

From: RonPower@lowerchurchillproject.ca
Subject: Fw: Notable Achievement - HVdc line - Long Range Mountains
Date: June 3, 2017 at 11:47 AM
To: project.solutions [REDACTED]

R

----- Forwarded by Ron Power/NLHydro on 06/03/2017 11:16 AM -----

From: Ken Sparkes/NLHydro
To: LCP Project Delivery Team
Date: 06/02/2017 10:28 AM
Subject: Notable Achievement - HVdc line - Long Range Mountains

All,

Yesterday, truck driver Colin Hillier, from Mike Kelly & Sons Ltd., drove a triaxle drop-deck float, loaded with a 360 Komatsu excavator, through the Long Range Mountains (LRM)!

The journey was a test to confirm the quality and suitability of the constructed access. The float test was completed safely from both directions (north to south and south to north) without assistance from other equipment.

This test marks the completion of a tremendous effort by the LCMC Right-of-Way team and Mike Kelly & Sons Ltd. from Howley, NL.

From desktop road design to construction completion, LCMC's Russell Murphy led the effort to meet this challenge.

Transmission line construction through the LRM is planned for completion later this fall.

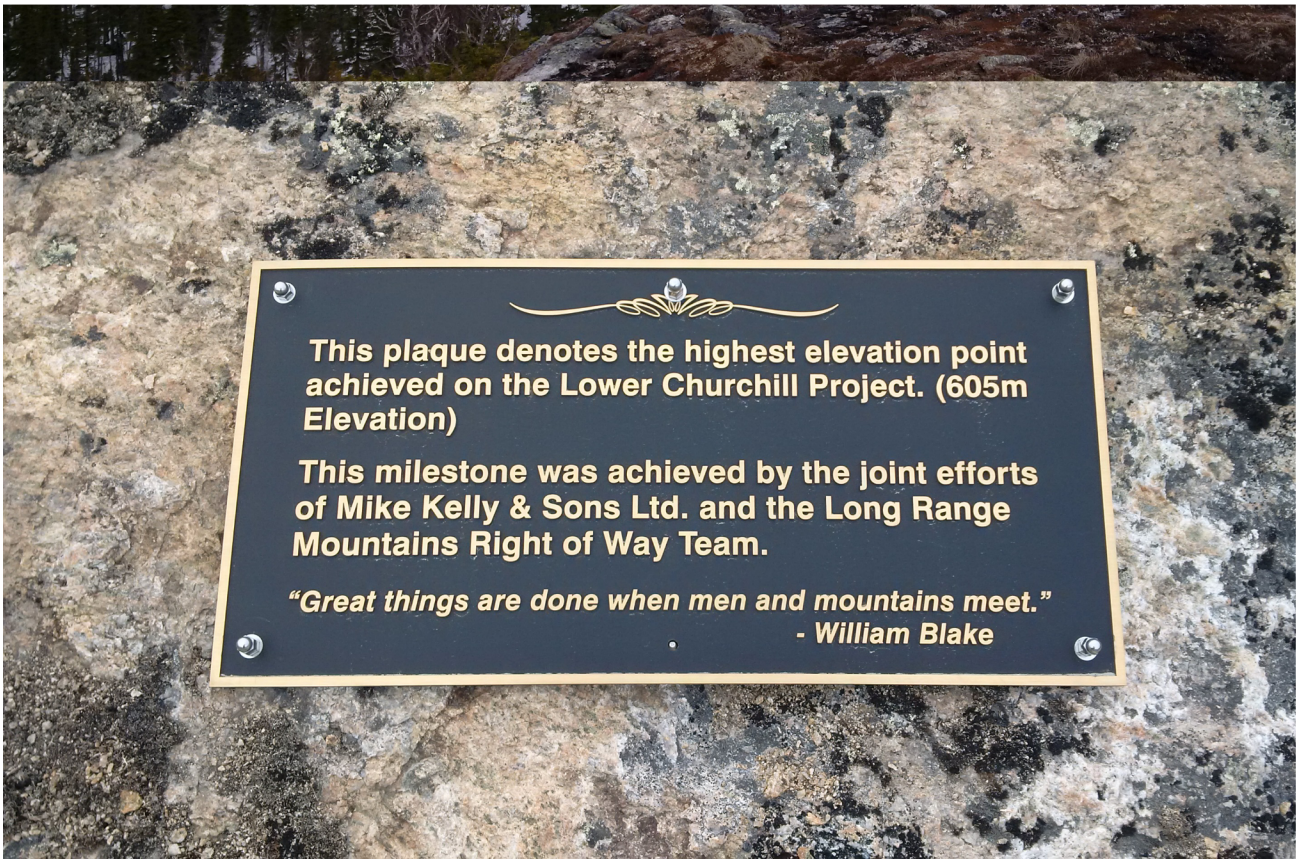
Below are a few pictures of this unique piece of the Province.

Ken

Ken Sparkes, RPF
Area Manager, Clearing & Access
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Lower Churchill Project
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e. KenSparkes@lowerchurchillproject.ca
w. musktratfalls.nalcorenergy.com







From: Project Solutions project.solutions [REDACTED]
Subject: Re: PEGNL Environment Award
Date: May 3, 2017 at 11:31 AM
To: David Haley DavidHaley@lowerchurchillproject.ca
Cc: Jason Kean project.solutions [REDACTED]



Congratulations to yourself and the team David on receiving this well-deserving recognition. The PowerlineGIS was a key enabler of the Project in many ways and would not of been achieved without your vision and the supporting commitment of your team.

With this achievement, your next challenge is to convince the powers-that-be of the value of building on this tool to enable asset integrity going forward. While there I attempted to relay why I considered this tool was the ideal backbone of the overall future operational integrity system, but struggled to find the right recipient for the message.

Again congratulations to you and your devoted team.

Keep safe and keep in touch.

JK

Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant
Project Solutions Inc.

Email: [project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])
Tel.: (709) [REDACTED] 129

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On May 3, 2017, at 10:59 AM, DavidHaley@lowerchurchillproject.ca wrote:

Jason, good morning.

Just a quick note to let you know we have received recognition for our *PowerlineGIS* application (see attached). My thoughts turned to you when I read this notification, as you shared my vision for this tool and supported its development and implementation at ever turn.

We continue to use *Powerline* everyday, it has been an unqualified success...in supporting field work and keeping our regulatory stakeholders informed and engaged. Thank you for your support.

Regards
Dave

David Haley P. Eng, FEC, EP
Environment and Regulatory Compliance Manager
PROJECT DELIVERY TEAM
Lower Churchill Project
t. 709 733-4498 c. 709 730-1029
e. DavidHaley@lowerchurchillproject.ca

w. muskratfalls.naicorenergy.com

<PEGNL Award Notification.pdf>

From: DavidHaley@lowerchurchillproject.ca
Subject: PEGNL Environment Award
Date: May 3, 2017 at 11:00 AM
To: project.solutions [REDACTED]

DH

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April 25, 2017

Attention: David Haley, P. Eng.
Nalcor Energy – Lower Churchill Project
350 Torbay Road
St. John's, NL A1A 4E1

Dear Mr. Haley:

On behalf of the Professional Engineers and Geoscientists Newfoundland & Labrador (PEGNL) Board of Directors, the PEGNL Awards Committee and the PEGNL Environment Committee, it is a pleasure and an honour for me to inform you that Nalcor Energy – Lower Churchill Project has been selected to receive PEGNL's *Environmental Award* for 2017 for its "Application of Web-based Mapping Tool to optimize environmental performance and regulatory compliance on Mage-project: Utilizing Geoscience principles".

This award recognizes the application of science, technology and engineering to human and resource environmental management in Newfoundland and Labrador.

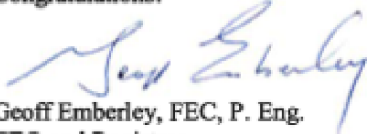
We would like to make the presentation at our Annual Awards Dinner, to be held on Friday, June

16, 2017, at 7:00 p.m. (pre-dinner reception at 6:30 p.m.) at the Delta Hotel in St. John's. Representatives of the Nalcor Energy – Lower Churchill Project, together with their companions, are invited to attend as special guests of the PEGNL Board of Directors.

We have arranged for National Public Relations to prepare a citation for the presentation of the award. A representative from National will be calling you soon to collect some additional information.

