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Here is a copy, we are in the process of changing formats for our procedures

Regards Paul



Final Dec 2007 Gateway plus Charters.doc



# NEWFOUNDLAND and LABRADOR HYDRO

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## **PURPOSE**

The purpose of this document is to present Newfoundland and Labrador Hydro's gateway process for major projects. This document provides a structured process for the verification of the readiness of a project to progress from one project phase to the next, through the application of gateways, checkpoints and readiness milestones.

## **2.0 SCOPE**

The process shall apply to Newfoundland and Labrador Hydro's major development projects. These guidelines can be applied to projects managed and/or operated by Newfoundland and Labrador Hydro, and to projects Operated-by-Others (OBO) in which Newfoundland and Labrador Hydro has a part ownership in.

The process is not intended for use on very small projects. The approximate threshold level for application, is to projects with an investment greater than \$10 Million CDN. Newfoundland and Labrador Hydro leadership will decide on application of this process in the case of projects, which are close to the threshold value.

Individual charters will be developed for each gateway and will form part of this document as appendices. The charters shall identify the mandate of the independent project review teams, the scope of the review, deliverables required and overall purpose of the review.

## **3.0 DEFINITIONS**

### **Checkpoint Review**

This is a verification of readiness checkpoint as distinct from a decision gateway, and is applicable to the commencement of Civil/site works, Fabrication / Construction, the commencement of Hookup and Commissioning.

### **Gateway**

Logical juncture in a project's execution in which a decision must be taken on whether to proceed to the subsequent phase, recycle or stop activities.

### **Gateway Review**

A review of the project prior to a gateway to provide the degree of assurance required by the gatekeeper.

**Gateway Support Package**

Package prepared by the Project Team to support the project's position and recommendation concerning the readiness to proceed through a gateway. The rationale behind the project's position and any uncertainties are to be captured in the documentation package.

**Gatekeeper**

The person or unit responsible to make the decision at the gateway.

**Independent Panel Review Team**

An team independent from the project guided by the gateway review charters, which conduct a review of the gateway support package and advises the gatekeeper of the readiness of the project to move through the gateway and into the next phase.

**Project Team**

Team responsible for developing the Project.

**4.0 ACRONYMS****AFE**

Authorization for Expenditure

**FEED**

Front-End Engineering and Design

**IBA**

Impact Benefits Agreement

**IPR**

Independent Panel Review

**NLH**

Newfoundland and Labrador Hydro

**OBO**

Operated by Others (projects in which Newfoundland and Labrador Hydro have an ownership but is not the Operator)

**PPA**

Power Purchase Agreement

**RBA**

Request for Budget Approval

Newfoundland Labrador Hydro  
Project Development Gateway Process



VP

Vice-President

## 5.0 RESPONSIBILITIES

<b>Labrador Hydro VP</b>	Is responsible to take the decision at gateway 4 and checkpoints 1,2, and 3 in accordance with established approval levels and protocols.
<b>IPR review team</b>	Led by an appointed Newfoundland and Labrador Hydro representative, the IPR review team is responsible for conducting the gateway review, preparing the gateway review report and submitting it to the gatekeeper for review and approval.
<b>Stakeholders</b>	Users of the gateway process who have direct input into defining the inputs, deliverables and process behind the application of the gateways.

## 6.0 OVERVIEW OF THE GATEWAY PROCESS

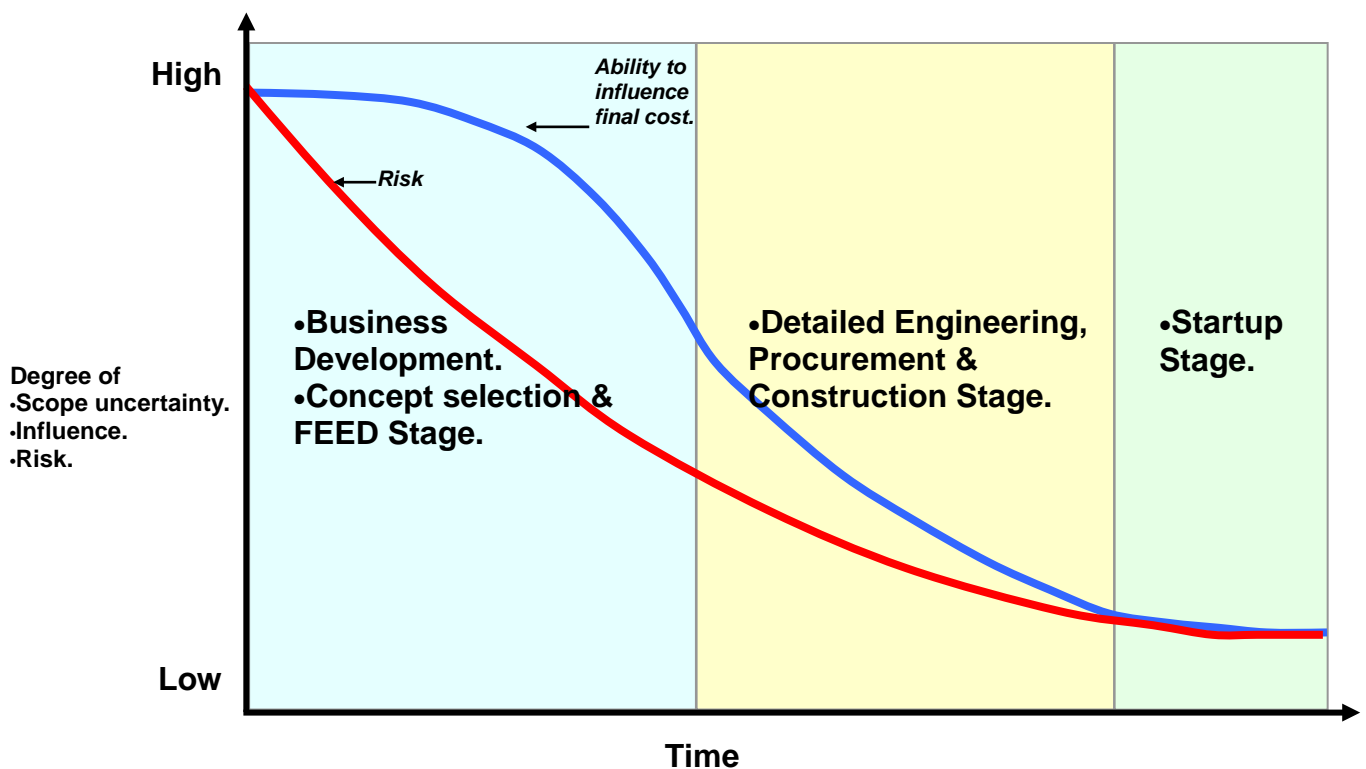
### 6.1 General

The gateway process has been developed to provide a clear and consistent definition of the approach required to capture the maximum value of a project, hence fulfilling the Newfoundland and Labrador Hydro commitment to Quality Management. The most significant opportunities to capture and maximize project value are during the front-end of a project's lifecycle.

An example of a typical project development cycle is illustrated in Figure 1. As the development cycle moves forward, the ability to influence final cost and add value decreases. Hence the need to maximize the utilization of opportunities within the early phases of a project.

**Figure 1: An example of a Typical Project Development Cycle**

This chart illustrates the reduction in risk and the ability to influence final cost as the project moves through the Project Phases.





