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December 3, 2015

Kim Anderson, P.Eng., MBA
Project Director
PartnershipsBritish Columbia
kim.anderson@partnershipsbc.ca

Dear Kim:

**Re: Royal Columbia Hospital Redevelopment Project
RFQ # 7126**

I was appointed Fairness Advisor for the procurement process on this Project in July of 2015. In that capacity I was assigned to monitor the process in both the Request for Qualifications (“RFQ”) and Request for Proposals (“RFP”) stages. This report constitutes my report on the RFQ stage.

In my role as Fairness Advisor during the RFQ stage, either I or my alternates, Jeff Hand or Scott Brearley performed the following services:

1. Review of the RFQ and Evaluation Guidelines;
2. Attendance in person or by telephone conference the following meetings:
 - (a) Evaluation Orientation meeting;
 - (b) Sixteen Evaluation Team meetings;
 - (c) Due Diligence Review Meeting;
 - (d) Evaluation Committee Meeting for approval of short list for RFP;
3. Monitoring correspondence exchanged between and amongst the Evaluation Committee members and PartnershipsBC and between PartnershipsBC and the Proponents.

Based on my observations and review of the documentation and reports made available to me, I am satisfied that the procurement process during the RFQ phase of this Project adhered to the RFQ Guidelines, was fully transparent and was conducted in a robust manner without bias being

shown to any one or more of the Proponents. In short, I found the process to be fair. Additionally, it was clear to me that the Evaluation Committee and representatives from PartnershipsBC were keenly aware of the need to abide by fairness principles and demonstrated a heightened ability to do so.

Respectfully submitted,

A handwritten signature in black ink, consisting of a large, sweeping oval followed by a smaller, more intricate scribble. The signature is positioned above a horizontal line that extends to the right.

John R. Singleton, Q.C.

Dated: December 3, 2015