Please email Jennifer at main@pegnl.ca to confirm your attendance as soon as possible.

Congratulations!



Geoff Emberley, FEC, P. Eng.
CEO and Registrar

cc: Dr. John Quaicoe, P. Eng., FEC (Chair PEGNL Awards Committee)

PROFESSIONAL
ENGINEERS &
GEOSCIENTISTS
NEWFOUNDLAND
& LABRADOR

P.O. Box 21207
St. John's, NL
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Baine Johnston Centre
10 Fort William Place

P: 709.753.7714
F: 709.753.6131

www.pegnl.ca
main@pegnl.ca

From: Project Solutions project.solutions [REDACTED]
Subject: Re: Plan B-
Date: June 30, 2017 at 5:13 PM
To: Meade, Aidan aidan.meade@mcinnescooper.com
Cc: Jason Kean project.solutions [REDACTED] RonPower@lowerchurchillproject.ca, LanceClarke@lowerchurchillproject.ca, PaulAdams@lowerchurchillproject.ca, PHarrington@lowerchurchillproject.ca, ScottOBrien@lowerchurchillproject.ca



I am confirming my attendance.

Regards,

Jason

Jason R. Kean, P. Eng., MBA, PMP
 Principal Consultant
 Project Solutions Inc.

Email: [project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])
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On Jun 30, 2017, at 12:56 PM, Meade, Aidan <aidan.meade@mcinnescooper.com> wrote:

I have booked a meeting room at McInnes' Halifax office, complete with white board, for Monday July 10 and Tuesday July 11. We will provide lunch on both days. I am assuming a 9am start.

Aidan J. Meade
 Partner
 McInnes Cooper

tel +1 (902) 444 8587 | fax +1 (902) 425 6350 | mobile +1 (902) 483 6971

From: RonPower@lowerchurchillproject.ca [<mailto:RonPower@lowerchurchillproject.ca>]
Sent: Wednesday, June 28, 2017 4:20 PM
To: Meade, Aidan <aidan.meade@mcinnescooper.com>
Cc: LanceClarke@lowerchurchillproject.ca; PaulAdams@lowerchurchillproject.ca; PHarrington@lowerchurchillproject.ca; Project Solutions <[project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])>; ScottOBrien@lowerchurchillproject.ca
Subject: RE: Plan B-

Thanks Aiden.

Agree we will meet in Halifax on Monday morning, July 10, and be prepared to stay overnight in Halifax returning Tuesday, 11 July.

I will advise Jason Kean.

Ron Power, P. Eng.
 Deputy Project Director - Generation (Consultant)
 PROJECT DELIVERY TEAM
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 t. 709-737-4245
 e. RonPower@lowerchurchillproject.ca
 w. musktratfalls.nalcorenergy.com

Remember to take yourself and your family to make it home safe every day. What have you done today that nobody else has?

You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

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 Cc: Jason Kean <project.solutions@lowerchurchillproject.ca>
 Date: 06/28/2017 08:32 AM
 Subject: Re: Plan B-

Gentlemen,

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Jason

Jason R. Kean, P. Eng., MBA, PMP
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<image001.png>
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asst Judy Lewandowski | +1 (902) 429 8258

From: PHarrington@lowerchurchillproject.ca [<mailto:PHarrington@lowerchurchillproject.ca>]
Sent: Tuesday, June 27, 2017 9:51 AM
To: PaulAdams@lowerchurchillproject.ca
Cc: Meade, Aidan <aidan.meade@mcinnescooper.com>; LanceClarke@lowerchurchillproject.ca; Project Solutions <project.solutions@mcinnescooper.com>; RonPower@lowerchurchillproject.ca; ScottOBrien@lowerchurchillproject.ca
Subject: Re: Plan B-

OK Paul

I have had a chat with a few people and Plan B is back on again. It would be helpful to establish a phased approach and kick off on Phase 1 which should consider all the available options and perform an analysis on each option , risks, advantages and disadvantages with a view to developing the next Phase scope of work. I suggest next week in Halifax if that can be arranged
Regards Paul

Paul Harrington

Project Director (Consultant to LCMC)

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 737-1907 c. 709 682-1460 f. 709 737-1985

e. PHarrington@lowerchurchillproject.caw. muskatfalls.nalcorenergy.com

From: Paul Adams/NLHydro

To: Paul Harrington/NLHydro@nlhydro

Cc: "Meade, Aidan" <aidan.meade@mcinnescooper.com>, Ron Power/NLHydro@nlhydro, Lance Clarke/NLHydro@nlhydro, Scott O'Brien/NLHydro@nlhydro, "Project Solutions" <project.solutions>

Date: 06/25/2017 09:54 PM

Subject: Re: Plan B-

Paul,

While I agree that the tentative agreement reached over the last week was a great effort and will go a long way to lessen the angst on CH 0030, I think we should push on with the development of Plan B with respect to now primarily C0032, but also as it may pertain to CH0030, at least until, we are sure that Andritz is performing as expected on CH0030. We seem to have a willing option (Astaldi) on CH0032. I think we may be doing Andritz a favour to remove the gates from their remit, perhaps one of our option might be to negotiate that out and allow them to concentrate on what they think they do best, the T&G installation. I do feel the more entrenched Andritz get the more leverage they mount, so I would rather be considering that now than under duress somewhere down the road,

B'rgds,
Paul

Sent from my iPad

On Jun 23, 2017, at 11:21 AM, Meade, Aidan <aidan.meade@mcinnescooper.com> wrote:

Given the tentative resolution on CH0030 I cannot see how we could continue on CH0030 but terminate CH0032. So unless there is a concern that the tentative resolution will fall apart then I agree that Plan B can be put on hold.

Aidan J. MeadePartner
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From: PHarrington@lowerchurchillproject.ca [mailto:PHarrington@lowerchurchillproject.ca]

Sent: Friday, June 23, 2017 9:07 AM

To: RonPower@lowerchurchillproject.ca; LanceClarke@lowerchurchillproject.ca; ScottOBrien@lowerchurchillproject.ca; Meade, Aidan <aidan.meade@mcinnescooper.com>; PaulAdams@lowerchurchillproject.ca; Project Solutions <project.solutions>

Subject: Plan B-

Gentlemen

The CH0030 EOT. Escalation claims have been settled and the result was better than we had expected a few weeks ago. This seems to indicate a willingness that Andritz will work with us and to act reasonably to close outstanding commercial issues. So CH0032 commercial matters would appear to be similarly achievable. We will see if the CH0030 commercial agreement legal matters can be closed within a few weeks which will further confirm that we can work with Andritz. With this positive perspective I am leaning towards putting CH0032 Plan B on hold and would appreciate your views on that approach

Pls let me know

Regards Paul

Paul Harrington

Project Director (Consultant to LCMC)

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asst Judy Lewandowski | +1 (902) 429 8258

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To: RonPower@lowerchurchillproject.ca; LanceClarke@lowerchurchillproject.ca; ScottOBrien@lowerchurchillproject.ca; Meade, Aidan <aidan.meade@mcinnescooper.com>; PaulAdams@lowerchurchillproject.ca; Project Solutions <project.solutions>
Subject: Plan B-

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Pls let me know

Regards Paul

Paul Harrington**Project Director (Consultant to LCMC)****PROJECT DELIVERY TEAM****Lower Churchill Project****t. 709 737-1907 c. 709 682-1460 f. 709 737-1985****e. PHarrington@lowerchurchillproject.ca****w. muskratfalls.nalcoreenergy.com**

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From: Project Solutions Inc project.solutions [REDACTED]
Subject: Re: Plan B-
Date: June 28, 2017 at 6:09 PM
To: RonPower@lowerchurchillproject.ca



Ok

Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant

Tel. (709) [REDACTED] 129

Sent from my iPhone

On Jun 28, 2017, at 5:08 PM, RonPower@lowerchurchillproject.ca wrote:

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 Cc: Jason Kean <project.solutions>

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<image001.png>

1969 Upper Water Street
Suite 1300
Purdy's Wharf Tower II Halifax, NS, B3J 2V1

asst Judy Lewandowski | +1 (902) 429 8258

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From: Project Solutions <project.solutions>
To: "Meade, Aidan" <aidan.meade@mcinnescooper.com>, "PaulAdams@lowerchurchillproject.ca" <PaulAdams@lowerchurchillproject.ca>, "LanceClarke@lowerchurchillproject.ca" <LanceClarke@lowerchurchillproject.ca>, "RonPower@lowerchurchillproject.ca" <RonPower@lowerchurchillproject.ca>, "ScottOBrien@lowerchurchillproject.ca" <ScottOBrien@lowerchurchillproject.ca>, "PHarrington@lowerchurchillproject.ca" <PHarrington@lowerchurchillproject.ca>
Cc: Jason Kean <project.solutions>
Date: 06/28/2017 08:32 AM
Subject: Re: Plan B-

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Jason R. Kean, P. Eng., MBA, PMP

Principal Consultant
Project Solutions Inc.


