impacts for a border crossing system." With that in mind, where has Windsor, Ontario & Canada been for the last 50 years while Michigan and the Ambassador Bridge have invested in

solutions? The problem with acquiescing to Canada's preference it is not equitable to Michigan taxpayers who have sacrificed for border improvements. It's not equitable because the Gateway Project anticipated a second span at the Ambassador Bridge. Its not equitable because Michigan would sacrifice twice. Its not necessary because the Ambassador Bridge, the only entity that has fulfilled the requirements of a Presidential Permit, owns the property required, has committed our private after-tax dollars to meet the needs of the border region.

In discharging our responsibility at the border, the Ambassador Bridge is acutely aware of pain inflicted on the community surrounding our border. The question is: Why would MDOT want to inflict this pain unnecessarily on another neighborhood, especially when it will require Detroit and Michigan to duplicate its sacrifice? The bottom line is that the fruit of the DRIC effort carries a price tag of up to \$1.5 billion of taxpayer dollars when the Ambassador Bridge already has the industrial property, infrastructure and private funding in place to build a span...and bring \$2 *billion* federal *matching* dollars home to Michigan. Private investment in toll facilities such as the Ambassador Bridge would allow MDOT to utilize Ambassador Bridge investment as Michigan's match for federal funds. Instead of obligating and **SPENDING \$1.5 billion** for the government's DRIC crossing, Ambassador Bridge private investment could **free up to \$2 billion** for investment in other road projects.

I do not have to tell you that these figures represent 'swing' of over \$3 billion dollars in favor of Michigan's taxpayers, resulting from not encumbering yet-to-be-identified funds for MDOT's yet-to-be justified crossing. Instead, as you know, our new span is already underway. As a hand out, I have included a letter from the corporate banking firm, Citigroup, summarizing the extensive financial study for our private funding arrangements underway for a twin span. Citigroup analysts discovered another major financial flaw with DRIC study crossing vs. our Ambassador Bridge twin span. They concluded the DRIC plan would necessitate significant governmental subsidies beyond tolls in order to be financially feasible. Also included is a letter from

American Consulting Engineers providing a cost estimate of just under \$400 million for the twinning of our bridge.

We appreciate MDOT's proactive work on the Gateway Project to maximize Michigan's historical infrastructure investments of over \$184 million in Detroit. We respect MDOT's efforts to correct plaza design deficiencies at the Blue Water Bridge in Port Huron to the tune of \$340 million or more. However, we question MDOT's spending any more on a study. At the end of the DRIC process, policy makers will end up with a STUDY. The Ambassador Bridge is moving forward with a NEW BRIDGE, and our private investment will benefit all Michigan taxpayers.

However, we have one final suggestion. What if money spent on DRIC had instead been dedicated to Southwest Detroit for community enhancements for the sacrifices made to accommodate international traffic? Where were MDOT's creative efforts to mitigate these sacrifices as the Gateway Project began? While we cannot do anything about past DRIC expenditures, perhaps the remaining DRIC study funding could be focused as a down payment for the Southwest Detroit.

I would be happy to answer any questions that you may have.

Attachments:

- PowerPoint slides
- Excerpts from DRIC reports, with citations
- Letter - US Secretary of State to DRIC/FHWA (Presidential Permit)
- Letter - Citigroup
- Letter - American Consulting Engineers
- Letters of Support - (Civic, corporate, trade associations, community)

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Three additional commercial customs booths to be added

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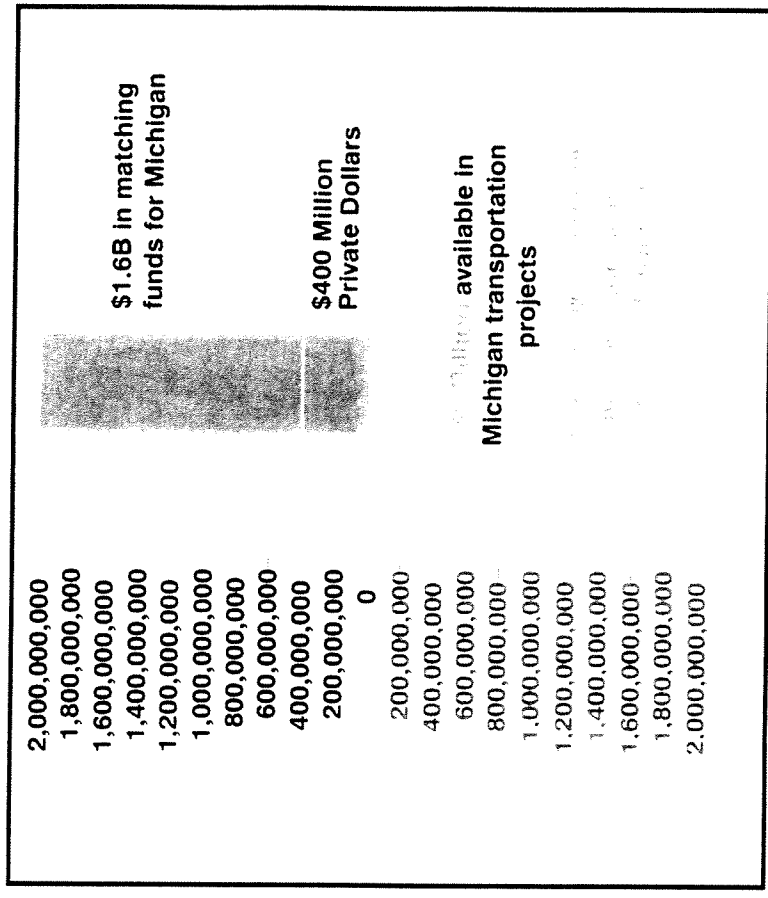
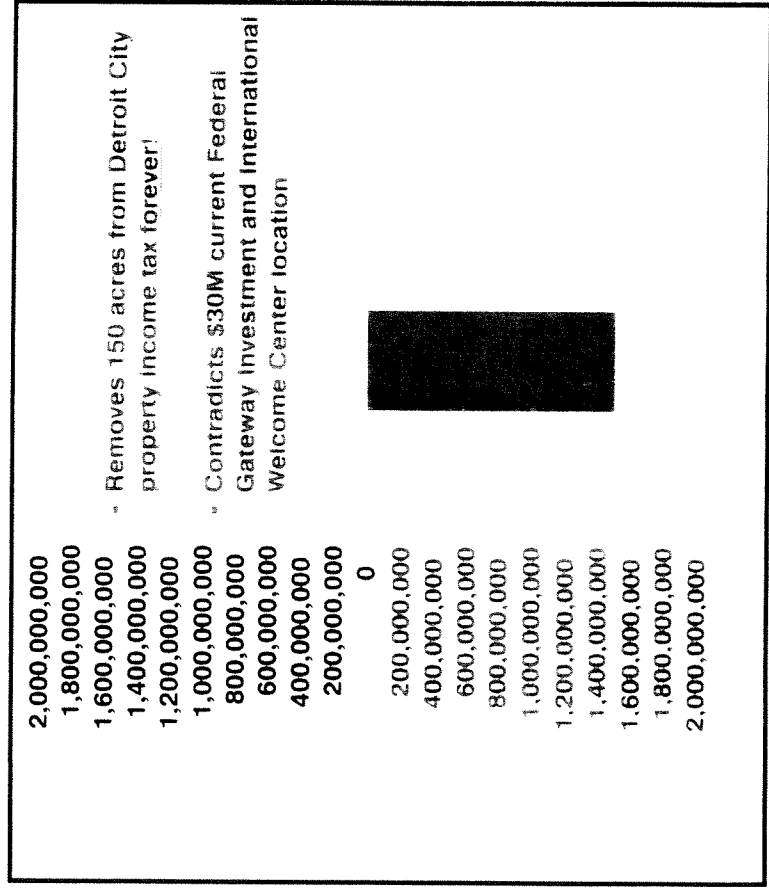


