

Lower Churchill Management Corporation



STEWARDSHIP REPORTING PROCEDURE

Nalcor Doc. No. LCP-PT-MD-0000-PC-PR-0017-01

Comments: This Procedure is used in association with the <i>Project Controls Management Plan</i> (Doc No. LCP-PT-MD-0000-PC-PL-0001-01).	Total # of Pages: (Including Cover): 18
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Status / Revision	Date	Reason for Issue	Prepared by	Functional Manager Approval	Quality Manager-Generation Approval	Project Manager Approval ¹
B2	23-Apr-2018	Re-issued for Use	 J. Grandy	 T. Power	 D. Green	See Page 1.
B1	24-Feb-2016	Issued for Use	J. Grandy	A. Embury	D. Green	R. Power


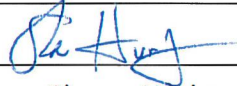


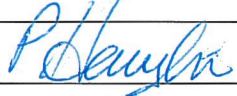
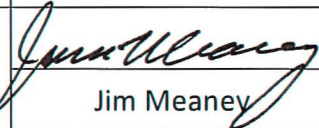
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Note: 1. "LCP" coded documents require all Project Managers' approval.

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Additional Approvals

Position	Approval
Quality Manager- Transmission Link	
	Stuart Ogilvie
Project Manager- Transmission Link	
	Shawn Hurley
Project Manager- Muskrat Falls Generation	
	Scott O'Brien
General Project Manager- Transmission Link	
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Project Director- Generation	
	Paul Harrington
Vice President Finance Power Supply	
	Jim Meaney

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1 Purpose

The purpose of this procedure is to define the roles, responsibilities and actions required in the reporting process, coordination and preparation of all LCP Executive-Level Management reports within the Lower Churchill Management Corporation (LCMC) in both Power Development (Generation) and Power Supply (Transmission Link) for the delivery of the Lower Churchill Project (LCP) and Sub-Projects in accordance with the [Project Controls Management Plan - LCP-PT-MD-0000-PC-PL-0001-01](#).

2 Scope

This procedure applies to the LCP Project and all LCP Sub-Projects that for execution purposes have been structured by Components as:

- Power Development:
 - Muskrat Falls Generation (MFG)
- Power Supply:
 - HVdc Specialties (DCS)
 - Overland Transmission Lines (OTL)
 - Strait of Belle Isle (SOBI) Marine Crossing

And for Asset Alignment (Cost and Schedule) purposes have been structured as:

- Muskrat Falls Generation - MFG
- Labrador Transmission Asset - LTA
- Labrador Island Link - LIL

3 Definitions

This section will include terms that are primary or unique to the Reporting Process only. The [Project Dictionary, Acronyms and Abbreviations List - LCP-PT-MD-0000-PM-LS-0001-01](#) provides additional information on any terms, acronyms, or abbreviations not included in these next sections.

LCP Intralinks Data Room Portal for the distribution of specific project information for viewing by the Independent Engineer and Government of NL Oversight Committee. McInnes Cooper are the legal entity responsible for the Management of this Portal through coordination and communication with the Vice President Finance, Power Supply, with various functions performed by both the Project Controls Team, Finance and Accounting Team, and 3rd Party Coordination Managers, Power Development, and Power Supply.

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4 Abbreviations and Acronyms

IPS	Integrated Project Schedule
LCMC	Lower Churchill Management Corporation
LCP	Lower Churchill Project
PCMP	Project Controls Management Plan
PDT	Project Delivery Team
PMT	Project Management Team
RID	Request for Issue/Distribution Form

5 Reference Documents

- Project Controls Management Plan - LCP-PT-MD-0000-PC-PL-0001-01
- Procedure for Cost Control - LCP-PT-MD-0000-PC-PR-0005-01
- Procedure for Incurred Cost - LCP-PT-MD-0000-PC-PR-0011-01
- Integrated Project Schedule (IPS) - LCP-PT-MD-0000-PC-SH-0001-01
- Fund Request Procedure - LCP-PT-MD-0000-FI-PL-0004-01
- Project Dictionary, Acronyms and Abbreviations List - LCP-PT-MD-0000-PM-LS-0001-01
- LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01
- LCP Project Controls Executive Level (Overall Project) Reporting Schedule - LCP-PT-MD-0000-PC-FR-0003-01
- Reporting Process Flow Diagram (attached)

6 Responsibilities

Executive Vice President (EVP) Power Development / Executive Vice President (EVP)

Power Supply: Responsible for:

- Overall Project delivery against sanctioned cost, schedule and scope.
- Delivery and execution of the Construction (Lenders) Reports in accordance with the Muskrat/LTA and LIL Project Financing Agreements.