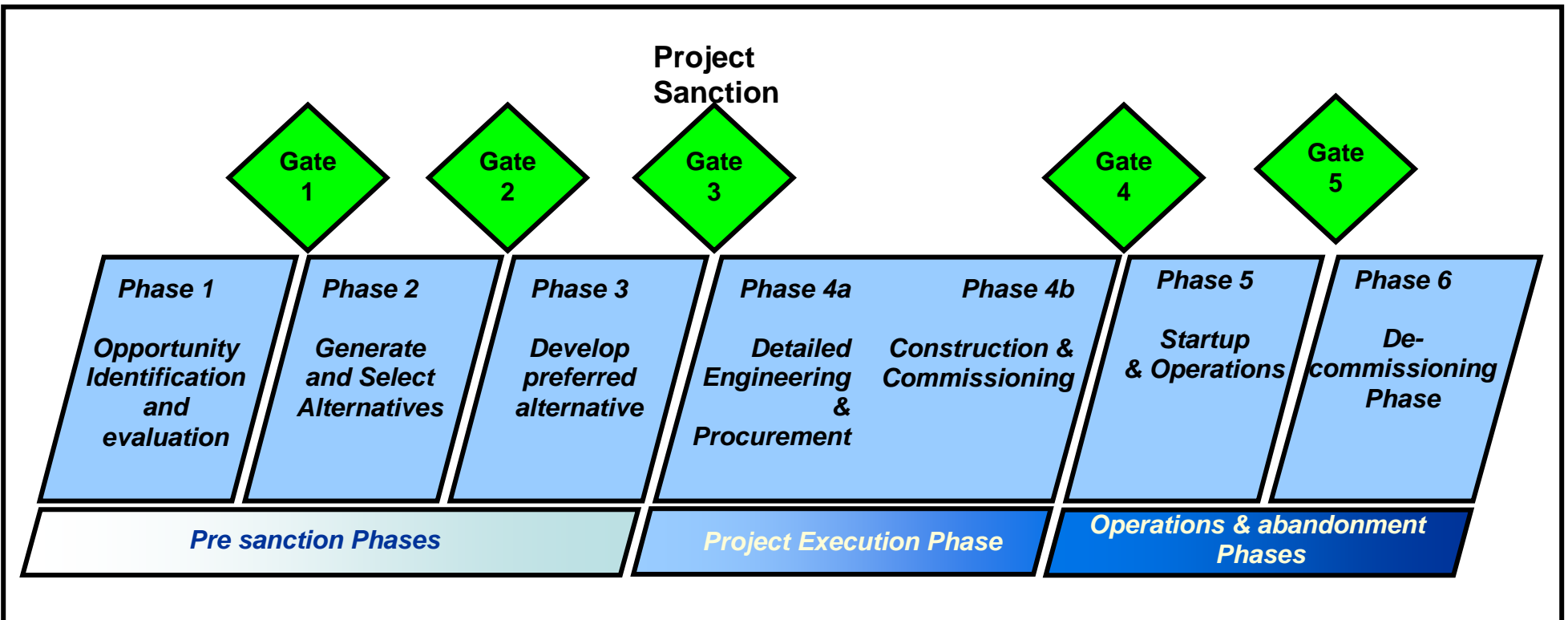
The gateway process builds on the typical project development cycle. Figure 2 illustrates the gateway process and its use of decision points, hereafter known as gateways, and verification reviews, known as checkpoints.

The gateway process has the following objectives:

- ❑ To provide a process to enable best value-adding potential to be captured and utilized.
- ❑ To provide a mechanism for the Newfoundland and Labrador Hydro leadership team to verify readiness to move from one phase to another in a systematic manner during the lifecycle of a project;
- ❑ To demonstrate due diligence checks and balances are being applied during the execution of Newfoundland and Labrador Hydro managed and operated projects and those Operated- by- Others; and
- ❑ To provide a means to pre-define “readiness” deliverables required for a project to progress from one project phase to the next (i.e. gateways and checkpoint reviews).

The owner of the gateway process shall be the Newfoundland and Labrador Hydro CEO & President with responsibility for the implementation and stewardship of the process delegated to the responsible VP.

Figure 2



## 6.2 Stages of the Gateway Process

The lifecycle of a project consists of sequential project stages, each composed of one or more phases interspersed with gateways and checkpoints, at the logical juncture in a project's execution in which a decision must be taken on whether to proceed to the subsequent phase, recycle or stop activities. These project stages are each described in the sections that follow. In summary, the gateway process applies through the following stages of a project:

- ❑ 6.2.1 – Pre Sanction Phase including identification, selection and definition of a project including:
  - ❑ Opportunity Identification and initial evaluation
  - ❑ Generate and select alternatives
  - ❑ Develop preferred alternative
- ❑ 6.2.2 – Project Execution Phase including :
  - ❑ Detailed Engineering, Procurement, Construction and Commissioning
- ❑ 6.2.3 – Operations and Abandonment Phase including
  - ❑ Start-up, Operate and maintain
  - ❑ Abandonment /De-Commissioning Stage

### 6.2.1 Pre Sanction Phases.

#### 6.2.1.1 Phase 1 Business Idea Development

The business idea development scope of work is to identify, develop and validate potential business propositions in order to evaluate suitable candidates for feasibility studies. The focus at this stage is on preliminary market potential, technical and economic analysis, evaluation of prospects and comparison against competing business ideas. The business ideas with the best overall prospects which best match the NLH mandate, economic capacity and are aligned with NLH strategic planning will be submitted for gateway 1 scrutiny. Cost estimates are typically in the +/- 35 to 50% range. Risks shall be identified and potential mitigation measures proposed

#### 6.2.1.2 Phase 2 Generate and Select Alternatives

Following an approved gateway 1, the feasibility scope of work is carried out to identify a range of technical concepts and strategies to develop the viable business ideas to the point that gateway 2 approval to proceed with concept selection and FEED is triggered. Feasibility involves the evaluation of the technical concepts and the short-listing of the most attractive concepts. Cost estimates are developed for economic analysis and are typically in the +/- 20 to 30% range. Feasibility considerations shall include:

- Technical and technological feasibility of development concepts
- Economic feasibility of development concepts
- Market feasibility
- Environmental and regulatory feasibility
- Financing feasibility

- Aboriginal issues and feasibility
- Contracting feasibility
- Execution and constructability feasibility
- Risk areas and potential mitigation measures

### **6.2.1.3 Phase 3 Develop Preferred Alternative**

Following approval to proceed through gateway 2, detailed facilities concept screening investigation begins. During this phase the technical, financial, environmental, aboriginal and political strategies and plans are significantly advanced to a point at which a Front End Engineering & Design basis may be specified. Facilities concept screening studies are conducted and ranking of concepts performed where technical, operational and economic considerations are carried out, evaluations made and weighted against relative project risks.

During Front-End Engineering and Design the preferred development concept is significantly developed and matured to a point at which tenders for major contracts may be issued and evaluated, following a prequalification of potential bidders. All technical details are considered and the design concept is optimized during this phase to produce a Basis for Design document. The project execution strategy, organization plan, contract strategy as well as project schedules and capital expenditure requirements are defined as part of the FEED deliverables. In addition to the “facilities-related” deliverables there are a number of other deliverables that must be progressed during this phase in order to gain gateway 3 approval to move the project into the execution phase. These include an acceptable economic framework, and favourable progress with:

- IBA negotiations, Environmental Assessment and regulatory applications, financing agreements, equity participation, market agreements, power purchase agreements.

Cost and schedule estimates are typically in the 10 to 15% range at Gateway 3 which is also known as Project Sanction and leads into the Project Execution Phase.

