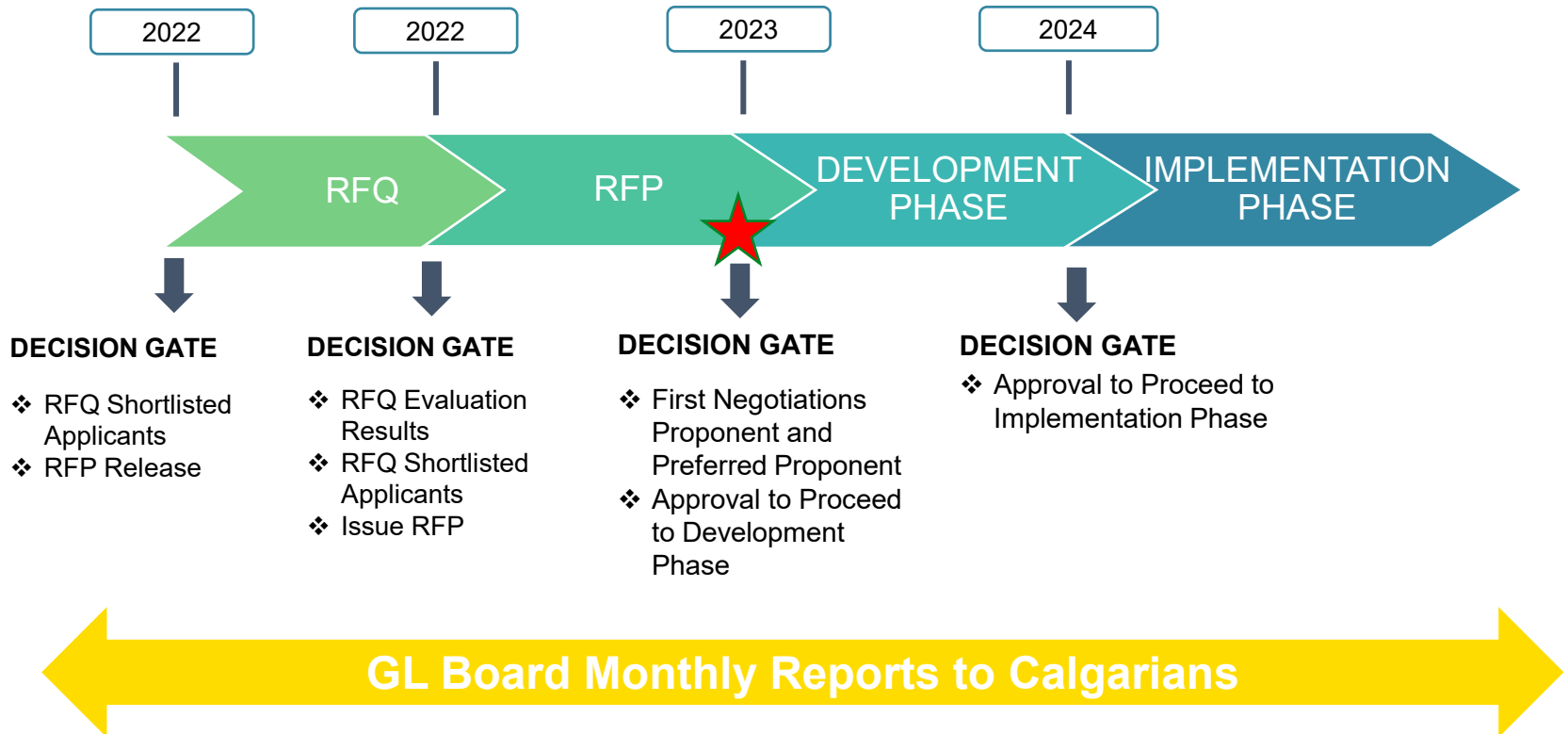


Phase One DBF-DP Project: Due Diligence

- The Green Line Board has a mandate to deliver Green Line in alignment with 2020 Council direction and within the committed funds.
- To fulfill its mandate, the Green Line Board regularly considers input from independent, external specialists at key decision gates.