Project Director-Generation / General Project Manager-Transmission Link: Responsible for:

- Providing feedback on reports and processes as required and final authorization to issue reports to the intended recipients as outlined in the [LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01](#).

Vice President (VP) Finance, Power Supply: Responsible for:

- Overall financial activities for the Project including accounting, financial reporting, financing and treasury, taxation, and financial systems.

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Oversight of all elements in relation to the Project Financing Agreements, including review of, and coordination with, the Project Controls Team with respect to delivery of the Construction Reports and all functions in adherence to the requirements of External Stakeholders including the Independent Engineer, Government of Canada, Collateral Agent, and the Government of NL Oversight Committee.

Project Controls Manager: Responsible for:

- The effective execution, control, and provision of Project Controls functional support to the LCP PMT, and implementation of the *Project Controls Management Plan - LCP-PT-MD-0000-PC-PL-0001-01*.
- As owner of the *Stewardship Reporting Procedure*, accountable for implementation of this Procedure, with overall responsibility and authority for establishing, monitoring, communicating and verifying its effectiveness.
- Overseeing the process of compilation and reporting of all LCP Executive-Level Management and external reports as outlined in the *Reporting Process Flow Diagram*, and managed by the Stewardship Reporting Coordinator to meet the requirements of the LCP PMT, Executive, Board and other External Stakeholders.
- Providing feedback and guidance on all reports and processes, and the authorization to issue reports to the intended recipients as outlined in the *LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01*, and *Reporting Process Flow Diagram*.
- Work with the Stewardship Reporting Coordinator to ensure the presentation of information is timely, and presented within a high quality standard in accordance with LCP requirements; and in the development and implementation of additional reports and processes as required.

Component and Functional Managers: Responsible for:

- Delivery of the LCP Sub-Project in accordance to the Project's Governance and Management Plans. LCP PMT members who have direct responsibility, accountability and ownership for budgets and specific components of the Project, including the Management of costs and schedules associated with the execution of the Project.
- Communication and coordination with the Project Controls Team to ensure input to monthly reporting deliverables is provided and all other reporting processes and requirements are adhered to.

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Deputy Project Controls Manager: Responsible for:

- Provision of Project Controls expertise and services to support the Project Controls Manager in the effective execution, control, and provision of Project Controls functional support to the LCP PMT.
- Ensure effective implementation of the [Project Controls Management Plan - LCP-PT-MD-0000-PC-PL-0001-01](#).

Project Controls Leads: Responsible for:

- Provision of Project Controls expertise and services to support management of the LCP Component (Sub-Project); preparation of estimates, budgets, schedules and plans necessary for the effective control of the LCP Project and LCP Sub-Projects.
- Communication and coordination with the Stewardship Reporting Coordinator to ensure input to monthly reporting deliverables is provided and all other reporting processes and requirements are adhered to.

Lead Cost Controller: Responsible for:

- Development and implementation of the cost management processes and systems to ensure effective and efficient control of the LCP budget.
- Preparation and provision of all monthly cost deliverables, including Cost Reports, Graphs, S-Curves, and analyses, in relation to budget, incurred, commitment, and forecast, as outlined in the [Procedure for Cost Control - LCP-PT-MD-0000-PC-PR-0005-01](#), for incorporation into the monthly reporting deliverables outlined in [Reporting Process Flow Diagram](#), and described below in Section 9.0.
- Work with the Stewardship Reporting Coordinator to ensure all cost reporting requirements are adhered to in the administration of the Reporting Process, including the compilation of forecast and budget variances and descriptions.

IPS Senior Planner: Responsible for:

- Development and maintenance of the LCP Integrated Project Schedule (IPS) and Master Summary Schedule (MSS); establish, maintain and report performance relative to LCP Project schedule baseline and Project progress monitoring baseline, as outlined in the [Integrated Project Schedule \(IPS\) - LCP-PT-MD-0000-PC-SH-0001-01](#).
- Preparation and provision of all monthly deliverables in relation to schedule for incorporation into the monthly reporting deliverables outlined in the [Reporting Process Flow Diagram](#), and described below in Section 9.0.