## 6.2.2 Project Execution Phase

### 6.2.2.1 Phase 4a and 4b Detailed Engineering, Procurement, Construction and Commissioning

Following Project Sanction and approval of gateway 3, the project moves into the detailed engineering, procurement, construction and commissioning stage. During the previous phase the contracting strategy will have been approved and the main contracts progressed through the pre-qualification, request for proposal, evaluation and preliminary negotiations. The contracts would not be signed/executed until the gateway 3 /project sanction was achieved. The main sequence of events will be:

- Engineering and procurement activities
- Sub Contracting (from prequalification to award)
- Fabrication
- Support/follow on engineering and procurement
- Vendor supplied equipment manufacturing
- Preliminary works
- Site civil/construction work
- Construction work by area
- Outfitting and mechanical completion of systems (transition from area completion to system completion)
- Commissioning of systems and handover of areas and systems to Operations
- Interface and Project Management throughout

During this latter part of this phase there will be a transition to operations and maintenance with the development of the following elements of building the operations team;

- Operating procedures
- Operations contract strategies
- Maintenance strategies and programs
- Organization plan and mobilization plan
- Standard operations procedure
- Operations/Maintenance budgets
- Operations/Maintenance spare part purchasing and warehousing
- Review and acceptance procedures for systems
- Preservation and maintenance of equipment and systems after handover
- Performance testing and acceptance procedures
- Control of Work procedures
- Management of Change procedures

### **6.2.3 Operations and Abandonment Phase including**

#### **6.2.3.1 Phase 5 Start-up, Operate & Maintain Stage**

When the commissioning of the various systems and components is sufficiently advanced to allow startup of all or part of the facility, a readiness review is conducted prior to first power i.e. gateway 4. This gateway is the portal to the startup, operate and maintain phase, during which the operations and maintenance of the equipment, facility and systems is undertaken by the NLH operations team as main establishment. There will be a transition between project and operations as the units are brought on line until only minor punchlist items remain. During this transition the NLH operations procedures, processes and protocols for control of work, management of change and other key activities will take precedence.

#### **6.2.3.2 Phase 6 Rehabilitation/Abandonment/ De-Commissioning Stage**

The final stage of the project is gateway 5 known as rehabilitation, decommissioning and abandonment, which occurs following the suspension of operations after the useful economic life of the facility has been expended and a decision made regarding whether to undertake a program of rehabilitation or de-commissioning and abandonment. Significant effort in planning this critical stage must occur during the Operations phase of the project, to ensure the rehabilitation, decommissioning and abandonment plans are both acceptable to the Owners and regulatory authorities.

## **7.0 UTILIZATION OF GATEWAYS AND CHECKPOINTS**

The gateway process utilizes a total of 5 gateways and 3 checkpoint reviews in the full lifecycle of a project from business Idea evaluation through to rehabilitation, de-commissioning and abandonment. These gates and checkpoints are outlined as follows:

### **7.1 Gateway 1 – Approval to proceed with Phase 2 Generate and Select Alternatives**

This is an approval gateway. The Newfoundland and Labrador Hydro Board is the gatekeeper and must provide written approval to proceed through the gateway and commence with concept screening and selection.

A Independent Panel Review (IPR) team will be selected and charged with providing the gateway 1 readiness report including a recommendation to the responsible NLH leadership team

### **7.2 Gateway 2 – Approval to proceed with Phase 3 Develop preferred Alternative**

This is an approval gateway. The Newfoundland and Labrador Hydro Board is the gatekeeper and must provide written approval of the recommended development concept, to commence with the concept selection and Front End Engineering and Design .

A Independent Panel Review (IPR) team will be selected and charged with providing the gateway 2 readiness report including a recommendation to the responsible NLH leadership team

### **7.3 Gateway 3 – Project Sanction Approval (leading to Phase 4a and 4b Detailed Engineering, Procurement, Construction and Commissioning)**

This is an approval gateway. The Newfoundland and Labrador Hydro Board is the gatekeeper and must provide written approval to proceed through the gateway and commence detailed engineering, procurement and construction.

This gateway encompasses the project sanction decision and involves the commitment of significant capital resources. This gateway typically occurs when the required deliverables from the FEED phase are available and a conditional approval for the proposed development has been obtained from the environmental and regulatory agencies and the IBA negotiations are close to final approval. The IPR team will provide the gateway readiness report including a recommendation to the Newfoundland and Labrador Hydro Board for review. The gateway 3 approval will require a Request for Budget Approval (RBA) which will be executed by the gatekeeper. Also, if there are equity partners involved there could be a requirement for approval by all the Owners in accordance with the Ownership agreement.

**7.4 Checkpoint Review – Verification of Readiness to commence Site Works.**

This is a verification of readiness checkpoint, rather than an approval gateway. The responsible VP would make the decision to proceed and initiate the checkpoint review.

A checkpoint review team appointed by the VP will conduct a technical assessment to determine the readiness of the project from the perspective of People readiness, Processes readiness and Systems readiness to commence site works based on the work to be performed and the site location. This review will include NLH and Contractor teams

This checkpoint review will require a site inspection in order to facilitate the review. The checkpoint review team will provide a report to the VP following a review verifying the readiness of People, Processes and Systems. This report will include findings and observations that will be the responsibility of the assigned Project Manager to follow up through to closure.

**7.5 Checkpoint Review – Verification of Readiness to commence System Commissioning**

This is a verification readiness checkpoint, rather than an approval gateway. The VP will make the decision to initiate the checkpoint review.

A checkpoint review team will conduct a technical assessment to verify the readiness of People, Processes and Systems to commence commissioning activities and issue a report of their review findings. This report will include findings and observations that will be the responsibility of the General Project Manager to follow up through to closure.

**7.6 Gateway 4 – Approval to Proceed with First Power and Operate.**

This is an approval gateway. The Newfoundland and Labrador Hydro VP, who is the gatekeeper, must provide written approval to proceed through the gateway, commence with first power and continuing operations. This gateway occurs when the readiness of People, Processes and Systems required for the first power milestone is well advanced. The gateway IPR will be carried out approximately 2 to 4 weeks before the expected first power startup date. Following approval to proceed with gateway 4, completion of remaining project work and project closeout activities would commence.

**7.7 Gateway 5 – Approval to Proceed with rehabilitation, De-Commissioning and abandonment**

This is an approval gateway. The Newfoundland and Labrador Hydro Board is the gatekeeper and must provide written approval to proceed through the gateway and commence with the decommissioning and abandonment of the facilities. This gateway occurs



## Newfoundland Labrador Hydro Project Development Gateway Process



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when the asset has reached the end of its useful life and it is no longer feasible or economical to continue with operation of the Asset without significant rehabilitation works.

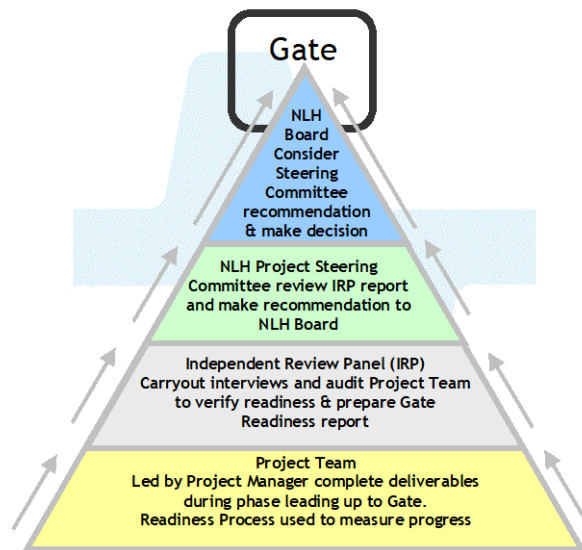
### 7.8 Gateway approval steps

The approval steps for each Gateway involve:

- The Project team
- An independent Review Panel
- The NLH Project Steering Committee
- The NLH President CEO and the NLH Board

This approval process is represented by the following diagram

#### Gateway Process- Approval steps



THE POWER OF COMMITMENT

If at any stage of the approval process a significant deficiency is identified (also known as a “showstopper”) that would prevent approval, which cannot be effectively mitigated or an acceptable work-around devised, then the process is halted and sent back for Project team’s disposition and resolution of the deficiency.