DRIC's STUDY

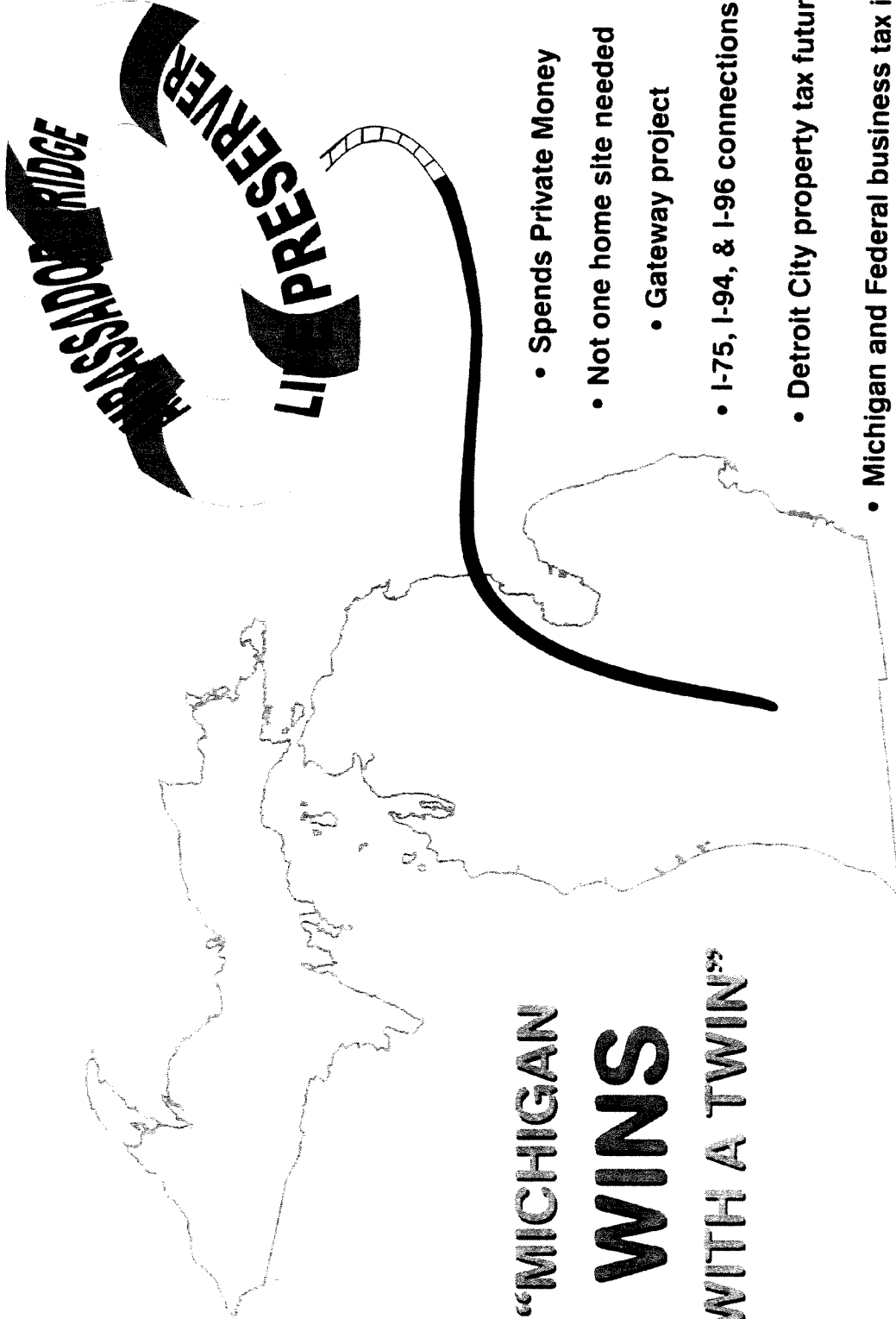
Ambassador Bridge NEW BRIDGE

Spend \$1.5 Billion of taxpayer dollars

Invests \$400 Million private dollars



The Ambassador Bridge, North America's #1 International Border Crossing



**"MICHIGAN
WINS
WITH A TWIN"**

- Spends Private Money
- Not one home site needed
 - Gateway project
- I-75, I-94, & I-96 connections
- Detroit City property tax future
- Michigan and Federal business tax income
- 1.6 billion matching funds from federal money

Twinning the #1 crossing in North America brings jobs and growth opportunities to surrounding areas. Marketing region and remaining very competitive in today's global environment.

JOINT SENATE AND HOUSE TRANSPORTATION COMMITTEES AND
APPROPRIATIONS COMMITTEE HEARINGS
March 23 – March 30, 2006

NOTES

DRIC selected Ambassador Bridge as one of two clearly superior alternatives.

"The Twin Span Ambassador Bridge (crossing X-12) ranked #1 of all 37 alternatives according to the Citizen's Weighted Scores."

U.S. Report: "Evaluation of Illustrative Alternatives On U.S. Side Of Border" - Volume 1 – Summary - November 2005 – pg S30.

*"... both **Citizens' and Technical Team's weightings** place Expanded Ambassador Bridge Plaza in **either first or second place** . . . a **very high performing alternative in regional mobility**. The two other alternatives in the I-75/I-96 Area rank in the teens or worse." [emphasis added.]*

U.S. Report: "Evaluation of Illustrative Alternatives On U.S. Side Of Border" - Volume 1 – Summary - November 2005 – pg S31.

"Expansion of the Ambassador Bridge was **the top performer on the U.S. side** in terms of community/neighbourhood impacts, consistency with local planning and protecting natural features and **among the top performers** in terms of constructability. This alternative also had a **better performance than most alternatives** in terms of improvement to regional mobility."

Canadian Report: "Generation and Assessment of illustrative Alternatives Report" - DRAFT - Nov 2005 – pg 127

Second Span at Ambassador Bridge is significantly less expensive

"Of all the alternatives X-12 [Twinned Ambassador Bridge] is the least expensive span to construct."

U.S. Report: "Evaluation of Illustrative Alternatives On U.S. Side Of Border" - Volume 1 – Summary - November 2005 – pg S46.

An \$3,500,000,000 swing!

The Twinned Ambassador Bridge will provide a \$400 million credit to MDOT (which can produce \$2 billion with federal match) compared with a \$1.5 billion direct cost to taxpayers if the DRIC plan is followed.

Estimates taken from DRIC study¹ and Ambassador Bridge consultants projections.

DRIC found Ambassador Bridge and Delray East sites to be the most cost-effective.

"The crossing X12 [Twinned Ambassador Bridge] alternative was identified as one of the top performers overall performers [sic] on the U.S. side in terms of effectiveness and cost-effectiveness."

¹ *U.S. Report: "Evaluation of Illustrative Alternatives On U.S. Side Of Border" - Volume 1 – Summary - November 2005*

span of the Ambassador Bridge. That crossing alternative is eliminated because, in Canada, the plaza and freeway connection leading to a second span would have unacceptable community impacts. . ."

Canadian Report: "Generation and Assessment of illustrative Alternatives Report" - DRAFT - Nov 2005 – pg 127.

DRIC study makes a compelling point for the Ambassador Bridge

"it is imperative that the improvement that provides the most benefits to the border transportation network be implemented."

Canadian Report: "Generation and Assessment of illustrative Alternatives Report" - DRAFT - Nov 2005 – pg 48

"... crossing X12 [expanded Ambassador Bridge] alternative offers high benefits in comparison to other alternatives."

Canadian Report: "Generation and Assessment of illustrative Alternatives Report" - DRAFT - Nov 2005 – pg110.

"a freeway connection leading to a second span [Ambassador Bridge] would have high benefits to regional mobility."

U.S. Report: "Evaluation of Illustrative Alternatives On U.S. Side Of Border" - Volume 1 – Summary - November 2005 – pg S49.

Excerpts from DRIC Meeting Notes

Detroit River International Crossing Study

December 5, 2005

Public Meeting Notes

River Rouge High School

5:00 to 8:30 PM

Joe Corradino then summarized...because the **Border Partnership's position from the outset of the study is that no one country would bear the brunt of impacts for a crossing system**, the second span of the Ambassador Bridge was eliminated from the continuing analysis.

Detroit River International Crossing Study

Local Advisory Council Meeting

Meeting Notes

February 22, 2006

Southwestern High School

"the focus is now on a 310-acre area within which to contain the plaza to serve either an X-10 or X-11 Crossing. At this point, **it appears that all 310 acres are needed** to provide flexibility in plaza design for the two crossings."

Comment: A citizen of Sandwichtown, Canada explained her position that X-10 is a better river crossing route and that crossing X-11 would be damaging to the old Sandwichtown area. She enumerated a number of important historic features of that area and expressed concern that anew bridge would be intrusive and would contribute to poor air quality to Sandwichtown.

Response: MDOR has worked within the framework of the Border Transportation Partnerships, to respect the issues discussed. An example is dropping the Ambassador Bridge twinning as an alternative. **That proposal placed very high in the U.S. evaluation** and not very high in the Canadian evaluation."

"Joe Corradino presented interim air quality analysis guidance published by the Federal Highway Administration on the February 3, 2006, showing **a forecast of a substantial drop in mobile source air toxics, including diesel particulate matter**, from the increased regulation of vehicles (especially diesel vehicles), and from a reduction of sulfur diesel in fuel."

Comment: What is the cost and who is paying?

Response: **To date the budget is approximately \$21 million dollars** and the split is 80 percent Federal and 20\$ State."

The Detroit River International Crossing Study
Generation and Assessment of illustrative Alternatives Report
DRAFT
November 2005
URS

C1
Pg 9-10

Guiding Principles

The overall guiding principles used to generate the illustrative alternatives were as follows:

1. **Utilize existing infrastructure to the maximum extent.**
2. Seek areas or land uses that are compatible with transportation corridors and facilities, or areas in transition to compatible land uses.
3. Minimize impacts to significant natural features.
4. Minimize impacts to city centres.

C2
Pg 10

Plaza Locations

The following key considerations for locating plazas were developed based on these discussions, together with Project Team experience on other border crossing projects:

Proximity to Border – In Canada a **secure roadway of 1500m** (0.9 mi) was considered the maximum reasonable distance . . . In the U.S., connecting the plaza to the crossing is the only acceptable alternative.

Site Area

For the DRIC Study, inspection plaza areas of 80 – 100 acres were considered for new crossings, the Twinned Ambassador Bridge would require approximately 120 acres.

C3
Pg 48

In assessing the degree of importance among the factors used to evaluate the alternatives, URS stated that, with regard to the factor "Improve Regional Mobility":

"Given that this project is likely to generate substantial impacts to the local communities, and over time, communities will adjust to the new transportation network, it is imperative that the improvement that provides the most benefits to the border transportation network be implemented."

C4
Pg 49

With regard to the factor "Protection of Community and Neighborhood Characteristics" the URS report recognizes that:

"The DRIC will provide direct freeway access from Highway 401 to the new/expanded crossing; as a high-volume, high-speed facility, this project will have an impact on properties and access that could change the function and character of a community or neighbourhood. Reducing

the impacts on the community associated with the international traffic facility is a high priority of the Project Team." [emphasis added.]

C5

Pg 94-95

Compares Plaza site CC1, the existing truck secondary site, with a proposed CC2 which is the site that has become the apparent preferred alternative.

C6

Pg 103

Twinned Ambassador Alternative – Crossing X12

The use of the ETR (Essex Terminal Railroad) Corridor for a new freeway to the Ambassador Bridge is also considered to be equally inconsistent with land uses in the area, **having a high impact to the central urban area of Windsor. [The ETR Corridor does not come near the central urban area of Windsor.]**

One advantage noted with this alternative is that **a new freeway to the Ambassador Bridge using the rail corridors would improve regional mobility** by having a greater ability to provide continuous/ongoing capacity in the road network for accessing the Ambassador Bridge.

C7

Pg 105

Ring Road Concept

"The portion of the ring road from Prince Road to the Ambassador Bridge would sever the Sandwich neighbourhood."

[In fact, the proposed ring road runs adjacent to an existing rail corridor that already severs Sandwich in exactly the manner identified.]

"As with the rail corridors alternative, an advantage noted with the ring road alternative is that it would improve regional mobility . . ."

"Connecting to the Ambassador Bridge by expanding the Huron Church corridor north of E.C. Row Expressway to a freeway was considered to have lower impacts in terms of consistency with land use."

C8

Pg 106-7

The **DRIC Project Team made a judgment** that the plaza of the Ambassador Bridge required expansion and that this expansion could only take place on the west side of the existing structure. **The plazas that they proposed were deemed unacceptable.**

The DRIC Project Team then evaluated a remote site with a secure connection to the Ambassador Bridge and judged that unacceptable also.

