

Date : 10/28/2007 11:38:28 AM

From : "Bown, Charles W."

To : "Beckwith, Judy"

Subject : Fwd: Hydro Goal 3 - To strengthen our financial and governance structure to enable Hydro ?s new, expanded

Attachment : IMAGE.gif;2008 Planning Process Overview Sept 26.ppt;2008 GWG Inputs Goal 3.ppt;2008 Planning Process GWG Guide.ppt;Energy Plan Actions Summary.doc;

>>> <MBradbury@nlh.nl.ca> 16-Oct-07 8:28:14 am >>>

Good morning Charles

Thanks very much for accepting Derrick's invitation to sit on our Goal 3 Working Group. The 2008 - 2012 annual planning process is once again under way, and I have been asked by Derrick to chair the work of this group. It is great that you will be involved in this team because I think it will be a great opportunity for you to be "in on the ground floor" so to speak in terms of our planning process in connection with this important goal.

Interestingly, one of our challenges from a governance perspective has been how to involve the shareholder in the planning process. This we think will be critical as we move forward with our expansion plans. Our related activities will likely have implications for the Province as we pursue our mandate as laid out in the Energy Plan. Shareholder involvement at the planning stage should prove beneficial in that respect. To ensure alignment with the Energy Plan, one of my first tasks will be to assign responsibility for review of the Energy Plan summary (see attached) and identification of the Policy Actions that should be included in the objectives/targets and initiatives for Goal 3. Given your intimate knowledge of the Energy Plan, this could be an area you might like to be involved in?

Derrick has also invited Terry Paddon to act as a Group member but we have not heard yet whether his schedule will permit this.

I think you will find it interesting to take a look at the attached presentation called 2008 GWG Inputs Goal 3 and see the progress that we have been making against the objectives and plans we set for ourselves last year. A lot of the things we have been doing are simply a result of our "working the plan" so to speak. As a matter of interest, our move to create the new Energy Corporation fell out of our work last year in connection with the planning process around this goal.

The planning process for this year looks like this:

□

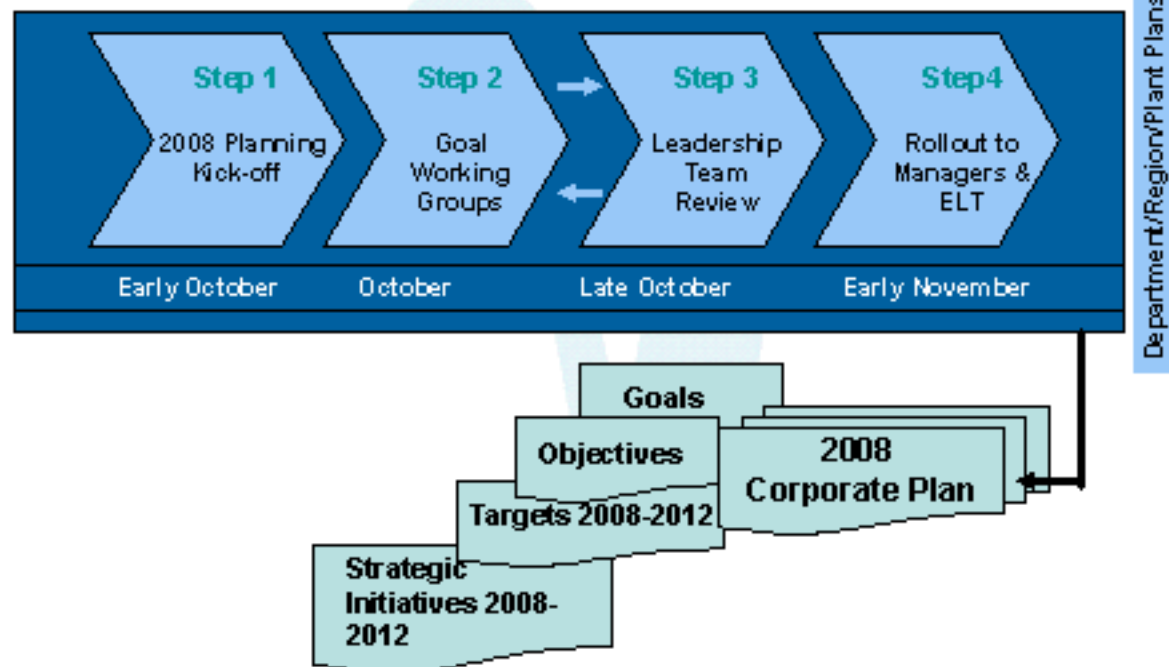
According to this we are expected to make a presentation to the Leadership Team later this month, but I have been informed that this deadline has been extended to mid-November. In any case, we have a lot of work to do! Basically we have to review/revise/update the objectives, targets and strategic initiatives for 2008-2012. I am hoping to arrange a kick off meeting later this week and 2 maybe 3 workshops. My administrative assistant will be in contact to work out meeting times. Do you have a contact she should call?

Thanks again Charles and I look forward to working with you...again.

Mark

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2008 Corporate Plan Process

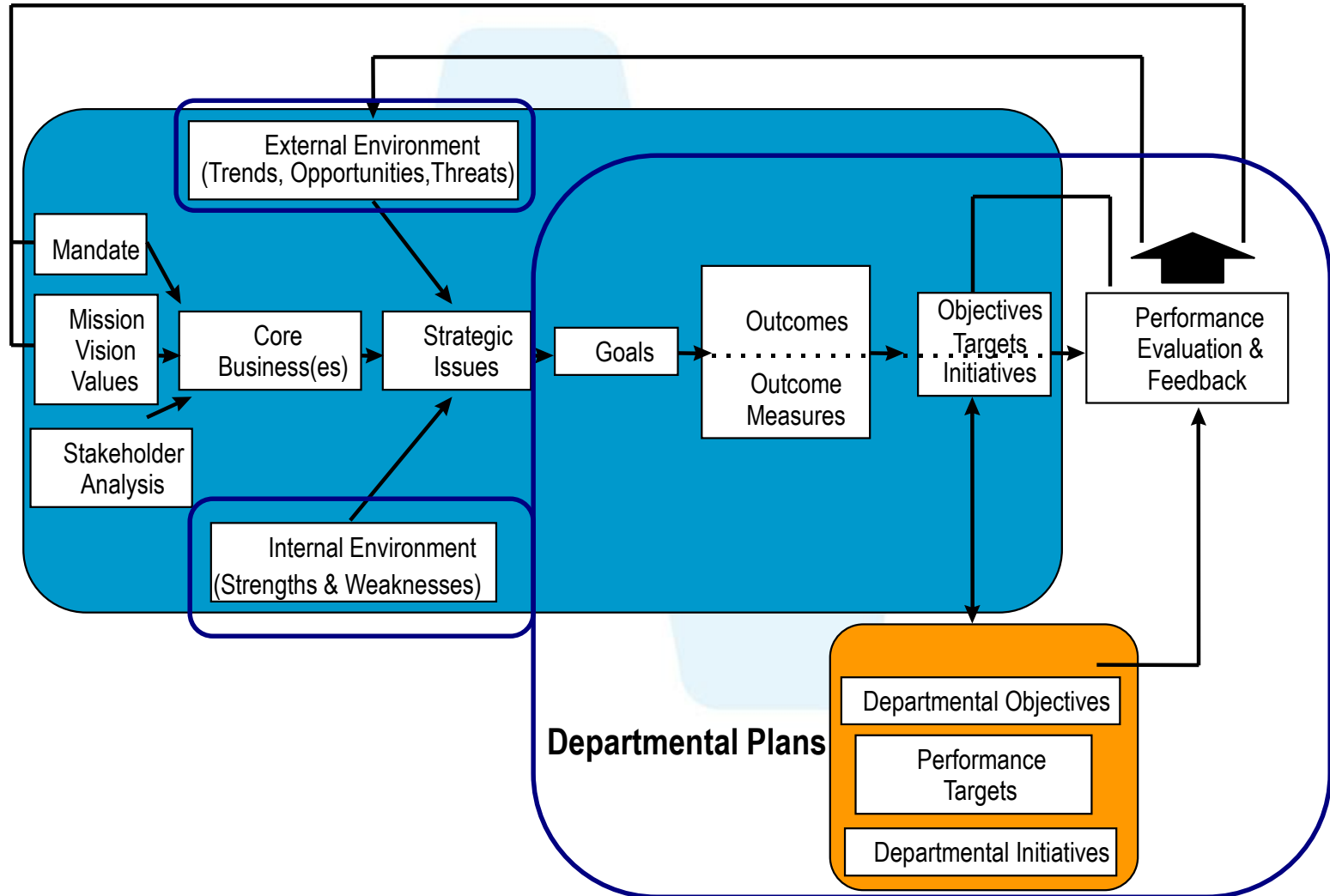




2008 Planning Process Overview

September 2007 (V.1)

Planning Methodology



Approach

- Two elements
 1. Strategic planning
 - a. Corporate strategy - mission, vision, values; 5-10+ year view
 - b. Business unit strategy – 5-10+ year view
 2. Operational planning
 - a. Corporate plan with objectives/targets/initiatives for 2008-2012
 - b. Departmental/regional/plant plans with focus on 2008
 - c. * Personal plans – Performance Management Process

1. Strategic Planning

a. Corporate Strategy

- ❖ Mandate – *Energy Corporation Act* changes
- ❖ Vision
 - ◆ Critical input – Energy Plan vision
 - ◆ Articulated for 5, 10 years
 - ◆ Refresh/extend at Leadership Retreat
- ❖ Values
 - ◆ Values Engagement Team process

b. Business Unit Strategy

- ❖ Build from Corporate Strategy
- ❖ Discuss at Leadership Retreat

2. Operational Planning

- a. Corporate Plan 2008-2012
 - b. Departmental/Regional/Plant Plans
 - c. * Personal Plans – Performance management process
- 



Focus

Timelines

Energy Plan

	2007		2008			
	Q3	Q4	Q1	Q2	Q3	Q4
OPERATIONAL PLANNING						
2008 Corporate Plan						
2008 Departmental/Regional/Plant Plans						
* Performance Contract/Management						
STRATEGIC PLANNING						
Mission, Vision, Values						
Business Unit Planning						
PERFORMANCE REPORTING						
COMMUNICATION						

