

October 11, 2017

Kevin Newson
Director of Procurement
Waterfront Toronto
20 Bay St, Suite 1310
Toronto, ON
M5J2N8

Dear Mr. Newson,

Re: RFP 2017-13

I was appointed Fairness Advisor in connection with the above noted RFP. Looking generally, my mandate was to ensure that all aspects of this project were fair, open, transparent, and equitable. In the course of the evolution of the RFP I attended meetings with three identified proponents as well as meetings of the Evaluation Team and the Steering Committee, both of which were established through the RFP.

The Evaluation Team met with the three proponents at the proponents' business premises. I did not attend those meetings. I am, however, satisfied from a review of reports that I received subsequent to those meetings that the meetings were agreed to by the proponents and were neutral in their context.

I have reviewed the RFP documents. I am satisfied that the provisions of the RFP documents are neutral in the sense that they confer no particular advantage, or detriment, to any proponent or potential proponent.

As the RFP process unfolded I received no complaints or expressions of concern from any of the identified proponents, or any potential proponent which in the end determined not to submit a proposal.

The course charted by the RFP documents in this somewhat unusual project was followed. This included the evaluation of proposals by the Evaluation Team. The evaluation process conferred no benefit on any one of the proponents to the exclusion of the others. Having reviewed the scoring, I note that the result was not what any reasonable person could conclude was close.

To summarize, the RFP documents are fair in that they are clear and confer no particular advantage on anyone. Nor do they confer a disadvantage to any proponent or potential proponent.

The meetings with the proponents also confer no advantage or disadvantage to any of the proponents, or potential proponents.

The evaluation of the proposals submitted followed the provisions of the RFP and, in my view, was fair in all respects.

If anything further is required, please let me know.

Yours very truly,

A handwritten signature in blue ink, appearing to read "Coulter A. Osborne". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Coulter A. Osborne