

From: jasonkean@lowerchurchillproject.ca
To: [Paul Harrington](#)
Cc: [Lance Clarke](#); [Jason Kean](#); [Ron Power](#); [Brian Crawley](#); [Scott O'Brien](#); [Darren Debourke](#); [Greg Fleming](#)
Subject: Re: Letter to Stan Marshall
Date: Sunday, June 5, 2016 8:42:11 AM

Well put.

I might add that the cost risk above the 6.2 B was well known and communicated, but a strategy was taken to cover this under previous administrations using contingent equity. I refer you to some the early drafts of our response to the EY report wherein we provided clarity surrounding this (message was diluted in the final version).

I would also add that PM turnover is strongly correlated by IPA to projects that fail, and that the #1 strategic risk identified in 2008 for this project related to Governance and the resultant challenges of trying to execute a mega project as an entity of the crown. Let's not try to sugar coat this anymore - the situation over this past 6 months is a prime indicator of what happens when a strategic risk outside the project team's control takes hold - we lose control.

JK

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On Jun 4, 2016, at 5:02 PM, Paul Harrington
<PHarrington@lowerchurchillproject.ca> wrote:

I have drafted a letter to Stan Marshall that I would like to send latest Monday June 6th . I have tried to capture in a few pages my concerns about the way the Project team is being treated and some concerns I feel duty bound to raise.

I have included some facts about the Sanction QRA and the P75 prediction of a 79 months duration for the Project and how the latest QRA still shows a P75 of 79 months. Jason , I would like to include the same thing for cost if that could be produced.

I would appreciate your feedback and suggestions to the text and any contributions you would

suggest.

Regards Paul

(See attached file: To Stan Marshall.docx)

Paul Harrington

Project Director (Consultant to LCMC)

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<To Stan Marshall.docx>