Phase One DBF-DP Project: GL Board Decision Gates



Decision Gate: Due Diligence for RFQ Release

RFQ Release

- ✓ Functional Design
- ✓ Control Budget
- ✓ Baseline Schedule
- ✓ Procurement Strategy
- ✓ RFQ Release Approvals
- ✓ Fairness Monitor Sign-Off

- **Extensive market discussions to obtain input from the market (Q4 2021 to Q1 2022)**
- **Technical Risk Workshop (November 2021)**
 - Project technical requirements, market precedents (e.g., site conditions, subsurface conditions), Beltline Downtown Utility Relocation Program to de-risk the Phase One DBF-DP Project
- **Overview of Commercial Terms (January 2022)**
- **Procurement Workshops (March 2022)**
 - Lessons learned from other projects, procurement options analysis, RFQ components and, communications opportunities
- **RFQ Approvals (March 2022)**

Decision Gate: Due Diligence for RFQ Release

RFQ Release

- ✓ Functional Design
- ✓ Control Budget
- ✓ Baseline Schedule
- ✓ Procurement Strategy
- ✓ RFQ Release Approvals
- ✓ Fairness Monitor Sign-Off

External Due Diligence

(Subset Applicable to Procurement Strategy Formation)

Blakes – Procurement Strategy, Market Sounding, Procurement Documents, Claims

KPMG – Procurement Strategy, Market Sounding

Boxfish – Procurement Strategy, Procurement Documents

Comtech – Procurement Strategy, P3 Operations Experience; Procurement Documents

Singleton Urquhart Reynolds Vogel – P3 Claims and Lessons Learned

Jurisdictional Research

Alberta – Edmonton

BC – Infrastructure BC and Transportation Investment Corporation

Quebec – CDPQ

Ontario – Hamilton; Ottawa; Infrastructure Ontario; Metrolinx; OPG

United States – LA; Silicon Valley

UK – Network Rail; Crossrail

Market

Kiewit

WeBuild

ACS/Dragados

Colas

Barnard

Parsons

SNC Lavalin

Aecon

Accionna

Vinci

Ghella

Bechtel

Decision Gate: Due Diligence for RFP Release

RFQ Evaluation Results and Issue RFP

- ✓ Evaluation Results
- ✓ Positive Fairness Monitor Report
- ✓ Prequalified Teams for RFP
- ✓ Comprehensive procurement documents

- **Board Due Diligence Plan (June 2022)**
- **RFP Workshop 1 of 2 (July 2022)**
 - Control Budget and Risks Due Diligence
 - Scenario Analysis
- **RFP Workshop 2 of 2 (July 2022)**
 - Geotechnical Baseline Review (GBR) Overview
 - Overview of structure of RFP and Draft Agreements
 - Collaborative Projects Lessons Learned
- **Briefing on Integrity of Green Line DBF Phase One Procurement Process (July 2022)**
- **RFQ Evaluation Results (July 2022)**
- **Board Workshop (September 2022)**
 - Readiness Checklist and Due Diligence
- **RFP Approvals and Overview of Development Phase (September 2022)**

Decision Gate: Due Diligence for RFP Release

RFQ Evaluation Results and Issue RFP

- ✓ Evaluation Results
- ✓ Positive Fairness Monitor Report
- ✓ Prequalified Teams for RFP
- ✓ Comprehensive procurement documents

External Due Diligence

Turner and Townsend - Independent review of Phase One Project cost estimates

RiskCore - Review of risk register and alignment with contingency provisions

Hatch (including subconsultants) – Develop RCD and technical requirements based on project precedents

Mainline Infrastructure Consulting – Technical / commercial interface review

Systemtech – Commercial advice; review of key sections of TPR and other schedules (disputes and claims mitigation / avoidance)

EY – Commercial and financial advice

Michael Mooney Consulting, LLC - Peer review Geotechnical Baseline Report and the associated risk allocation

Blakes - Legal advisory services including lessons learned and market precedents

Boxfish - Provide commercial, financial and technical advice and lessons learned

Optimus SBR - RFQ Fairness Monitor report on procurement process including evaluation process results

UK – Network Rail, NEC 4s

Australia – North East Link Project

Decision Gate: Due Diligence for Development Phase

RFP Evaluation Results and Development Phase Commencement

- ✓ Evaluation Results
- ✓ Positive Fairness Monitor Report
- ✓ Board Approvals

• Due Diligence Plan and Readiness Checklist (January 2023)

- Independent due diligence and preparation for Phase One decisions

• RFP Evaluation Results (March 2023)

• Development Phase Overview and Preparations (March 2023)

- Integrated team structure, roles, accountabilities and responsibilities
- Internal controls

• Development Phase Approvals (March 2023)

External Due Diligence

Metrolinx – Market precedent information and project lessons learned

Systech – Market precedent information and project lessons learned

EY – Evaluation of elements of the RFP submissions

Boxfish – Market precedent information and project lessons learned

Blakes – Drafting contractual documents, Legal advisory services and project lessons learned