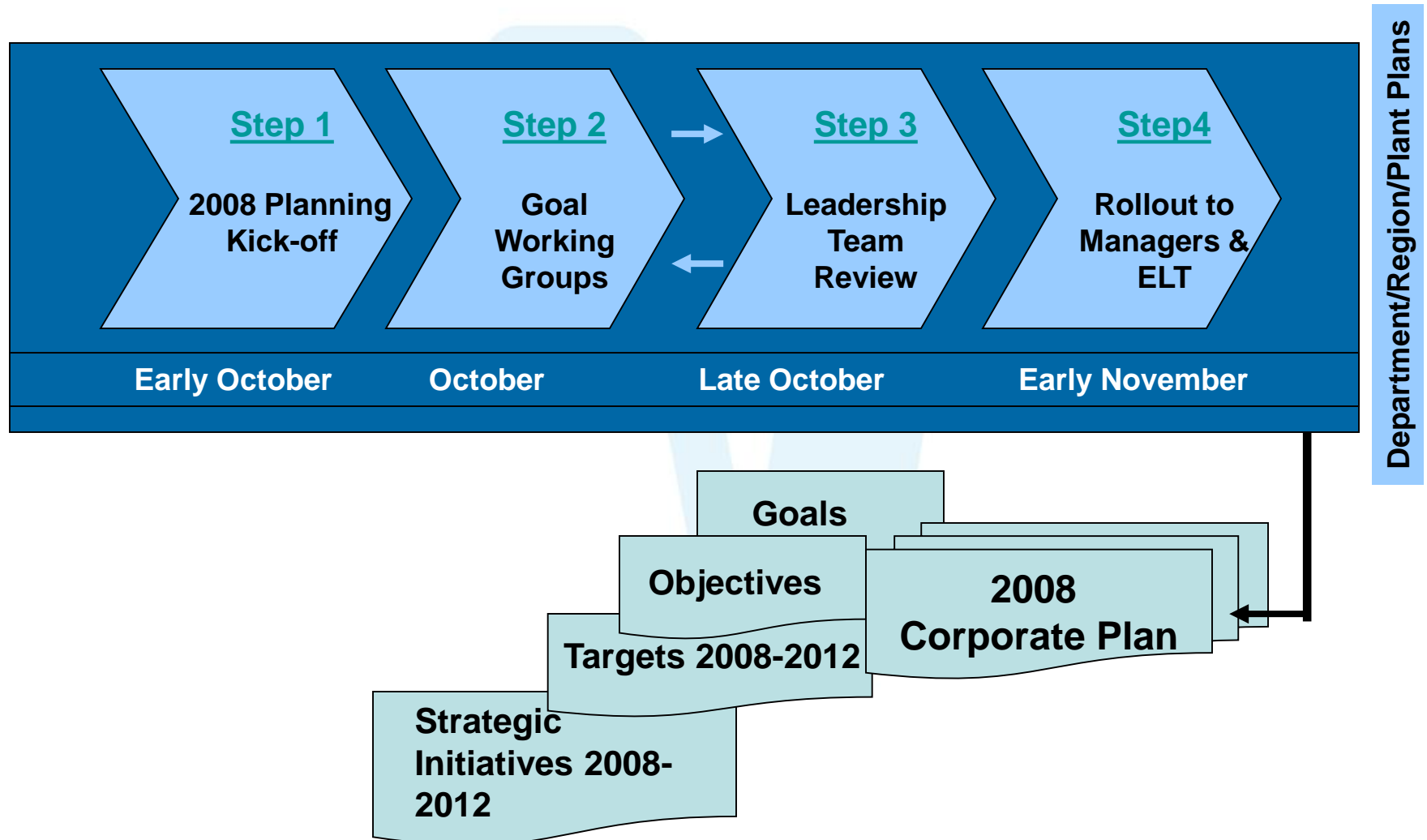
2008 Planning Process Enhancements

- Vision/Role Clarity
 - ◆ Energy Corporation Act changes
 - ◆ Energy Plan vision and policy actions
- Goals Frameworks and Multi-Year Targets
 - ◆ Use goal frameworks
 - ◆ Revisit/extend multi-year targets
 - ◆ Establish “matrix” outlining 5 year view of initiatives matched to framework elements
- Engagement
 - ◆ Build on success of Goal Working Group process
 - ★ Greater involvement of managers, second-level managers and frontline supervisors
 - ★ Engage staff early, clarify expectations and close loop
 - ★ Engage IBEW fully and early in process
- Communication
 - ◆ Key role for VPs in communicating corporate plan
 - ◆ More communication of plan and process status
 - ◆ Link achievements/wins back to plan - communicate
 - ◆ More concrete plans re how to reach those not involved (e.g. key messages for frontline supervisors)

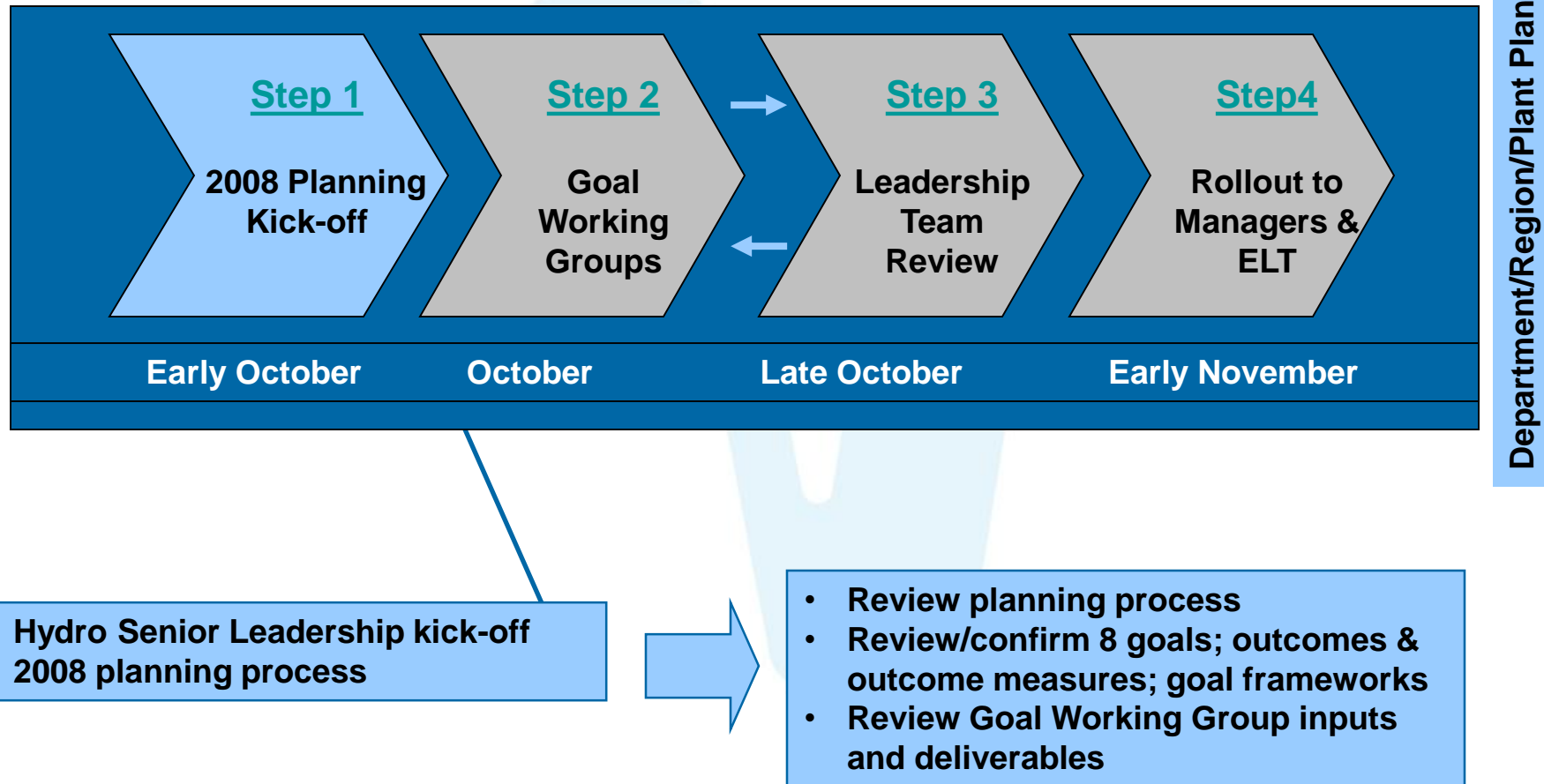
2008 Planning Process Enhancements

- Consistency/Guidance
 - ◆ Promote consistency (be specific/prescriptive) in process and communication
- Coordination
 - ◆ Promote coordination across departments/regions/plants
- Timing
 - ◆ Complete and communicate plans by year-end

