

July 4th, 2018

André Juneau
Interim Chief Executive Officer
Windsor-Detroit Bridge Authority
100 Ouellette Avenue, Suite 400
Windsor, Ontario
Canada N9A 6T3

Subject: Fairness Attestation - Request for Proposals for the Gordie Howe International Bridge by the Windsor-Detroit Bridge Authority (“WDBA”)

Dear Mr. Juneau:

P1 Consulting acted as the Fairness Monitor to review and monitor the communications, evaluations and decision-making processes associated with the procurement process for the Request for Proposals (“RFP”) 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.

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 RFP, Evaluation Framework and related documentation;
- Adherence to the processes described in the RFP 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; and
- Oversight to provide a process where the Proponents are treated fairly.

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

- Reviewing the draft RFP and related documentation;
- Monitoring all communication with the Proponents, both in writing and in person;
- Reviewing the Evaluation Framework;
- Monitoring the receipt of Proposals; and
- Monitoring the Proposal evaluation and the selection of the Preferred Proponent.

Our fairness review was conducted without influence and as of the date of this letter, we confirm that we are satisfied that, from a fairness perspective, the processes undertaken related to the

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Gordie Howe International Bridge Project have been conducted in a fair, open and transparent manner. As Fairness Monitor for this Project we are satisfied that the WDBA has followed the procedures in accordance with the applicable RFP and WDBA policy documentation and that the participants followed the procedures and fairly applied the evaluation criteria.

Yours truly,

A handwritten signature in cursive script that reads "Jill Newsome".

Jill Newsome
Fairness Monitor
P1 Consulting Inc.