### 8.0 GATEWAY PROCEDURES AND CHARTER AND DELIVERABLES.

Each gateway and checkpoint will require a specific charter. Each charter provides to the IPR review team, specific focus areas and mandate for the gateway review including:

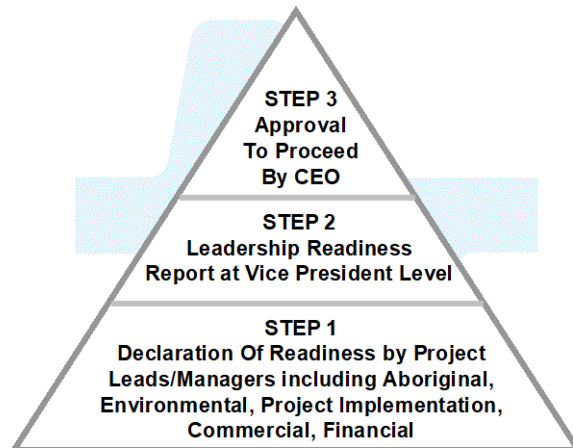
- ❑ Scope of the Review,
- ❑ Focus areas of the Review.
- ❑ Potential composition of the Review Team
- ❑ Approximate duration of the Review.
- ❑ Expected deliverables from the Review Team.

## 9. READINESS PROCESS AND GATEWAYS.

The interval between gateways can be measured in years, in order to ensure alignment of goals, objectives, targets and priorities between each gateway a readiness process shall be employed which will utilize readiness milestones to measure progress towards interim milestones.

The readiness process shall be used to govern the definition, content, progress measurement, sign off and approvals for each readiness milestone. Readiness shall be determined by the readiness of People, Processes and Systems, with pre-defined deliverables and associated responsibilities clearly defined. Approval signatures required to verify the achievement of each milestone may differ as the project proceeds through the different project phases but initially will be as shown below.

### Readiness Milestone Approval



**Newfoundland Labrador Hydro  
Project Development Gateway Process**



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The Project Execution Plan shall identify the readiness milestones for each project phase.

The procedure that governs the application of these readiness milestones (Document number LCP-P-0002) shall provide the details such as milestone definitions, roles and responsibilities, forms and sequence of actions to be followed in the implementation of this process.

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**APPENDIX 1 GATEWAY 1 CHARTER AND GUIDE**



**GATEWAY 1 INDEPENDENT PANEL REVIEW (IPR)  
TEAM CHARTER**



## CHARTER

# Gateway 1 IPR Team Charter

## Lower Churchill Project

Revision 1

Approved by: \_\_\_\_\_

Date: \_\_\_\_\_

# Newfoundland and Labrador Hydro

## Gateway 1 IPR Team Charter Rev 1



## Introduction

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**Background** This Charter defines the agreed purpose and scope for Newfoundland and Labrador Hydro's Gateway 1 IPR Team. The review will be performed using Newfoundland and Labrador Hydro's Gateway process. Gateway 1 refers to the project phase at the end of the business idea development process and the commencement of a feasibility study. The term 'Gateway 1' is a milestone defined in Newfoundland and Labrador Hydro's East Coast Project Gateway Process.

**Purpose** The purpose of the Gateway 1 is to assess completion of the project deliverables produced during the opportunity identification and initial evaluation phase! leading to the commencement of Phase 2. This review shall assess the readiness of the project to enter the next phase of the project by reviewing the processes and the deliverables from the business development process and assessing the status of other factors, which will influence the decision to proceed with feasibility study expenditures.

**Objectives**

1. To provide an independent assessment of the work performed by the project team and the deliverables from the feasibility phase, with special emphasis on the processes and outcomes of these processes that have been used to arrive at the project team's conclusions and recommendations.
2. To evaluate the processes used by the project team and identify any gaps that may exist leading up to the project teams conclusions and recommendations.
3. To identify findings and provide recommendations relative to the findings that require VP disposition to responsible managers for action and closeout, prior to proceeding with the feasibility phase and moving through gateway 1.
4. To identify observations and provide recommendations relative to the observations that require VP disposition to responsible managers for action and closeout at an appropriate time during the feasibility phase.
5. To provide an independent recommendation to the Newfoundland and Labrador Hydro leadership regarding the project readiness of People, Processes and Systems to proceed through gateway 1 based on the evidence provided during the gateway 1 IPR.
6. Demonstrate due diligence and an audit trail relative to the gateway 1 review and approval, in accordance with the Newfoundland and Labrador Hydro gateway process.

**Timing** The gateway 1 IPR team will hold a pre-review meeting and a kickoff meeting on day 1, and will conclude with a closeout presentation on or before day 6. A typical overview schedule is attached.

**Newfoundland and Labrador Hydro**

Gateway 1 IPR Team Charter Rev 1

**Gateway 1 IPR Scope**

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**SCOPE**

This gateway 1 IPR will address the scope of the project as noted below, as applicable and as determined by the responsible VP:

In agreement with the responsible VP, the focus of the review will be directed towards:

- The readiness for the project to proceed through gateway 1 from a People, Process and Systems Readiness perspective.
- The identification of potential gaps in the project processes and project strategies.
- Deliverables and preparation work developed during the business idea development process required to enter into the feasibility phase.
- Compliance with appropriate policies, procedures and processes.
- Confirmation that the project deliverables required, in order to conduct a meaningful assessment of project viability from a technical, economic and risk based perspective are available and are adequate- the level of detail should be commensurate with the phase of the project and if comparing against other business ideas should be consistent.

Project deliverables will be reviewed for the purpose of confirming the status and effectiveness of existing project management processes and management systems and the readiness of the project team from a perspective of People, Processes and Systems.

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Gateway 1 IPR Team Charter Rev 1

**FOCUS  
AREAS**

The gateway 1 IPR team shall review and evaluate the deliverables from the feasibility stage that have been used by the project to prepare recommendations, applications or have been the basis for analysis and selection of a particular option. In agreement by the responsible VP, the focus of the IPR team shall be:

- Verification that there are adequate process, procedures and systems in place or planned to be developed to proceed to the next phase
- The quality and completeness of the source data used by project.
- Verification that the processes and methods used for risk analysis, estimating and economic analysis complies with the Newfoundland and Labrador Hydro standards or are equivalent.
- Verification that the development of the draft/preliminary Project Execution Plan was carried out correctly and that the Project Execution Plan is adequate for the next phase.
- Verification that the project recommendation and Request for Budget Application has been prepared in accordance with a defined process and that this process complies with the Newfoundland and Labrador Hydro standards or equivalent.
- Verification that the development of the project budget was carried out in accordance with a defined process and that this complies with the Newfoundland and Labrador Hydro standard or is equivalent.
- Verification that the project schedule has been developed in accordance to an agreed process and identifies the critical path and includes the correct sequence of key events.
- Verification that the return on investment evaluation has been carried out in accordance with the Newfoundland and Labrador Hydro standard or is equivalent



**Newfoundland and Labrador Hydro**

Gateway 1 IPR Team Charter Rev 1



- Verification that the selection of potential main feasibility study contractors has been carried out in accordance with an agreed procedure and this complies with Newfoundland and Labrador Hydro standards or equivalent.
- Verification that the scope of work for the feasibility study is defined and that there is a process available or planned to be developed for bidding, review and contract award and that this complies with Newfoundland and Labrador Hydro standards or equivalent.
- Verification that a project cost and schedule estimate in the acceptable range is available
- Verification that an organization plan has been developed and the organization is adequate to enter into the next phase
- Verification that input from NLH environmental and IBA specialists has been provided and that the time required and cost considerations have been included in the overall project cost and schedule
- Verification that appropriate input and advice from Legal Counsel and legal specialists has been provided and reflected in the project execution plan

**Reporting Gateway IPR Results****Findings and Observations**

The findings and observations of the gateway 1 IPR team will be reported by the team leader as follows:

- Immediately with the responsible VP if any serious issue with implications for project integrity is raised in the course of the review.
- Informally with the project team during the review
- At the conclusion of the review, in a closeout presentation to selected members of the Project team, the responsible VP(s) and the Newfoundland and Labrador Hydro CEO.