C9

Pg 110

Improve Regional Mobility

" . . . crossing X12 [expanded Ambassador Bridge] alternative offers high benefits in comparison to other alternatives."

“The Huron Church/Talbot Road/Ambassador Bridge corridor would sufficiently serve a portion of the international truck and auto traffic (both long-distance and local) such that by 2035, the travel demand on Huron Church approaching the Ambassador Bridge would be below the capacity of the roadway, providing stable conditions on this facility during peak travel periods; operations on the Ambassador Bridge itself would be stable, with sufficient spare capacity on the facility to serve travel demand beyond 2035.”

C10
Pg 112

“Twinning of the Ambassador Bridge has lower ability to providing continuous/ongoing river crossing capacity (i.e. **redundancy**) than a new crossing; a twinned crossing can provide some flexibility in operations in response to certain types of incidences [sic] and maintenance operations, but would have lower flexibility than a new link in the border network.”

“Overall, this alternative [Twinning Ambassador Bridge] was considered to have a moderate to high benefit to regional mobility.”

Minimize Cost

“The cost of the crossing X12 [Twinning Ambassador Bridge] alternative, including the connecting roadway, plaza and one-half the crossing cost, is estimated as approximately \$1540 Million(CDN).” [This is \$1325M US by today's exchange rate.] [DIBC cost estimate is no more than \$500M US as roadway connections and plaza are already in place.]

Summary

“A six-lane freeway connecting to a twinned or expanded Ambassador Bridge has a high benefit to regional mobility.”

“The Canadian Project Team also recognizes that expansion of the crossing and existing plaza creates high impacts to the historic Sandwich community around the existing bridge and plaza.”

C11
Pg 114-5

Ambassador Bridge Alternative – Crossing X12

“A six-lane freeway connecting to a twinned Ambassador Bridge has a high benefit to regional mobility. . . expanded crossing connected by a freeway on the Huron Church/Talbot Road corridor would adequately serve long-distance international truck traffic . . . However, expansion of the existing crossing and connections offers limited improvement to providing continuous/ongoing river crossing capacity . . . With the Crossing X12 alternative, the entire length of Huron Church Road up to the Ambassador Bridge would require reconstruction.”

[It is not true that the entire length of Huron Church Road would require reconstruction.]

C12
Pg 120

Summary

"Based on the results of the evaluation of crossing/plaza/connecting route systems connecting the 15 crossings to Highway 401, The Canadian Project Team brought forward the following preliminary recommendations for comparison to the U.S. findings as part of an end-to-end evaluation:

Crossing X12 alternative not be carried forward due to the high **community impacts**, high **potential for disruption to international traffic** during construction and the **limited ability to provide continuous/ongoing river crossing capacity.**"

C13
Pg 125

**Summary of Evaluation of Illustrative Alternatives –
U.S. Side**

"The U.S. Project Team analyzed 37 combinations (or systems) of illustrative crossing, inspection plaza and connecting route alternatives. . ."

C14
Pg 127

I-75/I-96 Area – Crossing X12 Alternative

"The crossing X12 [Twinned Ambassador Bridge] alternative was identified as one of the top performers overall performers on the U.S. side in terms of effectiveness and cost-effectiveness."

"Expansion of the Ambassador Bridge was **the top performer on the U.S. side** in terms of community/neighbourhood impacts, consistency with local planning and protecting natural features and **among the top performers** in terms of constructability. This alternative also had a **better performance than most alternatives** in terms of improvement to regional mobility."

"The notable impacts. . .the **plaza expansion will displace 26 homes and 7 businesses, disrupt 150 homes** and have a negatively [sic] impact community cohesion and character in a disadvantaged area of the city." **[The plaza expansion, known as the Ambassador Gateway Project, has been studied and developed over 12 years with massive community input. The community, while never single-minded on any project, is overwhelmingly in favor of this project that manages to keep all international truck traffic off local streets. The claims of "notable impacts" cited above are completely without foundation or merit.]**

C15
Pg 128

"...crossing X12 alternative was found to have a poorer performance than most other alternatives in terms of maintaining air quality and protecting cultural features."

[on this point please note]

DRIC Local Advisory Council Meeting
February 22, 2006

"Joe Corradino presented interim air quality analysis guidance published by the Federal Highway Administration on February 3, 2006, showing a

forecast of a substantial drop in mobile source air toxics, including diesel particulate matter, from the increased regulation of vehicles (especially diesel vehicles), and from a reduction of sulfur diesel in fuel.”

C16
Pg 131

End-To-End Evaluation of Illustrative Alternatives

“Crossings X12 and X14 to be reviewed in determining whether to carry forward as practical alternatives; the **U.S. Project Team recommended both of these alternatives be carried forward for consideration as practical alternatives while the Canadian project Team did not.**”

C17
Pg 132

Crossing X12

“. . .the crossing X12 alternative was **unique** in that this alternative had **relatively high negative impacts on the Canadian side** in comparison to other Canadian alternatives, but **relatively low negative impacts on the U.S. side** compared to other U. S. alternatives.”

“[X12] was **considered by the Canadian Team to have limited ability to provide** continuous/ongoing capacity [redundancy].”

[X12] had **“high community impacts to the residential area”** . . . and “the potential for **disruption to border traffic during construction** of the plaza and freeway.”

“Crossing X12 was eliminated from further study. The expanded U.S. plaza of the Ambassador Bridge, with the improved connections to the interstate freeway system will be carried forward within the Area for Continued Analysis as a possible U.S. plaza site for a new crossing connecting to a new inspection plaza and connecting roadway on the Canadian side located downriver of the Ambassador Bridge.” [Emphasis in original.]

[Indications are that this continued study of the Ambassador Bridge plaza and roadway connections has now been dropped from further consideration.]

The Detroit River International Crossing Study
Evaluation of Illustrative Alternatives
On U.S. Side Of Border
Volume 1
Summary
November 2005

1
Pg S-30 The **Twin Span Ambassador Bridge (crossing X-12)** ranked #1 of all 37 **alternatives** according to the Citizen's Weighted Scores.

2
Pg S-31 *"In the I-75/I-96 Area, both Citizens' and Technical Team's weightings place crossing system X- 12/II-4 (Expanded Ambassador Bridge Plaza)/I-75 in **either first or second place** due to relatively few impacts on neighborhoods and the natural environment. This is also a **very high performing alternative in regional mobility**. The two other alternatives in the I-75/I-96 Area rank in the teens or worse." [emphasis added.]*

3
Pg S-41 **"Crossing X-12/Plaza II-4** (Expanded Ambassador Bridge Plaza)/I-75
Plaza: II-4 - Expanded Ambassador Bridge Plaza
Location: East of I-75, south of Bagley Street, west of St. Anne Street to Fort Street, juts out to 16th Street at Fort Street and Jefferson Avenue, north of Jefferson Avenue, and east of Scottien Street.

Plaza Size: Approximately 160 acres

This site consists of the existing U.S. Custom plaza for the Ambassador Bridge (about 30± acres), parkland, vacant industrial structures with some active industrial buildings. Adjacent to the south side of the site is an active rail line. The potential plaza abuts industrial to the north, residential and industrial to the east, railway and parkland to the south and I-75 freeway to the west. It is served by the proposed second span of the Ambassador Bridge."

*"This **crossing system ranks first in the following categories:** Community/Neighborhood Impacts, Consistency with Local Planning, and Protecting the Natural Environment. It is the second highest performer in Constructability."*

4
Pg S-46 Of all the alternatives **X-12 [Twinned Ambassador Bridge]** is the least **expensive span to construct**. [DRIC estimates the bridge to cost \$1.25B. DRIC estimates land costs as \$469M but DIBC owns the land necessary for this crossing.]

5
Pg S-47

*"S6.1 Best Overall Performing Illustrative Alternatives
U.S. Perspective*

*The **most cost-effective Illustrative Alternatives are X-11/C-4 (Delray East)/Draughton/I-75 and X-12/II-4 (Expanded Ambassador Bridge Plaza)/I-75 which rank first and second**, respectively, in terms of cost-effectiveness by both the Citizens' and Technical Team's weights. These alternatives are also the top two performers in effectiveness (Table S-10) according to both the Citizens' and Technical Team's weights. **These indices are very much apart from all other alternatives.**" [Emphasis added.] And, these two crossing systems are among the best performers in Regional Mobility.*

6
Pg S-49

Canadian Perspective

To avoid impacts to areas adjacent to the existing Canadian Plaza site, DRIC proposed several alternative plazas in Windsor and Sandwich at the foot of the Ambassador Bridge. When these sites developed by DRIC were found to have negative impacts, *"the possibilities of a remote plaza with a secure roadway connecting to the foot of the bridge were examined. These alternatives would follow the existing Essex Terminal Rail right-of-way, where there is **highly valued open space serving as a community recreation area/parkland**.* Placing a high volume roadway in this area would have a high negative impact on the community cohesion and character." [Emphasis added.]

*"While the plazas to serve a second span to the Ambassador Bridge would have major impacts in Canada, a **freeway connection leading to a second span would have high benefits to regional mobility**. By providing a free-flow connection through the elimination of the existing signalized intersections, the connecting roadway leading to the Ambassador Bridge would operate with good levels of service during daily peak travel periods."*

*"However, the Canadian evaluation notes a second span of the Ambassador Bridge would be an expansion of the existing crossing, not a new crossing of the river with new connections to the freeway systems in Ontario and Michigan. **So, on the Canadian side of the border, a second span of the Ambassador Bridge is not considered a candidate for further study** as maintaining the existing crossing and connections in the border transportation network **does not address redundancy needs** and, regardless of the plaza site selected, **it would cause high impacts to neighborhoods. Nonetheless, the U.S. plaza, and its freeway connection, are considered candidates for further analysis.**" [emphasis added.]*

7
Pg S-56

*"Finally, **the study indicates the proposed U.S. plaza next to/downriver from the Ambassador Bridge, and its possible connections to I-75, should remain in the continuing analysis, but not as part of a second***



United States Department of State

Washington, D.C. 20520

November 4, 2005

James A. Kirschensteiner
Assistant Division Administrator
Michigan Division
Federal Highway Administration
315 West Allegan Street, Room 201
Lansing, MI 48933-1514

Dear Mr. Kirschensteiner:

A Department of State representative attended the closed-door session of cooperating agencies in Detroit. We have reviewed the documents distributed at that meeting as well as your request for State Department concurrence in the conclusion that the centrally-located alternatives are the only practical alternatives for a new Detroit River International Crossing (DRIC).

