



NORTH AMERICA
Strategic Infrastructure
LEADERSHIP FORUM
Washington DC | Oct. 11 - 13, 2011



VISUALIZING COMPETITIVENESS: WHAT'S REAL? WHAT'S NOT?



Executive Summary

This is the 3rd Annual selection of the Top 100 Strategic Infrastructure Projects in North America. By 'strategic infrastructure' we mean those projects that are critical to productivity, and to the long-term competitiveness of a country or region. These are projects that optimize job creation - by our estimate if all of these projects were financed we would see the creation of:

- ✓ 6 million+ direct jobs over 4.5 years, with the bulk of those jobs created over the next 24 months;
- ✓ 10-12 million indirect jobs, including service jobs and manufacturing jobs, and;
- ✓ as many as three times that number of 'induced' jobs, those jobs created because increased infrastructure capacity allowed more ready new business creation, and access to world markets.

We need a new consensus vision for North American infrastructure. Currently we are building our economic rebound on an infrastructure matrix that was designed 60 years ago - highways, electricity, ports & logistics - for a world that no longer exists. In many ways North America is like the IBM of the early 1990's - a region that, because we are trapped in a deeply invested infrastructure matrix, is not responding as quickly as it must to the highly dynamic forces of globalization.

"Infrastructure planning design and construction is at an inflection point – handing off of the baton from decades old design and construction tools with century old work processes to faster more efficient model based process allowing stakeholders to dream big while solving infrastructure challenges quickly, efficiently, cost effectively and with more information about the intended outcomes than ever before." - Terry Bennett, Senior Industry Program Manager, Autodesk

A new infrastructure vision would drive a priority list of projects, that would - almost on a cost/benefit basis - select and drive project development on through an economic security imperative. These are the projects that we have set forth here.

Projects were selected using five distinct criteria, from a list of more than 2,000 projects in our Strategic Projects Database. The five criteria are the following:

- ✓ **Business Opportunity** - high likelihood of a business 'event' in the next 3-12 months (this can be anything from a feasibility study, to an RFI, through to bidding and even O&M contracting)
- ✓ **Productivity Creation** - the project must generate an outside contribution to productivity (from a transit project revitalizing a city, to a Smart Grid project, catalyzing business creation)
- ✓ **Competitiveness Creation** - the project is not only a productivity driver, but in the global context it actually drives competitiveness (e.g. exporting LNG, or freight rail improvements)

Two additional categories are fundamentally important: Job creation, which tends to favor large projects; and Green/New infrastructure, which tends to favor carbon light and technologically-driven projects.



Please Note:

*This is a **preliminary** list of the Top 100 Strategic Infrastructure Projects in North America. **We welcome and encourage your feedback to this list. You may respond directly to Top100@cg-la.com** Projects are listed by sector.*

We look forward to your feedback, and to seeing you at the 3rd Annual North America Strategic Infrastructure Leadership Forum, which will be held in Washington D.C. Oct. 11 - 13, 2011. The Forum will feature a number of these Top 100 Projects, presented by project decision-makers.

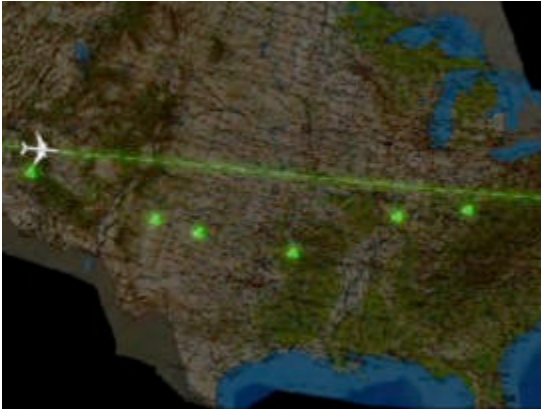
“The ultimate aim is to describe a new infrastructure matrix for North America. One that is much more consistently productive, much more highly competitive, and that creates and sustains high paying jobs.”

- Norman F. Anderson, President & CEO, CG/LA Infrastructure LLC



Of the Top 100 Strategic Infrastructure Projects in North America, the twelve projects profiled below stand out as highly competitive projects that provide business opportunities to the private sector, will increase economic productivity, have a model in place that will directly and indirectly create jobs in the public and private sectors, increase a city's, state's or municipalities infrastructure competitiveness, and provide a model for low-CO2 emission / green infrastructure.