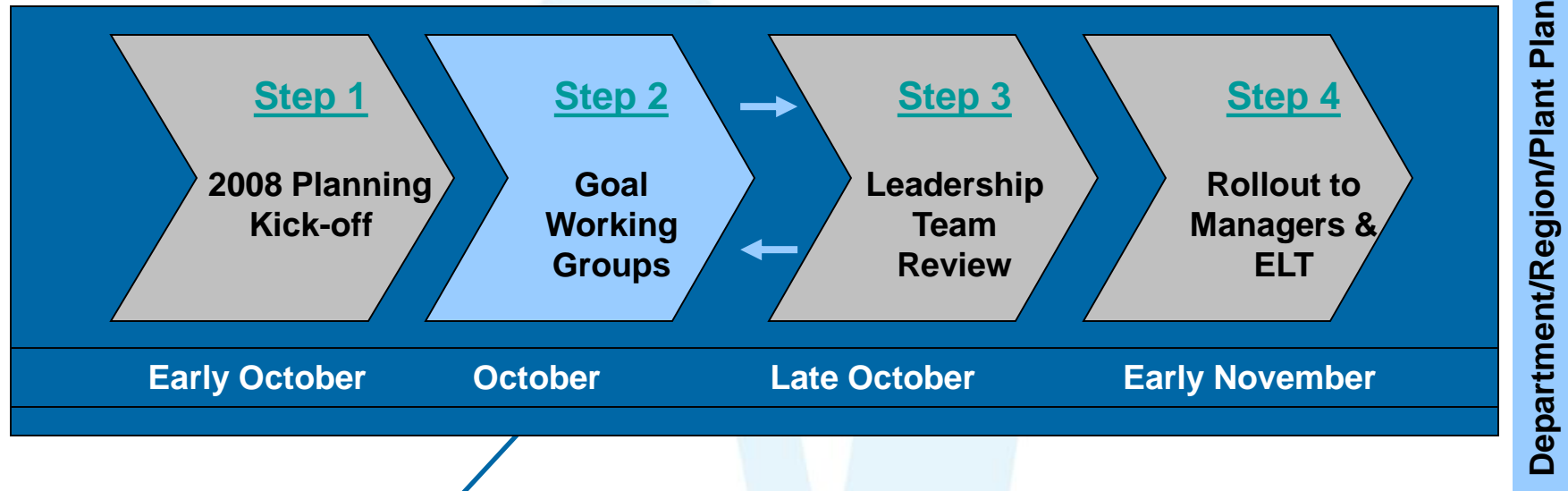
2008 Corporate Plan Process



Step 1: 2008 Planning Kick-Off



Step 2: Goal Working Groups

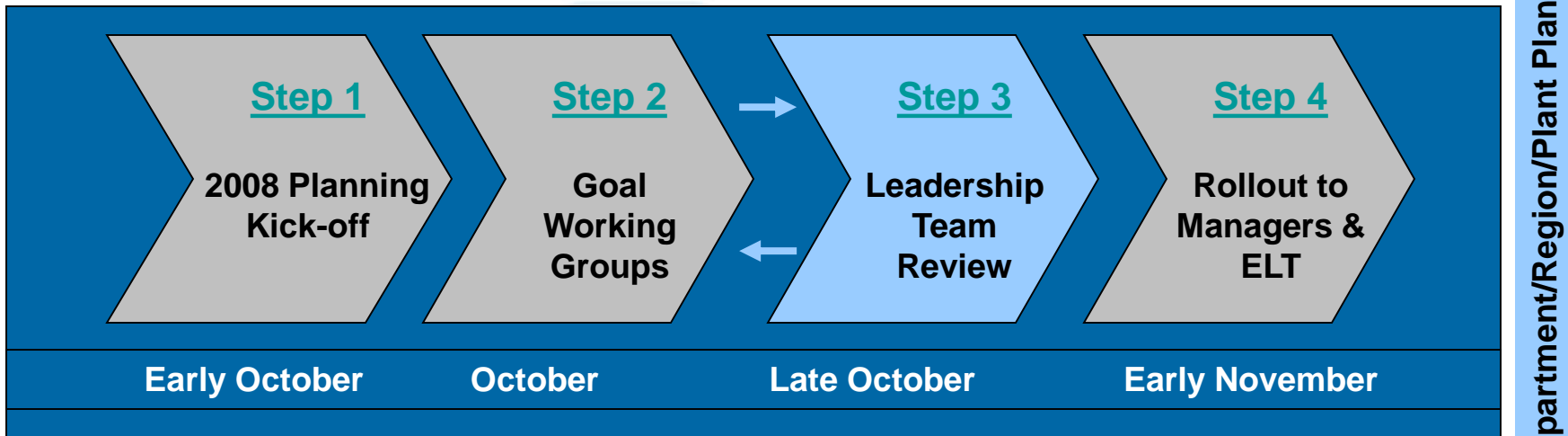


VPs lead identification of objectives/targets and strategic initiatives with 8 goal working groups

- **Draft Corporate objectives/targets for 2008-2012 with rationale based on:**
 - Objectives/targets set for 2008 in 2007
 - Historical performance information
 - Benchmark information (industry; utility)
- **Identify Strategic Initiatives for 2008-2012 based on:**
 - Energy Plan policy actions
 - Goal frameworks

Presentation for
Leadership Team

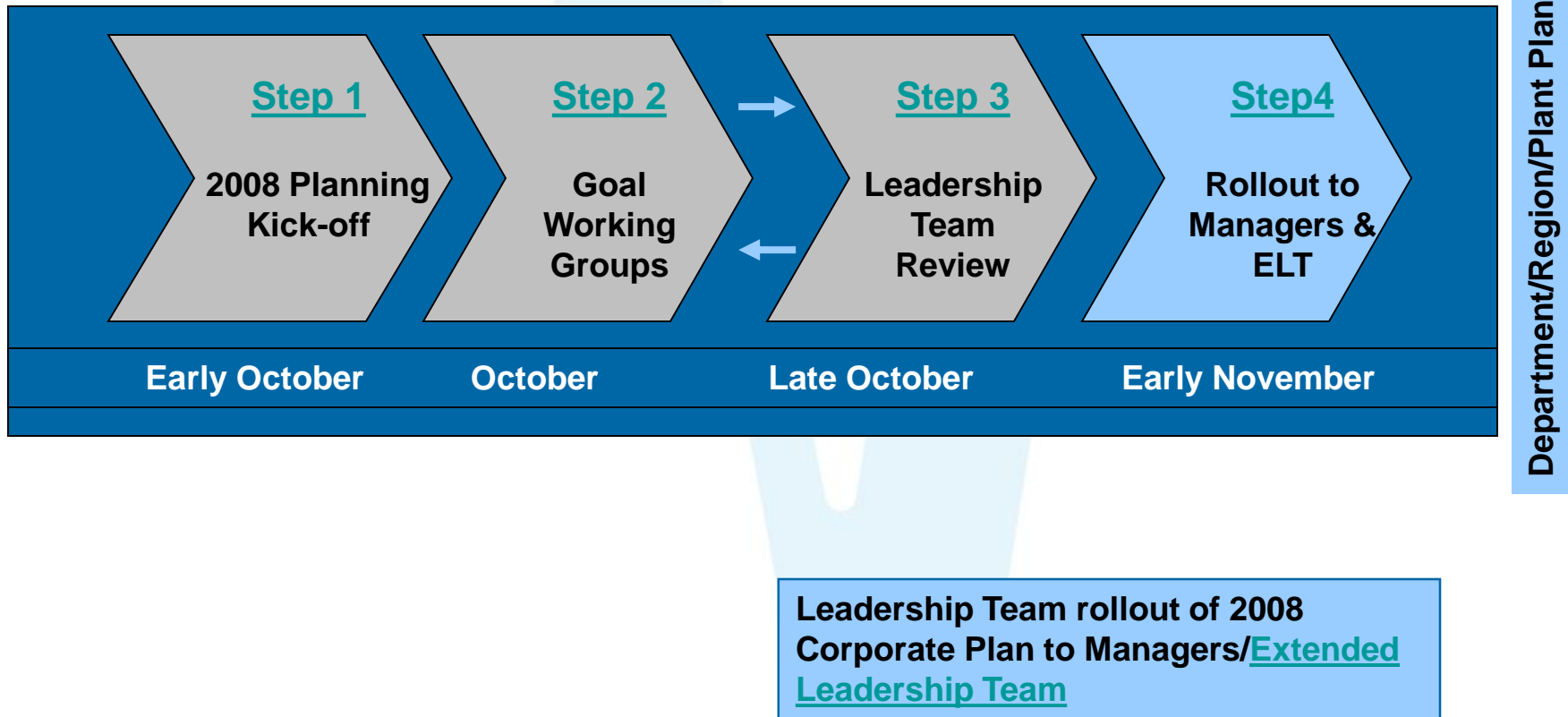
Step 3: Leadership Team Review



Leadership Team review of objectives/ targets proposed by goal working groups

- Presentation by each Goal Working Group outlining:
 - Objectives/ targets, and rationale, for 2008-2012
 - Matrix of Strategic initiatives 2008-2012
- Leadership Team review/challenge/ approval – iterations as required

Step 4: Rollout to Managers & ELT

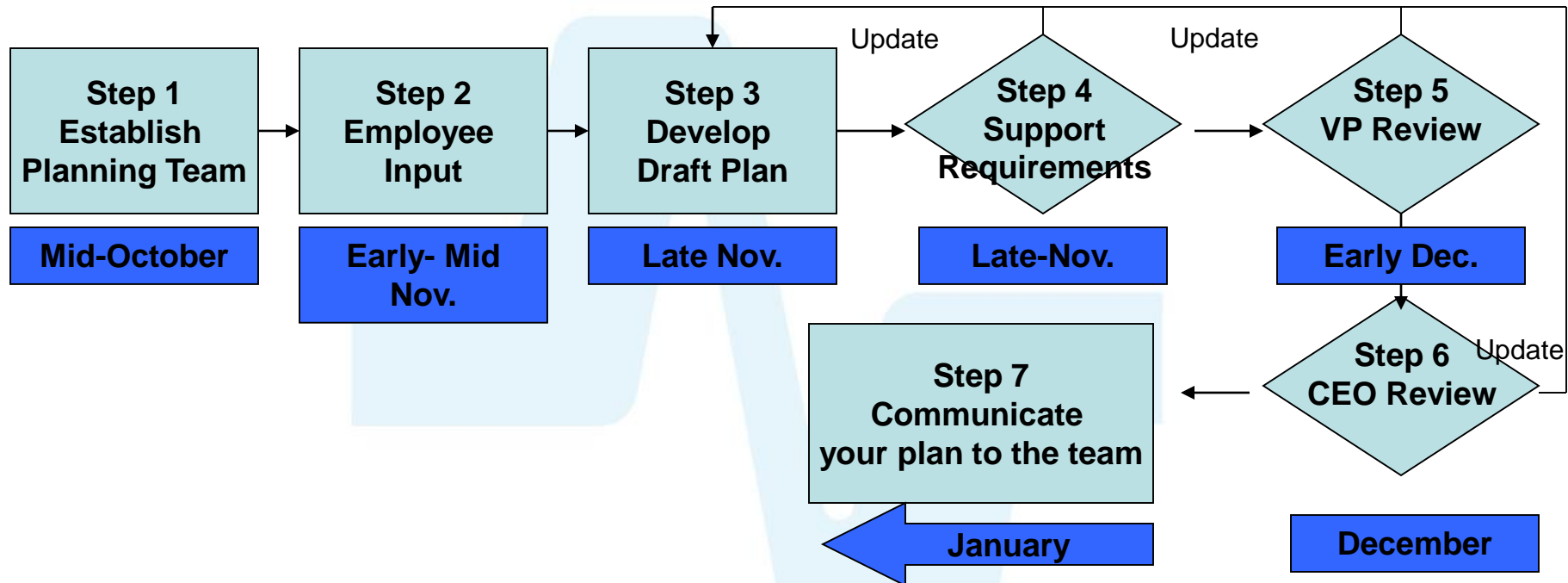


Goal Working Group Leads

Goal 1: Safety	Jim Haynes
Goal 2: Environment	John Mallam
Goal 3: Finance/Governance	Derrick Sturge
Goal 4: Growth	Jim Keating
Goal 5: Operational Excellence	Andy MacNeill
Goal 6: Lower Churchill	Gilbert Bennett
Goal 7: People	Gerard McDonald
Goal 8: Community	Dawn Dalley