The Department of State is responsible for the issuance of Presidential permits for cross-border facilities and would be responsible for processing a Presidential permit for any new DRIC crossing. We, of course, stand ready to fulfill our responsibilities with respect to any application for a permit that is forwarded to us. In that connection, you should be aware that the Department has previously determined that expansion of the Ambassador Bridge, including construction of a twin span, does not require a Presidential permit and has advised the representatives of the Ambassador Bridge of that determination. Lastly, with respect to the conclusion that the only practical alternatives for a new crossing are those that are centrally-located, we would point out that the proximity of any new crossing to the existing crossings may mean that a problem at any one crossing may affect all the centrally-located crossings.

Sincerely,

A handwritten signature in black ink, appearing to read "T.A. Breese", written over a horizontal line.

Terry A. Breese
Director
Office of Canadian Affairs

February 26, 2006

Mr. Dan Stamper
President
Detroit International Bridge Company
12225 Stephens Road
Warren, MI 48089

Dear Mr. Stamper,

In conjunction with our role as financial advisor to Detroit International Bridge Company ("DIBC") for the upcoming Ambassador Bridge financing, we have analyzed the financial feasibility of different alternatives for adding capacity to the Detroit – Windsor corridor. In developing our assessment, we have relied on information provided by: (i) the Detroit River International Crossing Study ("DRIC") sponsored by several US and Canadian public-sector entities; (ii) information provided by the DIBC, owner of the Ambassador Bridge; (iii) traffic and revenue projections prepared by Halcrow, which was commissioned by DIBC; and (iv) our own understanding of capital markets requirements for funding non-recourse surface transportation projects.

We specifically analyzed the toll rates and government subsidy needed to finance the plan identified by the DRIC Study as "preferred" ("DRIC Plan") versus a Replacement Ambassador Bridge Plan provided and financed by DIBC ("AB Plan"). To determine the cost of each plan, we used the costs of land acquisition, connecting roads, bridge span and the related toll and customs plazas on both the US and Canadian sides of the crossing. We relied on capital cost data from the various DRIC studies for all elements except the replacement Ambassador Bridge span, where we relied on engineering estimates prepared by DIBC.

Based on data provided by DRIC, the DRIC Plan has a total capital cost of \$2.2 billion (2005 US dollars), whereas the total capital costs of the AB Plan are \$1.3 billion (2005 US dollars). For the purpose of our analysis, for both the DRIC and AB plans we assumed that the connecting roads are funded by the governmental entities and their costs are not recovered through tolls, as is often the case. Thus, the span and plaza costs that are assumed to be recovered and financed through toll revenues total \$1.22 billion for the DRIC Plan and \$0.43 billion for the AB Plan (both in 2005 US dollars).

Significant cost differences between the DRIC and AB Plans are the cost of the plazas, land acquisition and, on the US side, connections to the US freeway network. The AB Plan assumes these costs are negligible as the plazas are in place, as DIBC has indicated that they have acquired the majority of the required land and the connections to the US freeway network have been funded as part of the Gateway project. By comparison, these are significant costs for the DRIC Plan.

To determine the available financing that could be supported under each scenario, we relied on Halcrow's traffic and revenue projections. Under the DRIC Plan, Halcrow projects that the new DRIC crossing would initially capture 40% of the car traffic and 50% of the truck traffic, with the remaining traffic captured by the existing Ambassador Bridge. Under the AB Plan, the Ambassador Bridge would continue to be owned by DIBC and not compete against any other new crossing. We calculated the funding available to each plan based on Halcrow's

February 26, 2006

Page 2

revenues projection, less O&M expenses. We believe that the AB Plan could be financed at a similar cost of capital as a governmentally owned DRIC Plan, financed on a non-recourse basis because:

- Both the AB and DRIC Plans would need to demonstrate that pro forma net revenues exceed annual debt service by, approximately, 1.4x to 1.6x. Because the AB Plan would be a private concession, it would be able to also contribute equity allowing a full monetization of future net revenues and significantly higher proceeds.
- The AB Plan could achieve reduced debt costs, similar to governmental funding, since it could potentially access the \$1.5 billion of private activity tax-exempt debt under the U.S. Highway Funding Act (SAFETEA-LU) and obtain a cost efficient loan for 1/3 of project costs under the U.S. Transportation Infrastructure Finance and Innovation Act (TIFIA).
- DRIC would always compete against the existing Ambassador Bridge. Without government subsidies, the DRIC Plan may have difficulty accessing the capital markets as lenders, rating agencies, bond insurers and investors, could skeptically view the DRIC Plan's ability to compete against the Ambassador Bridge, which has significant flexibility to reduce its tolls to retain corridor traffic, while still being a profitable venture.

For the feasibility analysis, we assumed that tolls on both a DRIC Bridge and the replacement Ambassador Bridge remained at parity with Halcrow's projections. Based on these cashflows, we estimated a funding shortfall of \$965 million for the DRIC plan and funding sufficiency for the AB Plan. In other words, we believe governmental subsidies running in the billions of dollars would be required to make the DRIC Plan financially feasible (in addition to the nearly \$1 billion of government funds to connect the DRIC Plan to the highway networks in the US and Canada). Our analysis also shows that the existing Ambassador Bridge would have significant flexibility to reduce tolls to compete with the DRIC Plan and increase its market share, while still covering its costs.

We also performed a sensitivity analysis to determine the toll rates needed by the DRIC Plan to finance the cost of the bridge span and plaza without government subsidies (beyond government funding of connecting roads). The analysis estimated that the DRIC Plan would require 2005 US\$ car tolls of about \$5 and truck tolls of \$21 (which are actually low estimates since we did not account for the effects of price elasticity on traffic). This is significantly higher than the average \$3.02 car and \$13.01 truck tolls on the existing Ambassador Bridge and conservatively and unrealistically assumes that the DRIC would continue to capture the 40% cars and 50% trucks projected by Halcrow with toll parity between the two crossings. Certainly under this case the Ambassador Bridge would actually maintain a significantly higher market share and/or have the ability to raise tolls beyond Halcrow's projections.

In conclusion, Halcrow's projections for total corridor traffic and the capital costs for the DRIC Plan call into question the economic feasibility of the DRIC Plan absent large government subsidies. We note that scarcity of transportation funding in both the US and Canada further calls into question the willingness of both the US and Canadian governments to subsidize construction of a new span and plazas, in addition to the significant costs of the access roads under the DRIC Plan. The viability of the DRIC Plan is further called into question when the AB Plan provides a self-funding alternative for the span and plaza.

Very truly yours,

David Livingstone



American Consulting Engineers of Florida, LLC

11111
11111
11111
11111

March 28, 2006

Mr. Dan Stamper
The Detroit International Bridge Company
12225 Stephens
Warren, MI 48089

RE: Ambassador Bridge Corridor Enhancement—New Six Lane Structure
American Project No. 5049964 / M
Construction Cost Estimate

Dear Mr. Stamper:

As you know, our history with the Ambassador Bridge extends back to the mid 1990's during the study that was conducted by MDOT and FHWA for the new interchange known as the "Gateway" project. For the last several years we have been conducting studies and investigations into how best to accomplish one of the prime objectives of the Gateway FONSI which was to accommodate future additional lanes across the river. Our analysis has included the review of numerous alternatives and has settled on the construction of a new six lane structure adjacent to the existing Ambassador Bridge. The new bridge must provide at least the same vertical clearance over the river that is present under the existing bridge or a minimum of 152'. We have also proceeded under the assumption that the new bridge must span the entire river. Consequently, we have assumed that the tower piers will be located approximately 100' inland from the bank on each side of the river. This results in a main span length of approximately 2250' and an overall bridge length of approximately 6300' extending from the Gateway project connection point in the United States Plaza to the previously approved expanded Canadian Plaza in Windsor. Our preliminary analysis indicates that the most economical structure for a span of this length across the river would be a cable stayed structure and conceptual designs have been developed. The total cost of this 6300' long bridge with a cable stay supported span over the river and conventional steel plate girder spans on the approaches is estimated to be approximately \$385 Million.

If you have any questions or would like additional information, please call.

Very truly yours,
AMERICAN CONSULTING ENGINEERS OF FLORIDA, LLC

Scott Korpi, PE, SE
Project Manager

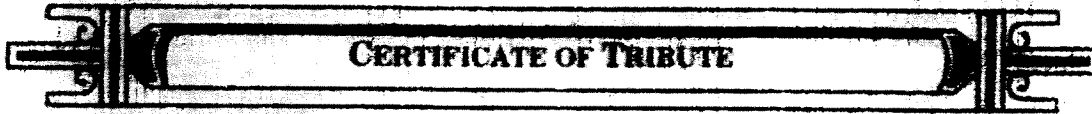
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American Consulting Engineers of Florida, LLC

STATE OF MICHIGAN

Executive
Office

Jennifer M. Granholm
Governor



On behalf of the citizens of Michigan, Governor Jennifer M. Granholm and Lieutenant
Governor John D. Cherry, Jr.
hereby honor the

Ambassador Bridge

Upon its 75th Anniversary

Whereas, The Ambassador Bridge opened for business in 1929 and at 2 miles long was the longest international suspension bridge in the world; and

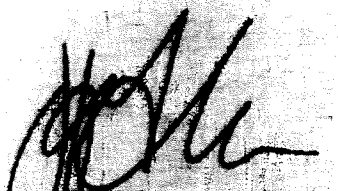
Whereas, As the busiest commercial border crossing in North America, the Ambassador Bridge not only joins Windsor and Detroit, but more importantly joins the economies of Canada and the United States with 3.3 million truck crossings, worth up to \$110 billion dollars annually; and,

Whereas, The bridge facilitates travelers looking for an international vacation experience and commuters on their way to work or school; and,


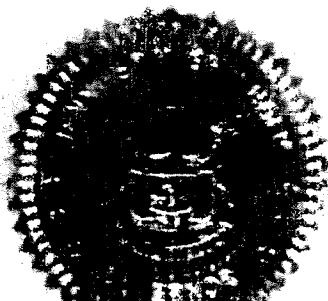
Whereas, The bridge also serves as an important community relations sponsor with support going to various groups including: Latino Family Services, The Robert Chenoweth Recreation Center, The Gabriel Richard Historical Society, and several elementary schools in Southwest Detroit; and

