

Sent by Email (danielle.towney@infrastructureontario.ca)

April 28, 2022

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

Attn: Ms. Danielle A. Townley
Senior Vice President

**Re: Thunder Bay Correctional Complex Project
Request for Proposal No. 20-271
Final Report by Fairness Monitor**

Dear Ms. Townley,

Lakeland Consulting Inc. (“Lakeland” or “Fairness Monitor” or “we”) has been engaged by Infrastructure Ontario (“IO”) as Fairness Monitors, monitoring the Sponsors’ conduct during the procurement process for this project to ensure that an open and transparent procurement process is followed.










As part of this mandate, the Fairness Monitor sought to ascertain that Proponents are treated fairly, and that the 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 which will replace two older facilities (Thunder Bay District Jail and the Thunder Bay Correctional Centre) which is being undertaken by IO in collaboration with the Ministry of Community Safety and Correctional Services (“MCSCS”).

As Fairness Monitors for this Design-Build-Finance-Maintain project, Lakeland provided procurement oversight throughout the Request for Proposals (“RFP”) stage to ensure that the fairness requirements are achieved throughout the procurement.

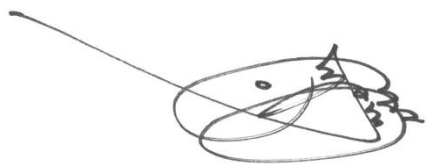
Lakeland has reviewed and advised on RFP documents (draft and updated), as well as all project communications including Request for Clarifications (“RFC”), Request for Information (“RFI”), Addendums, and Notices.

Below is our **Fairness Report Card** which provides a summary of the Fairness Monitors' activities as recorded.

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)		
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 Technical & Financial Consensus meetings		
7	Attended RFP Evaluators' Orientation – Financial & Technical guidelines		
8	Evaluation Committee –review & approval of Technical Consensus		
9	Evaluation Committee – review & approval of Financial Consensus		

Therefore, as Fairness Monitors for the Thunder Bay Correctional Complex Project (RFP No. 20-271), 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 potential Fairness issues were addressed and closed as required.

Sincerely,
For and on behalf of
Lakeland Consulting Inc.



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