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- Work with the Stewardship Reporting Coordinator to ensure all progress and schedule reporting requirements are adhered to in the administration of the Reporting Process.

Progress Coordinator: Responsible for:

- Compilation, preparation and provision of the overall progress update for incorporation into the monthly report deliverables outlined in the [Reporting Process Flow Diagram](#), and described below in Section 9.0.

Stewardship Reporting Coordinator: Responsible for:

- Under the direction of the Project Controls Manager, the Coordinator will support the implementation of this Procedure; develop and maintain the reporting processes and templates; coordinate all required inputs; and prepare and distribute all LCP Executive Level and Management Reports as outlined in the [LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01](#), and Reporting Process Flow Diagram, in association with the [LCP Project Controls Executive Level \(Overall Project\) Reporting Schedule - LCP-PT-MD-0000-PC-FR-0003-01](#).
- Liaise with the LCP PMT, and Project Controls Leads as indicated above, as well as members of the LCP PDT to ensure all information is received, is timely, and all reporting requirements of the LCP PMT, Executive, Board and other External Stakeholders are adhered to in the administration of the Reporting Process.
- Evaluation of information to ensure validity, consistency and clarity, and presentation of reporting in a high quality standard in accordance with LCP requirements.
- Work with the Project Controls Manager to receive feedback, guidance and authorization of all reports and processes, as well as the development and implementation of additional reports and processes as required.
- Use Microsoft Office tools (Word, Excel and Power Point) and other LCP software, including LCP Tracker, LCP Thirdlight Photos, LCP Benefits Monitoring & Reporting System, Aconex Document Management System, PM+ and Prism Cost Management Systems, to assist with the retrieval of information, and the production of high quality reports and presentations.
- Organize all information received and store all draft and final reports under the LCP network (t:\) drive in the Project Reporting subfolder within the Project Controls directory and ensure all published reports are issued to the proper repositories as required (Aconex, Documentum, Data Room, etc..).

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7 Inputs

As outlined in [LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01](#) under “Source of Information (Input)”.

8 Outputs

As outlined in [LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01](#) under “Report (Output)”.

9 Procedure

9.1 Establishment and/or update of content of reports for publication:

As outlined in [LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01](#) under “Source of Requirement”.

9.2 Step 1-Request for Information:

The Stewardship Reporting Coordinator will initiate the reporting process by requesting information for the current reporting period in accordance with the scheduled deadlines outlined in the [Project Controls Executive Level \(Overall Project\) Reporting Schedule - LCP-PT-MD-0000-PC-FR-0003-01](#). These requests will be made to the Component and Functional Managers, Project Controls Leads, Lead Cost Controller, IPS Senior Planner, Progress Coordinator, and other PDT members. Information requested will pertain to the following areas:

- Health, Safety and Security
- Environment – Regulatory Compliance
- Quality Assurance
- Project Controls
 - Cost
 - Schedule and Progress
 - Risk Management
 - Change Management
 - Technical Interface Management
- Human Resources/Information Systems
- Labour Relations
- Component Status:
 - Muskrat Falls Generation
 - HVdc Specialties
 - Overland Transmission Line

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9.3 Step 2-Review, Compilation and Discussion:

The Coordinator will review and evaluate all information as it is received, and throughout the process will liaise with the roles noted above (or other designated LCP PDT members) to ensure all relevant project data including construction, progress, cost and schedule status for the period is reported, is clear, and consistent. Additional information will be requested as required.

9.4 Step 3-Compilation of Cost Information:

The Coordinator will hold additional meetings with the Lead Cost Controller to retrieve detailed information with respect to forecast variances, budget contingency changes, and request additional data as required.

9.5 Step 4-Preparation and Distribution of the Construction (Lenders) Reports:

In accordance with the Muskrat/LTA and LIL Project Financing Agreements, two Construction Reports are prepared mid-month as specified in the Project Controls Executive Level (Overall Project) Reporting Schedule, for the 1.) Muskrat/LTA Project Finance Agreement; and 2.) LIL Project Finance Agreement.

The Coordinator will prepare the reports in Microsoft Word according to the provisions of the Agreements with the information received in Step 2 as it relates to cost, schedule and construction progress.

In preparation of the relevant cost sections, the Coordinator will meet with the Lead Cost Controller to retrieve additional information and analysis of the planned and incurred variances, as well as forecast variances in order to provide descriptive analyses.