Whereas, Recently the Ambassador Bridge has announced plans to double the current bridge facilities, adding four new lanes over the Detroit River in order to meet future travel demand growth, and now therefore be it,

Resolved, That I, Jennifer M. Granholm, Governor of the State of Michigan, and I, John D. Cherry, Jr., Lieutenant Governor of the State of Michigan, do hereby offer this Certificate of Tribute in honor of the 75th Anniversary of the Ambassador Bridge and we encourage all citizens to recognize the importance the Ambassador Bridge plays in Michigan and in Canada



Jennifer M. Granholm
Governor



John D. Cherry, Jr.
Lieutenant Governor



KWAME M. KILPATRICK, MAYOR
CITY OF DETROIT
EXECUTIVE OFFICE

COLEMAN A. YOUNG MUNICIPAL CENTER
2 WOODWARD AVE., SUITE 1126
DETROIT, MICHIGAN 48226
PHONE 313-224-3400
FAX 313-224-4128
WWW.CI.DETROIT.MI.US

February 3, 2006

The Honorable Jennifer Granholm
Governor, State of Michigan
111 South Capital Avenue
2nd Floor - Romney Building
Lansing, MI 48933

Dear Governor Granholm:

Detroiters concern regarding the abandonment of plans to locate an international border crossing facility in Southwest Detroit becomes more dramatic each day. You reacted promptly and decisively when the Downriver communities and Northern Michigan communities expressed their concern regarding border crossing issues and the citizens of Detroit deserve no less.

When MDOT determined that the Blue Water Bridge should be "twinned," 20 - 30% of international border traffic was diverted away from Detroit. Now MDOT, burdened by a border study out of our control, exacerbates the threat to the economic vitality of Detroit by dictating an untimely, unneeded and unwanted border crossing distant from the heart of Michigan's most important city.

As you have extended appropriate relief to other communities, the city of Detroit deserves the same level of accommodation with respect to border issues. Cross border traffic has declined dramatically and the current economic climate dictates that we simply cannot further damage our economy by diverting scarce transportation resources to replicate what Detroit already possesses - a world-class border with a critical mass of supporting infrastructure.

Detroit's roadway infrastructure supporting the border is unparalleled. There is absolutely nowhere else in Michigan that 3 major interstates and a dozen major surface streets stand ready to handle international traffic. This International Center is vital to Detroit and Michigan as it enhances regional jobs. It is now time to bring this project to fruition and create an optimum border inspection facility in the only location in Michigan that works. As you are well aware, Detroit, has already committed vast resources (vacated streets, relocated utilities, realigned planning objectives, improved roadways, etc.) in recognition that this is the appropriate location for now and the future.

Detroit watches as the Detroit River International Crossing study gravitates toward an alternative that, in reality, is no alternative. We have a mutual interest in resolving legitimate border challenges and relieving the concerns of Detroit's residents. Detroit needs your immediate attention and assistance to implement the border inspection facility in Southwest Detroit. This facility will allow the protection of our borders and is in the best interests of our region.

The International Center facility is moving forward under my administration, in an underutilized industrial corridor in Detroit. This project is acknowledged by the Riverfront Conservancy and has no immediate impact on residential neighborhoods. I respectfully ask that you direct the Michigan Department of Transportation to expedite the inspection facility plan in the same manner that the downriver corridor and Belle Isle corridor was removed from further DRIC consideration.

I believe you would agree that neither of us should stand by as the DRIC generates the same community frustration in Detroit that occurred Downriver. Detroit is moving forward to maximize its existing border assets (both the Tunnel and the Bridge) for the long term. Together, we need to call upon Windsor and Ontario to do what Detroit and Michigan have long ago accomplished; fix the roads to the current border. I look forward to hearing that you have offered Detroit the same consideration and assistance that you have afforded other neighboring communities.

Sincerely,


Kwame M. Kilpatrick
Mayor



Canada Border
Services Agency

Agence des services
frontaliers du Canada

February 14, 2005

Mr. Mario Sonogo P. Eng.
Chief Building Official and Executive Director
Of Developmental Processing Services
City of Windsor
Infrastructure Services
350 City Hall Square
PO Box 1607, Station A
Windsor, Ontario N9A 6S1

Re: Ambassador Bridge Expansion

Mario

Thank you for attending the recent meeting with the Canadian Transit Company and the Canada Border Services Agency to discuss the proposed additional truck processing lanes at the Ambassador Bridge.

As we discussed, the CBSA believes that creating additional processing capacity at the Ambassador Bridge is desirable. The plan presently before council will add capacity and therefore will be useful in the role of a "safety valve" or "insurance policy" as we agreed at our meeting.

The addition of the three previously approved new truck lanes will provide a substantial improvement. Those lanes when completed should allow all of us to feel quite comfortable with respect to capacity in the short term.

We continue to strongly encourage the CTC and the City of Windsor to pursue a more comprehensive, longer term approach which will respond more fully to the inevitable changes in practices and processes that will occur. We are anxious to continue consultation with the CTC and City of Windsor with respect to the longer term.

Pete DiPonio
Regional Director-General
Windsor-St. Clair Region
Canada Border Services Agency

c.c Skp McMahon



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Fax 1 (866) 713-4188
Email Address: info@ontruck.org
Internet Address: www.ontruck.org

Sent By Fax: 1 (586) 755-8924

April 17, 2006

Dan Stamper
President
Detroit International Bridge Company
P.O. Box 32666
Detroit, Michigan 48232

Dear Mr. Stamper:

Thank you for taking the time to keep me apprised of the ongoing efforts of the Ambassador Bridge to make improvements to your facility in order to ensure the continued safe, secure and efficient flow of legitimate goods and people across the Windsor-Detroit border. As you know, the Ontario Trucking Association continues to support the work of the Detroit River International Crossing (DRIC) process and we remain strong proponents of the need for a new crossing in the Windsor-Detroit area.

However, we have also long supported the view that no matter what the DRIC process finally recommends, or when that recommendation actually results in a new crossing being constructed, the Ambassador Bridge will always remain a key part of the border infrastructure mix in the region. In short, we see a new crossing as supplementing the capacity of the Ambassador Bridge, not supplanting it.

Further, as I have said many times publicly, the often difficult history of infrastructure construction in the province does not give much reason for hope that a new crossing can be built in the near future – at least within what the trade community would deem to be reasonable and warranted. At best the DRIC process will result in a new crossing by 2013. But while I have no doubt that DRIC will meet its target of having a report done by 2007, I do remain concerned that political factors could delay actual construction well beyond the 2013 target date. I very much hope that I am proven wrong, but I think it is only prudent to be aware of the risk of delay and proceed on the assumption that the Ambassador Bridge will remain the main border crossing infrastructure in the region for some time to come. I further understand that work is needed on the existing span of the Ambassador Bridge.

I am therefore very pleased to offer OTA's support for your endeavours to increase the capacity and efficiency of the Ambassador Bridge, which include improvements to the plazas on both the Canadian and US side (particularly the increased number of inspection booths); to improve the connections to I-75 and the adjacent freeway system; and to add a second span. These measures would all contribute to the smooth flow of the legitimate trade between Canada and the US which is essential to the economic prosperity of both of our countries, and I see no reason why they should not be allowed to proceed in as timely a manner as possible.

Sincerely,

A handwritten signature in black ink that reads "David H. Bradley".

David H. Bradley
President

DHB/km

VOLKSWAGEN of America, Inc.

Auburn Hills, MI. April, 3rd 2006

Governor Jennifer M. Granholm
Office of the Governor
111 South Capitol Avenue
2nd Floor – Romney Building
P.O. Box 30013
Lansing, MI 48909

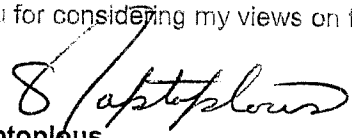
On behalf of Volkswagen, I have monitored the so-called BiNational Study and the efforts to improve the crossing between Detroit and Windsor. I want to applaud the Ambassador Bridge management team for the implementation of the prompt, efficient expansion of inspection facilities on both sides of the bridge, as those initiatives address the actual challenges for automotive shippers.

Much has been written about the need for additional capacity and new crossings proposed for this corridor. Unfortunately, the most fundamental impediment to efficient cross border transportation has little to do with the actual border, but rather the inefficient local roadway connections in Windsor. While multiple road alternatives exist on the Detroit side of the river, Windsor's access to the border has never been accomplished. In this regard, I commend the Michigan Department of Transportation (MDOT) for the commitment to improving mobility with the Ambassador Bridge Gateway that is currently underway. I urge you to call upon Canadian officials to match Michigan's investment in infrastructure connecting the current border to major highways.

In addition, my concern about the border is that long-range efforts like the BiNational Study create delays in the *immediate* necessary improvements at the border by other agencies beyond MDOT's influence. From my vantage point of Customs facilities, technology and resources at the Ambassador Bridge is of the utmost need. I am aware of the plan for an additional span at the Ambassador Bridge for the long-term business confidence issues regarding the border and the immediate plans for additional inspections. I support these initiatives and ask that you ensure the BiNational Studies do not become a scapegoat for progress in this regards.

Thank you for considering my views on these important border issues.

Sincerely,



Chris Raptoplous
Manager Production Purchasing and Mexico Logistics
3800 Hamlin Road
Auburn Hills, MI 48326
Phone: (248) 754-4646
chris.raptoplous@vw.com

Cc: Mohamed Algurabi, Michigan Department of Transportation
Dan Stamper, Ambassador Bridge



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January 31, 2005

Dan Stamper, President
Detroit International Bridge Company
P.O. Box 32666
Detroit, MI 48232

Dear Mr. Stamper:

Subject: Throughput Capacity Increases at the Ambassador Bridge

We would like to take this opportunity to thank you and your staff for the efforts put forth regarding the four additional U.S. Customs booths that became operable at the Ambassador Bridge in June 2004. In addition, the plans you have developed at the request of Tom Ridge, Secretary, U.S. Department of Homeland Security to increase throughput capacity by at least 25% by installing seven new primary inspection lanes on a "FAST" Plaza in 2005, along with the creation of the segregated "FAST" lane for registered commercial vehicles, will clearly have a positive impact regarding expediting vehicles on your Bridge inbound to Detroit.