**Newfoundland and Labrador Hydro****Gateway 1 IPR Team Charter Rev 1****Final Report**

At the conclusion of the gateway 1 IPR, the IPR team will produce a written report addressed to the responsible VP that includes the following:

- Overall impression / conclusion/ recommendation.
- Vulnerabilities that need to be managed effectively to proceed through gateway 1.
- Summary of the IPR in each focus area, including areas of the project that are performing well, also areas for improvement
- Detailed observations and findings with accompanying suggested improvements, when appropriate for entry into a tracking system for follow up through to closure.
- Documentation of the gateway 1 IPR team process.
- Note – once the gateway 1 IPR team have submitted their final report it will be the responsibility of the responsible VP for the disposition of the findings and observations to the responsible managers for follow up action through to closeout, to the satisfaction of the responsible managers and ultimately responsible VP approval.

**Gateway 1 IPR Team**

- At the discretion of the responsible VP and based upon the degree of independent review required at gateway 1, the gateway 1 IPR team shall preferably be comprised of qualified and experienced personnel who are independent from the project, except for the coordinator, who may be active in the project.
- The Gateway 1 IPR team may consist of Newfoundland and Labrador Hydro employees, other Owners (where applicable) consultants and specialists who are knowledgeable and familiar with Newfoundland and Labrador Hydro's policies, processes and procedures and/or major project management execution.
- The Team shall consist of the following expertise areas:
  - An IPR Team Lead – with experience in a senior capacity of major project execution.
  - A IPR Coordinator – must be knowledgeable of the project with a technical background.
  - Project Controls specialist– with experience as a project controls manager on major projects
  - Engineering specialist(s) with knowledge and experience in the particular field of business idea being considered.

Some of the expertise areas may be combined and addressed by one person

# Newfoundland and Labrador Hydro

Gateway 1 IPR Team Charter Rev 1



## Attachment 1 - Overview Schedule – This assumes a full independent review is carried out.

Sat	Sun	Mon	Tue	Wed	Thu	Fri
Date	Date	Date	Date	Date	Date	Date
• .	<ul style="list-style-type: none"> <li>Team Arrive at Review Location</li> <li>Team Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Pre Review Team Meeting</li> <li>Kick-Off Meeting</li> <li>Introduction</li> <li>Project status update</li> <li>Management Interviews</li> <li>Team Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Supervisory / System Owner Overviews</li> <li>Management &amp; Staff Interviews</li> <li>Documentation Reviews</li> <li>Team Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Supervisory / System Owner Overviews</li> <li>Management &amp; Staff Interviews</li> <li>Documentation Reviews</li> <li>Team Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Prepare findings , observations and recommendations</li> <li>Draft report</li> <li>Team Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Present draft findings and observations to CEO VP and selected members of Project Management team</li> <li>Team Travel day</li> </ul>

Sat						
Date						
•	•		•	•	•	•

# Newfoundland and Labrador Hydro

## Gateway 1 IPR Team Charter Rev 1

### Documents for Review

It is envisioned that all documents to be provided to the gateway 1 IPR team are already in existence. It is not the intention that the project will create material solely for IPR.

#### **Documents to be provided prior to Gateway 1 IPR**

The availability of project documentation prior to the gateway 1 review helps familiarize the IPR team with the project, promotes efficient use of the team's time on-site, and reduces interference with the ongoing project activities. The IPR team coordinator will provide the rest of the review team with documentation at least two weeks prior to the start of the gateway 1 IPR.

This documentation would typically include:

- Project overview information (e.g., management presentations, concept selection, etc.)
- Project Schedule
- Cost and schedule overview
- Return on investment calculation
- Latest project status report
- List of Key Issues and status
- Project risk register

#### **Documents to be available during Gateway 1 IPR**

References provided to the IPR team enable verification of information obtained in interviews or by observation of project activities. The IPR coordinator will make available to the rest of the team the following documentation during the review:

NOTE THIS LIST IS NOT COMPLETE IT IS SHOWN HERE AS AN EXAMPLE AND WILL BE DEFINED IN DETAIL BY THE TEAM LEAD.

- Results of business idea development process
- Presentations
- Evaluations and comparisons
- Reports and studies
- Other items as identified and requested during the review

The documents should be available in the IPR team meeting room. At the conclusion of the review, documents will be left in the team meeting room for disposal or reuse by the project team.

## Newfoundland and Labrador Hydro

Gateway 2 IPR Team Charter Rev 1

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### 2 APPENDIX 2 GATEWAY 2 CHARTER AND GUIDE



## GATEWAY 2 INDEPENDENT PANEL REVIEW (IPR) TEAM CHARTER

**Newfoundland and Labrador Hydro**  
Gateway 2 IPR Team Charter Rev 1

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## CHARTER

## GATEWAY 2 IPR TEAM CHARTER

### Lower Churchill Project

Revision 1

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Approved by: \_\_\_\_\_

Date: \_\_\_\_\_

# Newfoundland and Labrador Hydro

## Gateway 2 IPR Team Charter Rev 1

### Introduction

**Background** This charter defines the agreed purpose and scope for Newfoundland and Labrador Hydro's gateway 2 IPR team. The review will be performed using Newfoundland and Labrador Hydro's gateway process. Gateway 2 refers to the project phase at the end of the feasibility phase approaching The FEED phase which leads up to Project Sanction. The term 'gateway 2' is a milestone defined in Newfoundland and Labrador Hydro's project gateway process.

**Purpose** The purpose of the gateway 2 is to assess completion of the project deliverables produced during Phase 2 Generate and select alternatives phase leading to the commencement of Phase 3. This review shall assess the readiness of the project to enter the next phase of the project by reviewing the processes and the deliverables from the feasibility phase and assessing the status of other factors which will influence the decision to proceed with expenditures and Phase 3 activities.

**Objectives**

7. To provide an independent assessment of the work performed by the project team and the deliverables from the feasibility phase, with special emphasis on the processes and outcomes of these processes that have been used to arrive at the project team's conclusions and recommendations.
8. To evaluate the processes used by the project team and identify any gaps that may exist leading up to the project teams conclusions and recommendations.
9. To identify findings and provide recommendations relative to the findings that require VP disposition to responsible managers for action and closeout, prior to proceeding with the FEED and moving through gateway 2.
10. To identify observations and provide recommendations relative to the observations that require VP disposition to responsible managers for action and closeout at an appropriate time during the FEED phase.
11. To provide an independent recommendation to the Newfoundland and Labrador Hydro leadership regarding the project readiness of People, Processes and Systems to proceed through gateway 2 based on the evidence provided during the gateway 2 IPR.
12. Demonstrate due diligence and an audit trail relative to the gateway 2 IPR and approval, in accordance with the Newfoundland and Labrador Hydro gateway process.

**Timing** The gateway 2 IPR team will hold a pre-review meeting and a kickoff meeting on day 1, and will conclude with a closeout presentation on or before day 6. A typical overview schedule is attached.

