

A graphic consisting of a horizontal orange bar above a dark purple rectangle containing the text "Via Email" in white.

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January 9, 2014

Project Executive Board, Okanagan Correctional Centre

Dear Sirs/Mesdames:

**Re: Okanagan Correctional Centre Project (the "Project")  
RFP**

I was appointed Fairness Monitor on this Project in August of 2012. My mandate has been to act as an independent observer to the procurement process for the Project. In that role I have been required to assess the fairness of the entire process and to file reports at the conclusion of the two phases of the procurement process, the Request for Qualifications ("RFQ") phase and the Request for Proposals "(RFP)" phase. The subject matter of this Report is the RFP phase.

In this phase of the Project I or one of my alternates attended several collaborative and topic meetings with each of the three short-listed proponents. Additionally, I monitored meetings of the Evaluation Committee with the Due Diligence Committee and attended meetings during which the FM, D&C and Financial teams reported to the Evaluation Committee. Finally, I attended the Evaluation Committee consensus meetings.

In addition to the foregoing I have been copied on all correspondence between the contact person on this Project and the various proponents, and with members of the evaluation team and its advisors.

Throughout the course of the procurement process I had only limited interaction with the proponents, during which no issues were raised which gave rise to any concern on my part over the fairness of the process.

In the end, I found the entire procurement process during the RFP phase to be transparent and without bias being shown to any one or more of the proponents and additionally to be in full accordance with the guidelines set out in the RFP document itself. The evaluators were fully cognizant of the need to comply with the principles of fairness, and in my view their conduct in doing so was exemplary.

In sum, the RFP process in this instance has been completed without any residual fairness concerns.

RESPECTFULLY SUBMITTED:

A handwritten signature in black ink, consisting of a large, sweeping oval followed by several smaller, more intricate loops and a final flourish.

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John R. Singleton Q.C.

Dated: January 9, 2014