2008 Business Unit Planning Process

2008 Department/Region/Plant Plans



Toolkits/Facilitation/Meeting Guides

Process/Facilitation Support

Planning Terms & Definitions

Planning Terms & Definitions

TERM	DEFINITION	EXAMPLE
Goal	<ul style="list-style-type: none"> High-level statement of what the Company wants to achieve; typically does not change unless the mission or direction of the company changes 	<ul style="list-style-type: none"> To be a safety leader
Outcome	<ul style="list-style-type: none"> The high-level results the Company want to achieve in pursuing its goals; defines “what success looks like” 	<ul style="list-style-type: none"> The safest workplace for employees
Outcome Measures	<ul style="list-style-type: none"> The performance indicators that Hydro will track to determine progress or success in achieving the outcome 	<ul style="list-style-type: none"> Number of hazards, near misses and safe observations reported Number of medical aid and disabling injuries Number of days lost due to disabling injuries
Objective	<ul style="list-style-type: none"> What Hydro will achieve during the planning period (specific, measurable, achievable, relevant, time bound) 	<ul style="list-style-type: none"> Reduce the number of disabling/ medical aid incidents for the Hydro Group to 0 in five years (0 in 5)

[Return](#)

Planning Terms & Definitions

TERM	DEFINITION	EXAMPLE
Target	<ul style="list-style-type: none">Specific part of the objective/ interim step to be completed/ achieved in the year	<ul style="list-style-type: none">In 2007, achieve a safety lead/lag ratio of 100:1
Strategic Initiative	<ul style="list-style-type: none">Corporate-wide activities/actions that need to be completed to achieve the objective or target	<ul style="list-style-type: none">Develop a safe observation reporting process in 2006 with full implementation for January 2007 (available for test in August 2006).

[Return](#)

Other Terms

- Extended Leadership Team
 - ❖ Includes Managers direct reports and other individuals with supervisory responsibilities:
 - ◆ Managers
 - ◆ Supervisors & superintendents
 - ◆ Frontline supervisors





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2008 Goal Working Group Goal 3: Finance/Governance

October 2007

Corporate Plan - Context

Draft Vision (2005)

- Build Newfoundland and Labrador Hydro into a leading energy entity in the international marketplace, “punching significantly above its weight”, within 10 years, by achieving the following;
 - Operating our base/core business more safely and cost effectively for our customers and shareholders than any other similar company in North America.
 - Developing the Lower Churchill in a manner which clearly makes NL the prime beneficiary of the resource, and positions NL Hydro people as highly respected, effective business people.
 - Delivering long term profitable growth and shareholder value from new energy-related opportunities in such a manner position NL Hydro to be seen as a key element of growth in the NL economy.
 - Putting the right people, team structure, and processes in place to ensure the long term success of the corporation.

Begin with the end in mind (2005)

Hydro within 5 years

- Revenue and net income from Hydro electric development in Labrador XX% greater than 2005, controllable costs XX% greater – all supplementary hydro developments identified and planned
- Lower Churchill under construction, structured to maximize benefits to NL
- Oil and Gas Division established
 - Potential ownership interest
 - Joint Venture Opportunities
 - Gas Transportation
- 50MW wind power in operation, at a minimum
- CF(L)Co operating efficiently, well maintained for 2041
- Base regulated business operating effectively, PUB hearings timeframe reduced
- Plan in place to address emission issues at Holyrood
- Growing access to internal generated capital
- Organization proud to be in a performance based mind-set, KPI driven
- NL Hydro recognized as an excellent company to be employed by
- Organization poised to become “engine of the NL economy”

Begin with the end in mind (2005)

Hydro within 10 years

- Revenue and net income XX% greater than 2005, controllable costs XX% greater
- Significant capital available for investment, internally generated.
- Lower Churchill first power, on budget, on time.
- NL Hydro recognized as a significant Oil and Gas player in Canada. In addition to joint ventures, positioned to be an operator for exploration, field development and operations.
- Recognized as one of the world's most efficient wind power operators – 150 MW in operation (or maximum system can handle)
- CF(L)Co operating efficiently, well maintained for 2041, recognized as a flag ship business for NL Hydro
- NL Hydro regulated business considered to be one of the most efficient and cost effective in North America
- Holyrood emission issues overcome
- Organization clearly positioned as “engine of the NL economy” – highly respected organization on the international stage.
- Organization clearly performance driven, “employer of choice” in Eastern Canada

Energy Plan

■ Vision

- To ensure our energy resources contribute to a vibrant and sustainable Newfoundland and Labrador where people are proud to live and work, the standard of living is high, and the environment is protected now and into the future; and to ensure that the people of Newfoundland and Labrador take pride and ownership in our energy resources and strategically develop them in such a way that returns maximum benefits to the province for generations to come.

■ Policy Actions

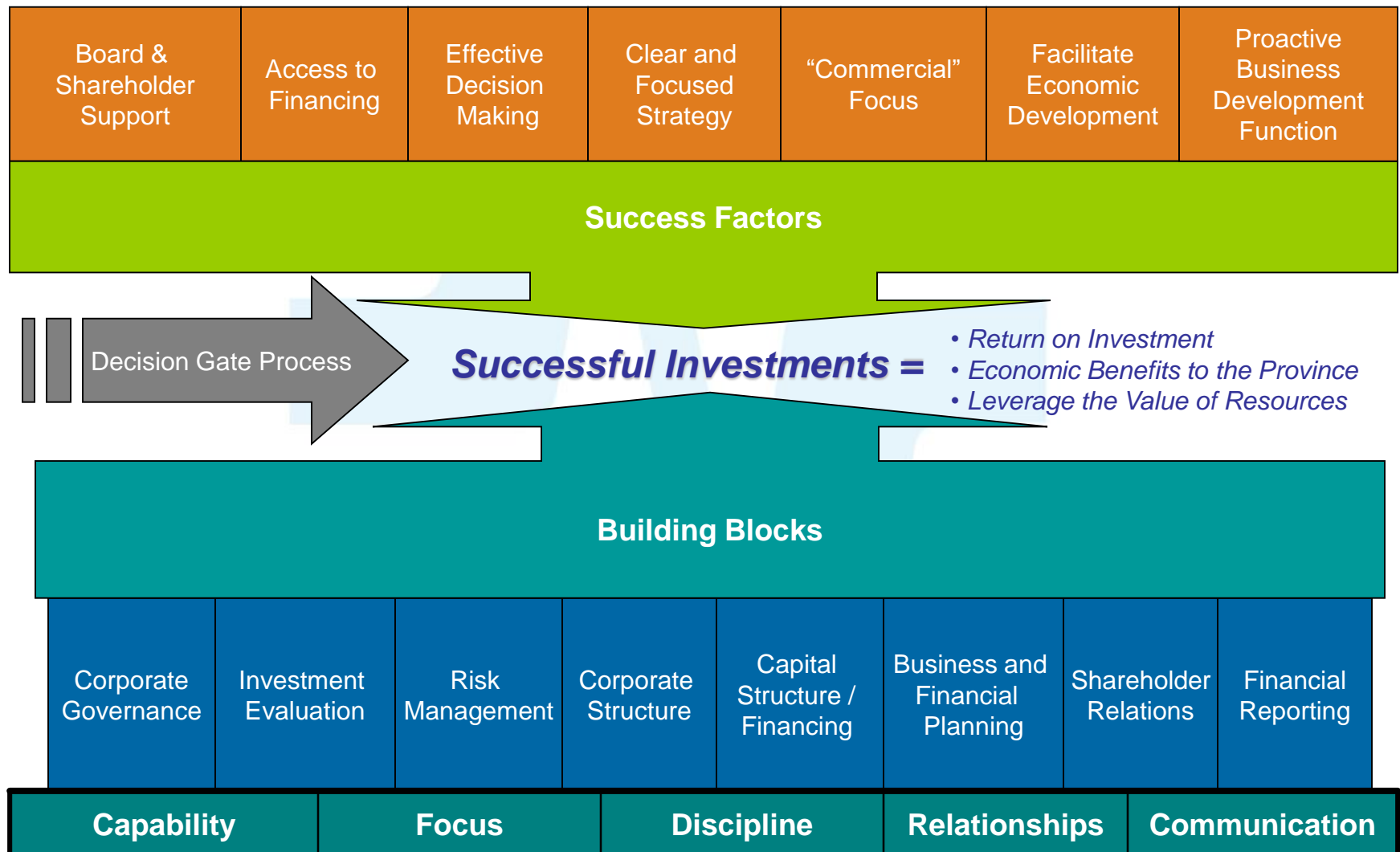
- Review and identify policy actions and directions that relate to NLH and the Energy Corporation

2007 Corporate Plan – Goal 3



**Goal 3: To strengthen our
financial and governance structure
to enable Hydro's new, expanded mandate**

Framework



OUTCOME	OUTCOME MEASURES
3.1 A corporate structure that supports investments and financing in non-regulated growth opportunities	<ul style="list-style-type: none"> ▪ Appropriate structure to facilitate financing for Lower Churchill and Business Development opportunities.
3.2 A regulated rate of return on equity (ROE) comparable to an investor owned utility	<ul style="list-style-type: none"> ▪ Rate of return on equity ▪ Return on rural assets
3.3 Recognized as a leader in crown corporation corporate governance	<ul style="list-style-type: none"> ▪ Level of performance on external corporate governance assessment (e.g. Conference Board of Canada)
3.4 Financing available to facilitate growth.	<ul style="list-style-type: none"> ▪ Financing available for investments in Lower Churchill, Labrador Wind, oil & gas investments, and acquisition opportunities.

CORPORATE OBJECTIVES

- By 2007, a financing strategy for New Business Development is developed.
- By 2008, financing is in place for the Lower Churchill Development.
- By 2008, Corporate structure to facilitate investments in Lower Churchill and Business Development.
- By 2009, achieve a regulated business return on equity (ROE) comparable to an investor owned utility.
- By 2009, achieve corporate governance performance of 80-90% compared to an external benchmark.

2007 TARGETS

- Strategy for financing Labrador Wind, Oil & Gas, and acquisition opportunities developed.
- Preferred financing options for Lower Churchill are identified.
- Phase I of Corporate Restructuring plan is implemented.
- Recommend a comprehensive plan to obtain an investor-owned utility ROE at the next general rate application.
- Corporate Governance review completed and baseline for corporate governance performance established.