Email: project.solutions@project.solutions

Tel.: (709) 129

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1969 Upper Water Street
Suite 1300
Purdy's Wharf Tower II Halifax, NS, B3J 2V1
asst Judy Lewandowski | +1 (902) 429 8258

From: PHarrington@lowerchurchillproject.ca [<mailto:PHarrington@lowerchurchillproject.ca>]

Sent: Tuesday, June 27, 2017 9:51 AM

To: PaulAdams@lowerchurchillproject.ca

Cc: Meade, Aidan <aidan.meade@mcinnescooper.com>; LanceClarke@lowerchurchillproject.ca; Project Solutions <project.solutions@project.solutions>; RonPower@lowerchurchillproject.ca; ScottOBrien@lowerchurchillproject.ca

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Paul Harrington

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PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 737-1907 c. 709 682-1460 f. 709 737-1985

e. PHarrington@lowerchurchillproject.ca

w. muskatfalls.nalcorenergy.com

From: Paul Adams/NLHydro

To: Paul Harrington/NLHydro@nlhydro

Cc: "Meade, Aidan" <aidan.meade@mcinnescooper.com>, Ron Power/NLHydro@nlhydro, Lance Clarke/NLHydro@nlhydro, Scott O'Brien/NLHydro@nlhydro, "Project Solutions" <project.solutions@nlhydro.com>

Date: 06/25/2017 09:54 PM

Subject: Re: Plan B-

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Sent: Friday, June 23, 2017 9:07 AM

To: RonPower@lowerchurchillproject.ca; LanceClarke@lowerchurchillproject.ca; ScottOBrien@lowerchurchillproject.ca; Meade,

Aidan <aidan.meade@mcinnescooper.com>; PaulAdams@lowerchurchillproject.ca; Project Solutions
<project.solutions@lowerchurchillproject.ca>
Subject: Plan B-

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From: RonPower@lowerchurchillproject.ca
Subject: RE: Plan B-
Date: June 28, 2017 at 4:50 PM
To: Meade, Aidan aidan.meade@mcinnescooper.com
Cc: LanceClarke@lowerchurchillproject.ca, PaulAdams@lowerchurchillproject.ca, PHarrington@lowerchurchillproject.ca, Project Solutions project.solutions [REDACTED], ScottOBrien@lowerchurchillproject.ca

R

Thanks Aidan.

Agree we will meet in Halifax on Monday morning, July 10, and be prepared to stay overnight in Halifax returning Tuesday, 11 July.

I will advise Jason Kean.

Ron Power, P. Eng.
Deputy Project Director - Generation (Consultant)
PROJECT DELIVERY TEAM
Lower Churchill Project
t. 709-737-4245
e. RonPower@lowerchurchillproject.ca
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From: "Meade, Aidan" <aidan.meade@mcinnescooper.com>
To: "RonPower@lowerchurchillproject.ca" <RonPower@lowerchurchillproject.ca>, Project Solutions <project.solutions [REDACTED]>
Cc: "LanceClarke@lowerchurchillproject.ca" <LanceClarke@lowerchurchillproject.ca>, "PaulAdams@lowerchurchillproject.ca" <PaulAdams@lowerchurchillproject.ca>, "PHarrington@lowerchurchillproject.ca" <PHarrington@lowerchurchillproject.ca>, "ScottOBrien@lowerchurchillproject.ca" <ScottOBrien@lowerchurchillproject.ca>
Date: 06/28/2017 04:08 PM
Subject: RE: Plan B-

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From: RonPower@lowerchurchillproject.ca [<mailto:RonPower@lowerchurchillproject.ca>]
Sent: Wednesday, June 28, 2017 10:26 AM
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Cc: Meade, Aidan <aidan.meade@mcinnescooper.com>; LanceClarke@lowerchurchillproject.ca;
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From: Meade, Aidan aidan.meade@mcinnescooper.com

Subject: RE: Plan B-

Date: June 28, 2017 at 4:37 PM

To: RonPower@lowerchurchillproject.ca, Project Solutions project.solutions [REDACTED]

Cc: LanceClarke@lowerchurchillproject.ca, PaulAdams@lowerchurchillproject.ca, PHarrington@lowerchurchillproject.ca, ScottOBrien@lowerchurchillproject.ca

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From: RonPower@lowerchurchillproject.ca

Subject: Re: Plan B-

Date: June 28, 2017 at 10:56 AM

To: Project Solutions project.solutions [REDACTED]

Cc: Meade, Aidan aidan.meade@mcinnescooper.com, LanceClarke@lowerchurchillproject.ca, PaulAdams@lowerchurchillproject.ca, PHarrington@lowerchurchillproject.ca, ScottOBrien@lowerchurchillproject.ca

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To: "Meade, Aidan" <aidan.meade@mcinnescooper.com>, "PaulAdams@lowerchurchillproject.ca" <PaulAdams@lowerchurchillproject.ca>, "LanceClarke@lowerchurchillproject.ca" <LanceClarke@lowerchurchillproject.ca>, "RonPower@lowerchurchillproject.ca" <RonPower@lowerchurchillproject.ca>, "ScottOBrien@lowerchurchillproject.ca" <ScottOBrien@lowerchurchillproject.ca>, "PHarrington@lowerchurchillproject.ca" <PHarrington@lowerchurchillproject.ca>
Cc: Jason Kean <project.solutions [REDACTED]>
Date: 06/28/2017 08:32 AM
Subject: Re: Plan B-

Gentlemen,

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Jason

Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant
Project Solutions Inc.

Email: [project.solutions \[REDACTED\]](mailto:project.solutions [REDACTED])

Tel.: (709) [REDACTED] 129

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 1969 Upper Water Street
 Suite 1300
 Purdy's Wharf Tower II Halifax, NS, B3J 2V1
 asst Judy Lewandowski | +1 (902) 429 8258

From: PHarrington@lowerchurchillproject.ca [mailto:PHarrington@lowerchurchillproject.ca]
Sent: Tuesday, June 27, 2017 9:51 AM
To: PaulAdams@lowerchurchillproject.ca
Cc: Meade, Aidan <aidan.meade@mcinnescooper.com>; LanceClarke@lowerchurchillproject.ca; Project Solutions <project.solutions@lowerchurchillproject.ca>; RonPower@lowerchurchillproject.ca; ScottOBrien@lowerchurchillproject.ca
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 e. PHarrington@lowerchurchillproject.ca
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To: Paul Harrington/NLHydro@nlhydro
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Date: 06/25/2017 09:54 PM
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From: Project Solutions project.solutions@nf.sympatico.ca

Subject: Re: Plan B-

Date: June 28, 2017 at 9:01 AM

To: Meade, Aidan aidan.meade@mcinnescooper.com, PaulAdams@lowerchurchillproject.ca, LanceClarke@lowerchurchillproject.ca, RonPower@lowerchurchillproject.ca, ScottOBrien@lowerchurchillproject.ca, PHarrington@lowerchurchillproject.ca

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<image001.png>

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MCINNES
COOPER

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I will call a quick meeting on Tiesday 27th and we can hear all sides and then decide

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From: PaulAdams@lowerchurchillproject.ca

Subject: Re: Plan B-

Date: June 25, 2017 at 9:54 PM

To: PHarrington@lowerchurchillproject.ca

Cc: Meade, Aidan aidan.meade@mcinnescooper.com, RonPower@lowerchurchillproject.ca, LanceClarke@lowerchurchillproject.ca, ScottOBrien@lowerchurchillproject.ca, Project Solutions project.solutions [REDACTED]

PA

Paul,

While I agree that the tentative agreement reached over the last week was a great effort and will go a long way to lessen the angst on CH 0030, I think we should push on with the development of Plan B with respect to now primarily C0032, but also as it may pertain to CH0030, at least until, we are sure that Andritz is performing as expected on CH0030. We seem to have a willing option (Astaldi) on CH0032. I think we may be doing Andritz a favour to remove the gates from their remit, perhaps one of our option might be to negotiate that out and allow them to concentrate on what they think they do best, the T&G installation. I do feel the more entrenched Andritz get the more leverage they mount, so I would rather be considering that now than under duress somewhere down the road,

B'rgds,
Paul

Sent from my iPad

On Jun 23, 2017, at 11:21 AM, Meade, Aidan <aidan.meade@mcinnescooper.com> wrote:

Given the tentative resolution on CH0030 I cannot see how we could continue on CH0030 but terminate CH0032. So unless there is a concern that the tentative resolution will fall apart then I agree that Plan B can be put on hold.