NextGen Air Traffic Control System



Why the Project is Important:

The United States' current air traffic control system is based on WWII era radar technology that has long been outmoded. The NextGen Air Traffic Control System will upgrade the system across the nation to more accurate satellite technology. 2018 estimates indicate benefits will include:

- Reduce delays by 35% resulting in US\$23 Billion from 2010 - 2018
- 1.4 billion gallons of aviation fuel saved reducing carbon dioxide emissions by 14 million tons

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- Increase safety of air transit by providing pilots with more accurate information

The upgrade could result in 15% savings in operations that can be used for capital investments.

Current Status:

During 2010 and 2011, a number of pilot programs have been implemented across the United States. In May of 2010 the FAA awarded contracts to three firms that have a potential cumulative value of over US\$4 billion to demonstrate the system in large scale across the country over a ten year period. The firms selected were Boeing, General Dynamics, and ITT, each received contracts with a potential value of over US\$1 billion.

The NextGen Air Traffic Control program's future is somewhat unclear due to congressional intransigence regarding general FAA funding, and a long-term overall funding bill has not taken shape as issues concerning the labor rights of airline and railroad employees remain contentious.

Northeast High Speed Rail

Why the Project is Important:

In early 2010 President Obama announced his plan to develop a High Speed Rail (HSR) Network across the United States starting with strategically important corridors. Since that time, most of the plans for HSR have either been scrapped or appear no closer to realization than before the announcement was made. Even the Tampa to Orlando HSR Line that was to be nearly fully funded by the government was rejected by Florida's Governor owing to the cost of maintaining such a line.

The debate surrounding HSR has focused mainly on its utility and whether it was needed, the only corridor that people have agreed would derive significant long term benefits from HSR is the Northeast Corridor (NEC) from Washington DC to Boston. In 2009, A study from America 2050 indicated that the Top four city pairings under their methodology all fell along the route of the Northeast Corridor.



Current Status:

Although rational minds agree that the HSR along the NEC is a valuable and strategically important project, there remains an important debate over how it should be implemented.

Amtrak unveiled its plan for the development of HSR in the NEC in the Fall of 2010. The plan calls for the gradual development of the corridor's ability to accommodate top speeds of 220 mph for sustained times. Under Amtrak's plan the project would be completed in 2040 at a cost U\$117 billion. Amtrak recently consulted with agency experts from Europe and Japan who deemed the plan "sound and reasonable".



On June 15th, 2011 Rep. John Mica, Chair of the House Transportation Committee, introduced his plan for bringing HSR to the NEC: "Competition for Intercity Passenger Rail in America Act". The Congressman's bill would transfer Amtrak's assets along the NEC to the Department of Transportation, which would then allow private companies to bid for the project under a DBOM scheme. Bidders would be evaluated on their ability to achieve several goals including:

- High-speed rail that travels from Washington to New York in 2.0 hours, and from New York to Boston in 2.5 hours.
- Double the number of trains in the corridor.
- Project completion within ten years.

Neither proposal has generated widespread support.

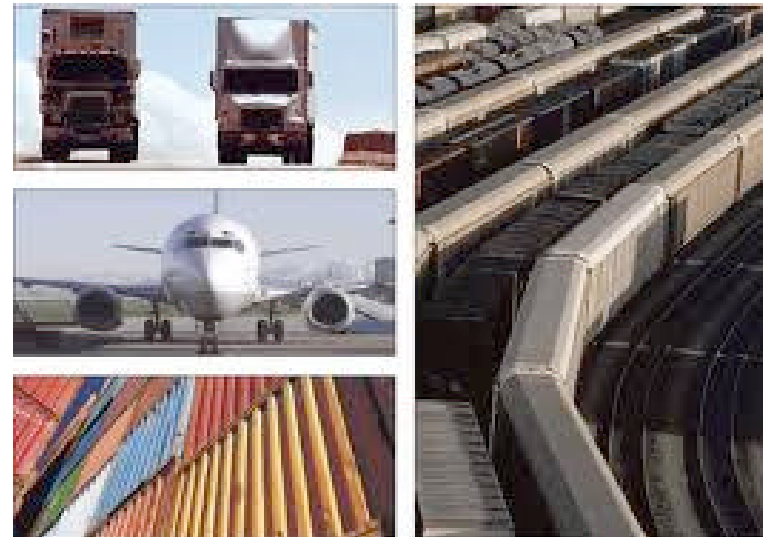
Interpuerto Monterrey - Mexico

Why the Project is Important:

Connectivity in Mexico is a necessity. The creation of logistics chains is important to integrate current rail and highway networks at neuralgic zones where innovative and competitive industry is flourishing. This will allow Mexico to seize the opportunity to generate a platform to further integrate markets domestically and internationally. The spill over effects of such projects have the potential to transform the North American Region by providing the means to import and export.

