

A large steel truss bridge spans a wide river at dusk. The bridge has multiple spans supported by concrete piers. The sky is a mix of grey and orange, and the water reflects the bridge and the sky.

More Than a Bridge: *The Challenges in Developing an International Border Crossing Project*

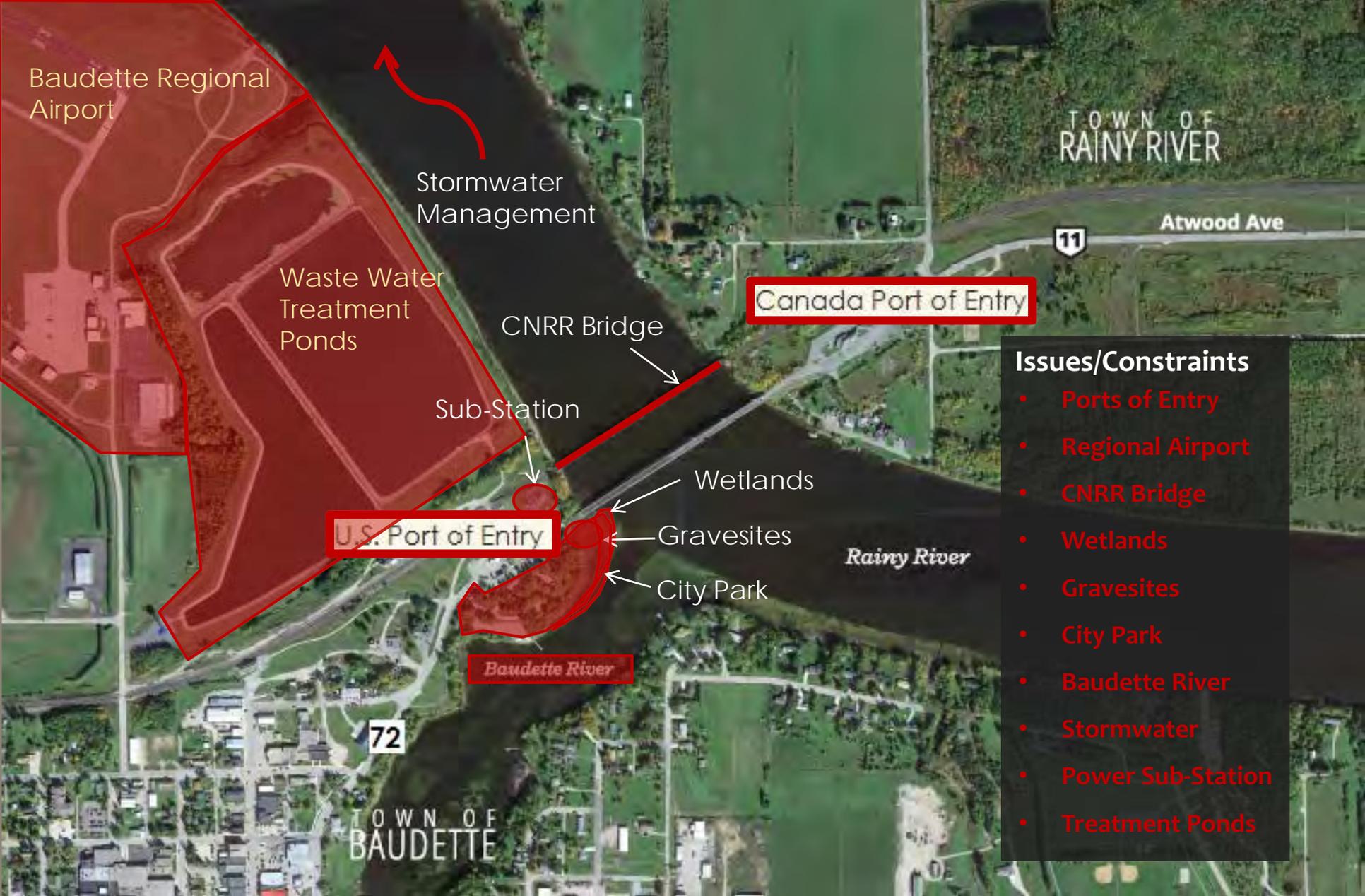
28th Annual CTS Transportation Research Conference
November 2, 2017

Agenda

1 Location, History, & Need

2 Project Challenges

3 Communications



Baudette Regional Airport

Stormwater Management

Waste Water Treatment Ponds

CNRR Bridge

Sub-Station

Canada Port of Entry

U.S. Port of Entry

Wetlands

Gravesites

City Park

Rainy River

Baudette River

TOWN OF RAINY RIVER

Atwood Ave

11

72

TOWN OF BAUDETTE

- Issues/Constraints**
- Ports of Entry
 - Regional Airport
 - CNRR Bridge
 - Wetlands
 - Gravesites
 - City Park
 - Baudette River
 - Stormwater
 - Power Sub-Station
 - Treatment Ponds

Challenges

Merging English and metric units of measurement wasn't the only challenge. We needed to balance:

- Environmental studies
- Design criteria
- Public involvement processes
- State/provincial/national regulations and requirements
- Historic issues
- Border security concerns

Initial Issues

- Ports of Entry
 - No impacts to operations, road closures limited to 15 minute maximum
- No detours available nearby
- Split ownership of bridge
- Not a typical project
 - Only 3 international crossings in MN
 - No “manual” or “how-to” guides

Start-Up

- Initial discussions considered each partner building their half and meet at the center of the river
- Agency meeting in Duluth, MN 2013
- Who leads, who decides?
- Developing an Inter-Agency Agreement

Project Goals

US Task Manager



Canadian Task Manager

Project Manager
Int'l Coordination

Bridge
Environmental
Electrical
Hydraulics
Highway
Foundations
Agency
Involvement



Project Team: HNTB | HZ United | PML |
Novus Environmental | Gannett
Fleming

Challenges

1 Bridge, 2 Perspectives

"There may only be one bridge, but that doesn't mean we all see it the same way."