Aidan J. Meade

Partner
McInnes Cooper

tel +1 (902) 444 8587 | fax +1 (902) 425 6350 | mobile +1 (902) 483 6971

From: PHarrington@lowerchurchillproject.ca [<mailto:PHarrington@lowerchurchillproject.ca>]

Sent: Friday, June 23, 2017 9:07 AM

To: RonPower@lowerchurchillproject.ca; LanceClarke@lowerchurchillproject.ca; ScottOBrien@lowerchurchillproject.ca; Meade, Aidan <aidan.meade@mcinnescooper.com>; PaulAdams@lowerchurchillproject.ca; Project Solutions <project.solutions [REDACTED]>

Subject: Plan B-

Gentlemen

The CH0030 EOT. Escalation claims have been settled and the result was better than we had expected a few weeks ago. this seems to indicate a willingness that Andritz will work with us and to act reasonably to close outstanding commercial issues. So CH0032 commercial matters would appear to be similarly achievable. We will see if the CH0030 commercial agreement legal matters can be closed within a few weeks which will further confirm that we can work with Andritz. With this positive perspective I am leaning towards putting CH0032 Plan B on hold and would appreciate your views on that approach

Pls let me know

Regards Paul

Paul Harrington

Paul Harrington

Project Director (Consultant to LCMC)

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 737-1907 c. 709 682-1460 f. 709 737-1985

e. PHarrington@lowerchurchillproject.ca

w. muskratfalls.nalcorenergy.com

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From: Meade, Aidan aidan.meade@mcinnescooper.com

Subject: RE: Plan B-

Date: June 23, 2017 at 11:21 AM

To: PHarrington@lowerchurchillproject.ca, RonPower@lowerchurchillproject.ca, LanceClarke@lowerchurchillproject.ca, ScottOBrien@lowerchurchillproject.ca, PaulAdams@lowerchurchillproject.ca, Project Solutions project.solutions [REDACTED]

AM

Given the tentative resolution on CH0030 I cannot see how we could continue on CH0030 but terminate CH0032. So unless there is a concern that the tentative resolution will fall apart then I agree that Plan B can be put on hold.

Aidan J. Meade

Partner
McInnes Cooper

tel +1 (902) 444 8587 | fax +1 (902) 425 6350 | mobile +1 (902) 483 6971

From: PHarrington@lowerchurchillproject.ca [mailto:PHarrington@lowerchurchillproject.ca]

Sent: Friday, June 23, 2017 9:07 AM

To: RonPower@lowerchurchillproject.ca; LanceClarke@lowerchurchillproject.ca; ScottOBrien@lowerchurchillproject.ca; Meade, Aidan <aidan.meade@mcinnescooper.com>; PaulAdams@lowerchurchillproject.ca; Project Solutions <project.solutions [REDACTED]>

Subject: Plan B-

Gentlemen

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Pls let me know

Regards Paul

Paul Harrington

Project Director (Consultant to LCMC)

PROJECT DELIVERY TEAM

Lower Churchill Project

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From: PHarrington@lowerchurchillproject.ca

Subject: Plan B-

Date: June 23, 2017 at 9:36 AM

To: RonPower@lowerchurchillproject.ca, LanceClarke@lowerchurchillproject.ca, ScottOBrien@lowerchurchillproject.ca, Aidan J. Meade aidan.meade@mcinnescooper.com, PaulAdams@lowerchurchillproject.ca, Project Solutions project.solutions [REDACTED]

Gentlemen

The CH0030 EOT. Escalation claims have been settled and the result was better than we had expected a few weeks ago. This seems to indicate a willingness that Andritz will work with us and to act reasonably to close outstanding commercial issues. So CH0032 commercial matters would appear to be similarly achievable. We will see if the CH0030 commercial agreement legal matters can be closed within a few weeks which will further confirm that we can work with Andritz. With this positive perspective I am leaning towards putting CH0032 Plan B on hold and would appreciate your views on that approach

Pls let me know

Regards Paul

Paul Harrington

Project Director (Consultant to LCMC)

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 737-1907 c. 709 682-1460 f. 709 737-1985

e. PHarrington@lowerchurchillproject.ca

w. musktratfalls.nalcorenergy.com

From: Project Solutions project.solutions [REDACTED]
Subject: Re: pleasure working for you!
Date: January 12, 2017 at 2:16 PM
To: NeilKent@lowerchurchillproject.ca



Neil,

The feeling is mutual. I greatly respected your ability with the guys and gals on the ground, having garnered some great insights to support my future attempts to push FELT Leadership.

I will keep your talents in mind as I explore opportunities for a new challenge.

Take care,

Jason

On Jan 10, 2017, at 7:46 PM, NeilKent@lowerchurchillproject.ca wrote:

Hey Jason,

It was a pleasure working for you! Best of luck and it would be great to work with you on any project again.

Cheers...Neil

Sent from my iPad

From: NeilKent@lowerchurchillproject.ca
Subject: pleasure working for you!
Date: January 10, 2017 at 7:45 PM
To: project.solutions [REDACTED]



Hey Jason,

It was a pleasure working for you! Best of luck and it would be great to work with you on any project again.

Cheers...Neil

Sent from my iPad

From: JasonKean@lowerchurchillproject.ca
Subject: Fwd: Review of Travel Time MOU Background, Development, Implementation and Valard Non-Compliance
Date: January 9, 2017 at 7:36 AM
To: Jason Kean project.solutions [REDACTED]



Jason R. Kean, P. Eng., MBA, PMP

PM - Overland Transmission Lines (Consultant)
Lower Churchill Management Corporation
Ph. (709) [REDACTED] 129

Begin forwarded message:

From: "David Clark" <David@dwc-law.ca>
To: "JasonKean@lowerchurchillproject.ca" <JasonKean@lowerchurchillproject.ca>, "RosannTaylor@lowerchurchillproject.ca" <RosannTaylor@lowerchurchillproject.ca>
Cc: "David Clark" <David@dwc-law.ca>, "BrianCrawley@lowerchurchillproject.ca" <BrianCrawley@lowerchurchillproject.ca>
Subject: Review of Travel Time MOU Background, Development, Implementation and Valard Non-Compliance

SOLICITOR CLIENT PRIVILEGE

Rosann and Jason,

Attached is a document prepared in contemplation of potential litigation with Valard in relation to the implementation of the Travel Time MOU.

A draft reply letter to the correspondence received from Valard on November 2, 2016 will be forwarded in the morning.