Current Status:

Interpuerto Monterrey is a private real estate and logistics developer that, with the support of the federal and state government of Mexico, plans to launch a multi-modal global logistics hub that will operate as a public terminal in Northeast Mexico. Currently the project is building infrastructure that will provide rail line connections, steel terminal, warehouses, grain terminal, an automotive terminal and petro-chemical warehouse





Guanajuato Inland Port - Mexico

Why the Project is Important:

Location. Location. Location. In the middle of Mexico, GTO Inland Port master plan was carefully conceived and projected. Roads and utilities were designed to provide flexibility and long term sustainability to this 1,100-hectare mixed use complex. Land use codes and a set of covenants, conditions and restrictions assure a peaceful, safe and ordered environment.

Guanajuato Inland Port is one of the most important works in the modern history of the State, because it brings efforts and resources from the three orders of government and the private sector.

Current Status:

Almost at fully capacity, the project currently offers industrial parks, customs facilities, free trade zones, rail container facilities, business park, training facilities, community services area, and the services from the Guanajuato International Airport. Future projects include the intermodal terminal and cargo airport to expand current services.



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Plan Nord

Why the Project is Important:



“Le Plan Nord will stand out for years to come as one of North America’s most ambitious plans for sustainable economic development. It will attract \$ 80 billion in public and private sector investments over a 25-year period. It will create substantial opportunities for U.S. and foreign firms to participate in the design and construction of major infrastructure projects such as roads, air and sea ports which will help unlock Northern Québec’s full economic potential, notably by improving access to its vast mineral and energy resources”

- Premier of Québec, Jean Charest

One of the headlining projects to this year's Top 100 Strategic Infrastructure Projects in North America list, is Quebec's \$80 billion Plan Nord regional development project, \$1.2 billion of which is designated for infrastructure development in the next 5 years. This holistic twenty-five year regional master plan has all the ingredients of a 'visionary' infrastructure project, in which the government sees the fundamental importance of integrating different modes of transportation into a strategic, coherent network that will open the northern region to economic development and maximization of the region's natural resources, while at the same time providing the resources for social development and respect for the communities inhabiting the vast region.

Current Status:

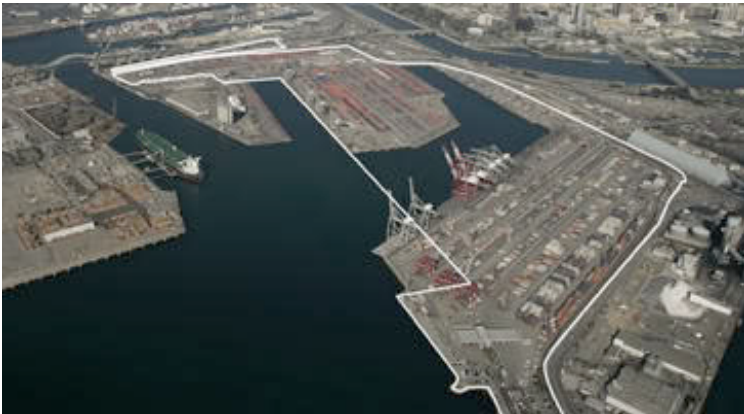
From 2011 - 2016, the government plans to invest \$2.1 billion to implement the Plan Nord. One of the Plan Nord projects highlighted on this year's Top 100 List include the extension of Route 138



between Kégaska and Vieux-Fort, which recently saw an investment of an additional \$122 million from the Government of Quebec, and boasts of employing 20 local aboriginal youth in its construction. On the energy side, Plan Nord calls for an additional 3,500 MW of renewable energy (3,000 MW hydropower, 300 MW wind power and 200 MW from hydrokinetic power). Also on the list is Hydro-Quebec's Romaine River Hydroelectric complex: a \$6.5 billion, 1500 MW hydro project, harnessing the region's natural resources to provide power the province of Quebec.

Port of Long Beach Middle Harbor Project

Why the Project is Important:



The Port of Long Beach is the 5th largest port in the United States and is the largest on the West coast. The Port is an important gateway for Asian trade and will see an increase in annual traffic with the opening of the Panama Canal. To aid the Port in meeting the challenges of the 21st century and to address current shortcomings the Port of Long Beach Authority is pursuing the Middle Harbor Redevelopment Project.

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The Middle Harbor Redevelopment Project will consolidate two shipping terminals into a single state of the art facility. The new terminal will increase capacity from 1.3 million TEU's to up to 3.3 million. The MHRP is a phased project to be implemented from 2011 - 2020 at a cost of US\$1 Billion.

