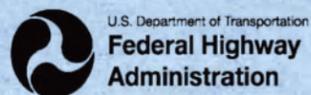


More Information

The DRIC, a binational effort, is led by the Border Transportation Partnership, comprised of the Federal Highway Administration, Transport Canada, the Michigan Department of Transportation and the Ontario Ministry of Transportation. The Border Transportation Partnership was formed in 2000 to provide for safe, efficient and secure movement of people and goods across the U.S.-Canada border at the Detroit River to support the regional, state, provincial and national economies, and meet the civil and national defense and homeland security needs of the busiest trade corridor between the United States and Canada.

More information about the DRIC, including the Record of Decision, is available on the Border Transportation Partnership Web site at www.partnershipborderstudy.com.

DETROIT RIVER INTERNATIONAL CROSSING An Economic Boost to Michigan





International Crossing

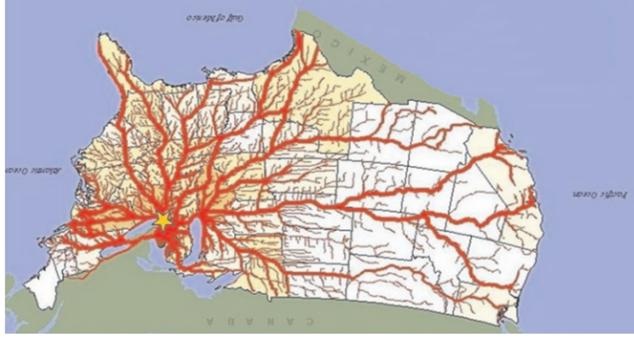
On January 14, 2009, the federal government issued the decision approving a new Detroit-Windsor border crossing system over the Detroit River. The Record of Decision, issued by the Federal Highway Administration (FHWA), is the final environmental clearance for the Detroit River International Crossing (DRIC) Study for the new bridge just east of Zug Island.

The Record of Decision is the last step under the National Environmental Policy Act (NEPA) to gain project approval, following four years of consultations, public hearings, traffic analyses, and environmental studies. The Record of Decision allows Michigan to begin right of way acquisition and design. Construction of a new border inspection plaza, bridge and interchange is scheduled to begin in 2010, provided approval is given by the Michigan Legislature.

The United States and Canada share the largest bilateral trade relationship in the world and states in the Great Lakes region account for more than half of this trade, supporting 7.1 million U.S. jobs. **Michigan accounts for more than half of the total U.S. trade with Canada with almost all of that handed at the Detroit and Port Huron international border crossings.**

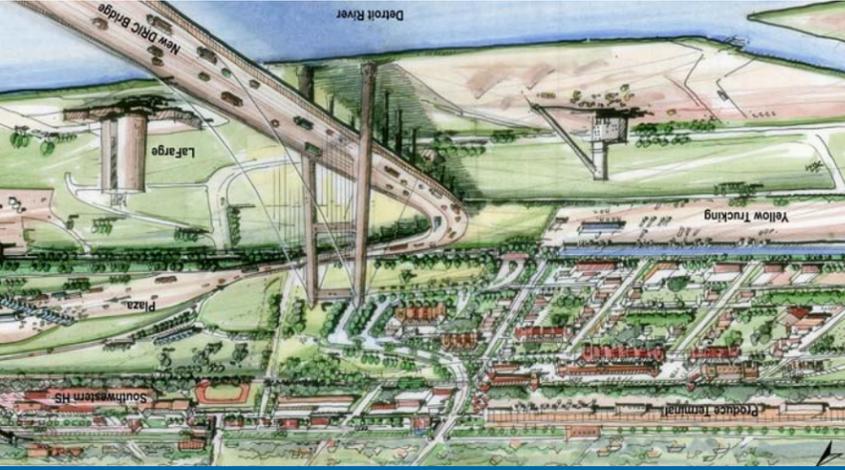
The Great Lakes region is one of the most important economic areas in North America, hosting the second largest economy in the world. The region's 12 states account for 33 percent of the population of the United States, and 32 percent of its Gross Domestic Product. The Great Lakes region is the center of advanced manufacturing in many economic sectors, hosts world-renowned research and development facilities, and is the largest regional exporter in the nation.

