

Sent by Email ([danielle.towney@infrastructureontario.ca](mailto:danielle.towney@infrastructureontario.ca))

February 26, 2021

Infrastructure Ontario,  
Suite 2000, 1 Dundas Street West,  
Toronto, Ontario,  
M5G 2L5.

Attn: Ms. Danielle A. Townley  
Vice President, Procurement

**Re: Advance Tunnel For Scarborough Subway Extension  
Request for Proposals No. 20-002  
Fairness Monitor Letter**











Dear Ms. Townley,

Lakeland Consulting Inc. (“Lakeland” or “Fairness Monitor” or “we”) has been engaged by Infrastructure Ontario (“IO”) in the capacity of Fairness Monitor, monitoring the Sponsors conduct during the procurement process to ensure that an open and transparent procurement process is followed. The Fairness Monitor also sought to ascertain that Proponents are treated fairly, and that process remained confidential and free from conflict of interest whilst ensuring that the evaluation criteria and procedures were consistently applied in a fair, and objective manner.

The Project will include the delivery of a single large-diameter bored tunnel (approximately 10.7 metre internal diameter), with launch and extraction shafts, utility relocations, and headwalls for stations and emergency exit buildings (“EEBs”), as required. Infrastructure Ontario, collaborating with Metrolinx, is leading the procurement of the Advance Tunnel SSE Project, which is being delivered using IO's Alternative Financing and Procurement (AFP) model.

As Fairness Monitors, Lakeland provided procurement oversight throughout the Request for Proposals (“RFP”) stage to ensure that the fairness requirements are achieved throughout the procurement. Lakeland has reviewed and advised on RFP documents (draft and updated), as well as all project communications including Request for Clarifications (“RFC”), Request for Information (“RFI”), Addendums, and Notices. Below is our Fairness Report Card which provides a summary of the Fairness Monitors’ activities as recorded.

**Fairness Report Card**

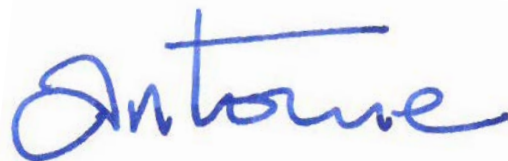
Item	Events attended, processes monitored, and documents reviewed	Fair	
		Yes	No
1	Review of RFP documentation including revisions & addenda		
2	Attended Applicants' meetings & orientations (via MS Teams & Adobe Connect)		
3	Review of Addenda, Notices, and Responses (via Award and email)		
4	Commercial Confidential Meetings – various subjects & Ad Hoc (via MS Teams)		
5	Monitored receipt of Project RFP Submission at closing (via Award)		
6	Attended Collaborative and Behavioural Assessments (CBA)		
7	Attended CBA, Technical & Financial Consensus meetings		
8	Attended RFP Evaluators' Orientation – Financial & Technical guidelines		
9	Evaluation Committee –review & approval of Technical Consensus		
10	Evaluation Committee – Review & approval of Financial Consensus		

Therefore, as Fairness Monitors for the Advance Tunnel for Scarborough Subway Extension (RFP No. 20-002), it is our professional opinion that the entire procurement process was carried out in accordance with the Project RFP, observing the principles of fairness, openness, transparency and consistency throughout. Moreover, we are satisfied that all Fairness issues were addressed and closed as required.

Sincerely,  
For and on behalf of  
**Lakeland Consulting Inc.**



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