Current Status:

The project is currently in Phase I, having awarded a contract of US\$ 123 million to a joint venture of Manson and Connolly Construction companies in February of 2011. The contract is for initial dredging and wharf building.

Shepherd's Flat Wind Farm



Why the Project is Important:

California has one of the most ambitious Renewable Energy Portfolio standards in the United States, sitting at 33% by 2020. This level of renewable energy need has sent Utilities in California scrambling to find developers that can provide them with the energy necessary to meet the requirement. Shepherds Flat Wind Farm is being developed in Oregon for just this purpose and upon completion will supply Southern California Edison with the 853 megawatts of power it will be capable of producing. Shepherd's flat will join other wind projects that have been developed in the Northwest, leading wind power generated to jump from 250 megawatts in 2005 to 3,500 today.



The project is massive in scope and will be completed in 2012 at a cost of US\$1.9 Billion. Upon completion Shepherd's Flat will be the largest wind farm in operation worldwide utilizing 338 GE 2.5-100 turbines.

Current Status:

The project is currently in development and is on track to be completed on schedule. The project is being developed by Caithness Energy but in addition to Caithness has received significant backing from:

- GE Financial Services
- Google
- Sumitomo Corp.
- Tyr Energy (a subsidiary of Itochu)

Columbia River Crossing Project

Why the Project is Important:

The Columbia River Crossing Project is a megaproject being undertaken in partnership between the States of Oregon and Washington. The aim of the project is to reduce congestion on Interstate 5. The current bridge only has six lanes and the congestion caused by this impairs freight movement as well as regional connectivity. When replaced the new span will have 10 lanes more adequately meeting the traffic demands at present and in the future.

The project also has a light rail component that will extend beyond the bridge itself connecting Expo Center and Clark College. This will increase the connectivity of



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Vancouver and also reduce congestion by providing an alternative. Construction is planned to begin in 2013 and be completed within 5 to 7 years at a cost of US\$3.6 billion.

Current Status:

The Final Draft EIS for the project was released in May of this year and will be reviewed by all agencies involved in the project as well as the Federal Government. The project is shifting into "delivery mode" in the words of new project director Nancy Boyd of WsDOT.

A final EIS is expected in the fall of 2011 and upon completion the CRC team will submit applications for federal funds. They expect to have the federal government cover up to 1/3 of the project's cost through New Starts funding and other federal programs.

Goethals Bridge

Why the Project is Important:

The Goethals Bridge connects Elizabeth New Jersey with Staten Island New York. In 2008 traffic on the bridge was over 80 thousand vehicles per day ten thousand of which were trucks. The Bridge which was originally open in 1928 has fallen into a state of disrepair and the stress of carrying high weight trucks that it was not designed for has made replacing the bridge necessary.



The Goethals Bridge Replacement Project will address the current bridge's deficiencies by expanding the old deck from 12.8 meters to 36 meters and will increase the central span from 205 meters to 274 meters.

The project is important in that it will be delivered through innovative financing scheme based on the Port Authority of New York and New



Jersey making availability payments to the private sector concessionaire over a 40 year period. The PANYNJ, like state agencies across the United States, has budgetary concerns that necessitate the use of new approaches for financing major works. Under this plan the PANYNJ will maintain control and rights to toll. Toll revenue is projected to be uS\$120 million per year.

Current Status:

On June 14th the PANYNJ announced the shortlisted consortia for the US\$1.3 billion project. The shortlisted concessionaires were:

- **Goethals Bridge Development Group** Coral Gables which includes ACS, Dragados USA, Gannett Fleming Engineers and Architects, Granite Construction Northeast, John Laing and T.Y. Lin International;
- **Metro Bridge Partners** Whitestone which includes Meridiam, PB Americas, Skanska Infrastructure Development, Skanska Koch, Skanska USA Civil Northeast and Traylor Bros; and
- **NYNJ Link Partnership New York** which includes Kiewit Infrastructure, Macquarie, Parsons Transportation Group of New York, Transfield Services North America Transportation Infrastructure and Weeks Marine.

The concessionaire is scheduled to be selected in the second half of 2016. The construction period for the new bridge is expected to be from 2012 - 2016 with the old bridge removed in 2017.

New International Trade Crossing

Why the Project is Important:



Building a new bridge connecting Detroit and Windsor would provide a replacement for the privately owned and aging Ambassador Bridge. The Ambassador Bridge serves as a poor connector

to the Canadian border, leaving freight carriers in downtown Windsor without a rapid bypass of the city. The New International Trade Crossing Bridge would be in better position to serve the region's transportation needs going forward particularly as they relate to trade between the US and Canada, which has increased by 36% from 2009 to 2010.