**Newfoundland and Labrador Hydro****Gateway 2 IPR Team Charter Rev 1**

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**Gateway 2 IPR Scope**

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**SCOPE**

This gateway 2 review will address the following scope of the project where applicable and as determined by the responsible VP:

- Gull Island
- Muskrat Falls
- HVDC
- AC Transmission associated with the above

In agreement with the responsible VP, the focus of the review will be directed towards:

- The readiness for the Project to proceed through Gateway 2 from a People, Process and Systems Readiness perspective.
- The identification of potential gaps in the project processes and project strategies.
- Feasibility deliverables and preparation work required to enter into FEED.
- Compliance with appropriate policies, procedures and processes.
- Confirmation that project deliverables required, in order to conduct a meaningful assessment of project viability from a technical, economic and risk based perspective are available and are adequate.

Project deliverables will be reviewed for the purpose of confirming the status and effectiveness of existing project management processes and management systems and the readiness of the project team from a perspective of People, Processes and Systems.



**Newfoundland and Labrador Hydro****Gateway 2 IPR Team Charter Rev 1**

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**FOCUS  
AREAS**

The gateway 2 IPR team shall review and evaluate the deliverables from the feasibility stage which have been used by the project to prepare recommendations, applications or have been the basis for analysis and selection of a particular option. In agreement by the responsible VP, the focus of the IPR team shall be:

- Verification that there are adequate process, procedures and systems in place or planned to be developed to proceed to the next phase
- The quality and completeness of the source data used by project.
- Verification that the processes and methods used for risk analysis, estimating and economic analysis complies with the Newfoundland and Labrador Hydro standards or are equivalent.
- Verification that the development of the early Project Execution Plan was carried out correctly and is adequate for the next phase.
- Verification that the development of the project contracting strategy was carried out in accordance with a defined process and that this complies with the Newfoundland and Labrador Hydro standard or is equivalent.
- Verification that the Health Safety and Quality processes and procedures used complies with the Newfoundland and Labrador Hydro standards or are equivalent.
- Verification that the project recommendation and Request for Budget Application has been prepared in accordance with a defined process and that this process complies with the Newfoundland and Labrador Hydro standards or equivalent.
- Verification that the development of the project budget was carried out in accordance with a defined process and that this complies with the Newfoundland and Labrador Hydro standard or is equivalent.
- Verification that the project schedule has been developed in accordance to an agreed process and identifies the critical path and includes the correct sequence of key events.
- Verification that the engineering deliverables required to commence the next phase are available and complete. These include
  - Site Investigation, model testing and study scope for Gull Island, HVDC and Muskrat Falls
- Verification that financing options are advanced to an acceptable state, that no showstoppers are apparent and that there is a plan to finalize the financing required within an acceptable timeframe
- Verification that a market access review has been carried out and the results are favourable enough to justify FEED expenditure, that no showstoppers are apparent and that there is a plan to finalize the market access and enter into Power Purchase Agreements (PPA) negotiations within an acceptable timeframe

## Newfoundland and Labrador Hydro

### Gateway 2 IPR Team Charter Rev 1

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- Verification that IBA negotiations are advanced enough, that the equity participation negotiations are nearing the final stages, that no showstoppers are apparent and that there is a plan to finalize the market access and enter into PPA negotiations within an acceptable timeframe.
- Verification that the evaluation of available options for the project facility has been carried out in accordance with a defined process and that this complies with the Newfoundland and Labrador Hydro standard or is equivalent.
- Verification that the selection of potential FEED/PSC contractors has been/will be carried out in accordance with an agreed procedure and this complies with Newfoundland and Labrador Hydro standards or equivalent.
- Verification that the scope of work for the FEED phase is defined and that there is a process available or planned to be developed for bidding, review and contract award and that this complies with Newfoundland and Labrador Hydro standards or equivalent.
- Verification that a project cost and schedule estimate in the acceptable range is available
- Verification that an organization and mobilization plan has been developed and the organization is adequate to enter into the next phase
- Verification that there is a strategy and plan in place to have operations and maintenance representation in the project and that a high level operations philosophy has been developed which includes responsibilities during handover.
- Verification that the Environmental Assessment process is underway, on schedule that no showstoppers are apparent and that there is a plan to finalize the environmental activities leading up to a final decision to meet the project sanction date

## Reporting Gateway IPR Results

### Findings and Observations

The findings and observations of the gateway 2 IPR team will be reported by the team leader as follows:

- Immediately with the responsible VP if any serious issue with implications for project integrity is raised in the course of the review.
- Informally with the project team during the review
- At the conclusion of the review, in a closeout presentation to selected members of the project team, the responsible VP, VP's on the Project Steering Committee and the Newfoundland and Labrador Hydro CEO.

**Newfoundland and Labrador Hydro****Gateway 2 IPR Team Charter** Rev 1

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**Final Report**

At the conclusion of the gateway 2 IPR, the IPR team will produce a written report addressed to the responsible VP that includes the following:

- Overall impression / conclusion/ recommendation.
- Vulnerabilities that need to be managed effectively to proceed through gateway 2.
- Summary of the review in each focus area, including areas of the project that are performing well, also areas for improvement
- Detailed observations and findings with accompanying suggested improvements, when appropriate for entry into a tracking system for follow up through to closure.
- Documentation of the gateway 2 IPR process.
- Note – once the gateway 2 IPR team have submitted their final report it will be the responsibility of the assigned VP for the disposition of the findings and observations to the responsible managers for follow up action through to closeout, to the satisfaction of the responsible managers and ultimately responsible VP approval.

## Newfoundland and Labrador Hydro

### Gateway 2 IPR Team Charter Rev 1

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## Gateway 2 IPR Team

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- At the discretion of the responsible VP and based upon the degree of independent review required at gateway 2, the gateway 2 IPR team shall preferably be comprised of qualified and experienced personnel who are independent from the project, except for the coordinator, who may be active in the project.
- The gateway 2 IPR team may consist of Newfoundland and Labrador Hydro employees, other Owners (where applicable) consultants and specialists who are knowledgeable and familiar with Newfoundland and Labrador Hydro's policies, processes and procedures and/or major project management execution.
- The IPR team shall consist of the following expertise areas:
  - An IPR Team Lead – with experience in a senior capacity of major project execution.
  - An IPR Coordinator – must be knowledgeable of the project with a technical background.
  - Project Controls specialist– with experience as a project controls manager on major projects
  - Market specialist – with knowledge and experience in PPA's and planning
  - Finance specialist – with knowledge and experience in financing of major projects
  - IBA specialist –with knowledge and experience in negotiating IBA on major projects
  - Environmental specialist – with knowledge and experience in the EIS process on major projects
  - Operations specialist – with experience in a senior capacity
  - Engineering specialist(s) with knowledge and experience in dam, transmission, HVDC design, and construction

Some of the expertise areas may be combined and addressed by one person

**Attachment 1 - Overview Schedule – This assumes a full independent review is carried out.**

Sat	Sun	Mon	Tue	Wed	Thu	Fri
Date	Date	Date	Date	Date	Date	Date
<ul style="list-style-type: none"> <li>.</li> </ul>	<ul style="list-style-type: none"> <li>Panel Arrive at Review Location</li> </ul>	<ul style="list-style-type: none"> <li>Pre Review Panel Meeting</li> <li>Kick-Off Meeting</li> <li>Introduction</li> <li>Project status update</li> <li>Management Interviews</li> <li>.</li> </ul>	<ul style="list-style-type: none"> <li>Supervisory / System Owner Overviews</li> <li>Management &amp; Staff Interviews</li> <li>Documentation Reviews</li> <li>Documentation Reviews</li> </ul>	<ul style="list-style-type: none"> <li>Management &amp; Staff Interviews</li> <li>Documentation Reviews</li> </ul>	<ul style="list-style-type: none"> <li>Prepare findings, observations and recommendations</li> <li>Draft report</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Present draft findings and observations to CEO VP and selected members of Project Management team</li> </ul>
	<ul style="list-style-type: none"> <li>Team Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Team Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Team Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Team Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Team Meeting</li> </ul>	Team meeting

Sat						
Date						
<ul style="list-style-type: none"> <li>Team Travel day</li> </ul>	<ul style="list-style-type: none"> <li>.</li> </ul>		<ul style="list-style-type: none"> <li>.</li> </ul>	<ul style="list-style-type: none"> <li>.</li> </ul>	<ul style="list-style-type: none"> <li>.</li> </ul>	<ul style="list-style-type: none"> <li>.</li> </ul>

**Newfoundland and Labrador Hydro**Gateway 2 IPR Team Charter Rev 1

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**Documents for Review**

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It is envisioned that all documents to be provided to the gateway 2 IPR team are already in existence. It is not the intention that the project will create material solely for the IPR.