Regards,

DWC SigLine_1



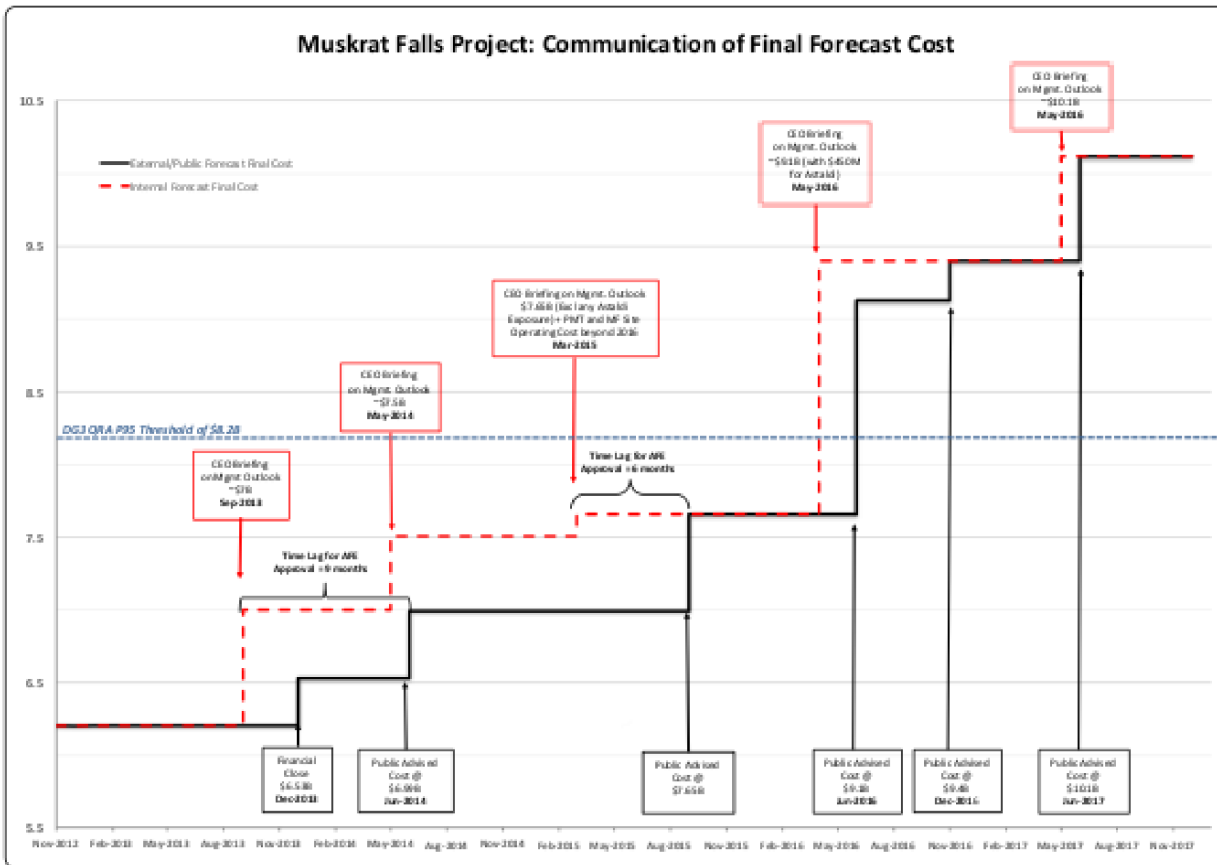
2016-12-29
Review...ce.pdf

From: **Project Solutions** project.solutions [redacted]
 Subject: Re: "Revised AFE" documents
 Date: November 13, 2017 at 1:32 PM
 To: Paul Harrington pharrington@nl.rogers.com
 Cc: Jason Kean project.solutions [redacted]



Revised curve, also noted the \$8.2B referenced by Westney in recent analysis.

Jason



Jason R. Kean, P. Eng., MBA, PMP
 Principal Consultant
 Project Solutions Inc.

Email: [project.solutions \[redacted\]](mailto:project.solutions@[redacted])
 Tel.: (709) [redacted] 129

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privilege. If you are the intended recipient and you do not wish to receive similar electronic messages from us in the future then please respond to the sender to this effect.

On Nov 13, 2017, at 12:54 PM, Paul Harrington <pharrington@nl.rogers.com> wrote:

<AFE revision - Mgt outlook May 2014 rev2.pptx>

From: Project Solutions project.solutions [REDACTED]
Subject: Re: "Revised AFE" documents
Date: November 13, 2017 at 1:03 PM
To: Paul Harrington pharrington [REDACTED]
Cc: Jason Kean project.solutions [REDACTED]



Thanks. I will update the Timeline and this FFC communication curve with this data.

Jason

Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant
Project Solutions Inc.

Email: [project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])
Tel.: (709) [REDACTED] 129

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On Nov 13, 2017, at 12:54 PM, Paul Harrington <[pharrington \[REDACTED\]](mailto:pharrington@[REDACTED])> wrote:

This is it

It is the management outlook which was a guess on where costs could go
However we followed the rule that we would not guess but wait for firm numbers such as an awarded contract

Sent from my iPhone

Begin forwarded message:

From: PHarrington@lowerchurchillproject.ca
Date: November 13, 2017 at 12:49:32 PM NST
To: "Paul Harrington" <[pharrington \[REDACTED\]](mailto:pharrington@[REDACTED])>
Subject: Fw: "Revised AFE" documents

Paul Harrington
Project Director (Consultant to LCMC)
PROJECT DELIVERY TEAM
Lower Churchill Project
t. 709 737-1907 c. 709 682-1460 f. 709 737-1985
e. PHarrington@lowerchurchillproject.ca
w. musktratfalls.nalcorenergy.com

----- Forwarded by Paul Harrington/NLHydro on 11/13/2017 12:49 PM -----

From: George Chehab/LCP/NLHydro
To: Paul Harrington/NLHydro@NLHydro, Ed Bush/NLHydro@NLHYDRO, Jason Kean/NLHydro@NLHydro
Date: 05/26/2014 11:12 AM
Subject: "Revised AFE" documents

Hi

Please find attached the "revised AFE" documents that were presented to Ed Martin last Friday

cheers

George Chehab

Lead Cost Controller

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709-752-3461 x55147

e. GeorgeChehab@lowerchurchillproject.ca

w. muskatfalls.nalcorenergy.com

You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

<AFE april Rev1.xls>

<AFE revision - Mgt outlook May 2014 rev2.pptx>

<cost growth explanation.docx>

From: Paul Harrington pharrington [REDACTED]
Subject: Fwd: "Revised AFE" documents
Date: November 13, 2017 at 12:55 PM
To: project.solutions [REDACTED]

PH

This is it

It is the management outlook which was a guess on where costs could go

However we followed the rule that we would not guess but wait for firm numbers such as an awarded contract

Sent from my iPhone

Begin forwarded message:

From: PHarrington@lowerchurchillproject.ca
Date: November 13, 2017 at 12:49:32 PM NST
To: "Paul Harrington" <pharrington [REDACTED]>
Subject: Fw: "Revised AFE" documents

Paul Harrington

Project Director (Consultant to LCMC)

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 737-1907 c. 709 682-1460 f. 709 737-1985

e. PHarrington@lowerchurchillproject.ca

w. musktratfalls.nalcorenergy.com

----- Forwarded by Paul Harrington/NLHydro on 11/13/2017 12:49 PM -----

From: George Chehab/LCP/NLHydro
To: Paul Harrington/NLHydro@NLHydro, Ed Bush/NLHydro@NLHYDRO, Jason Kean/NLHydro@NLHydro
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cheers

George Chehab

Lead Cost Controller

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709-752-3461 x55147

e. GeorgeChehab@lowerchurchillproject.ca

w. musktratfalls.nalcorenergy.com

You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?



AFE april
Rev1.xls



AFE revision -
Mgt ou...2.pptx



cost growth
explan...n.docx

From: Project Solutions project.solutions [REDACTED]
Subject: Scope of Work
Date: January 6, 2017 at 7:59 AM
To: Lance Clarke lance.clarke [REDACTED]



Lance,

For your consideration, I have captured a brief statement of the scope of work being asked for my completion.

Scope of Work: Brief Narrative of Open Commercial Items CT0327-001

Consultant shall prepare a listing of known open commercial items for contract CT0327-001, including brief narrative on background of each identified issue, as well as LITP's position.

Jason

From: Project Solutions project.solutions [REDACTED]
Subject: Re: scope
Date: January 9, 2017 at 5:13 PM
To: Brian Crawley BrianCrawley@lowerchurchillproject.ca



Brian,

Based upon our initial discussions and in the absence of any scoping document, such as that provided below, I have already spent considerable time and effort from Friday through weekend endeavouring to compile the requested brief narrative. In the interest of time, I will continue to finalize the document in accordance to the approach I have adopted.

The document I have prepared includes for each identified issue, a factual and historical review of the background, and synopsis of current situation / Company response to-date, as such it largely addresses the ask. It would not be prudent for me to suggest a recommendation on the future way forward for each issue as such is dependant on the holistic commercial management strategy adopted by the incoming management. I will not be offering opinion rather state facts and recap positions as they have already been stated in writing to Valard. With respect to the question of which team members are working the issue, all issues that I outlined are known and understood by each of Kumar, Gerald and Rosann, while Pat, Ken, Kumar and Mark have a supporting level of knowledge within each of their specific areas of accountability (i.e. Pat - supply chain and materials, Ken - access).