The NITCB would be developed as a public private partnership, with the State of Michigan and Transport Canada being the owners of the project. The Canadian Government has offered to advance US\$550 million of Michigan's portion of the project's cost and be responsible for any operating shortfall not covered by tolls. The total cost of the project would be US\$3.6 billion and - according to Governor Snyder - the project could create as many as 10,000 jobs.

Current Status:

The project is currently in limbo as it has been through much of its development. The reasons for this lie largely with the fact that the privately owned Ambassador Bridge would lose much of its value, should a competing bridge be built 1.8 miles downstream. The Ambassador Bridge Company has already pledged to erect a second span and finance it privately; this proposal has made Michigan's



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Republican legislature hesitant to support the public plan. The Canadian Government will not approve the construction of a second span, as their primary aim is to promote the construction of a new bridge with better connections on the Canadian side not running through downtown Windsor.

The bridge enjoys full Canadian support up to and including significant financial incentives for the state of Michigan. Additionally Michigan's new Republica Governor is firm supporter of the project.

East Link Project

Why the Project is Important:

The East Link Project is a critical part of the Sound Transit's expansion plans for transit in Seattle and the surrounding area. The East link will provide light rail service from Seattle to the Overlake Transit Center in Redmond connecting population and employment centers on the east side. This is important to address the realities presented by population growth in the Seattle area including:

- Demand for transit services is expected to double across Lake Washington over the next 30 years
- The current main highway providing transportation for commuters is I-90, which is expected to reach maximum vehicle capacity as early as 2015. The resulting congestion will have a negative impact on the region's productivity.

The US\$2.6 billion East Link Project will effectively address the transit needs of the Seattle area that will become exacerbated in coming decades and bus service is ill equipped to meet.

Current Status:

The project is currently still in the planning stages as the City Council weighs the competing alternatives for how the East Link should cross through the city of Bellevue. The City Council has been reluctant to accept Sound Transit's alternative, preferring a plan that has less of a residential impact utilizing old BNSF tracks. This disagreement has

pushed back the projected service date of the Project to 2022/2023 from 2021. A decision on a preferred alternative is expected to be forthcoming in the second half of 2011 with groundbreaking to follow final design in 2015.



Evergreen Line

Why the Project is Important:

Vancouver is one of Canada's most popular destinations for immigrants, leading it to consistently outpace projections for population growth. In recent years this has placed significant strain on the city's highways and parking availability. In response to this growth, city officials have considered several measures including raising parking fees and implementing road tolls.

An important component of alleviating congestion is extending the availability of light rail in the city. Currently the Vancouver Skyline only serves 4 stations, service on the line is wildly popular and contributed to the 9 million dollar operating profit of Translink for 2010. The Evergreen Line is a long planned 6 station extension running from Lougheed Town Centre to Douglas College Station.



Current Status:

The Evergreen Line has been among the regions transit priorities for over a decade. Most parties agree that it is critical to the development of Vancouver, but the question lies with funding construction of the project, specifically with US\$400 million of the US \$1.4 billion project currently uncommitted. The funding issue appeared solved in 2010 prompting the province to issue an ROI for the project, with the stipulation that it be completed by 2014. This momentum was stymied in a dispute over raising property taxes and it now appears the project will be delayed until 2015.



Project Name	Project Sponsor	Project Stage	Sector	Sub-sector	US \$M	State / Province	Country
NextGen Air Traffic Control System	FAA	Concept	Airports	Digital Infrastructure	20000	Regional: East Coast	USA
Calgary International Airport Development	Calgary Airport Authority	Construction / Procurement	Airports	Modernization	1300	Alberta	Canada
Philadelphia International Airport Expansion	FAA, Philadelphia City Council	Feasibility Study	Airports	Modernization	5200	Pennsylvania	USA
Denver Airport Expansion	Denver Airport Authority	Construction / Procurement	Airports	Passenger	650	Colorado	USA
171 CCC Agua Prieta II (with Solar field) - Phase 1	CFE	Tender	Electricity	Generation	642	Sonora	Mexico
Piketon Nuclear Power Plant	Duke Energy	Financial Closure	Electricity	Generation	11000	Ohio	USA
TVA Modular Nuclear Reactor Project	TVA	Feasibility Study	Electricity	Generation		Tennessee	USA
Atlantic Wind Connection	Trans-Elect	Feasibility Study	Electricity	Transmission	5000		USA
CapX 2020	Xcel Energy	Tender	Electricity	Transmission	1700	Minnesota	USA
Chinook Transmission Line Project	TransCanada	Permitting	Electricity	Transmission	3000	Regional: Northwest	USA
Energy Gateway	Pacificorp	Permitting	Electricity	Transmission	6100	Wyoming	USA
Green Power Express	ITC	Feasibility Study	Electricity	Transmission	12000	Regional: Central	USA
Tres Amigas	Tres Amigas LLC	Feasibility Study	Electricity	Transmission	1000	New Mexico	USA
Wind Spirit Power	Grasslands Renewable Energy, LLC	Concept	Electricity	Transmission	3250	Montana	USA



