

January 20<sup>th</sup>, 2016

Michael Cautillo  
President and Chief Executive Officer  
Windsor-Detroit Bridge Authority  
100 Ouellette Avenue, Suite 400  
Windsor, Ontario  
Canada N9A 6T3

**Subject: Fairness Attestation - Request for Qualifications for the Gordie Howe International Bridge by the Windsor-Detroit Bridge Authority**

Dear Mr. Cautillo:

P1-Consulting is acting as the Fairness Monitor to review and monitor the communications, evaluations and decision-making processes associated with the procurement process for the **Request for Qualifications (“RFQ”) to Design-Build-Finance-Operate-Maintain the Gordie Howe International Bridge Project (the “Project”)** in terms of ensuring fairness, equity, objectivity, transparency and adequate documentation of the evaluation process.

The Project is the new crossing of the Detroit River which will include the physical components (the “Facility”) and the services listed in this Section. Each of the following items is a “Component” of the Facility:

- a) a six lane bridge (cable stayed or suspension) crossing the Detroit River between the Brighton Beach area of west Windsor and the Delray area of Detroit and related access bridges on both sides of the border (the “Bridge”);
- b) a Canadian POE on the Canadian side of the Bridge, with bi-directional Tolling Infrastructure, that connects to the Rt. Hon. Herb Gray Parkway (the “Parkway”);
- c) a connection to Michigan Interstate Highway I-75 (the “Michigan Interchange”) and related road works surrounding the United States POE; and
- d) a United States POE on the US side of the Bridge that connects to the Michigan Interchange.

In addition, the services which Project Co will be required to provide over a 30 year concession period after construction is completed include:

- a) operation, maintenance, rehabilitation and repair of the Facility (other than the Michigan Interchange), including the Tolling Infrastructure, and life cycle replacement as necessary; and
- b) the collection of tolls.

To date, in our role as Fairness Monitor, P1 Consulting has made certain that the following steps were taken to ensure a fair and transparent process:

- Clarity and consistency of the RFQ, Evaluation Framework and related documentation;

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- Adherence to the processes described in the RFQ and Evaluation Framework, including the evaluation process;
- Objectivity and diligence during the procurement process in order to ensure that it was conducted in a transparent manner;
- Compliance of participants with strict requirements of conflict of interest and confidentiality during the procurement and evaluation processes;
- Security of information;
- Oversight to provide a process where the Respondents are treated fairly.

The Fairness Monitor actively participated in the following steps in the process to ensure that fairness was maintained throughout:

- Review of the draft RFQ and related documentation;
- Review of the Evaluation Framework;
- Monitoring the receipt of Responses; and
- Monitoring the Response evaluation and the selection of the Short-listed Respondents.

As the Fairness Monitor for the **Request for Qualifications for the Gordie Howe International Bridge Project**, we certify that, up until the date of this letter, the principles of fairness, consistency and transparency have been, in our opinion, maintained throughout the procurement process. Furthermore, no issues have emerged during the procurement process, of which we were aware, that would have impaired the fairness of this initiative.

Yours truly,



Jill Newsome  
Lead Fairness Monitor