2007 STRATEGIC INITIATIVES

- Identify recommended changes to legislation to implement the corporate structure required to enable Hydro to finance growth. Have changes to legislation approved by Shareholder and submitted to the legislature for approval.
- Develop a comprehensive plan to obtain an investor-owned utility ROE at the next general rate application (expected to be filed in 2008). This plan will include a recommended dividend policy required to support a request to obtain an investor-owned comparable ROE. Identify legislative changes and have approved by the Shareholder and submitted to the legislature for approval.
- Continue best practice corporate governance activities including:
 - Complete Shareholder Relations Strategy, secure Board of Directors and Shareholder approvals and begin implementation.
 - Commence and complete corporate governance review for CF(L)Co.
 - Complete corporate governance review for Hydro.
- Identify preferred financing options for Lower Churchill and secure approval from Board of Directors and Shareholder

Goal 3: Finance/Governance – 3 Year Targets

2007 TARGETS	2008 TARGETS	2009 TARGETS
Strategy for financing Labrador Wind, Oil & Gas, and acquisition opportunities developed.	Financing structure for Labrador Wind developed.	Equity commitment from Shareholders.
Preferred financing options for Lower Churchill are identified.	Financing secured for Lower Churchill	Equity injection for Lower Churchill by Shareholder.
Phase I of Corporate Restructuring plan is implemented.	Phase II of Corporate Restructuring Plan is implemented.	Phase III of Corporate Restructuring Plan is implemented.
Recommend a comprehensive plan to obtain an investor-owned utility ROE at the next general rate application.	Develop case to support an investor-owned utility ROE for inclusion in the 2008 General Rate Application.	Investor-owned utility ROE approved by regulator for inclusion in 2009 rates.

Summary of Initiatives/Areas of Focus

Framework Element	2008	2009	2010	2011	2012

2007 Corporate Plan Performance Report (Year-to-date August)

Goal 3: Financial/Governance Structure

Goal	2007 Year End Outlook	Year to Date
		No progress ——— Achieve ——— Exceed
Goal 3: Financial/Governance Structure	G	
2007 Targets		
Strategy for financing Labrador wind, oil and gas, and acquisition opportunities developed.	G	↓ ○
Preferred financing opportunities for Lower Churchill are identified.	G	↓ ○
Phase I of corporate restructuring plan is implemented.	G	↓ ○

Goal 3: Status

- Strategy for financing Labrador wind, oil and gas, and acquisition opportunities developed.
 - Changes to legislation, including borrowing limits were made.
 - Specific strategy for financing oil & gas currently being developed.
 - Meetings with RBC / Scotia were held in August to discuss financing alternatives
- Preferred financing opportunities for Lower Churchill are identified.
 - PricewaterhouseCoopers engaged as financial advisors.
 - Schedule to project sanction in 2009 developed.
 - Phase I report is complete; Phase II work has commenced
 - On schedule to have financing plan developed by the end of 2007.
- Phase I of corporate restructuring plan is implemented.
 - Legislation creating new “Energy Corporation” approved on June 5, 2007
 - Full implementation to be completed for January 1, 2008

Goal 3: Financial/Governance Structure

Goal	2007 Year End Outlook	Year to Date
		No progress ——— Achieve ——— Exceed
Goal 3: Financial/Governance Structure		
2007 Targets		
Comprehensive plan developed to obtain an investor-owned utility return on equity (ROE) at the next general rate application.	G	↓ ○
Corporate governance review completed and baseline for corporate governance established.	G	↓ ○

Goal 3: Status

- Comprehensive plan developed to obtain an investor-owned utility return on equity (ROE) at the next general rate application.
 - Stone & Webster engaged and have provided report and advice on ROE
 - Draft document to identify options and to support a recommended option has been prepared.
- Corporate governance review completed and baseline for corporate governance established.
 - Whistleblower service provider selected (EthicsPoint) and contract finalized – implementation and communications plan are underway.
 - Corporate governance changes recommended and approved by Shareholder
 - Outstanding governance documents approved by Hydro Board at June 29th meeting
 - Commenced CF(L)Co corporate governance review – first meeting to be held in late September.





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2008 Planning Process Goal Working Group Guide

October 2007

Suggested Approach

1. Planning
2. Kick-off Meeting
3. Workshop(s)
 - Review 2007 Corporate Plan for goal and year-to-date performance
 - Review/revise/update:
 - Objectives
 - Targets – 2008-2012
 - Strategic initiatives – 2008-2012
4. Presentation to Leadership Team

1. Planning

- Schedule Leadership Team presentation
- Establish the process
 - Participants
 - ◆ Finalize working group participants (see [things to think about](#))
 - ◆ Confirm participation with individuals
 - Purpose/deliverables
 - ◆ Review/revise/update objectives, targets for 2008-2012, and strategic initiatives for 2008-2012
 - Timelines
 - ◆ Establish steps/activities and timelines leading to presentation to Leadership Team
- Distribute background information
 - Planning Process Overview
 - For your goal
 - ◆ Excerpt from 2007 Corporate Plan
 - ◆ Performance report information

2. Kick-off Meeting

- Safety moment
- Review purpose/deliverables
- Review background information
 - Planning Process Overview (Planning Terms)
 - Excerpt from 2007 Corporate Plan
 - ◆ Goal framework – building blocks and critical success factors
 - ◆ Objectives, targets 2007-2011, strategic initiatives
 - Performance report information
- Activity 1: Confirm measures
- Activity 2: Define information requirements
- Develop action plan
 - Identify actions, responsibility and timelines
- Set date for next meeting
- Confirm timing of presentation to Leadership Team with Goal Working Group participants

3. Workshop(s)

- Safety moment
- Review information collected since kick-off meeting
- Discuss/agree on objectives
 - Specific
 - Measurable
 - Achievable but aggressive
 - Results-oriented
 - Timebound
- Confirm that these objectives are COMPANY-WIDE i.e. indicators of company performance (versus division or department/region)
- Identify targets (portions of objective) to be achieved in each of the next five years (2008-2012)
- Using the parameters identified in the goal framework, identify strategic initiatives to be completed in each of the next five years (2008-2012)

4. Presentation to Leadership Team

- Prepare presentation outlining recommended:
 - Objectives
 - Targets 2008-2012
 - Strategic initiatives 2008-2012 (using goal framework)With supporting rationale.
 - Complete follow-up research/discussions as required.
- * Include safety moment

Selecting Working Group Participants

- Things to think about
 - Involve people **with the information** needed to set objectives/ targets and strategic initiatives
 - Involve people who will **play a lead role** in achieving the results required
 - Select people who have **credibility** with their peers and will be **able to articulate** the objectives/targets and rationale
 - Strive for **balance** – e.g. by level of the organization, union and non-union, gender, geography, experience etc.
 - Identify a “**devils advocate**” – someone who will challenge a position and prompt people to discuss and consider it in more detail
 - Have a **manageable sized group** (8-12) – balance involving people with the challenge of coordinating schedules/facilitating discussions of a larger group
 - Consider the participants from the 2007 process – is there value in continuing with the same group? Are there other people who could contribute? Have there been changes in roles that drive changes in participants?

Activity 1: Confirm Measures

- Review the outcomes and measures identified for this goal
- Determine the key measures that need to be monitored to assess progress/success in achieving this goal
 - Your focus should be on identifying the measures that can be used to assess **company** performance (versus division or department/region/plant)

Activity 2: Define information requirements

- For each measure/measurement area, consider what information is needed to:
 - Understand current levels of performance
 - Determine potential for improvement
 - ◆ Targets established in 2007 for 2007-2011
 - ◆ Performance in 2007
 - ◆ Historical performance
 - ◆ Benchmark information from other organizations
 - ◆ Discussions with others/research

Setting Objectives

■ SPECIFIC

- Should reflect the results to be achieved (not ways to achieve the results)
- Should be capable of generating specific initiatives or actions
- Should be detailed enough to be understandable

■ MEASURABLE

- Should be able to measure to determine progress

■ ACHIEVABLE but AGGRESSIVE

- Should challenge/require stretch but not demand the impossible

■ RESULTS ORIENTED

- Should specify progress towards the goal (e.g. increase from x to y by date)

■ TIMEBOUND

- Should specify a timeframe for accomplishment

Setting Targets

Target	2008	2009	2010	2011	2012

Identifying Strategic Initiatives

- Strategic initiatives are:
 - Company-wide in scope i.e. require significant resources or resources from a number of areas of the company
 - Aligned with an element (building block or critical success factor) of the goal framework
 - “Significant” pieces of work that need to be completed to achieve company objectives/targets
 - Limited in number, both within each goal and, for the eight goals in total

Summary of Initiatives/Areas of Focus

Framework Element	2008	2009	2010	2011	2012

Planning Terms & Definitions

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Planning Terms & Definitions

TERM	DEFINITION	EXAMPLE
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Strategic Initiative	<ul style="list-style-type: none">Company-wide activities/actions that need to be completed to achieve the objective or target	<ul style="list-style-type: none">Develop a safe observation reporting process in 2006 with full implementation for January 2007 (available for test in August 2006).



Focusing Our Energy
Newfoundland and Labrador Energy Plan - Summary

Energy Plan Vision

To ensure our energy resources contribute to a vibrant and sustainable Newfoundland and Labrador where people are proud to live and work, the standard of living is high, and the environment is protected now and into the future; and to ensure that the people of Newfoundland and Labrador take pride and ownership in our energy resources and strategically develop them in such a way that returns maximum returns to the province for generations to come.

Principles**1. Sustainability**

Energy developments must be environmentally and economically sustainable. We will protect and enhance our environment. We will also ensure the economic benefits from the development of our energy resources will be shared with future generations.

2. Control

We will exercise appropriate control over the development of our resources to ensure they are managed and used in the best interest of the people of Newfoundland and Labrador. We will assume an ownership interest in the development of our energy resources where it fits our strategic long-term objectives.

3. Cooperation and Coordination

We will add value to our resource development through effective cooperation and coordination with key stakeholders and partners.

Goals**1. Environmental Leadership**

We will ensure our environment is continually protected and improved, through responsible development of clean, renewable sources of energy, including but not limited to, hydroelectric and wind generation, investing in energy efficiency and conservation programs, and funding energy innovation.

2. Energy Security

We will ensure we have secure, reliable and competitively-priced supply of energy for current and future needs of the people of Newfoundland and Labrador.

3. Sustainable Economic Development

We will develop our energy resources to help meet our social and economic responsibilities. We will reinvest the value we receive from our energy sector to secure our prosperity today and for future generations. We will ensure energy

Focusing Our Energy
Newfoundland and Labrador Energy Plan - Summary

developments capitalize on our competitive advantages: our people, our industrial infrastructure, our geographic location and our political stability.

4. Maximizing Export Value

We will ensure we are positioned to maximize value over the long-term from any electricity available for export and to invest the proceeds strategically.