Project Name	Project Sponsor	Project Stage	Sector	Sub-sector	US \$M	State / Province	Country
Zephyr Transmission Line Project	TransCanada	Feasibility Study	Electricity	Transmission	3000	Regional: Northwest	USA
Northeast Corridor High Speed Rail Upgrade	Amtrak	Concept	High Speed Rail	Passenger	32000	Regional: East Coast	USA
Sabine Pass LNG Export Terminal - Phase II	Cheniere Energy, Inc.	Financial Closure	Natural Gas	LNG Terminal	6000	Louisiana	USA
Keystone XL Pipeline	TransCanada	Permitting	Oil and Gas	Pipeline	7000	Regional North America	Canada
Northern Gateway Pipeline	Enbridge Inc.	Permitting	Oil and Gas	Pipeline	5500	British Columbia	Canada
Interpuerto Monterrey	Interpuerto Monterrey	Construction / Procurement	Ports & Logistics	Dams / Canals	2000	Nuevo Leon	Mexico
Port of Miami Deep Dredge Project	Miami-Dade County	RFI	Ports & Logistics	Dredging	150	Florida	USA
Port of Savannah	Georgia Ports Authority	Construction / Procurement	Ports & Logistics	Dredging	100	Georgia	USA
Gardner Intermodal Facility	BNSF	Feasibility Study	Ports & Logistics	Inland Port	750	Kansas	USA
"Guanajuato Inland Port	GTO Inland Port Authority	Construction / Procurement	Ports & Logistics	Inland Port	82	Guanajuato	Mexico
Olmstead Lock & Dam Project	Washington Group International & Alberici Constructors	Construction / Procurement	Ports & Logistics	Levees	350	Illinois	USA
Centreport Canada	Province of Manitoba	Tender	Ports & Logistics	Rail	460	Manitoba	Canada
Palm Island Railroad Platform	KCS Mexico	Permitting	Ports & Logistics	Rail	80	Michoacan	Mexico
La Quinta Trade Gateway Terminal	Port of Corpus Christi	Feasibility Study	Ports & Logistics	Sea Ports	350	Texas	USA



Project Name	Project Sponsor	Project Stage	Sector	Sub-sector	US \$M	State / Province	Country
Plan Nord: Whapmagoostui-Kuujuarapik Deepwater Port	Gouvernement du Québec	Feasibility Study	Ports & Logistics	Sea Ports	33	Quebec	Canada
Port of Baltimore Seagirt Terminal Expansion	Ports America	Construction / Procurement	Ports & Logistics	Sea Ports	106	Maryland	USA
Port of Long Beach Middle Harbor Redevelopment Project	Port of Long Beach	Construction / Procurement	Ports & Logistics	Sea Ports	1000	California	USA
Port of the Americas	Port of the Americas Authority	Construction / Procurement	Ports & Logistics	Sea Ports	750	Ponce	Puerto Rico
Southport Marine Terminal	Philadelphia Regional Port Authority	Tender	Ports & Logistics	Sea Ports	450	Pennsylvania	USA
Tuxpan Container and Liquids Terminal	Grupo TMM	Permitting	Ports & Logistics	Sea Ports	500	Veracruz	Mexico
Romaine River Hydroelectric Project	Hydro Quebec	Tender	Renewables	Hydropower Dams	6500	Quebec	Canada
200 MW Solar Power Plant Kingman	Albiosa	Permitting	Renewables	Solar	1000	Arizona	USA
Agua Caliente Solar Project	NRG Energy Inc.	Construction / Procurement	Renewables	Solar	967	Arizona	USA
Chevron 1 (Blythe)	Solar Millennium	Construction / Procurement	Renewables	Solar	3800	California	USA
Ivanpah Solar Energy Generating System	Brightsource Energy	Construction / Procurement	Renewables	Solar	3000	California	USA
Mojave Solar Farm	Abengoa	Financial Closure	Renewables	Solar	1600	California	USA
Yabucoa Solar Project	Western Wind Energy	RFI	Renewables	Solar	150	Yabucoa	Puerto Rico
Nahwitti Wind Farm	Nomis Power Corp	Permitting	Renewables	Wind	900	British Columbia	Canada