The Coordinator will prepare draft reports and provide to the Project Controls Manager for initial review, and will make adjustments as directed by the Project Controls Manager.

Draft Reports are distributed accordingly, and separate review meetings held with Senior Management Team members of both Power Development and Power Supply. Attendees include Project Controls Manager, Deputy Project Controls Manager, EVP Power Development, EVP Power Supply, VP Finance Power Supply, Project Director-Generation, General Project Manager-Transmission Link, and Component Managers. All content is reviewed, discussed and revisions made as directed; and an internal review verification and approval form is signed by the Component Managers.

Following the meeting, the Coordinator will finalize the reports and provide to both EVP's for final review and formal sign-off. The Coordinator will provide the

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signed Construction Reports to the VP Finance Power Supply and Project Controller for distribution as indicated on the LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01, for initiation of the Funding Request - LCP-PT-MD-0000-FI-PL-0004-01. The Coordinator will ensure the reports are filed accordingly on the t:\drive.

9.6 Step 5-Distribution of IPS Monthly Analysis/Material Contract Cost Summary:

The IPS Senior Planner will provide the IPS Monthly Analysis, and the Lead Cost Controller will provide the Material Contract Cost Summary to the Coordinator. Both documents will be reviewed and approved by the Project Controls Manager. Following formal issue of the Construction Reports, the Coordinator will distribute the Material Contract Cost Summary to the Independent Engineer, Government of Canada, and to McInnes Cooper for posting to the Intralinks Dataroom. The Coordinator will also forward the IPS Monthly Analysis to McInnes Cooper for posting to the Intralinks Data Room.

9.7 Step 6-Preparation and Distribution of LCP Executive Summary (Dashboard) Report:

The LCP Executive Summary (Dashboard) Report is issued mid-month on a date specified in the Project Controls Executive Level (Overall Project) Reporting Schedule, and following confirmation of distribution of the approved Construction Reports. Based on the information received in Step 2, the Coordinator will prepare a high level report compiled in Microsoft Powerpoint outlining a “snapshot” of the current period. It includes current reporting period highlights for cost, schedule, significant milestone dates and status, progress, construction/commissioning, health, safety, and environment. Graphs, charts and tables are used throughout the report to illustrate current position of the Project. The Coordinator will prepare the draft report and provide to the Project Controls Manager for review and approval. Once finalized, the Coordinator will distribute (via email) the Report to the LCP PMT, LCP Senior Management, and other recipients as indicated on the [LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01](#). The Coordinator will ensure the reports are filed accordingly on the t:\ drive.

A copy of the LCP Executive Summary (Dashboard) Report will be forwarded to McInnes Cooper for posting to the Government of NL Oversight Committee Data Room.

9.8 Step 7-Preparation and Distribution of LCP Corporate Plan Performance Report:

The LCP Corporate Plan Performance Report is issued toward the end of the month on a date specified in the Project Controls Reporting Calendar. It is

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prepared in Microsoft Powerpoint and compiled by the Deputy Project Controls Manager, with assistance from the Stewardship Reporting Coordinator. The report illustrates position of the Project on a monthly basis compared against safety performance goals, targets and strategic initiatives implemented for the current year. The Deputy Project Controls Manager will provide to the Project Controls Manager, as well as both EVPs for Power Development and Power Supply, for review and approval. Once finalized, the Deputy Project Controls Manager will distribute to Corporate office for Executive Leadership.

9.9 **Step 8-Preparation and Distribution of the LCP Monthly Progress Report:**

The LCP Monthly Progress Report is the final report to be prepared during the reporting cycle and is issued on a date specified in the [Project Controls Executive Level \(Overall Project Reporting Schedule - LCP-PT-MD-0000-PC-FR-0003-01\)](#). It is a comprehensive detailed report for information transfer to all Project stakeholders and facilitates timely and consistent communication of data and forecasts. Presentation of the report is arranged according to the outline in Subsection 9.2. It is prepared in Microsoft Word, with the incorporation of graphics prepared through Excel, and information retrieved from other LCP systems. The purpose of this report is to document and communicate key aspects of Project status and outlook throughout the Project life.