Given the commercial nature of the document, I recommend that it include the words "Privledged and confidential Information prepared in comtemplation of litigation" on the cover and that it be submitted from me to Greg and yourself via Denes Bajzak who as been the external legal counsel supporting Component 4. Please confirm your agreement and advise Denes of same.

I trust we have reached a common understanding of the deliverable. It is my intention to submit the completed document and invoice for my 1 month notice period in the very near term.

Regards,

Jason

Jason R. Kean, P. Eng., MBA, PMP
Project Solutions Inc.
[project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])

On Jan 9, 2017, at 4:03 PM, BrianCrawley@lowerchurchillproject.ca wrote:

Good afternoon Jason... Greg is suggesting the following as a proposed scope. Pls. let me know if you have any comments/questions.

Thanks
Brian

To provide continuity and management knowledge transfer to the remaining Component 4 OTL resources, such that the project can maintain a strong position with the contractors, an executive summary / narrative for each of the outstanding commercial issues is required. Outstanding issues include the conductor proud strand issue, access issues with Valard, foundation quality issues, and others that require resolving. Each executive summary should include:

1. A description of the issue
2. The current status
3. Management strategy inclusive of rationale, justification, and recommendation on the way forward
4. Team members previously working the issue

From: BrianCrawley@lowerchurchillproject.ca
Subject: scope
Date: January 9, 2017 at 4:03 PM
To: Project Solutions project.solutions [REDACTED]

B

Good afternoon Jason... Greg is suggesting the following as a proposed scope. Pls. let me know if you have any comments/questions.

Thanks

Brian

To provide continuity and management knowledge transfer to the remaining Component 4 OTL resources, such that the project can maintain a strong position with the contractors, an executive summary / narrative for each of the outstanding commercial issues is required. Outstanding issues include the conductor proud strand issue, access issues with Valard, foundation quality issues, and others that require resolving. Each executive summary should include:

1. A description of the issue
2. The current status
3. Management strategy inclusive of rationale, justification, and recommendation on the way forward
4. Team members previously working the issue

From: PaulAdams@lowerchurchillproject.ca

Subject: slide deck

Date: July 21, 2017 at 8:20 AM

To: RonPower@lowerchurchillproject.ca

Cc: ScottOBrien@lowerchurchillproject.ca, ClarenceHewitt@lowerchurchillproject.ca, Project Solutions project.solutions [REDACTED]



Ron,

have incorporated wording to address your comments, can discuss on Monday,

Paul

Paul Adams,

Area Manager, Mechanical and Electrical, Powerhouse

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 733 5485

e. PaulAdams@lowerchurchillproject.ca

w. musktratfalls.nalcorenergy.com

You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

From: PaulAdams@lowerchurchillproject.ca
Subject: Slide Presentation-CONFIDENTIAL
Date: July 13, 2017 at 10:54 AM
To: RonPower@lowerchurchillproject.ca
Cc: Project Solutions project.solutions [REDACTED], ClarenceHewitt@lowerchurchillproject.ca

PA

attached for review/comment a DRAFT of the slide deck - re Strategy and Owner's Action Plan, incorporating some of our discussions earlier this week,

Paul

Paul Adams,
Area Manager, Mechanical and Electrical, Powerhouse
PROJECT DELIVERY TEAM
Lower Churchill Project
t. 709 733 5485
e. PaulAdams@lowerchurchillproject.ca
w. musktratfalls.nalcorenergy.com

You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?



Replacement
Contra...ft.pptx



From: Project Solutions project.solutions [REDACTED]
Subject: Re: Some ideas
Date: November 28, 2017 at 2:36 PM
To: PHarrington@lowerchurchillproject.ca
Cc: Jason Kean project.solutions [REDACTED] LanceClarke@lowerchurchillproject.ca

Paul,

While I agree that they are strategic risks, my desire was to differentiate between (a) strategic risks identified at DG3, and whose exposure was captured within the P75 of 7.5B (and yes this is an escalated forward number considering the project duration of 2 extra years - lengthened cash flow, including 2% escalation per year), and (b) those events that occurred that could not of been foreseen - I believe it is prudent to simply state that we could never have foreseen the events in this category as they are atypical.

We can connect later.

Jason

Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant
Project Solutions Inc.

Email: [project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])
Tel.: (709) [REDACTED] 129

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On Nov 28, 2017, at 2:06 PM, PHarrington@lowerchurchillproject.ca wrote:

I have been thinking about the use of certain words and think we may want to reconsider some as follows

Unexpected events - rather than use these words which might beg the immediate response well "you should have expected " I suggest using the phrase "Strategic Risks which are outside of the control of Project Management"

Regarding the comparison between DG3 and the latest \$10.1B - we should be comparing apples to apples and the DG3 P75 including escalation and contingency was \$7.5B - so the increase is actually \$2.6B or ~35% increase.

Jason , can you confirm that the \$7.5B P75 number includes the escalation and contingency - another factor I believe we may not have taken into account is the increased duration as it applies to escalation -eg on labour.

Paul Harrington

Project Director (Consultant to LCMC)

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 737-1907 c. 709 682-1460 f. 709 737-1985

e. PHarrington@lowerchurchillproject.ca

w. muskatfalls.nalcorenergy.com

From: Project Solutions <project.solutions@lowerchurchillproject.ca>
To: PHarrington@lowerchurchillproject.ca
Cc: Jason Kean <project.solutions@lowerchurchillproject.ca>, LanceClarke@lowerchurchillproject.ca
Date: 11/28/2017 12:56 PM
Subject: Re: Some ideas

Looks good. Our thinking is aligned. I can tweak the presentation.

The key is that things occurred that were largely unexpected.

I have updated the timeline to add in a few of these. See below.

[attachment "2017-11-28 - MF Project Key Events.pptx" deleted by Paul Harrington/NLHydro]

Jason

Jason R. Kean, P. Eng., MBA, PMP

Principal Consultant
Project Solutions Inc.

Email: project.solutions@lowerchurchillproject.ca

Tel.: (709) 129-1129

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On Nov 28, 2017, at 12:42 PM, PHarrington@lowerchurchillproject.ca wrote:

<Project capex changes.pptx>

From: PHarrington@lowerchurchillproject.ca
Subject: Re: Some ideas
Date: November 28, 2017 at 2:05 PM
To: Project Solutions project.solutions [REDACTED]
Cc: LanceClarke@lowerchurchillproject.ca



I have been thinking about the use of certain words and think we may want to reconsider some as follows

Unexpected events - rather than use these words which might beg the immediate response well "you should have expected " I suggest using the phrase "Strategic Risks which are outside of the control of Project Management"

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Paul Harrington

Project Director (Consultant to LCMC)

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Lower Churchill Project

t. 709 737-1907 c. 709 682-1460 f. 709 737-1985

e. PHarrington@lowerchurchillproject.ca

w. musktratfalls.nalcorenergy.com

From: Project Solutions <project.solutions [REDACTED]>
To: PHarrington@lowerchurchillproject.ca
Cc: Jason Kean <project.solutions [REDACTED]>, LanceClarke@lowerchurchillproject.ca
Date: 11/28/2017 12:56 PM
Subject: Re: Some ideas

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[attachment "2017-11-28 - MF Project Key Events.pptx" deleted by Paul Harrington/NLHydro]

Jason

Jason R. Kean, P. Eng., MBA, PMP

Principal Consultant

Project Solutions Inc.

Email: [project.solutions \[REDACTED\]](mailto:project.solutions [REDACTED])

Tel.: (709) 727-9129

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On Nov 28, 2017, at 12:42 PM, PHarrington@lowerchurchillproject.ca wrote:

<Project capex changes.pptx>

From: Project Solutions project.solutions [REDACTED]
Subject: Re: Some ideas
Date: November 28, 2017 at 12:53 PM
To: PHarrington@lowerchurchillproject.ca
Cc: Jason Kean project.solutions [REDACTED], LanceClarke@lowerchurchillproject.ca



Looks good. Our thinking is aligned. I can tweak the presentation.