Project Name	Project Sponsor	Project Stage	Sector	Sub-sector	US \$M	State / Province	Country
NaiKun Wind Energy Project	NaiKun Wind and ENMAX Green Power Inc	Financial Closure	Renewables	Wind	2000	British Columbia	Canada
Phase 1 Wind Farm Piedra Larga	Renovalia/Demex	Construction / Procurement	Renewables	Wind	198	Oaxaca	Mexico
Shepherds Flat	Caithness Energy	Tender	Renewables	Wind	2000	Oregon	USA
Ring of Fire Mining Development		Feasibility Study	Strategic	Mining	4000	Ontario	Canada
Bayonne Bridge	New Jersey Port Authority	Tender	Surface Transport	Bridge	1000	New Jersey	USA
Columbia River Bridge Crossing	Washington Department of Transportation and Oregon Department of Transportation	Tender	Surface Transport	Bridge	3500	Washington	USA
Goethals Bridge	Port Authority of New York & New Jersey	Shortlisted Consortia Announced	Surface Transport	Bridge	1300	New Jersey	USA
New International Trade Crossing	MDOT and Federal Transport Canada	Concept	Surface Transport	Bridge	3500	Regional North America	USA
Ohio River Bridges Project	KYTC and INDOT	Feasibility Study	Surface Transport	Bridge	4100	Regional: Midwest	USA
St. Croix Crossing Bridge	Wisconsin DOT / Minnesota DOT	Permitting	Surface Transport	Bridge	670	Minnesota	USA
Continental Rail Gateway	CP Railway, Borealis Infrastructure and the Windsor Port Authority	Feasibility Study	Surface Transport	Freight Rail	400	Ontario	Canada
Ring of Fire Railroad	KWG Resources	Permitting	Surface Transport	Freight Rail	800	Ontario	Canada



Project Name	Project Sponsor	Project Stage	Sector	Sub-sector	US \$M	State / Province	Country
Crescent Corridor	Norfolk Southern	Feasibility Study	Surface Transport	Freight Rail	2000	Regional: Southeast	USA
National Gateway	CSX	Tender	Surface Transport	Freight Rail	700	Regional: Midwest	USA
Tower 55	BNSF, UP	Operations	Surface Transport	Freight Rail	94	Texas	USA
520 Seattle Corridor Improvement	WsDOT	Construction / Procurement	Surface Transport	Highway	4650	Washington	USA
Cuernavaca Bypass	SCT	RFI	Surface Transport	Highway	233	Morelos	Mexico
I-69 Evansville to Indianapolis	InDOT	Construction / Procurement	Surface Transport	Highway	837	Indiana	USA
LBJ Freeway I-635 Managed Lanes Project	TxDOT	Construction / Procurement	Surface Transport	Highway	2780	Texas	USA
North Tarrant Express	TxDOT	Construction / Procurement	Surface Transport	Highway	2020	Texas	USA
Northern Beltline	Alabama DOT	Feasibility Study	Surface Transport	Highway	3400	Alabama	USA
Northwest Corridor Project	GDOT	Shortlisted Consortia Announced	Surface Transport	Highway	922	Georgia	USA
Orlando Wekiva Parkway	Orlando-Orange County Expressway Authority & FDOT	Financial Closure	Surface Transport	Highway	1800	Florida	USA
Plan Nord: Route 138 from Natashquan to Blanc-Sablon	Gouvernement du Québec	Feasibility Study	Surface Transport	Highway	251	Quebec	Canada



