

M. Guy Saint-Pierre,
President and C.E.O.,
SNC-Lavalin Inc.,
2 Place Felix-Martin,
Montreal,
QUEBEC H2Z 1Z3.

48 Anna Avenue,
Ottawa,
ONTARIO K1Z 7T4.

Tel. (613) 798-1937

April 13th, 1995.

Dear Sir,

You will recall what happened in 1993 and your having set up a committee to negotiate with me through Mr. Louis Laframboise.

My claim still stands and there is even more reason for me to pursue it now than there was back in 1993, and even less reason not to.

You will also, I think, recall the project proposal which I made concerning finding ways to create new jobs in Canada, re-train the unemployed, and solve the unemployment problem. This proposal was part of my proposed settlement formula and was, I understand, put to your committee by Mr. Laframboise. However, cooperation was not forthcoming.

It was obvious then, and had been obvious for a long time, that some such project was necessary. The work of Lloyd Axworthy's Standing Committee on Human Resources Development, since then, has shown beyond doubt that my ideas were correct and timely. Furthermore, I learned a short time ago of SNC-Lavalin's involvement in the year-long study, involving the Association of Consulting Engineers of Canada, Human Resources Development Canada, and others, concerning human resources problems specifically in the consulting engineering industry. The final report, entitled:

"From Potential to Prosperity: Human Resources in the Canadian Consulting Industry",

was released in November 1994. The issues and challenges raised, and the recommendations made in this report, closely parallel my own ideas as put in my project proposal, and as put in my presentation to Lloyd Axworthy's Standing Committee in March 1994. The contents of the report already referred to, once again show beyond doubt that I was right.

You would have done well to do what I said you should do in the first place, back in 1993, and assist me in arranging for me to contribute on a paid, professional basis in this kind of work, along with the cash settlement terms which I proposed. Instead, you essentially did nothing and never notified me of the study referred to in which SNC-Lavalin were involved; this was not clever of you, to say the least of it.

Through Mr. Laframboise, I met with Ken Desroches of Desroches, Wallace, Bond Inc. in Ottawa. Then I analysed the results very carefully; in fact I provided both Mr. Laframboise and Ken Desroches with a written evaluation of what might be possible, which unfortunately fell far short of my requirements on account of the limitations of Desroches, Wallace, Bond Inc.'s mandate.

Also, I understand that the meeting was set up by Mr. Laframboise and Mr. Desroches as a favour to me; you and the committee did not help matters by refusing to pay Mr. Desroches anything for the 2 hours which he was good enough to spend in discussion with me. I have the impression that you were simply playing a not-very-clever trick in order to get rid of me. There is a fundamental and very serious problem with the morality

...(2)

of the Quebec business community, which some people seem to think will always be covered up by filthy, stinking, money-grabbing lawyers of the likes of Dunton, Rainville, Toupin and Perrault - when it is common knowledge that Quebec has a "notorious" glut of lawyers (see, for example, the Editorial on Page B2 of "The Gazette" newspaper on February 24th, 1993, entitled: "Make Professions Come Clean").

Out-placement firms such as Desroches, Wallace, Bond Inc. are all very well - but when there is little or no work out there, no amount of counselling, playing around with interview technique or resume-writing/playing around with business ideas, letter writing or telephone calls etc. is going to make any difference. Without re-training contracts and guarantees, nothing could or can reasonably be expected to work in the economic climate of 1993 or 1995 (without a large amount of luck, which is invariably not forthcoming). To pretend otherwise is like pretending that you can make a car run by endless adjustments or modifications to the engine, whilst conveniently forgetting that the car will go nowhere without a set of tyres on the wheels and gas in the gas tank.

I had a project proposal which involved guaranteed employment for me, for the simple reason that the need for such a project was obvious. But you, for all practical purposes, ignored it. Now, the time for further discussion is past, and it is necessary to look at another idea.

Well, here is my idea - and it is relatively simple. I enclose a copy of my application to work in Calgary for the Chemical and Petroleum Division, along with same C.V. which accompanied it.

You may do one of two things :-

(a) See to it that I have a position in Calgary, along with a cash settlement of \$952,500.00

- or -

(b) A cash settlement of \$1,905,000.00

The figures noted in (a) and (b) above include interest calculated up to May 31st, 1995, in accordance with the 0.6% par month simple interest previously quoted.

I am sure that your friend, John Cleghorn, will help you should this be necessary.

And no nonsense this time, please, involving complaining to the M.U.C. Police etc. You made yourself look bloody stupid the last time, in 1993. If you do it again this time, it will look 100 times worse. And don't go running to any lawyers to try and make trouble for me, either - because they, too, will be exposed and that wouldn't do your credibility, or the image of Quebec society, any good, now would it?

And don't forget, if anything untoward happens to me, the Police and media will immediately link it to you. That wouldn't be a very good advertisement either, would it, for you, corporate Canada, or Quebec?

Sometimes in life, everyone has to "eat humble pie". Using common sense isn't a bad idea, either. Think about it. If you want to communicate with me through Louis Laframboise, that is quite O.K. with me. and I am copying this letter and enclosures to him.

Yours faithfully,



ROBERT T. CHISHOLM B.Sc.(Hons. (Eng.)), C.Eng. (UK), M.I. A.E. (UK), Jr. Eng. (Q)