The key is that things occurred that were largely unexpected.

I have updated the timeline to add in a few of these. See below.



2017-11-28 -
MF Pro...ts.pptx

Jason

Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant
Project Solutions Inc.

Email: [project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])
Tel.: (709) [REDACTED] 129

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On Nov 28, 2017, at 12:42 PM, PHarrington@lowerchurchillproject.ca wrote:

<Project capex changes.pptx>

From: PHarrington@lowerchurchillproject.ca
Subject: Some ideas
Date: November 28, 2017 at 12:44 PM
To: project.solutions[REDACTED].ca
Cc: LanceClarke@lowerchurchillproject.ca



Please find a few slides that I put together following your email to me, these are variations on the them you sent and may be useful - I will work on the "turbulence " and get that to you later today

PS they are quite rough and ready

Regards Paul

Paul Harrington

Project Director (Consultant to LCMC)

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 737-1907 c. 709 682-1460 f. 709 737-1985

e. PHarrington@lowerchurchillproject.ca

w. muskratfalls.nalcorenergy.com



Project capex
changes.pptx

From: Project Solutions project.solutions [REDACTED]
Subject: Summary of Next Steps
Date: November 30, 2017 at 3:29 PM
To: Paul Harrington pharrington [REDACTED], Lance Clarke cps [REDACTED], Ron Power ronaldpower [REDACTED],
Lance Clarke lance.clarke [REDACTED].ca
Cc: Jason Kean project.solutions [REDACTED]



Following separate discussions today with Paul and Lance in the AM and Ron this afternoon, I have prepared a note to list the actions required to finalize the noted historical recap document.

Item 1 - Part 4 (NEW)

Agreed to add a Part 4 to the document. Part 4 will focus on internal process and assurance. I note that the first report issued by the Oversight Committee included useful background on some of the following. Part 4 will contain:

- Details of our internal controls.
- Details of the internal audit framework and audits completed to-date
- Listing of all internal and external reviews complete, when complete, scope and findings (suggest these be prepared using the attached template).
- Listing of all presentations made to Oversight Committee and reports issued by Oversight Committee
- Listing of all presentations made to IE and reports issued by IE
- Details of Rating Agency Presentation

We agreed that you will identify internal resources to take the lead on preparing the bulk of Part 4. I can assist with wrapping some words around it. Let's endeavour to have this pulled together by Xmas break.



Template -
Indepe...is.docx



2014-07 - MF
Oversi...ort.pdf

Item 2 - Part 3 (WIP)

Part 3 is to be concluded. Jason is assigned this action. Given other commitments, Jason will not be able to devote much, if any, attention to this over the next 2 weeks.

Item 3 - Project Comparison

A project-by-project comparison of the Muskrat Falls Project against other projects must be prepared. Goulding has been tasked by Lance to lead this effort. It will be reference in the Executive Summary of the report, and included as an Appendix.

Target completion for this is 2 weeks.

Item 4 - Astaldi

Further detail on the Astaldi file to be included within Part 3 (e.g. Time-event curve based around concrete production). Jason will take the lead on this item.

Item 5 - Timeline

Items to be added include:

- Listing of Astaldi initiatives - Ron to pull together
- Listing of key events with SNC-Lavalin - Ron to pull together with input from Paul and Lance
- Listing of key dates surrounding collective agreement strategy and negotiations - Lance
- Details of any turnover of contractor key leadership - All

These items should be closed before Xmas. Suggest feeding me the information via email so that I can update the master file.

Item 6 - Executive Summary

It was agreed that a 5 to 8 page Executive Summary must be prepared (it is all that some may read). Paul and Ron will work together

to draft this out before Xmas.

Item 7 - Issue of Draft Document

It is suggested that a draft document should be targeted for issue by 15-January and must be reserved in Documentum.

Please let me know if I have missed any key items or actions.

Jason

Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant
Project Solutions Inc.

Email: [project.solutions](mailto:project.solutions@project.solutions) [REDACTED]

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From: Project Solutions project.solutions [REDACTED]
Subject: Technical Note on Management Reserve
Date: July 17, 2018 at 1:45 PM
To: Paul Harrington PHarrington@lowerchurchillproject.ca
Cc: Jason Kean project.solutions [REDACTED]



Paul,

In response to Grant Thornton's request, I have prepared the attached Technical Note to explain the concept of Management Reserve and its application on the MFP.

I will forward to Deborah Hutchings for submission to GT.

Regards,

Jason



2018-07-17 -
Techni...ves.pdf

Jason R. Kean, P. Eng., MBA, PMP
Owner and Principal Consultant
Project Solutions Inc.

[Email: project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])
Tel.: (709) [REDACTED] 129

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From: Project Solutions project.solutions [REDACTED]
Subject: Re: Thank you
Date: January 15, 2017 at 9:05 PM
To: Jeanette Walsh JeanetteWalsh@lowerchurchillproject.ca
Cc: Jason Kean project.solutions [REDACTED]



Thank-you Jeanette for the thoughtful note. I've enjoyed our discussions over the past number of months since you assumed the role at Torbay Road. Your knowledge base and dedication have always impressed me. Really glad you a part of our team.

Should you ever need a reference, please do not hesitate to look me up.

Regards and best of luck,

Jason

Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant
Project Solutions Inc.

Email: [project.solutions@\[REDACTED\]](mailto:project.solutions@[REDACTED])
Tel.: (709) [REDACTED] 129

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On Jan 10, 2017, at 9:58 PM, JeanetteWalsh@lowerchurchillproject.ca wrote:

Hi Jason,

I just wanted to pass along a thank you.

When I was working in the field it was clear that the safety and productivity of field people was important to you.

I always appreciated when you would reach out with a question or support.

I thank you for your support in my transition into the office.

Hopefully our paths will pass again.

Best of luck.

Jeanette Walsh

Sent from my BlackBerry 10 smartphone on the Bell network.

From: JeanetteWalsh@lowerchurchillproject.ca
Subject: Thank you
Date: January 10, 2017 at 9:58 PM
To: project.solutions [REDACTED]



Hi Jason,

I just wanted to pass along a thank you.

When I was working in the field it was clear that the safety and productivity of field people was important to you.

I always appreciated when you would reach out with a question or support.

I thank you for your support in my transition into the office.

Hopefully our paths will pass again.

Best of luck.

Jeanette Walsh

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Jason Kean jrkean [REDACTED]
Subject: Turbulence
Date: September 27, 2017 at 1:28 PM
To: Paul Harrington pharrington [REDACTED]
Cc: Jason Kean jrkean [REDACTED]



Paul,

While out walking last evening it dawned on me how to introduce the analysis that I was preparing. I recalled a book I had read that introduced the concept of "turbulence" and its impact on projects. Basically the road is bumpy and things don't go as planned, things are unforeseen. I'm applied it the concept of risk, specifically risks that were identified, and some were not. MF is like most mega-projects in the public domain and ones that have a long development period - subject to all sorts of influences, with characteristic poor governance, which makes them susceptible to unanticipated events (i.e. they have no cover and support when times get bad, and the snowballing effect begins).

I am attaching an early draft introduction for the analysis that we discussed the other day. Everything will fall out of this.


I'm sending to you to generate thoughts that we can review when we meet again.

JK



2017-09-27 -
Turbul...IP.pdf

Jason R. Kean
jrkean [REDACTED]

From: Project Solutions project.solutions [REDACTED] 
Subject: Fwd: Updated IR Listing
Date: September 25, 2017 at 3:08 PM
To: Paul Harrington pharrington [REDACTED]
Cc: Jason Kean project.solutions [REDACTED]



Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant
Project Solutions Inc.

Email: [project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])
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Begin forwarded message:

From: Project Solutions <[project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])>
Subject: Updated IR Listing
Date: September 25, 2017 at 3:07:03 PM NDT
To: Steve Goulding <SteveGoulding@lowerchurchillproject.ca>
Cc: Jason Kean <[project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])>

Steve,
Attached is the updated IR listing. From a priority viewpoint, Item 21 is the most urgent.

Regards,
Jason



2017-09-25 -
LCP IR...an.xlsx

Jason R. Kean, P. Eng., MBA, PMP
Principal Consultant
Project Solutions Inc.