5. Maximizing Long-Term Value of Oil and Gas

Oil and gas, once produced and consumed, are depleted forever. We will maximize and effectively invest the value received from these resources to ensure current and future generations benefit from their development, while still providing a fair return to oil and gas companies that participate in the development of our resources.

6. Effective Governance

We will ensure that we have an effective and efficient regulatory and governance structure to properly manage the development of our energy resources. We must ensure there are no unreasonable impediments to development and establish rules and regulations that are prudent and clear. We will strive to establish certainty and stability for our energy sector investors provided the needs of the province are not compromised.

Policy Actions Summary/Goals Reference

The table below includes a listing of all *Policy Actions* outlined in the Energy Plan. It also includes a document reference so readers can review the complete text in the Energy Plan (see <http://www.nr.gov.nl.ca/energyplan/EnergyReport.pdf>) and a reference to the entities responsible for pursuing/completing the *Policy Actions*.

The table also references the goal(s) of the Energy Corporation that are impacted or relate to the specific *Policy Actions*. These references include:

- *Policy Actions* that the Company is responsible for leading and therefore should drive specific targets or initiatives for the 2008 planning process; and
- *Policy Actions* that the Government will be leading and may require the Company's input and/or may influence our activities over the planning period.

*** Note: Each Goal Working Group should review the *Policy Actions* listing to identify those that should drive specific targets or initiatives for the 2008-2012 planning period.**

Focusing Our Energy
Newfoundland and Labrador Energy Plan - Summary

Goals

Goal 1: To be a safety leader

Goal 2: To be an environmental leader

Goal 3: To strengthen our financial and governance structure to enable Hydro's new, expanded mandate

Goal 4: To grow a diversified, viable energy business

Goal 5: Through operational excellence to provide exceptional value to all consumers of our energy

Goal 6: To achieve sanction for the Lower Churchill Project

Goal 7: To ensure a highly skilled and motivated team of employees who are strongly committed to Hydro's success and future direction

Goal 8: To be a valued corporate citizen and an active member of the communities in which we operate.

Policy Actions	Document Reference	Lead	Goals
Newfoundland and Labrador's Energy Warehouse			
<ul style="list-style-type: none"> Ensure that any future fiscal regimes provide maximum returns to the people of this province and are designed to respond to changing circumstances. 	Managing Our Energy Warehouse, Policy Actions, P.13	Government of NL	Goal 3, 4
<ul style="list-style-type: none"> Assume an ownership interest in the development of our energy resources where it fits our strategic long-term objectives. 	Managing Our Energy Warehouse, Policy Actions, P.13	Government of NL	Goals 3, 4, 5, 6
<ul style="list-style-type: none"> Leverage our non-renewable oil and gas wealth into a renewable future by investing a significant portion of our non-renewable resource revenues in renewable energy infrastructure and development. 	Managing Our Energy Warehouse, Policy Actions, P.13	Government of NL	Goals 3, 4, 6
<ul style="list-style-type: none"> Actively seek resource development partners and work with those partners, other governments and customers to develop these resources for our mutual benefit. 	Managing Our Energy Warehouse, Policy Actions, P.13	Government of NL	Goals 3, 4, 6

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> • Increase strategic investment in information gathering on our energy resources and options for their development. 	Managing Our Energy Warehouse, Policy Actions, P.13	Government of NL	Goal 4
<ul style="list-style-type: none"> • Ensure that our policies and legislation provide us with the tools to responsibly control the pace of development and benefits we receive from our resources. 	Managing Our Energy Warehouse, Policy Actions, P.13	Government of NL	Goal 4
<ul style="list-style-type: none"> • Ensure the Energy Corporation takes a lead role in the development of our energy resources. 	Managing Our Energy Warehouse, Policy Actions, P.13	Government of NL	All
Oil & Gas			
<ul style="list-style-type: none"> • Establish a working group comprised of the Provincial Government and petroleum industry representatives, including the Energy Corporation, to develop regulatory and fiscal measures for Provincial Government consideration to promote targeted exploration activity and address other industry needs. 	Encouraging Exploration Activity, Policy Actions, P. 17	Government of NL	Goal 4
<ul style="list-style-type: none"> • Make an initial investment of \$20 million over the next three years through the Energy Corporation to purchase existing proprietary seismic data for re-evaluation and acquire new data to fill in gaps. 	Encouraging Exploration Activity, Policy Actions, P. 17	Energy Corporation/ Government of NL	Goal 4
<ul style="list-style-type: none"> • Make an initial investment of \$5 million over the next two years through the Energy Corporation in a Petroleum Exploration Enhancement Program to boost new onshore petroleum exploration in western Newfoundland. 	Encouraging Exploration Activity, Policy Actions, P. 18	Energy Corporation/ Government of NL	Goal 4
<ul style="list-style-type: none"> • Develop data management information repositories for onshore and offshore resources. 	Encouraging Exploration Activity, Policy Actions, P. 18	Government of NL	Goal 4

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Develop and implement a comprehensive petroleum resource marketing plan. 	Encouraging Exploration Activity, Policy Actions, P. 18	Government of NL	Goal 4
<ul style="list-style-type: none"> Establish a policy to obtain a 10 per cent equity position in future offshore petroleum projects requiring a Development Plan approval, where it fits our strategic long-term objectives. The Energy Corporation shall negotiate payment of its share of the historic exploration and pre-development costs incurred by the license co-venturers as well as contribute its share of subsequent development and operations costs. 	Equity Ownership, Policy Actions, P. 20	Government of NL/Energy Corporation	Goals 3, 4
<ul style="list-style-type: none"> Continue to pursue acquisition of the 8.5 per cent federal interest in the Hibernia Project. 	Equity Ownership, Policy Actions, P. 20	Government of NL	Goal 4
<ul style="list-style-type: none"> Implement the Offshore Natural Gas Royalty Regime when industry consultations are complete. 	Fiscal Regime, Policy Actions, P. 22	Government of NL	Goal 4
<ul style="list-style-type: none"> Establish an internationally competitive Generic Offshore Oil Royalty Regime in line with the principles and structure of the Offshore Natural Gas Royalty Regime. 	Fiscal Regime, Policy Actions, P. 22	Government of NL	Goal 4
<ul style="list-style-type: none"> Review the onshore petroleum regulatory structure to ensure it responds to the needs of industry and the province. 	Regulatory Framework, Policy Actions P. 23	Government of NL	Goal 4
<ul style="list-style-type: none"> Continue to work with the Federal Government and stakeholders to improve the efficiency and effectiveness of our current offshore regulatory structure, consistent with the principles of the Atlantic Accord. 	Regulatory Framework, Policy Actions P. 23	Government of NL	Goal 4

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Focusing Our Energy
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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Work with the affected Aboriginal governments and groups to ensure that developments in areas under claim or subject to a treaty are managed efficiently and effectively for the benefit of those Aboriginal peoples and other residents of the province. 	Regulatory Framework, Policy Actions P. 23	Government of NL	Goal 4
<ul style="list-style-type: none"> Encourage the Federal Government to work with us to: <ul style="list-style-type: none"> Establish time limits for developing new and existing significant discovery licenses offshore. Ensure companies outline detailed plans and timelines for execution and exploration activity and to establish a reporting and monitoring program which will ensure the exploration activity is being pursued as planned. Facilitate the development of satellite fields including reduced cycle time approvals Develop open-access requirements to existing facilities by third parties. 	Land Management, Policy Actions, P. 21	Government of NL	Goal 4
<ul style="list-style-type: none"> Focus on benefits requirements that target maximum sustainable supply and service industries and employment where we have the potential to create or capitalize on our competitive advantages. To accomplish this, we will work with our stakeholders and partners, including unions, fabrication yards and oil and gas companies. 	Employment and Industrial Fabrication, Policy Actions, P. 26	Government of NL	Goal 4

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Focusing Our Energy
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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Establish a fund with an initial \$5 million investment to provide financial incentives for export-based petroleum fabrication and manufacturing opportunities. These financial incentives will be based on clear guidelines, targets and program parameters. 	Employment and Industrial Fabrication, Policy Actions, P. 26	Government of NL	Goal 4
<ul style="list-style-type: none"> Develop and implement a comprehensive capability marketing plan to be used in conjunction with our supply and industrial fabrication industry companies to sell our expertise inside and outside the province. 	Employment and Industrial Fabrication, Policy Actions, P. 26	Government of NL	Goal 4
<ul style="list-style-type: none"> Aggressively pursue refining, secondary processing and other value-added opportunities. 	Refining, Secondary Processing and Other value-added Activities, Policy Actions, P. 27	Government of NL	Goal 4
<ul style="list-style-type: none"> Request that companies provide an assessment of the feasibility and provincial benefits of refining oil and/or pursuing other secondary processing opportunities in Newfoundland and Labrador prior to submitting a Development Plan. 	Refining, Secondary Processing and Other value-added Activities, Policy Actions, P. 27	Government of NL	Goal 4
<ul style="list-style-type: none"> Request that all companies provide a detailed assessment of the feasibility and provincial benefits of landing gas in Newfoundland and Labrador prior to submitting a Development Plan.. 	Landing Natural Gas, Policy Actions, P.28	Government of NL	Goal 4
Electricity			
<ul style="list-style-type: none"> Lead the development of the Lower Churchill Hydroelectric project, through the Energy Corporation. 	Lower Churchill Project, Policy Actions, P. 32	Energy Corporation	Goal 6 (All)
<ul style="list-style-type: none"> Ensure that first consideration for employment will be given to qualified personnel adjacent to the resource. 	Lower Churchill Project, Policy Actions, P. 32	Energy Corporation	Goals 6-8