The Importance of Trade to Michigan

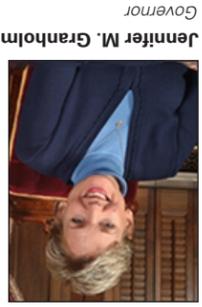


International trade supports more than 221,500 Michigan jobs; almost 60 percent of Michigan goods are exported to Canada. Michigan's supply chain and logistics industries will be further supported by a new border crossing system that creates jobs, diversifies our economy, and ensures Michigan is equipped to compete in the global economy.

Investment in border crossing infrastructure will have two powerful results: first, job creation will be immediate, thereby providing a shorter-term economic stimulus. Second, it will lay the foundation for future productivity growth and help to continue Michigan's economic restructuring and long-term economic stability. **Activity on the Michigan side of the border will create 10,000 construction jobs and more than 30,000 indirect jobs during the construction period.** The new bridge, when completed, helps retain 25,000 jobs in Michigan that would be lost without more crossing capacity. **And, it is expected to draw about 3,500 jobs into Southeast Michigan from outside the state.** These jobs would primarily locate in Wayne, Oakland and Monroe counties.



What They Say About the DRIC



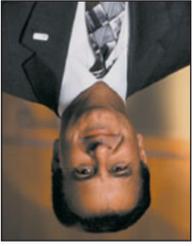
Jennifer M. Granholm
Governor



Kirk T. Steudle
MDOT Director



L. Brooks Patterson
Oakland Co. Executive



Richard Blouse, Jr.
President & CEO of the Detroit Regional Chamber

"The new border crossing system empowers Michigan's economic recovery and revitalization as evidenced by the broad business community support for the project," said Governor Jennifer M. Granholm. "In addition to fueling our economic engine and creating jobs, an expanded Detroit-Windsor border crossing system will benefit every traveler who relies on safe, efficient border crossings."

"This is a significant milestone," said State Transportation Director Kirk T. Steudle. "Once built, the new crossing system will boost U.S. and Canadian trade by expanding the busiest trade corridor in the western hemisphere. Activity on the Michigan side of the border will create 10,000 construction jobs and more than 30,000 indirect jobs during the construction period. This project is needed to transition the border crossing into a modern, multi-modal network to securely move people and goods between the United States and Canada and make Southeast Michigan an even more prominent gateway for global commerce. We will be building the most modern border crossing system in the world."

"This is great news. We not only supported this initiative, but we stand ready to work closely with MDOT and Canadian government officials to build the economic future for our region," said Richard Blouse, Jr., President and CEO of the Detroit Regional Chamber. "We believe an additional crossing between the U.S. and Canada will enhance our regional positioning as a logistics hub, and assist in our strategy to create new jobs and entrepreneurial opportunity."

"This great news could not come at a better time. Construction of this new crossing will be a huge stimulus to our sagging economy. The green light has been turned on. Let's get going," said Oakland County Executive L. Brooks Patterson.

DRIC Cost

The new border crossing system will cost \$1.8 billion for the U.S. portion of the bridge, the plaza and the new interchange with I-75. The cost will be covered by a number of sources. The interchange will be paid for with 80 percent federal/20 percent state funds. The plaza will be the responsibility of the U.S. General Services Administration. The preferred delivery mechanism for the bridge is a public-private partnership in the form of a long-term concession agreement which will seek to maximize private sector participation and financing. The intent is for the bridge to be financially self-sustaining from a reasonable toll charge to its users.

American materials planning and logistics, Ford Motor Company. "The new crossing should relieve the periodic congestion we experience at the current Detroit/Windsor gateway and enable a timely and uninterrupted flow of materials and vehicles across the U.S./Canadian border, which will be good for Ford Motor Company, our suppliers, dealers and customers."