The Coordinator will prepare this report for the current reporting period, will provide a draft version to the Project Controls Manager for review and comment, and will make revisions as required by the Project Controls Manager. The Project Controls Manager will provide formal sign-off once the report has been finalized. The Coordinator will distribute to the Project Director-Generation, and the General Project Manager-Transmission Link, for final review and formal sign-off. Once complete, the Coordinator will file the electronic copy on the t:\drive, email to the LCP Information Management Team for distribution as indicated on the [LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01](#), and will file the hardcopy. A copy of the LCP Monthly Progress Report will be forwarded to McInnes Cooper for posting to the IntraLinks Data Room.

Step 9-Material Project Document Monthly Reports and Status Update

In conjunction with the Project Financing Agreements, the Coordinator will liaise with the Component Project Controls Leads to ensure all Contractor Reports for Contracts considered a “Material Document” within the terms and conditions of the Agreements have been received per the requirements listed in the SDRL, and once approved for release, the Coordinator will prepare an RID, arrange for signature of the Project Controls Manager, and issue to the LCP Information Management Team for distribution to the Independent Engineer for information,

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and to McInnes Cooper for posting to the Government of NL Oversight Committee Intralinks Data Room.

In the process of determining the release of a report:

- a) If corrections are to be made, comments must be returned to the Contractor for correction in future reports or as statements of the Company rejecting said content. Subsequently, the LCP report with comments will then be released.
- b) If the Contractor has submitted a report that is significantly in error, lacks content etc. the report may be requested to be a "Revise and Resubmit". If this is the case, a draft copy shall be made available for submittal to the IE including LCP comments and any redacted comments. The team will work with the Contractor to resolve the issues and re-issue a revised report, and the revised report, once reviewed shall replace the previous draft.

Once a month, at the end of the reporting cycle, the Coordinator will prepare the Material Project Document Monthly Report Status listed in the [LCP Reporting Matrix - LCP-PT-MD-0000-PC-FR-0002-01](#) outlining the dates in which each monthly report (draft and approved) has been sent, along with forecasted dates for submittal.

9.10 Step 10: LCP Board Presentations

In conjunction with a predetermined schedule set out for the LCP Board Meetings prior to the start of the calendar year, a Presentation will be prepared for both Power Development and Power Supply in support of these meetings. These presentations will include updates on current status of the Project, risk focus areas, and images demonstrating Project progress, and will be consistent with reporting to all stakeholders (Nalcor CEO, Independent Engineer, Government of NL Oversight Committee, and Government of Canada). The presentations will be prepared by the Project Controls Manager, with support from the Deputy Project Controls Manager and Stewardship Reporting Coordinator, and will be distributed to the EVP's for both Power Development and Power Supply for review. The Project Controls Team will make revisions as required, and once finalized, the Project Controls Manager will forward the presentations to Nalcor Energy Executive Leadership, EVPs for Power Development and Power Supply, and Senior Management for use in the scheduled Board Meeting.

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10 Attachments

Attachment 10.1: Reporting Process Flow Diagram

11 Exclusions

Reports documented in the LCP Reporting Matrix prepared by Cost Control are excluded from this Procedure. Details regarding the preparation of these reports, and processes, are outlined in the Procedure for Cost Control and Procedure for Incurred Cost.

Reports prepared by other functional areas are excluded from this Procedure, as well as its supporting documentation.