Environmental

Historic/Cultural Issues

Challenges

Bridge Standards

“You never use that type of construction? On our side of the border we don't use anything else!”

Technical

Design Standards

Challenges

Non-traditional Agencies

“We have to contact *who*? Does anyone have an idea of how we find *who* we are supposed to talk to?”

United States

- State Department
- Customs and Border Protection
- Coast Guard
- General Service Administration (GSA)

Canada

- Consulate General
- Canada Border Services Agency
- Transport Canada
- Global Affairs Canada
- Canadian Environmental Assessment Agency

Legal

- Presidential Permit
- International Joint Commission
- Government to Government Agreement
- State Department involvement on agreements
- Buy America

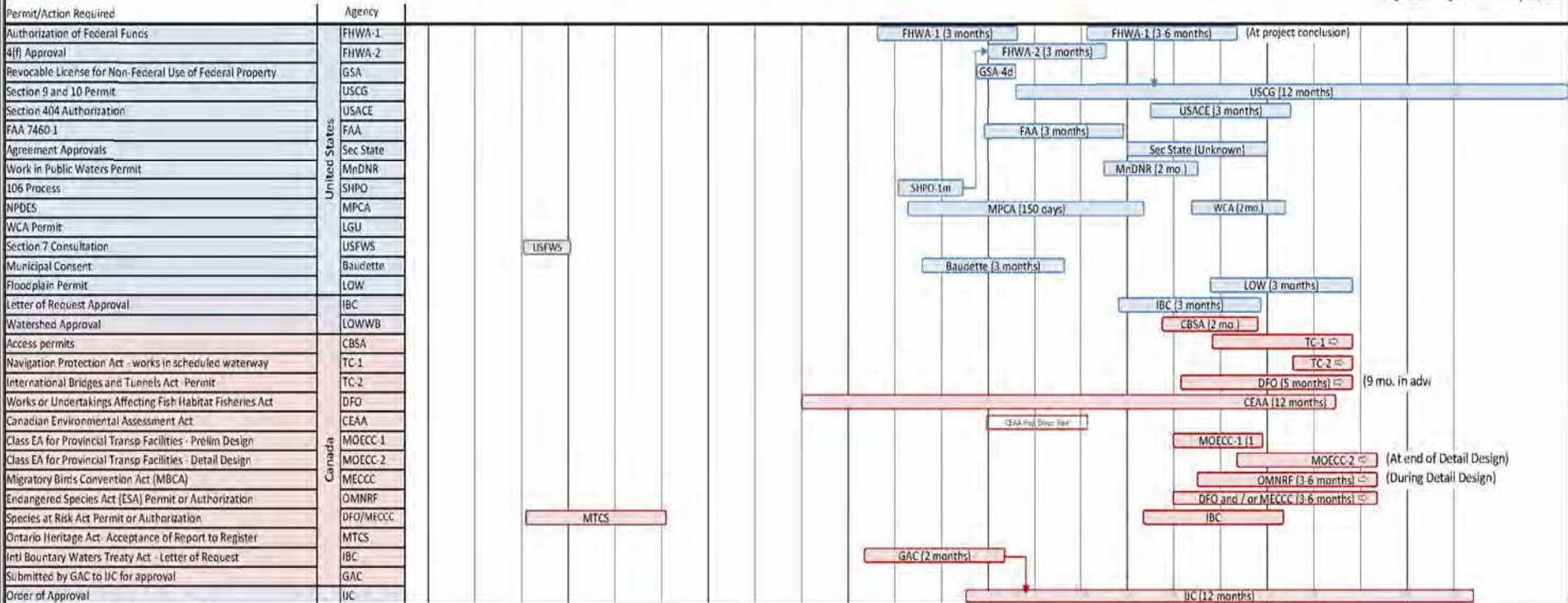
Challenges

Avoid Surprises

“I’m worried that we are going to get ambushed by something we didn’t even know we had to do.”

Permit Flow Chart for Baudette-Rainy River International Bridge

Targeted Letting Date: February 23, 2018



Project Schedule Key Tasks	2015					2016												2017									
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Preliminary Design																											
Selection of Preferred Plan																											
MnDOT Design Memo																											
Geometric Layout																											
Planning & Preliminary Design Report																											
Utility Identification/Coordination																											
Hydraulics Memo																											
Waterway Analysis																											
Hydraulic Report																											
Bridge Meetings (4)																											
Preferred Bridge & Alignment																											
Structure Studies (MTO & MnDOT)																											
4(f) Process & Documentation																											
Environmental Assessment (MnDOT)																											
Environmental Assessment (MTO)																											
CEAA Project Description & Review																											

Challenges

Communications

"I don't think we can tell too many people about this project too many times."

Project Communications

- Guide was developed early in the project
- Keeping management up-to-speed
- Agency involvement
- Reaching out to other states and provinces
- A number of “spin-off” meetings were held with impacted stakeholders
- Public meetings were coordinated on both sides of the border

Project Communications

- TAC was formed
 - Monthly meetings, alternating venues
 - Border protection agencies were invited to participate as regular TAC members
- Decision Request and Record
- Risk Analysis
- Value Engineering—not just about saving \$\$ but also for collecting ideas
- Public Advisory Committee was formed

Contractor Communications

- International Laws and requirements may be new to otherwise qualified contractors
- Contractor Information Guide
- Educational Workshops

Questions?

