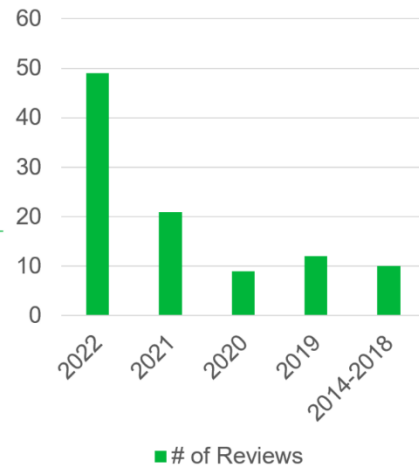
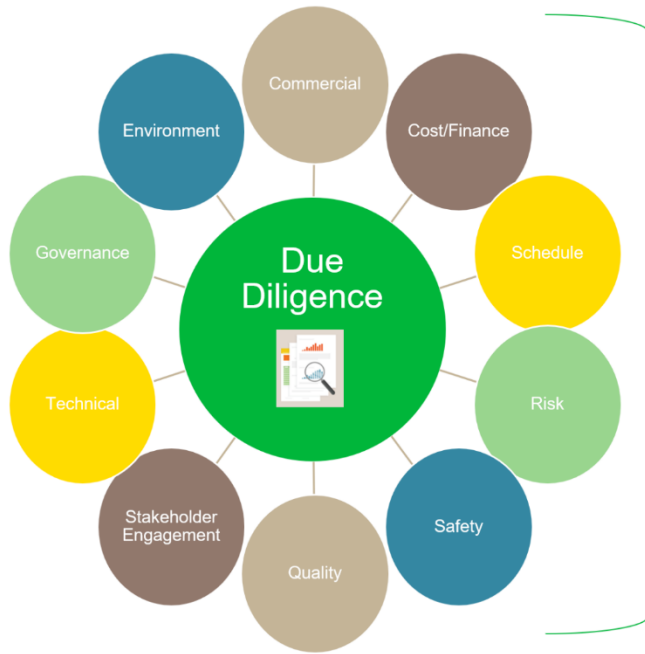




Due diligence reviews

Between 2014 and 2022, 117 reviews have been completed with 107 reviews performed by third-party contractors.

Third parties will continue to be engaged to identify, evaluate and validate information and assumptions, as required. A summary of these due-diligence reviews is available in the table below.



Category	Sample scopes of work	Key reviewers
Commercial	Market soundings, lessons learned from other agencies/organizations, procurement strategies, LRV supply RFP, delivery partner RFP, Development Partner RFP, evaluation approaches and requirements	Blakes, Boxfish, BTTC, ComTech, EY, Technical and Risk Committee, Government of Alberta, KPMG, Infrastructure BC; IO, Metrolinx, Manitoba Hydro, Ontario Power Generation, City of Edmonton, Systech, Optimus SBI, CSIX Partners
Cost/Finance	Cost estimate procedures, unit rate reviews, escalation reviews, benchmarking, financing approaches, project budget and funding analyses, corporate financial audits	BTY, Deloitte, Government of Alberta, Hatch, WMG, Technical and Risk Committee
Schedule	Schedule development approach, assumptions, management procedures	City Auditor, Hatch, Government of Alberta



Due diligence reviews

Risk	Risk identification, assessments, estimation and monitoring/updating procedures	Blakes, City Auditor, Government of Alberta, Hatch, KPMG, RiskCore, Systech, SMA, WMG
Technical	Segments 1 and 2 technical requirements, functional and reference concept designs, general constructability, construction staging, structures, tunnel, track, stations, civil works, subsurface utilities, field investigations, systems, signals, wayfinding, early works requirements and prioritization, LRV design, integration, project scope, safety and security, real estate requirements and acquisitions	Advisian, City Auditor, ComTech, Government of Alberta, Hatch, KPMG, Mike Mooney, Clifton, Stantec, Systech, Thurber, Tetra Tech, Constructability Review Team (CRT): Bruce Moisey, Miles Haupt and Ron Robinson, Dr. John Sulkowicz, Dr. Derek Martin, University of Alberta, Dr. Dennis Becker, Principal with Golder, Mainline Infrastructure Consulting Inc
Governance	Provincial review, lessons learned from other organizations and mega projects, governance models, project team structures, project management approaches	City Auditor, Government of Alberta, Project Management Office
Environment	Screening Level ESAs, Phase I ESAs, Phase II ESAs, site remediations, soil management guidelines, and pre-construction ESAs	Advisian, Bison, Hatch, Luceo, Stantec
Stakeholder Relations	Engagement approach and plan audit, review of the business case for COVID-19 & economic recovery	City Auditor, Government of Alberta, Kirk and Co
Quality	Beltline deep utility relocation program, corporate project management plan, LRV project management framework, project document control approach and procedures, LRV conceptual design, Owner's Engineer Quality Management Plan	PCL, Hatch, Project Quality Management Team
Safety	Certificate of Recognition (COR), COR maintenance, contractor safety performance and compliance	COR consultant, City OH&S operations, Project Safety Officer, PCL

The list of reviewers is not exhaustive but includes the entities that carried out substantive review on the subject matter.