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ATTACHMENT 10.1**REPORTING PROCESS FLOW DIAGRAM**

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						B2	30-Mar-2018	

STEWARDSHIP REPORTING COORDINATOR

COMPONENT MANAGERS, FUNCTIONAL LEADS, OTHER LCP PDT MEMBERS

PROJECT CONTROLS MANAGER

DEPUTY PROJECT CONTROLS MANAGER

LEAD COST CONTROLLER

IPS SENIOR PLANNER/PROGRESS COORDINATOR

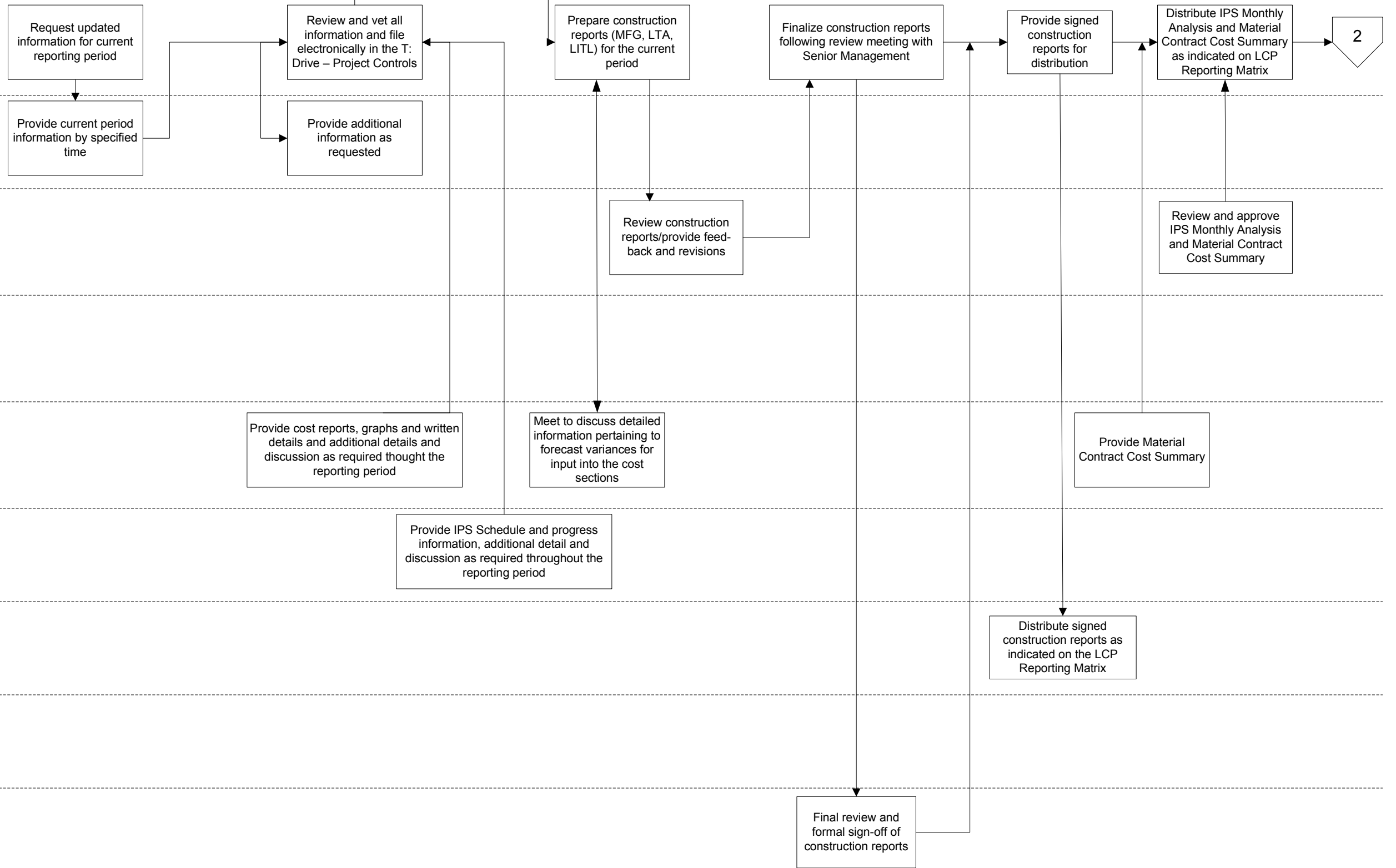
VICE PRESIDENT FINANCE POWER SUPPLY / PROJECT CONTROLLER

PROJECT DIRECTOR – GENERATION / GENERAL PROJECT MANAGER - TRANSMISSION

EVP POWER SUPPLY / EVP POWER DEVELOPMENT

INDEPENDENT ENGINEER/ COLLATERAL AGENT/LEGAL COUNSEL

MCINNES COOPER



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STEWARDSHIP REPORTING COORDINATOR

COMPONENT MANAGERS, FUNCTIONAL LEADS, OTHER LCP STAFF

PROJECT CONTROLS MANAGER

DEPUTY PROJECT CONTROLS MANAGER

LEAD COST CONTROLLER

IPS SENIOR PLANNER/PROGRESS COORDINATOR

VICE PRESIDENT FINANCE POWER SUPPLY / PROJECT CONTROLLER

PROJECT DIRECTOR – GENERATION / GENERAL PROJECT MANAGER - TRANSMISSION

EVP POWER SUPPLY / EVP POWER DEVELOPMENT

INDEPENDENT ENGINEER/ COLLATERAL AGENT/LEGAL COUNSEL

MCINNES COOPER