**Documents to be provided prior to Gateway 2 IPR**

The availability of project documentation prior to the gateway 2 IPR helps familiarize the IPR team with the project, promotes efficient use of the IPR team's time on-site, and reduces interference with the ongoing project activities. The IPR Coordinator will provide the rest of the IPR team with the documentation at least two weeks prior to the start of the gateway 2 review.

This documentation typically includes:

- Project overview information (e.g., management presentations, concept selection, etc.)
- Project Organization Charts
- Updated Project Objectives and Strategies Statement .
- Updated Project Schedule
- Latest Monthly report including:
  - Cost and schedule overview
  - Latest project status report
  - List of Key Issues and status
- Brief description or overview of Management Systems.
- Cost and Schedule summary.
- Feasibility phase summary and conclusions.

**Newfoundland and Labrador Hydro****Gateway 2 IPR Team Charter Rev 1**

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**Documents to be available during Gateway 2 IPR**

References provided to the IPR team enable verification of information obtained in interviews or by observation of project activities. The IPR Coordinator will make available to the rest of the team the following documentation during the review:

NOTE THIS LIST IS NOT COMPLETE IT IS SHOWN HERE AS AN EXAMPLE AND WILL BE DEFINED IN DETAIL BY THE PANEL LEAD.

- Design basis Document
- Organization Plan
- Quality philosophy and plans ( Project phase)
- Consents and licences Plan
- Integrated Project Schedule
- Project Execution Plan.
- Design Specs and Standards.
- Documents/materials summarizing lessons learned capture and application
- Project Cost and Schedule Estimate and Estimate Confidence Package( Latest risk analysis study)
- Operations philosophy
- Quality Plans ( Management Systems)
- Other items as identified and requested during the Review

The documents should be available in the IPR team meeting room. At the conclusion of the review, documents will be left in the meeting room for disposal or reuse by the project team.

## Newfoundland and Labrador Hydro

Gateway 3 IPR Team Charter Rev 1

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### 3. APPENDIX 3 GATEWAY 3 CHARTER AND GUIDE



## GATEWAY 3 INDEPENDENT PANEL REVIEW (IPR) TEAM CHARTER





## CHARTER

# GATEWAY 3 IPR TEAM CHARTER

## Lower Churchill Project

Revision 1

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Approved by: \_\_\_\_\_

Date: \_\_\_\_\_

# Newfoundland and Labrador Hydro

## Gateway 3 IPR Team Charter Rev 1

### Introduction

- Background** This charter defines the agreed purpose and scope for Newfoundland and Labrador Hydro's gateway 3 IPR team. The review will be performed using Newfoundland and Labrador Hydro's gateway process. Gateway 3 refers to the project phase at the end of FEED approaching project sanction and the commencement of detailed Engineering and construction following project sanction. The term 'gateway 3' is a milestone defined in Newfoundland and Labrador Hydro's project gateway process.
- Purpose** The purpose of the gateway 3 is to assess completion of the project deliverables produced during Phase 3 Develop Preferred Alternatives phase leading to the commencement of detailed engineering and construction following project sanction. This review shall assess the readiness of the project to enter the next phase of the project by reviewing the processes and the deliverables from Phase 3 and assessing the status of other factors which will influence the decision to proceed with project sanction expenditures and detailed engineering and construction.
- Objectives**
13. To provide an independent assessment of the work performed by the project team and the deliverables from the feasibility phase, with special emphasis on the processes and outcomes of these processes that have been used to arrive at the project team's conclusions and recommendations.
  14. To evaluate the processes used by the project team and identify any gaps that may exist leading up to the project teams conclusions and recommendations.
  15. To identify findings and provide recommendations relative to the findings that require VP disposition to responsible managers for action and closeout, prior to proceeding with the FEED and moving through gateway 3.
  16. To identify observations and provide recommendations relative to the observations that require VP disposition to responsible managers for action and closeout at an appropriate time during the FEED phase.
  17. To provide an independent recommendation to the Newfoundland and Labrador Hydro leadership regarding the project readiness of People, Processes and Systems to proceed through Gateway 3 based on the evidence provided during the gateway 3 Review.
  18. Demonstrate due diligence and an audit trail relative to the gateway 3 IPR and approval, in accordance with the Newfoundland and Labrador Hydro gateway process.
- Timing** The gateway 3 IPR team will hold a pre-review meeting and a kickoff meeting on day 1, and will conclude with a closeout presentation on or before day 6. A typical overview schedule is attached.

**Newfoundland and Labrador Hydro****Gateway 3 IPR Team Charter Rev 1**

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**Gateway 3 IPR Scope**

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**SCOPE**

This gateway 3 review will address the following scope of the project where applicable and as determined by the responsible VP:

- Gull Island
- HVDC
- AC Transmission associated with the above

In agreement with the responsible VP, the focus of the review will be directed towards:

- The readiness for the project to proceed through gateway 3 from a People, Process and Systems readiness perspective.
- The identification of potential gaps in the project processes and project strategies.
- FEED deliverables and preparation work required to enter into the detailed engineering and construction phase following project sanction.
- Compliance with appropriate policies, procedures and processes.
- Confirmation that project deliverables required, in order to conduct a meaningful assessment of project viability from a technical, economic and risk based perspective are available and are adequate.

Project deliverables will be reviewed for the purpose of confirming the status and effectiveness of existing project management processes and management systems and the readiness of the project team from a perspective of People, Processes and Systems.

# Newfoundland and Labrador Hydro

## Gateway 3 IPR Team Charter Rev 1

### FOCUS AREAS

The gateway 3 IPR team shall review and evaluate the deliverables from the feasibility stage which have been used by the project to prepare recommendations, applications or have been the basis for analysis and selection of a particular option. In agreement by the responsible VP, the focus of the IPR team shall be:

- Verification that there are adequate process, procedures and systems in place or planned to be developed to proceed to the next phase
- The quality and completeness of the source data used by project.
- Verification that the processes and methods used for risk analysis, estimating and economic analysis comply with the Newfoundland and Labrador Hydro standards or are equivalent.
- Verification that the development of the Project Execution Plan was carried out correctly and that the Project Execution Plan is complete and comprehensive for the next phase.
- Verification that the development of the project contracting strategy was carried out in accordance with a defined process and that this complies with the Newfoundland and Labrador Hydro standard or is equivalent.
- Verification that the Health Safety and Quality processes and procedures used complies with the Newfoundland and Labrador Hydro standards or are equivalent.
- Verification that the project recommendation and Request for Budget Application has been prepared in accordance with a defined process and that this process complies with the Newfoundland and Labrador Hydro standards or equivalent.
- Verification that the development of the project budget was carried out in accordance with a defined process and that this complies with the Newfoundland and Labrador Hydro standard or is equivalent.
- Verification that the project schedule has been developed in accordance to an agreed process and identifies the critical path and includes the correct sequence of key events.
- Verification that the engineering deliverables required to commence the next phase are available and complete. These include
  - Complete and comprehensive design basis documents for the Gull island development, including the results of the site investigation work and optimization studies.
  - Complete and comprehensive design basis documents for the AC transmission required for the Gull island development including the export line(s)
  - Complete and comprehensive design basis documents for the HVDC development from Gull Island to Soldier's Pond
- Verification that financing option considerations are complete and financing is in place for the Gull Island, associated AC transmission and HVDC development from Gull Island to Soldier's Pond