We are also concerned with the delay of vehicles entering Canada. Traffic delays entering Canada can be as big an issue as delays affecting traffic going to the U.S. and this can jeopardize our production system. We understand that you have responded to the request of Deputy Prime Minister of Canada, Ann McLellan, to also increase throughput capacity into Windsor by the same 25%. We further understand that your plan will add an additional nine primary inspection lanes, which allows for the creation of a "FAST" Plaza in Windsor as well.

Sir, we see all of these improvements as vital to the continued success of our region and strongly support these initiatives on both sides of the border. If you need us to forward this letter to any of the regulatory agencies and/or municipal departments on either side of the border, please advise and we would be happy to do so.

Sincerely,

Dr. David Gonsálvez Ph.D.
Director, Supply Chain Security



Material Planning & Logistics

Ford Motor Company
5111 Auto Club Drive, MD 618
Dearborn, MI 48126

February 1, 2005

Dan Stamper, President
Detroit International Bridge Company
P.O. Box 32666
Detroit, MI 48232

Re: Traffic Congestion at the Ambassador Bridge

Dear Mr. Stamper:

I would like to take this opportunity to thank you and your staff for the efforts put forth in the addition of four U.S. Customs booths at the Ambassador Bridge in June 2004. They have substantially improved the processing time of commercial vehicles coming into the United States and significantly reduced wait times. In addition, the creation of the segregated F.A.S.T. lane for registered commercial vehicles has had a positive impact on vehicles expedited across the Bridge.

However, delays into Canada continue to exist and need to improve as well. The support of our operations in Canada requires timely processing of vehicles into Canada. Taking actions in Windsor similar to what was accomplished in 2004 will assist with achieving the desired performance improvements.

Sincerely,

A handwritten signature in cursive script that reads "Peter A. Dragich".

Peter A. Dragich
Manager, N.A. Material Logistics



NORTH AMERICA'S SUPERCORRIDOR COALITION, INC.

901 Main Street / Suite 4400 / Dallas, Texas 75202
(214) 744-1042 / Fax (214) 744-1043
www.nascocorridor.com

April 17, 2006

Mr. Dan Stamper
President
Detroit International Bridge Company
P.O. Box 32666
Detroit, Michigan 48232

Dear Mr. Stamper:

I recently received your letter dated April 10, 2006, regarding the further improvements to the Ambassador Bridge you are undertaking to ensure the security and free flow of legitimate goods and people across the US / Canadian border. I am writing to applaud your efforts and offer NASCO's full support of your planned infrastructure improvements and expansion.

As you are aware, NASCO is a non-profit organization, founded in 1994, dedicated to developing the world's first international, integrated and secure, multi-modal transportation system along the NASCO Corridor to improve both the trade competitiveness and quality of life in North America, as well as developing the contacts necessary to build solid trading relationships between the three NAFTA nations. NASCO's membership includes public and private sector entities along the Corridor in Canada, the United States and Mexico. Our headquarters is currently located in Dallas, Texas.

The NASCO Corridor encompasses Interstate Highways 35, 29 and 94, and the significant connectors to those highways in the United States, Canada and Mexico. The Corridor directly impacts the continental trade flow of North America. Membership includes public and private sector entities along the Corridor in Canada, the United States and Mexico.

From the largest border crossing in North America (The Ambassador Bridge in Detroit, Michigan and Windsor, Canada), to the second largest border crossing of Laredo, Texas and Nuevo Laredo, Mexico, extending to the deep water Ports of Manzanillo and Lazaro Cardenas, Mexico and to Manitoba, Canada, our tri-national NASCO membership truly reflects the international scope of the Corridor and the continental trade flow.

The infrastructure expansion and improvements to the plaza facilities on both sides of the Ambassador Bridge, as well as the planned construction of the second span of the Bridge connecting Detroit and Windsor, are vital improvements that benefit not only the Detroit / Windsor area, but the entire NASCO Corridor as a whole. The time and money you are

RECO APR 21 2006

investing as a private sector company will impact the movement of people and goods throughout North America in a very positive way, and you should be commended for your efforts.

NASCO supports your efforts, and we look forward to assisting you in any way possible. Please feel free to contact me any time at (214) 744-1042. Again, on behalf of NASCO and our membership, thank you for your continued efforts and dedication to improving trade and transportation throughout North America. I look forward to seeing you again soon.

Sincerely,

A handwritten signature in cursive script that reads "Tiffany Melvin".

Tiffany Melvin
Executive Director
NASCO



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Manufacturers &
Exporters**

Canada's Leading
Business Network

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Exportateurs du
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February 7, 2005

Mr. Dan Stamper
President
Detroit International Bridge Company
P.O. Box 32666
Detroit, MI 48232

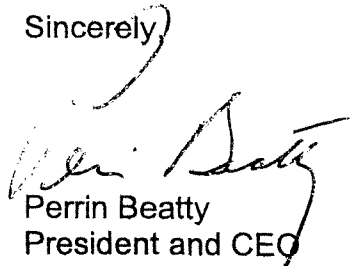
Dear Mr. Stamper:

I am writing to commend you and your staff on the successful addition of four additional U.S. Customs booths at Ambassador Bridge and to welcome your initiative to respond to the commitment by both Secretary Tom Ridge and Deputy Prime Minister Anne McLellan to increase commercial throughput at border points by 25 percent, even as volumes rise.

While the government will no doubt want to look at the specific details of your proposal to install seven new primary inspection lanes in 2005 and create an exclusive FAST lane for registered U.S.-bound commercial vehicles, we welcome practical initiatives to enhance the flow of legitimate travelers and commerce and cut wait times on both sides of the border.

Our members also note your commitment to increasing Canada-bound throughput by 25 percent through the addition of nine primary inspection lanes. Improvements to the physical infrastructure, along with the commitment of both governments to increase border staff, and introduce preclearance, can make an important contribution to ensuring the flow of commercial traffic that is critical to the economies of both Canada and the U.S.

Sincerely,



Perrin Beatty
President and CEO

VECTOR SCM



February 7, 2005

Dan Stamper, President
Detroit International Bridge Company
P.O. Box 32666
Detroit, MI 48232

Dear Mr. Stamper:

SUBJECT: Throughput Capacity Increases at the Ambassador Bridge

We would like to take this opportunity to thank you and your staff for the efforts put forth regarding the four additional U.S. Customs booths that became operable at the Ambassador Bridge in June 2004. In addition, the plans you have developed at the request of Tom Ridge, Secretary, U.S. Department of Homeland Security to increase throughout capacity by at least 25% by installing seven new primary inspection lanes on a "FAST" Plaza in 2005, along with the creation of the segregated "FAST" lane for registered commercial vehicles; will clearly have a positive impact regarding expediting vehicles on your Bridge inbound to Detroit.

We are also concerned with the delay of vehicles entering Canada. Traffic delays entering Canada can be as big an issue as delays affecting traffic going to the U.S., and this jeopardizes our production system. We understand that you have responded to the request of Deputy Prime Minister of Canada, Ann McLellan, to also increase throughout capacity into Windsor by the same 25%. We further understand that your plan will add an additional nine primary inspection lanes which allows for the creation of a "FAST" Plaza in Windsor as well.

Sir, we see all of these improvements as vital to the continued success of our region and strongly support these initiatives on both sides of the border. If you need us to forward this letter to any of the regulatory agencies and/or municipal departments on either side of the border, please advise, and we would be happy to do so.

Sincerely,

Daniel Burbulla, Managing Director
North American Operations

REC'D FEB 11 2005



THE GREENING OF DETROIT

1418 Michigan Avenue, Detroit, Michigan 48216 (313) 237-8733 Fax: (313) 237-8737 www.greeningofdetroit.com

May 2, 2006

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Dear Dan,

On behalf of The Greening of Detroit's Board of Commissioners and Advisors, I thank you and Detroit International Bridge Company for your continued support of The Greening's environmental education and planting projects.

Your generosity has enabled youth from Southwest Detroit to participate in The Greening's Camp Greening program, giving children a unique urban camp experience. We appreciate your commitment and dedication to Detroit's youth encouraging them to grow a healthy environment. Also, we appreciate your dedication and collaboration with The Greening to reforest Southwest Detroit's most needy neighborhoods, and playgrounds, while supporting activities that encourage environmental awareness.

We support your efforts to engage in a participating planning process with the stakeholders in Southwest Detroit. It is through a truly participatory process that the needs of this vibrant community will be best met. It is our sincere belief that the Detroit International Bridge Co. has the ability to make a significant contribution to the revitalization of this wonderful part of the city of Detroit and we look forward to expanding our relationship with you as your plans begin to take shape.

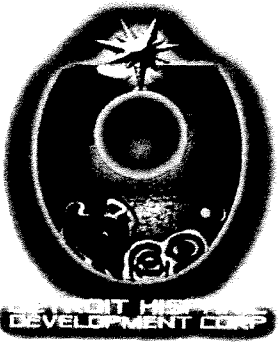
We appreciate your continued confidence in our work and commitment to creating a cleaner and greener Detroit.

Very truly yours,

The Greening of Detroit
Rebecca Salminen Witt
President

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WORKS!**

NCLR



April 28, 2006

Mr. Dan Stamper, President
Detroit International Bridge Company
P. O. Box 32666
Detroit, MI 48232

Dear Dan,

I, Angela Reyes, on behalf of the Detroit Hispanic Development Corporation, value the opportunity that was provided to us to work closely with you and your staff in planning for the future of the Ambassador Bridge in Southwest Detroit.

As stakeholders in the community of Southwest Detroit, I am pleased to be part and provide input on the planned projects of the Ambassador Bridge. We support your plans to move the truck inspection plaza south of Fort Street and away from the residential area and historic Ste. Anne's Church. We are also supportive of your plans to build a new bridge next to the existing Ambassador Bridge. The Detroit Hispanic Development Corporation and other organizations like ours are dedicated to improving the quality of life in Southwest Detroit; the welcome extended to us to be part of the planning process assures us that we have protected the quality of life in the Southwest Detroit area.

We look forward to working with your consultants on this project in the coming weeks. The investments of the Ambassador Bridge have created more than 500 jobs in Southwest Detroit in the past two years and your plans for the area south of Fort Street around the Port of Detroit are projected to produce many more local jobs in the future.

