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InfrastructureBC  
1220 – 800 West Pender Street  
Vancouver, BC V6C 2V6  
**Attention: Julia Zhu, MBA, CFA, PMP, Project Director**

Dear Sirs/Mesdames:

**Re: New Surrey Hospital and Cancer Centre Project  
Fairness Advisor Report - RFP**

I was appointed as Fairness Advisor on this project on July 16, 2021 to monitor the procurement activities of those responsible for the administration of the Project. My report on the RFQ process was submitted on March 9, 2022 and my report on the RFP process leading to the point of invitations to the two subject proponents to make financial submissions was submitted on May 19, 2023. This constitutes my third report on the fairness of the procurement process for this Project up to and including the Evaluation Committee's recommendations to the Project Board.

During the interval between my last report and this report, I have monitored multiple meetings of the Evaluation Committee and with the two Proponents. In addition, I have had multiple conference calls with the Evaluation Team. I have also reviewed correspondence exchanged between and amongst the Evaluation Committee and the Proponents and monitored the considerations given by both the Technical and Financial Teams.

To the point of time of the Evaluation Committee's recommendations to the Project Board, I have found this process to be consistently fair in the sense of complying with the terms and conditions of the RFP and with fairness principles in general. Where fairness issues did arise during this interval in the process, I was satisfied that they were properly considered and ultimately resolved without any residual concerns.

I must say that those responsible for the management of this procurement are to be commended for what has turned out to be a difficult procurement having regard to the multiple unforeseen external factors affecting procurement of projects of this nature.

Respectfully submitted,



John R. Singleton, Q.C.