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November 12, 2015

Diane McSherry  
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Site C Clean Energy Project  
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Dear Sirs/Mesdames:

**Re: BC Hydro Site C Clean Energy Project – Main Civil Works (“the Project”)  
RFP No. 1824**

I was appointed Fairness Advisor for both the RFQ and RFP phases of this Project on April 3, 2014. My report on the RFQ phase was delivered on July 31, 2014. This constitutes my report on the RFP phase.

In my capacity as Fairness Advisor I reviewed various iterations as well as the final version of the RFP documentation and the final version and Evaluation Guidelines. In addition, I attended more than twenty collaborative meetings with the four proponents to the RFP process and more than 30 meetings with the technical and financial evaluation committees. I was also copied on multiple pieces of correspondence exchanged between BC Hydro, PartnershipsBC and the various Proponents participating in this process and monitored the RFC and RFI processes. Finally, I attended numerous telephone conferences with both legal counsel and other representatives of BC Hydro and PartnershipsBC and reviewed the final evaluation report prepared by the evaluation committee.

Throughout the entirety of the RFP process I found those responsible for its administration, including the evaluation committee and the due diligence and legal advisors, to be keenly aware of the terms and conditions of the RFP and the need to abide by those terms and to act fairly throughout the process. I did not observe any instances of bias or lack of transparency and found that all proposals and proponents were treated equally and fairly.

This procurement process for RFP 1824 required a detailed, in-depth consideration of multiple aspects of the Project in order to identify a preferred proponent for carrying out the work contemplated by the Project Agreement. Those responsible for concluding this process are to be commended for their exemplary effort in successfully meeting that challenge.

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.