Sincerely,

Angela Reyes, MPH
Executive Director

REC'D MAY 04 2006



215 Michigan Avenue
Detroit, MI 48210
(313) 945-5200
Fax (313) 945-1566

April 28, 2006

Main Office

Mr. Dan Stamper, President
Detroit International Bridge Company
P. O. Box 32666
Detroit, MI 48232

301 Michigan Avenue
Detroit, MI 48210
(313) 846-2240
Fax (313) 846-2247

Additional Office

Fort St., Suite LL-100
Detroit, MI 48226
(313) 962-8200
Fax (313) 962-8203

Dear Dan:

I am writing to express my appreciation for the opportunity for SER Metro-Detroit and other community organizations and residents to work closely with you and your staff in the planning process relative to the future of the Ambassador Bridge in Southwest Detroit.

We support your plans to move the truck inspection plaza south of Fort Street and away from the residential area and historic Ste. Anne's Church. We have welcomed the chance to provide input into the way the plaza will look and look forward to working with your consultants on this project in the coming weeks.

We are also supportive of your plans to build a new bridge next to the existing Ambassador Bridge. We all know that the old bridge does not have an unlimited life span and we appreciate your willingness to invest private dollars to keep international traffic coming into our city.

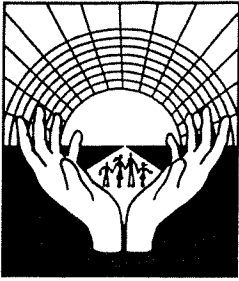
Finally, and most importantly, we want to thank you for your efforts in creating jobs in Detroit, and especially in Southwest Detroit. I understand that your investments have created more than 500 jobs in the past two years and that your plans for the area south of Fort Street around the Port of Detroit are projected to produce many more local jobs in the future. I am hopeful that you utilize SER Metro Detroit's services to meet your workforce needs, including on-the-job training which covers up to 50% of employees' salaries for extraordinary costs of training. For those of us who invest our time and energy into enhancing the quality of life of community residents, there is nothing more important than gainful employment.

Do not hesitate to contact me should you require our services or if we can be of any assistance to you in the future.

Sincerely,

Eva Garza Dewaelsche
President





LA SED

Latin Americans for Social & Economic Development, Inc.

Administrative Building
4138 W. Vernor
Detroit, MI 48209
Tel.: (313) 554-2025 • Fax: (313) 554-2242

*Serving the Southwest Detroit Community
Since 1969*

May 3, 2006

Mr. Dan Stamper, President
Detroit International Bridge Company
PO Box 32666
Detroit, MI 48232

RE: Support of Ambassador Bridge in Southwest Detroit

Dear Mr. Stamper:

Thank you for allowing LA SED, Inc. the opportunity to work closely with you and your staff in planning for the future of the Ambassador Bridge in Southwest Detroit. LA SED is the oldest social service agency in Southwest Detroit. Because of our long-standing reputation of solid service delivery in the community, LA SED is well-poised to provide you with accurate and factual feedback from the community that we serve.

While we know that the plans to move the truck inspection plaza south of Fort Street may displace some families living in the area, we are confident that you will work steadily to identify and provide all stakeholders with solid and mutually beneficial solutions. We have welcomed the chance to provide input in regards to the planned plaza project and look forward to working closely with your consultants in the coming weeks.

In terms of your plans to build a new bridge adjacent to the existing Ambassador Bridge, we understand the ramifications that exist in building a structure that has the potential to dislocate families and business that interfere with the project. However, we are pleased with your efforts to initiate community dialogue and participation in the project. We know that the project is planned and will occur regardless; therefore, we appreciate your generous gestures in providing the community of Southwest Detroit a forum to express their concerns and opinions about the new bridge. We also recognize your willingness to invest private dollars to keep international traffic away from Southwest Detroit.

Finally, and most importantly, we want to thank you for your efforts in creating jobs in Detroit, especially in Southwest Detroit. We understand that your investments have created more than 500 jobs in the past two years and that your plans for the area south of Fort Street around the Port of Detroit are projected to produce many more local jobs in the future. Nothing is more important to those of us who invest our time in trying to improve the quality of life in this area.

If we can be of further assistance, or if you have any questions, please call me at (313) 554-2025 or via e-mail at ecasti10@yahoo.com

Sincerely,



Edith J. Castillo
Executive Director



Member Agency of
United Community Services
of Metropolitan Detroit

LA SED Youth Program - Phone: 313-841-1430 LA SED Senior Citizens Center - Phone: 313-841-8840
7150 West Vernor • Detroit, Michigan 48209

LA SED, Inc. is an equal opportunity employer and program operator and does not discriminate on the grounds of race, religion, color, national origin, sex, age, height, marital status, arrest without conviction, disability, political affiliation or belief.

*Funded in part by the Michigan Department of Career Development and the City of Detroit Employment and Training Department
Auxiliary aids and service: available upon request to individuals with disabilities. TTY Number: 1-800-649-3777*



Detroit Area Agency
on Aging



May 1, 2006

MANA De Metro Detroit
407 West Grand Blvd.
Detroit, Michigan 48216

Dear Mr. Stamper

I would like to take this opportunity to thank you for allowing MANA de Metro Detroit to be part of the group that meets with you and your staff on a regular basis. The information shared at the meetings on the Ambassador Bridge's upcoming projects gives organizations such as MANA an opportunity to ask questions and provide input.

MANA de Metro Detroit supports your plans to move the truck inspection plaza south of Fort Street and away from the residential area and historic Ste. Annes's Church

MANA de Metro Detroit supports the plans to build a new bridge next to the existing Ambassador Bridge.

I would also like to thank you for investing in Southwest Detroit. Your investment to our community have created more than 500 jobs in the past two years, and your plans for the area south of Fort Street around the Port of Detroit are projected to produce many more local jobs in the future.

I look forward to continue working with you to bring positive change to the residents in Southwest Detroit.

Sincerely Yours

A handwritten signature in cursive script, appearing to read "Belda Garza".

Belda Garza
President MANA de Metro Detroit

MICHIGAN CROSSOVER BASKETBALL CLUB
P.O. BOX 32541
DETROIT, MI 48232-0541
(313) 278-0060

April 28, 2006

Mr. Dan Stamper, President
Detroit International Bridge Company
P. O. Box 32666
Detroit, MI 48232

Dear Dan,

Michigan Crossover Basketball Club would like you to know that they appreciate the opportunities that you have provide for them to work closely with you and your staff in planning for the future of the Community and the Ambassador Bridge in Southwest Detroit.

They are interested in hearing more about moving the truck inspection plaza south of Fort Street and away from the residential area and historic Ste. Anne's Church. The club welcomes the chance to provide input into the way the planned plaza will look. And they look forward to working with your consultants on this project in the coming weeks.

Michigan Crossover likes the idea of possibly having a new bridge next to the existing Ambassador Bridge. We all know that the old bridge does not have an unlimited life span and we appreciate your willingness to invest private dollars to keep international traffic.

Finally, and most importantly, we want to thank you for your efforts in helping the community and underprivileged children in the area and also creating jobs in Detroit, and especially in Southwest Detroit. The club understands that your investments have helped over 100 student-athletes reach there goals and help establish more than 500 jobs in the past two years and that your plans for the area south of Fort Street around the Port of Detroit are projected to produce many more opportunities for children and local jobs in the future. Nothing is more important to those of us who invest our time in trying to improve the quality of life in this area.

Sincerely,

Michigan Crossover Basketball Club

DETROIT PUBLIC SCHOOLS

Earhart Middle School
1000 Scotten Street
Detroit, MI 48209
(313) 849-3945

May 1, 2006

Mr. Dan Stamper, President
Detroit International Bridge Company
P. O. Box 32666
Detroit, MI 48232

Dear Dan,

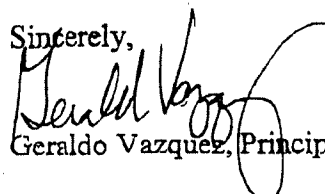
I want you to know that I, and the families at Earhart that I represent, appreciate the opportunity that you provide for us to work closely with you and your staff in planning for the future of the Ambassador Bridge in Southwest Detroit.

We support your plans to move the truck inspection plaza south of Fort Street and away from the residential area and historic Ste. Anne's Church. We have welcomed and appreciated the chance to be at the table to provide input into the way the planned plaza will look. We look forward to working with your consultants on this project in the coming weeks.

We are also supportive of your plans to build a new bridge next to the existing Ambassador Bridge. We all know that the old bridge does not have an unlimited life span and we appreciate your willingness to invest private dollars to keep international traffic moving as well as your commitment to investing in the wellbeing of our community.

Finally, we want thank you for being a generous supporter of education in the community. We want to thank you for your financial commitment in trying to create opportunities and jobs in Detroit, especially in Southwest Detroit. I understand that to date the investments have created more than 500 jobs in the past two years and that your plans for the area south of Fort Street around the Port of Detroit are projected to produce many more local jobs in the future. Nothing is more important to me as the principal of Earhart Middle School than to improve the quality of life for families and young people in this community through education. It sends a powerful message to young people when we can help them see that success in school can translate in to employment opportunities in the future.

Sincerely,


Geraldo Vazquez, Principal

Webster Elementary
1450 25th
Detroit, Michigan 48221
313 849-3709
313 849-4684

April 28, 2006

Mr. Dan Stamper, President
Detroit International Bridge Company
P. O. Box 32666
Detroit, MI 48232

Dear Dan,

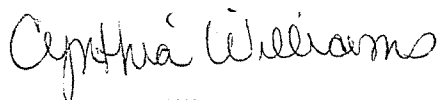
I want you to know that I, and the organization that I represent, appreciate the opportunity that you provide for us to work closely with you and your staff in planning for the future of the Ambassador Bridge in Southwest Detroit.

We support your plans to move the truck inspection plaza south of Fort Street and away from the residential area and historic Ste. Anne's Church. We have welcomed the chance to provide input into the way the planned plaza will look and we look forward to working with your consultants on this project in the coming weeks.

We are also supportive of your plans to build a new bridge next to the existing Ambassador Bridge. We all know that the old bridge does not have an unlimited life span and we appreciate your willingness to invest private dollars to keep international traffic.