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Conduct a comprehensive study of all potential long-term electricity supply options in the event that the Lower Churchill Project does not proceed. 	Lower Churchill Project, Policy Actions, P. 32	NLH	Goals 2, 5, 8
<ul style="list-style-type: none"> Ensure Churchill Falls (Labrador) Corporation (CF(L)Co) continues to maintain the Upper Churchill facility to a proper operating standard. 	Upper Churchill, Text, P. 33	CF(L)Co	Goals 1, 2, 3, 5, 7
<ul style="list-style-type: none"> Position the province to take full advantage of Upper Churchill power for provincial and export customers after the power contract expires. 	Upper Churchill, Policy Actions, P. 33	Government of NL	Goals 4, 5
<ul style="list-style-type: none"> Explore opportunities for this facility to ensure it will make a greater economic contribution to the province. 	Upper Churchill, Policy Actions, P. 33	Government of NL	Goals 4, 5
<ul style="list-style-type: none"> Maintain the moratorium on small hydro developments, subject to review in 2009 concurrent with a decision on proceeding with the Lower Churchill project 	Other New Hydro Developments, Policy Actions, P.34	Government of NL/ NLH	Goal 5
<ul style="list-style-type: none"> Ensure the Energy Corporation continues to work on feasibility and environmental studies of additional hydroelectric prospects. 	Other New Hydro Developments, Policy Actions, P.34	Government of NL/ NLH	Goals 2, 5, 8
<ul style="list-style-type: none"> Implement a new policy on the issuance of water rights for new hydroelectric developments, making the Energy Corporation responsible for coordinating and controlling all new hydroelectric developments in Newfoundland and Labrador. 	Other New Hydro Developments, Policy Actions, P.34	Government of NL/Energy Corporation/NLH	Goals 5, 6
<ul style="list-style-type: none"> Adopt a new policy on Crown Lands issuance for wind power that only NLH or the Energy Corporation, or a company selected by them, will be able to obtain a Crown lease for a wind power development. 	Wind, Policy Actions, P. 37	Government of NL/ Energy Corporation/ NLH	Goals 4, 5

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Work with Aboriginal governments and groups in areas where potential wind developments are subject to an Aboriginal treaty or a land claim. 	Wind, Policy Actions, P. 37	Government of NL/ Energy Corporation/ NLH	Goals 4, 8
<ul style="list-style-type: none"> Pursue opportunities for locating manufacturing and fabrication of wind turbine components such as towers, tower bases, and turbine blades in the province. 	Wind, Policy Actions, P. 37	Government of NL	Goal 4
<ul style="list-style-type: none"> Address environmental concerns related to Holyrood by either: <ul style="list-style-type: none"> Replacing Holyrood generation with electricity from the Lower Churchill through a transmission link to the island; or Installing scrubbers and precipitators, and maximize the use of wind, small hydro and energy efficiency programs, to reduce reliance on Holyrood. 	Holyrood, Policy Actions, P. 38	Energy Corporation/ NLH	Goal 2, 5, 6, 8
<ul style="list-style-type: none"> Review commercial rates in Labrador coastal communities in conjunction with the sanctioning of the Lower Churchill project. 	Isolated diesel Systems, Policy Actions, P. 39	Government of NL/ NLH	Goals 5, 6, 8
<ul style="list-style-type: none"> Work with the Aboriginal governments and groups to reduce the reliance on diesel energy in their communities where possible. 	Isolated diesel Systems, Policy Actions, P. 39	Government of NL/ NLH	Goals 5, 8
<ul style="list-style-type: none"> Continue to compare interconnection and diesel generation costs as operating costs change. 	Isolated diesel Systems, Policy Actions, P. 39	Government of NL/ NLH	Goal 5
<ul style="list-style-type: none"> Support research and development into wind and/or wind/hydrogen integration for isolated communities. 	Isolated diesel Systems, Policy Actions, P. 39	Government of NL/ NLH	Goal 4, 5
<ul style="list-style-type: none"> Explore options for gas-to-wire generation and delivery. 	Gas-to-Wire, Policy Actions, P. 34	Government of NL/NLH	Goal 4, 5

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Pursue other generation opportunities when they are technologically and economically feasible. 	Other Generation Technologies, Policy Actions, P. 40	Government of NL/ NLH/Energy Corporation	Goal 4, 5
<ul style="list-style-type: none"> Develop and implement a net metering policy for small generation <u>developers</u>. 	Other Generation Technologies, Policy Actions, P. 40	NLH/NL Power	Goal 2, 5, 8
<ul style="list-style-type: none"> Encourage exploration and development of our uranium resources. 	Other Generation Technologies, Policy Actions, P. 40	Government of NL	Goal 4
<ul style="list-style-type: none"> Build a transmission link between Labrador and the Island and Labrador in conjunction with the Lower Churchill development and seek Federal Government financial assistance in the context of GHG emission reduction initiatives. 	Labrador-Island Transmission Link, Policy Actions, P. 40	Government of NL/ Energy Corporation	Goals 2, 3, 5, 6, 8
<ul style="list-style-type: none"> Use our electricity resources to actively pursue new industrial development in the province, particularly Labrador. 	Island and Labrador Transmission, Policy Actions, P. 42	Government of NL/ NLH/Energy Corporation	Goals 4,5, 6
<ul style="list-style-type: none"> Work closely with potential developers to ensure costs are understood and timelines are addressed. 	Island and Labrador Transmission, Policy Actions, P. 42	NLH/Energy Corporation	Goals 4, 5, 6
<ul style="list-style-type: none"> Work to establish appropriate transmission access to Canadian and U.S. national electricity grids. 	Transmission for Export, Policy Actions, P. 39	Government of NL/ Energy Corporation	Goals 5, 6
<ul style="list-style-type: none"> Work with other governments and industry to establish an effective national electricity transmission system. 	Transmission for Export, Policy Actions, P. 39	Government of NL	Goal 6

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Maintain the current industry structure for the management of electricity distribution activities between Newfoundland Power and Newfoundland and Labrador Hydro with an increased focus on identifying potential synergies. 	Industry Structure, Policy Actions, P. 46	NLH/NL Power	Goal 5
<ul style="list-style-type: none"> Identify which standard practices in the North American electricity industry are necessary for us to adopt as we become more electrically integrated, and how best to implement them in this province. 	Industry Structure, Policy Actions, P. 46	Government of NL	Goal 6
<ul style="list-style-type: none"> Streamline the regulatory process governing the electricity sector. 	Regulatory Process, Policy Actions, P. 47	Government of NL	Goals 3, 5
<ul style="list-style-type: none"> Maintain the fundamental regulatory principles that currently exist, but incorporate broader considerations such as conservation and environmental protection. 	Regulatory Process, Policy Actions, P. 47	Government of NL	Goals 2, 3, 5
<ul style="list-style-type: none"> Affirm the lead role of NLH as the long-term planning entity for the electricity sector. 	Regulatory Process, Policy Actions, P. 47	Government of NL/NLH	Goal 5
<ul style="list-style-type: none"> Ensure that the regulatory process can appropriately accommodate Lower Churchill and other power for use in both domestic and export markets. 	Regulatory Process, Policy Actions, P. 47	Government of NL	Goals 3, 5, 6
<ul style="list-style-type: none"> Maintain least-cost power as the primary objective in electricity rate setting in the province. 	Rate Setting, Policy Actions, P. 48	Government of NL/NLH	Goals 3, 5, 6
<ul style="list-style-type: none"> Ensure isolated diesel customers continue to have their basic household requirements and preferential rates for specified facilities subsidized by other customers. 	Rate Setting, Policy Actions, P. 48	Government of NL/NLH	Goal 5
<ul style="list-style-type: none"> Negotiate with both existing and new industrial developers to ensure that the electricity rates paid are in the best interests of the province. 	Rate Setting, Policy Actions, P. 48	Government of NL/NLH/Energy Corporation	Goals 4, 5, 6

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Policy Actions	Document Reference	Lead	Goals
Energy & Our Environment			
<ul style="list-style-type: none"> By 2015, target the elimination of 1.3 million tonnes of GHG emissions per year, as well as all other pollutants from Holyrood, by building Lower Churchill and the Labrador-Island Transmission link. This will ensure more than 98 per cent of electricity generated for our own use comes from renewable sources. 	Air Emissions, Policy Actions, P. 52	Government of NL/ NLH/ Energy Corporation	Goals 2, 5, 6, 8
<ul style="list-style-type: none"> Join the Climate Change Registry to ensure consistent and verifiable measurement of GHG emissions as per the commitments from the August 2007 Meeting of the Council of the Federation 	Air Emissions, Policy Actions, P. 52	Government of NL	Goal 2, 5
<ul style="list-style-type: none"> Release an updated Climate Change Action Plan by 2008 incorporating specific targets and commitments which build upon initiatives being undertaken by the province through the Council of the Federation and New England Governors and Eastern Canadian Premiers. 	Air Emissions, Policy Actions, P. 52	Government of NL	Goal 2
<ul style="list-style-type: none"> Work with industry and other stakeholders to develop a GHG strategy for the energy sector. 	Air Emissions, Policy Actions, P. 53	Government of NL	Goals 2, 5
<ul style="list-style-type: none"> Continue to require that new offshore project developers follow best practices with regard to flaring levels. 	Air Emissions, Policy Actions, P. 53	Government of NL	Goals 2, 4
<ul style="list-style-type: none"> Provide funding through the Newfoundland and Labrador Green Fund for feasibility studies on, and potential implementation of, methane capture from large existing landfills and utilization as an energy source, for heating, electricity generation, or municipal vehicle fleet fuel. 	Air Emissions, Policy Actions, P. 53	Government of NL	

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Task the Centre of Excellence for Environmental, Science, Research and Technology (CEE) and its partner post-secondary institutions through the Newfoundland and Labrador Research and Development Council, to give appropriate consideration in developing further environmental sector partnerships aimed at addressing GHG reduction goals. 	Air Emissions, Policy Actions, P. 53	Government of NL	Goals 2, 5
<ul style="list-style-type: none"> Work with the Council of the Federation to accelerate the development and deployment of energy research and technologies that advance more efficient production, transmission and use of clean and conventional energy sources. 	Air Emissions, Policy Actions, P. 53	Government of NL	Goals 2, 5
<ul style="list-style-type: none"> Strongly support mechanisms for investment in renewable energy projects and work to ensure that technology fund investments are directed towards regional and national initiatives, such as east-west transmission projects, with proven ability to reduce emissions. 	Creating the Value of Our Renewable Energy, Policy Actions, P. 55	Government of NL	Goals 2, 6
<ul style="list-style-type: none"> Work with the Government of Canada and other provinces as well as industry to develop a technology fund that will invest in transmission for the Lower Churchill Project and wind opportunities 	Creating the Value of Our Renewable Energy, Policy Actions, P. 55	Government of NL	Goals 2, 4, 6
<ul style="list-style-type: none"> Work through the New England Governors-Eastern Canadian Premiers Conference to consider participation in the Regional Greenhouse Gas Initiative, while allowing the appropriate amount of time to allow prudent economic transition. 	Creating the Value of Our Renewable Energy, Policy Actions, P. 55	Government of NL	Goal 2