**Newfoundland and Labrador Hydro****Gateway 3 IPR Team Charter Rev 1**

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- Verification that a market access review has been carried out and the results are complete and that a PPA required to fund the project is available
- Verification that IBA negotiations are complete, that no showstoppers are apparent
- Verification that the contracts packages required for the detailed engineering phase are complete, that all contract coordination procedures are complete and contains the required level of specifications which clearly identify NLH's requirements regarding the technical/engineering aspects of the project, project co-ordination and administration, purchasing/contracting, safety, quality, IS/IT, project controls and reporting, document control, numbering and coding, mechanical completion and commissioning, handover/takeover, insurance, risk assignment and any other aspect that is considered important to state explicitly.
- Verification that the selection of potential main engineering/construction contractors has been carried out in accordance with an agreed procedure and this complies with Newfoundland and Labrador Hydro standards or equivalent.
- Verification that the scope of work for the detailed engineering/construction phase is defined and that there is a process available or planned to be developed for bidding, review and contract award and that this complies with Newfoundland and Labrador Hydro standards or equivalent.
- Verification that a project cost and schedule estimate in the +/- 10 to 15% range is available
- Verification that an organization and mobilization plan has been developed and the organization is adequate to enter into the next phase
- Verification that there is an operations and maintenance representation in the project team and that an operations and maintenance philosophy has been developed which includes responsibilities during handover, commissioning and startup
- Verification that the Environmental Assessment process is complete or in the final stages, that no showstoppers are apparent and that there is a plan to finalize the environmental activities leading up to a final decision to meet the project sanction date

# Newfoundland and Labrador Hydro

## Gateway 3 IPR Team Charter Rev 1

### Reporting Gateway IPR Results

#### Findings and Observations

The findings and observations of the gateway 3 IPR team will be reported by the team leader as follows:

- Immediately with the responsible VP if any serious issue with implications for project integrity is raised in the course of the review.
- Informally with the project team during the review
- At the conclusion of the review, in a closeout presentation to selected members of the project team, the responsible VP(s) and the Newfoundland and Labrador Hydro CEO.

#### Final Report

At the conclusion of the gateway 3 IPR, the IPR team will produce a written report addressed to the responsible VP that includes the following:

- Overall impression / conclusion/ recommendation.
- Vulnerabilities that need to be managed effectively to proceed through gateway 3.
- Summary of the of the review in each focus area, including areas of the project that are performing well, also areas for improvement
- Detailed observations and findings with accompanying suggested improvements, when appropriate for entry into a tracking system for follow up through to closure.
- Documentation of the gateway 3 IPR process.
- Note – once the gateway 3 IPR team have submitted their final report it will be the responsibility of the assigned VP for the disposition of the findings and observations to the responsible managers for follow up action through to closeout, to the satisfaction of the responsible managers and ultimately responsible VP approval.

**Newfoundland and Labrador Hydro****Gateway 3 IPR Team Charter Rev 1**

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**Gateway 3 IPR Team**

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- At the discretion of the responsible VP and based upon the degree of independent review required at gateway 3, the gateway 3 IPR team shall preferably be comprised of qualified and experienced personnel who are independent from the project, except for the coordinator, who may be active in the project.
- The gateway 3 IPR team may consist of Newfoundland and Labrador Hydro employees, other Owners (where applicable) consultants and specialists who are knowledgeable and familiar with Newfoundland and Labrador Hydro's policies, processes and procedures and/or major project management execution.
- The IPR team shall consist of the following expertise areas:
  - An IPR Team Lead – with experience in a senior capacity of major project execution.
  - An IPR Coordinator – must be knowledgeable of the project with a technical background.
  - Project Controls specialist– with experience as a project Controls manager on major projects
  - Project Management specialist – with experience of major projects at a senior level
  - Construction specialist – with experience of major projects at a senior level
  - Operations specialist – with experience in a senior capacity
  - Engineering specialist(s) with knowledge and experience in dam, transmission, HVDC design, and construction

Some of the expertise areas may be combined and addressed by one person





### Attachment 1 - Overview Schedule – This assumes a full independent review is carried out.

Sat	Sun	Mon	Tue	Wed	Thu	Fri
Date	Date	Date	Date	Date	Date	Date
•	<ul style="list-style-type: none"> <li>Team Arrive at Review Location.</li> </ul>	<ul style="list-style-type: none"> <li>Pre Review Team Meeting</li> <li>Kick-Off Meeting</li> <li>Introduction</li> <li>Project status update</li> <li>Management Interviews</li> </ul>	<ul style="list-style-type: none"> <li>Supervisory / System Owner Overviews</li> <li>Management &amp; Staff Interviews</li> <li>Documentation Reviews</li> </ul>	<ul style="list-style-type: none"> <li>Management &amp; Staff Interviews</li> <li>Documentation Reviews</li> </ul>	<ul style="list-style-type: none"> <li>Prepare findings, observations and recommendations</li> <li>Draft report</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Present draft findings and observations to CEO VP and selected members of Project Management team</li> </ul>
	• Team Meeting	• Team Meeting	• Team Meeting	• Team Meeting	• Team Meeting	Team meeting

Sat						
Date						
• Team Travel day	•		•	•	•	•

**Newfoundland and Labrador Hydro**Gateway 3 IPR Team Charter Rev 1

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**Documents for Review**

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It is envisioned that all documents to be provided to the gateway 3 IPR Team are already in existence. It is not the intention that the project will create material solely for the IPR.

**Documents to be provided prior to Gateway 3 IPR**

The availability of project documentation prior to the gateway 3 IPR helps familiarize the IPR team with the project, promotes efficient use of the team's time on-site, and reduces interference with the ongoing project activities. The IPR Coordinator will provide the rest of the review team with the documentation at least two weeks prior to the start of the gateway 3 review.

This documentation typically includes:

- Project overview information (e.g., management presentations, concept selection, etc.)
- Project Organization Charts
- Project Execution Plan.
- Updated Project Schedule
- Latest Monthly report including:
  - Cost and schedule overview
  - Work Breakdown Structure
  - Latest project status report
  - List of Key Issues and status
- Brief description or overview of Management Systems.
- Cost and Schedule summary.
- Latest risk analysis report.

**Newfoundland and Labrador Hydro****Gateway 3 IPR Team Charter Rev 1**

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**Documents to be available during Gateway 3 IPR**

References provided to the IPR team enable verification of information obtained in interviews or by observation of project activities. The IPR Coordinator will make available to the rest of the Team the following documentation during the review:

NOTE THIS LIST IS NOT COMPLETE IT IS SHOWN HERE AS AN EXAMPLE AND WILL BE DEFINED IN DETAIL BY THE TEAM LEAD.

- Design basis Document
- Organization Plan
- Quality philosophy and plans ( Project phase)
- Consents and licences Plan
- Integrated Project Schedule
- Contract strategy and contract packages
- Layout drawings
- P&ID type drawings
- Key strategy/philosophy documents e.g. operations and maintenance philosophy
- Selected design Specs and Standards.
- Documents/materials summarizing lessons learned capture and application
- Project Cost and Schedule Estimate and Estimate Confidence Package( Latest risk analysis study)
- Operations philosophy
- Quality Plans (Management Systems)
- Other items as identified and requested during the Review

The documents should be available in the IPR team meeting room. At the conclusion of the review, documents will be left in the team meeting room for disposal or reuse by the project team.