Finally, and most importantly, we want to thank you for your efforts in creating jobs in Detroit, and especially in Southwest Detroit. I understand that your investments have created more than 500 jobs in the past two years and that your plans for the area south of Fort Street around the Port of Detroit are projected to produce many more local jobs in the future. Nothing is more important to those of us who invest our time in trying to improve the quality of life in this area.

Sincerely,



Cynthia Williams
Project Director/Counselor
Webster Elementary School

Most Holy Trinity School



1229 LaBrosse
Detroit, MI 48226
313-961-8855
Fax: 313-961-5797

May 2, 2006

Mr. Dan Stamper, President
Detroit International Bridge Company
PO Box 32666
Detroit MI 48232

Dear Mr. Stamper,

I would like to take this opportunity to express our thanks to you and to the Detroit International Bridge Company for all that you have done for the students at Most Holy Trinity School over the past several years. I support your plans to move the truck inspection plaza south of Fort Street and away from the residential area which is also near historic Ste. Anne Church. Since some of our families live in this neighborhood it is important that their concerns are heard and their input listened to. I support the public meetings held to discuss the future of the Ambassador Bridge which I know does not have an unlimited life span. There is no doubt that something needs to be done in order to increase the smooth flow of traffic across the present bridge. I support your efforts to find a solution to this need.

Finally, I would like to thank you for your efforts in creating jobs in Detroit, and especially in Southwest Detroit which is the only section of the city with a population growth. I understand your investments have created more than 500 jobs in the past two years and that your plans for the area south of Fort Street around the Port of Detroit are projected to produce many more local jobs in the future. Jobs are integral to the quality of life in this vital part of the city.

Sincerely,

Kathleen McBride
Principal, Most Holy Trinity School



**HONOR UNIT WITH DISTINCTION
WESTERN INTERNATIONAL HIGH SCHOOL JROTC
1500 SCOTTEN
DETROIT, MI 48209**

ISG Coy L. Blankenship
Senior Army Instructor

MSG Neil Branch
Army Instructor

MSG Bonita Brown
Army Instructor

SFC Edgardo Rivera
Army Instructor

May 4, 2006

Mr. Dan Stamper, President
Detroit International Bridge Company
P.O. Box 32666
Detroit, MI 48232

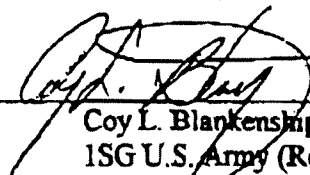
Dear Mr. Stamper,

I am writing this letter in regards to your support of Western International High School. In particular, the partnership established between the JROTC Program and the Ambassador Bridge Company it has been a phenomenal success to giving our youths; as well as the parents, a memorable Holiday through the Christmas Basket donations, and Area Beautification.

It is relevant that your concern for the community and the young people are without question and should be emulated by all the businesses in Southwest Detroit. Speaking as the Senior Army Instructor for Western JROTC, I would like to say we are truly grateful for your support and hope for a continuing relationship for the benefit of our community.

The JROTC program at Western International is not just any high school class, but one that tries to be involved in the community. Our mission statement is "To motivate young people to be better citizens". Through this, we involve the cadets as much as possible in the community and our partnership with the Ambassador Bridge makes this possible to have a yearly Area Beautification project. Once again we appreciate your generosity in the partnership. If you have any questions or comments please contact me at: (313) 849-6213. Or (313) 849-4767

Respectfully,



Coy L. Blankenship
1SG U.S. Army (Ret)
Senior Army Instructor

Last Days Ministries O.P.C
4135 Lapham Street,
Dearborn Michigan 48126
Phone# (313) 582-8916 Fax# (313)279-5751

Mr. Dan Stamper, President
Detroit International Bridge Company
P.O. Box 32666
Detroit, MI 48232

Dear Mr. Stamper,

On behalf of our parishioners of Last Day Ministries and I as Bishop appreciate the opportunity that you have provided for us to work closely with you and your staff in planning for the future of the Southwest community and the Ambassador Bridge. Your contributions and investments have helped this community flourish more and more throughout the years.

As an evangelist church that is very much involved with the community, we support your plans to move forward on your different projects that you have been sharing with the community. We welcome the chance to provide input in the planned plaza, which we will look forward in seeing. We also support the plans of another bridge due to the fact that we all know that the old bridge does not have an unlimited lifespan.

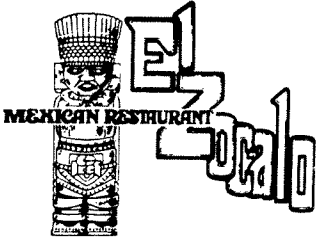
Furthermore, we appreciate everything you have done for the southwest community in general. Your efforts in working to create jobs for the future are overwhelming to the entire community, city and state.

We all know that nothing is more important to all of us who invest our time in trying to improve the quality of life in this area.

Sincerely

Bishop Ralph Coles





De V. H. Cordoba R.

April 28, 2006

Mr. Dan Stamper, President
Detroit International Bridge Company
P. O. Box 32666
Detroit, MI 48232

Dear Dan,

I want you to know that I, and the organization that I represent, appreciate the opportunity that you provide for us to work closely with you and your staff in planning for the future of the Ambassador Bridge in Southwest Detroit.

We support your plans to move the truck inspection plaza south of Fort Street and away from the residential area and historic Ste. Anne's Church. We have welcomed the chance to provide input into the way the planned plaza will look and we look forward to working with your consultants on this project in the coming weeks.

We are also supportive of your plans to build a new bridge next to the existing Ambassador Bridge. We all know that the old bridge does not have an unlimited life span and we appreciate your willingness to invest private dollars to keep international traffic.

Finally, and most importantly, we want to thank you for your efforts in creating jobs in Detroit, and especially in Southwest Detroit. I understand that your investments have created more than 500 jobs in the past two years and that your plans for the area south of Fort Street around the Port of Detroit are projected to produce many more local jobs in the future. Nothing is more important to those of us who invest our time in trying to improve the quality of life in this area.

Sincerely,

Victor Cordoba
Yvonne Cordoba



5150 Urie St.
Windsor Ontario Canada
N9C 1L0
519-737-6768 Fax 519-737-1178
rick@bernardmould.com

060502

Dan Stamper, Detroit International Bridge Company

Dear Mr. Stamper,

On behalf of Bernard Mould and as Chair of the Canadian Machine Tool Die Mould Federation, I thank you for providing us with the vision and leadership that is coming from the Detroit International Bridge Company.

The *Bridge Company's* experience is unparalleled by any rivals and has continuously proven that there are none as poised and qualified to handle the increase of capacities at the border as the traffic demands it.

Any business person should be cognizant that the plans you've presented provide logical solutions that consider security concerns as well as expedient crossing of vehicles and goods. Any persons should also realize that all roads already lead to the bridge, although the volume capacities of both the roads and the customs services required to handle border crossing traffic have not expanded in sync with traffic needs. All business minded individuals must also recognize why so many investors want to be capable of becoming a border crossing, but wanting does not assure achieving. Driving across a bridge at speed limit would be unimpeded were it not for the Customs process at the end that backs things up.

My concern is not over whether technology or justification exists to build another crossing, but that the mistakes of the past are properly corrected. Connecting the local, provincial, and national traffic infrastructure to the bridge must be done in the correct and considerate manner that minimizes the impact on Windsorites while providing safe and quick passage to all border crossers. This is the challenge, and one should expect that any "keeper of the crossing" would intend to accommodate this infrastructure improvement.

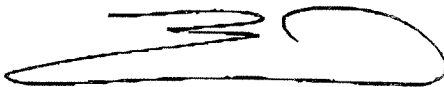
I have no trouble separating the road *problem* from the bridge *situation*. I don't see the current bridge as a problem nor do I believe that building additional capacity for crossing to be problematic. The only problem will be devoting comparable funding, to the funding which was justified for building the infrastructure to reach Newfoundland, with equal consideration to both the national economic impact and that on the local residents.

Of all the proposals to be considered, the Bridge Company's plans seem most logical and the proactive steps that have been demonstrated should be applauded. Naturally an enterprise like the Bridge Company is entitled to making a profit and any investors would expect the same, but the Bridge Company has already proven itself with a responsible history of proactive involvement and concern for the local communities.

The position of the Canadian MTDM Federation is to support the quick and considerate expansion of border crossing capacity to expedite safe, secure, and efficient travel.

Thank you for calculating a timely plan and for considering our concerns.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ed Bernard', with a large, sweeping flourish at the end.

Ed Bernard,
President
Bernard Mould,
Chair
Canadian MTDM Federation

April 19, 2006

Dear :

The biweekly meetings that we have been attending at the Howard Street office of the Ambassador Bridge are becoming increasingly important to all of us in the neighborhood of the bridge. For example:

- Their plans for the Gateway Project that will expand the existing plaza and limit trucks to direct interstate-bridge movements is moving toward construction.
- The Bridge announced plans to create a greatly expanded International Center south of Fort Street to accommodate future growth in the facilities of border inspectors.
- Plans to relocate Fort Street south of the proposed International Center and to connect it with the plans of the west Greenway Project are being described and discussed.
- The Bridge Company has engaged a planning consultant to help with these plans and this consultant will be meeting with our group over the next few months to make sure that any changes reflect the needs and wishes of the community.
- The Bridge Company is moving forward quickly on their plans for a new bridge adjacent to the Ambassador Bridge.

At these meetings the Bridge Company is committed to making the earliest announcement of their plans and this is our chance to ask questions, offer criticism, and make recommendations.

With all of this occurring we need the broadest possible participation in these biweekly meetings. The service agencies of the community need to hear the plans and express their concerns and needs. Please make plans to be represented at the future meetings. Our next meeting will be on Wednesday, May 3 at 10:30 a.m. at the offices of DJBC at 2000 Howard Street. Following meetings will be held every two weeks on Wednesdays at 10:30 a.m. at Howard Street.

In addition to these biweekly meetings we will initiate an evening meeting every fourth week to permit local residents whose schedules do not permit them to attend the Wednesday meetings to have a voice in the process.

Looking forward to seeing you here.

Artis Mathis

Stan Benales

Angel Ruiz

Beala Canga

Carlos J. Cortez

Arifur Rahman

Paul

Shannon Black

Lillian A. McCoy

J. Cal