Project Name	Project Sponsor	Project Stage	Sector	Sub-sector	US \$M	State / Province	Country
Plan Nord: Route 167 Extension	Gouvernement du Québec	Permitting	Surface Transport	Highway	279	Quebec	Canada
Plan Nord: Route 389 Reconstruction between Baie-Comeau and Fermont	Gouvernement du Québec	Permitting	Surface Transport	Highway	201	Quebec	Canada
Route 460 Improvements	VDOT	Feasibility Study	Surface Transport	Highway	2000	Virginia	USA
SH-130 Segments 5 and 6	Texas Department of Transportation	Construction / Procurement	Surface Transport	Highway	1330	Texas	USA
Windsor-Essex Parkway	Province of Ontario	Tender	Surface Transport	Highway	1400	Ontario	Canada
Downtown Tunnel/ Midtown Tunnel/ MLK Extension	VDOT & Elizabeth River Crossings LLC	Tender	Surface Transport	Tunnel	1300	Virginia	USA
BRT Corridor Lincoln - Ruiz Cortines	SCT, State of Nuevo Leon	RFI	UMT	Bus Rapid Transit	137	Nuevo Leon	Mexico
SunRail Commuter Line	FDOT	RFI	UMT	Commuter Rail	1300	Florida	USA
Austin Phase II MetroRail Red Line Expansion	City of Austin, TX	Tender	UMT	Light Rail	1000	Texas	USA
Central Corridor Light Rail Project	Met Council	Construction / Procurement	UMT	Light Rail	914	Minnesota	USA
Central Subway	San Francisco Municipal Transportation Authority	Feasibility Study	UMT	Light Rail	2226	California	USA
East Link Project (Seattle to Overlake Transit Center)	Central Puget Sound Regional Transit Authority Sound Transit	Feasibility Study	UMT	Light Rail	2700	Washington	USA



Project Name	Project Sponsor	Project Stage	Sector	Sub-sector	US \$M	State / Province	Country
Evergreen Skytrain Line	B.C. Ministry of Transportation and Infrastructure	Feasibility Study	UMT	Light Rail	1400	British Columbia	Canada
Exposition Line Phase II	Exposition Metro Line Construction Authority	Construction / Procurement	UMT	Light Rail	1500	California	USA
Honolulu High-Capacity Transit Corridor Project	City of Honolulu	Feasibility Study	UMT	Light Rail	5290	Hawaii	USA
O'Hare Airport Express	Chicago Department of Aviation	Concept	UMT	Light Rail	1000	Illinois	USA
Ottawa Light Rail Transit Project	Ottawa City Government	Feasibility Study	UMT	Light Rail	2100	Ontario	Canada
Sheppard East Light Rail Transit Line	Toronto Transit Commission	Construction / Procurement	UMT	Light Rail	950	Ontario	Canada
St. Louis North/ South Metrolink Extensions	City of St. Louis, MO	Construction	UMT	Light Rail	900	Minnesota	USA
Utah - Frontlines 2015	Utah Transit Authority	Construction / Procurement	UMT	Light Rail	2800	Utah	USA
Woodward Avenue Light Rail	DDOT	Feasibility Study	UMT	Light Rail	450	Michigan	USA
Dulles Corridor Metrorail Project Phase II	Metro Washington Airport's Authority, Washington Metro	Feasibility Study	UMT	Metro	3500	Virginia	USA
Long Island Rail Road East Side Access	The Metropolitan Transportation Authority's (MTA)	Construction / Procurement	UMT	Metro	7386	New York	USA
Toronto - Spadina Subway Extension	Toronto Transit Commission	Construction / Procurement	UMT	Metro	2630	Ontario	Canada



Project Name	Project Sponsor	Project Stage	Sector	Sub-sector	US \$M	State / Province	Country
West Side Subway Extension	LACMTA	Permitting	UMT	Metro	4200	California	USA
East Contra Costa Bart Extension (eBART)	Bay Area Rapid Transit Authority	Feasibility Study	UMT	"Metro	486	California	USA
Atlanta Streetcar	Metropolitan Atlanta Rapid Transit Authority	Construction / Procurement	UMT	Streetcar	72	Georgia	USA
Lake Oswego to Portland Streetcar Project	City of Portland and TriMet	Permitting	UMT	Streetcar	148	Oregon	USA
DC Water Combined Sewer System Program	DC Water & Sewer Authority	Operations	Water & WW	Collection	4000	District of Colombia	USA
San Francisco Sewage System Upgrade	San Francisco Public Utilities Comission: Parsons / AECOM	Tender	Water & WW	Modernization	7000	California	USA
Delaware Aqueduct Rondout-West Branch Tunnel Repair Program	New York City Department of Environmental Protection	Feasibility Study	Water & WW	Distribution	2100	New York	USA
Aqueduct El Zapotillo – Los Altos de Jalisco – Leon, Guanajuato	CONAGUA	RFP/ RFQ	Water & WW	Potable	447	Guanajuato	Mexico
Core Area Wastewater Treatment Project	The Capital Regional District (CRD) Board	Feasibility Study	Water & WW	WW Treatment	783	British Columbia	Canada
Woodward Avenue Wastewater Treatment Plant Expansion and Upgrades	City of Hamilton	Construction / Procurement	Water & WW	WW Treatment	700	Ontario	Canada