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Support and advance initiatives to regulate and limit GHG emissions in a manner that promotes renewable energy development. 	Creating the Value of Our Renewable Energy, Policy Actions, P. 56	Government of NL/ Energy Corporation	Goal 2, 5, 6
<ul style="list-style-type: none"> Ensure that the province captures the incremental value of our renewable energy as a result of emissions regulation. 	Creating the Value of Our Renewable Energy, Policy Actions, P. 56	Energy Corporation	Goals 2, 6
<ul style="list-style-type: none"> Ensure that renewable and non-renewable resources are developed in a manner which both maximizes benefits for the province while at the same time protecting the natural environment, including our land, water and wildlife, to the greatest extent possible. 	Land, Water and Wildlife, Policy Actions, P. 57	Government of NL/ NLH/ Energy Corporation	Goals 2, 4, 5, 6
<ul style="list-style-type: none"> Continue to work through the Council of the Federation, the Council of Energy Ministers and the Canadian Council of Ministers of the Environment to improve the timeliness and certainty of regulatory approval decision-making processes while maintaining rigorous protection of the environment and public interest. 	Land, Water and Wildlife, Policy Actions, P. 57	Government of NL	Goals 2, 4, 5, 6
<ul style="list-style-type: none"> Ensure that stakeholders, communities, Aboriginal governments and groups are consulted appropriately on the development of energy projects. 	Land, Water and Wildlife, Policy Actions, P. 57	Government of NL/ NLH/Energy Corporation	Goals 2, 4, 5, 6, 8
<ul style="list-style-type: none"> Establish an Energy Conservation and Efficiency Partnership (ECEP) to develop a coordinated and prioritized five-year Energy Conservation and Efficiency Plan by March 2008. 	Planning and Coordination, Policy Actions, P. 58	Government of NL/ NLH	Goal 2
<ul style="list-style-type: none"> Provide an initial investment of \$5 million to the ECEP to coordinate and assist with energy conservation and efficiency initiatives. 	Planning and Coordination, Policy Actions, P. 58	Government of NL	Goal 2, 8

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Consider the implementation of a rebate program to encourage the purchase of hybrids and other fuel efficient cars and SUVs. 	Efficiency and Conservation Programs, Policy Actions, P. 59	Government of NL	Goal 2
<ul style="list-style-type: none"> Investigate ways to influence vehicle choice towards more efficient vehicles. 	Efficiency and Conservation Programs, Policy Actions, P. 59	Government of NL	Goal 2
<ul style="list-style-type: none"> Investigate the adoption of advanced vehicle energy efficiency standards as a member of the New England Governors and Eastern Canadian Premiers Conference. 	Efficiency and Conservation Programs, Policy Actions, P. 59	Government of NL	Goal 2
<ul style="list-style-type: none"> Continue to implement transportation conservation initiatives outlined in the Climate Change Action Plan. 	Efficiency and Conservation Programs, Policy Actions, P. 59	Government of NL	Goal 2
<ul style="list-style-type: none"> Develop a program to assist large industrial operations to perform efficiency/conservation audits. 	Efficiency and Conservation Programs, Policy Actions, P. 59	Government of NL	Goals 2, 5, 8
<ul style="list-style-type: none"> Explore the introduction of commercial and residential lighting conservation and insulation enhancement programs. 	Efficiency and Conservation Programs, Policy Actions, P. 59	Government of NL	Goals 2, 5, 8
<ul style="list-style-type: none"> Allocate \$500,000 to provide grants of up to \$250 to homeowners for pre and post retrofit residential energy audits. 	Efficiency and Conservation Programs, Policy Actions, P. 60	Government of NL	Goals 2, 5, 8
<ul style="list-style-type: none"> Allocate \$6.9 million over 3 years to Newfoundland and Labrador Housing Corporation to fund an energy efficiency and conservation program for low-income homeowners. 	Efficiency and Conservation Programs, Policy Actions, P. 60	Government of NL	

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Lead by example in energy efficiency and conservation by: Adopting a policy that 25 per cent of all new Provincial Government car and SUV purchases during 2008-2011 will be energy efficiency vehicles. 	Efficiency and Conservation Programs, Policy Actions, P. 60	Government of NL	Goals 2, 5
<ul style="list-style-type: none"> Strive to implement a policy that starting in 2008, where appropriate, all new buildings and major renovations receiving funding from the Provincial Government or built by Provincial Governments corporations or agencies exceed current Model National Energy Code by 25 per cent and, where possible, also qualify for a minimum Silver standard in the Leadership in Energy and Environmental Design (LEED) program. 	Efficiency and Conservation Programs, Text, P. 61	Government of NL/ NLH	Goals 2, 5
<ul style="list-style-type: none"> Ensure that reduced energy costs from efficiency measures beyond the commitment on Energy Codes are considered against any increased capital cost in new public sector buildings and renovations. 	Efficiency and Conservation Programs, Text, P. 61	Government of NL/ NLH	Goals 2, 5
<ul style="list-style-type: none"> Continue to implement other initiatives for Provincial Government operations as described in the Climate Change action plan. 	Efficiency and Conservation Programs, Text, P. 61	Government of NL/ NLH	Goals 2, 5
<ul style="list-style-type: none"> Continue to support the Climate Change Education Centre as a way to provide effective public education on energy conservation and efficiency opportunities. 	A Culture of Conservation, Text, P. 62	Government of NL	Goal 2
<ul style="list-style-type: none"> Establish and implement a comprehensive energy efficiency and conservation marketing strategy. 	A Culture of Conservation, Policy Actions, P. 62	Government of NL	Goal 2, 8

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Support programs that focus on engaging young people through outreach and education through an innovative annual \$200,000 education fund. 	A Culture of Conservation, Policy Actions, P. 62	Government of NL	Goal 2, 8
<ul style="list-style-type: none"> Continue updating and expanding the environmental science component of the K to 12 curriculum. 	A Culture of Conservation, Policy Actions, P. 62	Government of NL	Goal 2, 8
<ul style="list-style-type: none"> Continue to support our initiatives outlined in the Council of the Federation's "Climate Change: Leading Practices by Provinces and Territories in Canada," and consider implementation of best practices from other jurisdictions in the country. 	A Culture of Conservation, Policy Actions, P. 62	Government of NL	
Energy & Our Economy			
<ul style="list-style-type: none"> Support and implement the recommendations of the Skills Task Force. 	Professional and Skilled Workers, Policy Actions, P. 65	Government of NL/ NLH/ Energy Corporation	Goal 7
<ul style="list-style-type: none"> Work closely with our skilled trade unions and leaders to attract and retain skilled workers. 	Professional and Skilled Workers, Policy Actions, P. 65	Government of NL/ NLH/ Energy Corporation	Goal 6, 7
<ul style="list-style-type: none"> Continue to update the labour demand and supply analysis of the Skills Task Force for current and future energy projects. 	Professional and Skilled Workers, Policy Actions, P. 65	Government of NL/ NLH/ Energy Corporation	Goals 4, 5, 6, 7
<ul style="list-style-type: none"> Encourage secondary and post-secondary students to participate in our energy sector by promoting existing programs. 	Professional and Skilled Workers, Policy Actions, P. 65	Government of NL/ NLH/ Energy Corporation	Goal 7
<ul style="list-style-type: none"> Promote opportunities in our energy sector to skilled workers outside the province. 	Professional and Skilled Workers, Policy Actions, P. 65	Government of NL/ NLH/ Energy Corporation	Goals 6,7

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> • Increase the number of educated and skilled workers in the province by: <ul style="list-style-type: none"> ○ Working with the Nunatsiavut Government and Aboriginal groups to identify potential employment and training opportunities. ○ Seeking to partner with the Federal Government to improve the educational outcomes for Aboriginal students and facilitate their participation in post-secondary education. ○ Working with stakeholders to ensure that underrepresented groups have full access to employment opportunities. ○ Identifying and facilitating programs to increase the participation of women in professional and skilled trades in the energy sector. ○ Identifying and facilitating programs to increase the participation of Aboriginal peoples in professional and skilled trades the energy sector. 	Professional and Skilled Workers, Policy Actions, P. 66	Government of NL/ NLH/ Energy Corporation	Goals 6,7
<ul style="list-style-type: none"> • Develop a strategy to retain our educated and skilled workers that will: <ul style="list-style-type: none"> ○ Encourage continuous employer-driven investment in job training and skills upgrading. ○ Encourage higher enrolment and graduation rates for post-secondary institutions. 	Professional and Skilled Workers, Policy Actions, P. 67	Government of NL	Goal 7
<ul style="list-style-type: none"> • Address specific labour market challenges related to retention in the energy sector. 	Professional and Skilled Workers, Policy Actions, P. 67	Government of NL/ NLH/ Energy Corporation	Goal 7

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Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Require large-scale energy project proponents within our jurisdiction to include employment plans for women that address employment equity and work with other governments to accomplish the same goal where resources are jointly managed. 	Professional and Skilled Workers, Policy Actions, P. 67	Government of NL /NLH/ Energy Corporation	Goals 4, 5, 6, 7
<ul style="list-style-type: none"> Invest \$5 million to establish a Task Force on Energy Innovation that will provide detailed advice and recommendations on planning, implementing and financing energy innovation. The Task Force will: <ul style="list-style-type: none"> Pursue a strategic, coordinated approach to energy innovation focusing on areas of a competitive advantage. Create an Energy Innovation Roadmap for the province by the end of 2008 to provide direction, focus, and priorities for our future energy technologies. Identify and work with various groups to promote focus on key opportunity areas. Leverage existing strengths and energy expertise at Centres of Excellence and elsewhere by encouraging a common, coordinated approach to executing energy research. Address the lack of venture capital and other funding necessary to move ideas into implementation. 	Focusing on Our Best Opportunities, Policy Actions, P. 69	Government of NL/Energy Corporation	Goal 4
<ul style="list-style-type: none"> Ensure our energy resources, where appropriate, are used as a tool for promote economic development, particularly in rural areas and Labrador. 	Energy as a Tool for Economic Development, Policy Actions, P. 73	Government of NL	Goals 4, 5, 6, 8

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Newfoundland and Labrador Energy Plan - Summary

Policy Actions	Document Reference	Lead	Goals
<ul style="list-style-type: none"> Work with the Nunatsiavut Government and Aboriginal groups to ensure opportunities for involvement in the development of projects are pursued and skills training are available. 	Energy as a Tool for Economic Development, Policy Actions, P. 73	Government of NL/ Energy Corporation	Goals 4, 5, 6, 7, 8
<ul style="list-style-type: none"> Work with industry, unions, fabrication facilities and education institutions to have a full understanding of the scheduling, timing and employment infrastructure requirements for large-scale projects with a view to facilitating the successful completion of these projects in the province. 	Long Term Project Planning, Policy Actions, P. 74	Government of NL/ Energy Corporation	Goals 4, 5, 6, 7

Note that initiatives listed under the NSP are not included here.