Email: [project.solutions \[REDACTED\]](mailto:project.solutions@[REDACTED])
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privilege. If you are the intended recipient and you do not wish to receive similar electronic messages from us in the future then please respond to the sender to this effect.

From: Project Solutions project.solutions [REDACTED]
Subject: Updated IR Listing
Date: September 25, 2017 at 3:07 PM
To: Steve Goulding SteveGoulding@lowerchurchillproject.ca
Cc: Jason Kean project.solutions [REDACTED]



Steve,
Attached is the updated IR listing. From a priority viewpoint, Item 21 is the most urgent.

Regards,
Jason



2017-09-25 -
LCP IR...an.xlsx

Jason R. Kean, P. Eng., MBA, PMP
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From: project.solutions [REDACTED]
 Subject: Fwd: Work Plan - File
 Date: July 11, 2017 at 4:30 PM
 To: RonPower@lowerchurchillproject.ca
 Cc: project.solutions [REDACTED]



----- Original Message -----

From: "project.solutions [REDACTED]" <project.solutions [REDACTED]>
 To: RonPower@lowerchurchillproject.ca, PaulAdams@lowerchurchillproject.ca, ClarenceHewitt@lowerchurchillproject.ca
 Date: July 11, 2017 at 3:58 PM
 Subject: Work Plan - File

E-copy of the Plan B Work Plan.

Jason R. Kean, P. Eng., MBA, PMP
 Principal Consultant
 Project Solutions Inc.

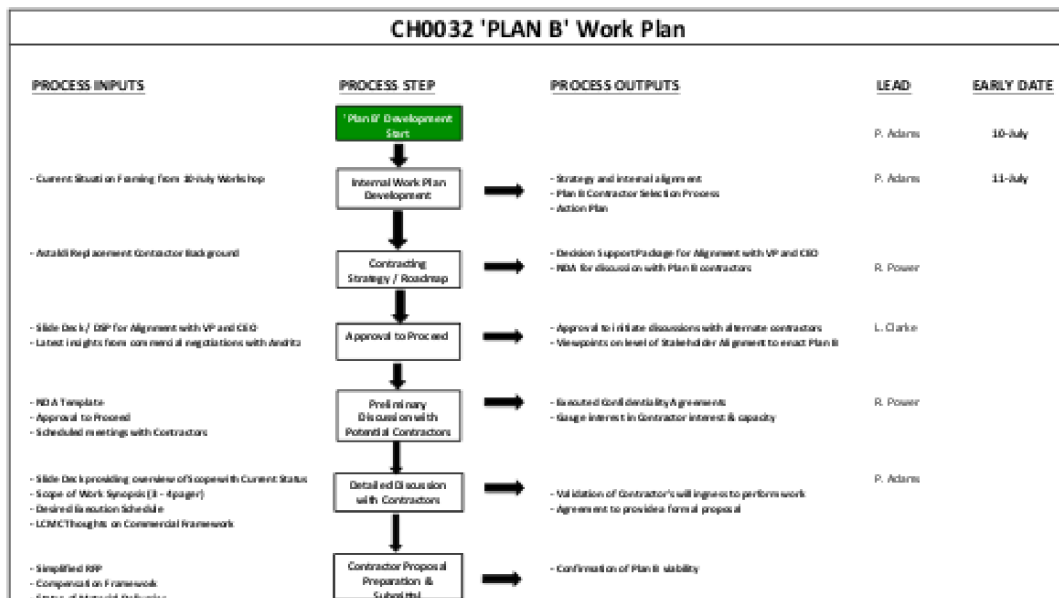
Email: project.solutions [REDACTED]
 Tel.: (709) [REDACTED] 129

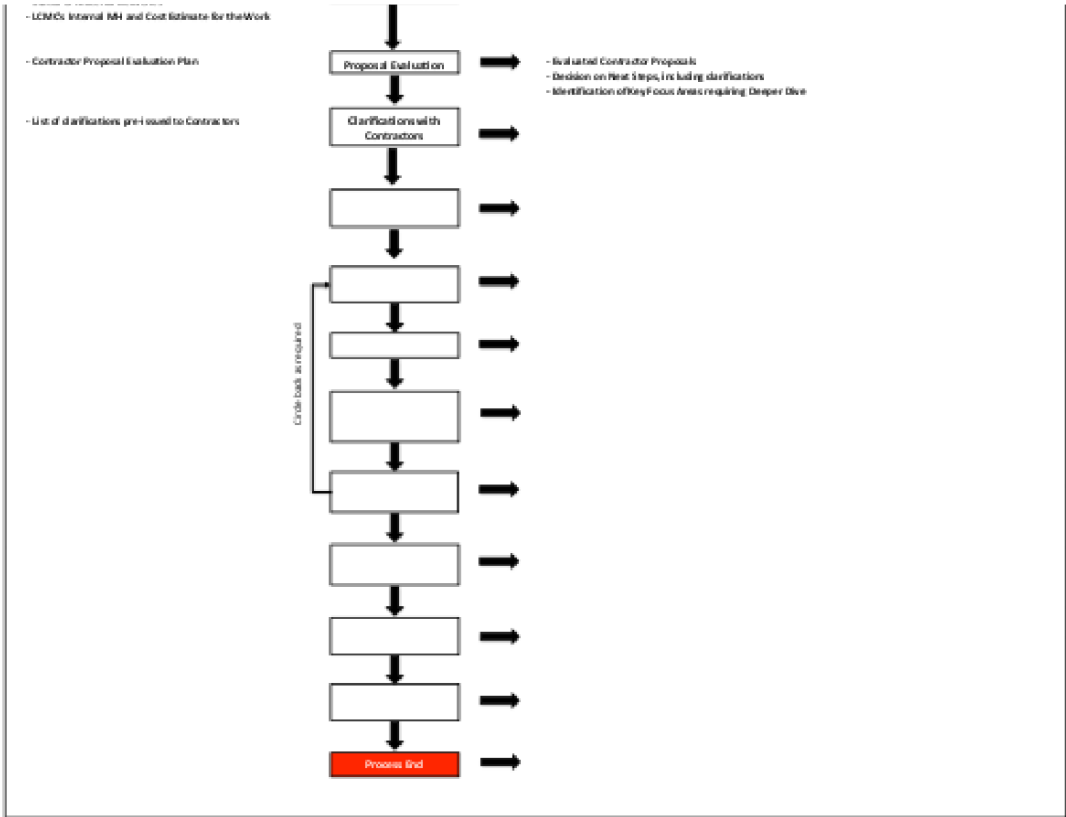
Jason R. Kean, P. Eng., MBA, PMP
 Principal Consultant
 Project Solutions Inc.

Email: project.solutions [REDACTED]
 Tel.: (709) [REDACTED] 129



2017-07-11 -
 CH003...lan.xlsx





From: PaulLemay@lowerchurchillproject.ca
Subject: Re: Your departure
Date: January 19, 2017 at 3:21 PM
To: project.solutions [REDACTED]



Hi Jason,

I wish to say thank you, for the support you gave me throughout all those years, as well as I was sad to hear you have left the project...!

It has been a pleasure for me to work with you from the first day you came to shake my hand in May 2011 in my little cubicle and said..I am Jason Kean, I'm the one who approved your candidacy... welcome to St-John's...!

That was some 6 years ago almost....it goes fast!

Good luck in your new challenge!

Paul.

Paul Lemay, P.Eng.

Lead Estimator

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 514-393-8000 x 55707

e. PaulLemay@lowerchurchillproject.ca

w. musktratfalls.nalcorenergy.com



From: RhondaWinsor@lowerchurchillproject.ca
Subject: Your Farewell
Date: January 11, 2017 at 11:36 AM
To: project.solutions [REDACTED]

Hi Jason,

I want to say first that I'm so saddened to see you go :(

I feel blessed to have had the pleasure to worked with such a great Leader. You were always the person that treated everyone fairly and no matter what role we played we were as important as the next person.

Thank you for all your help, for believing in me that I could do the job, trusting me to make the right decision's and always gave me the support I needed to feel comfortable doing such. You were never too busy to return my calls no matter how insignificant they were in comparison to what you were dealing with on a daily basis. I always knew that you were there if I needed help.

Good Luck in your future endeavors, LCP's lost is another's gain.

If you ever need a helping hand in the future please don't hesitate to contact me.

rwinsor01 [REDACTED]

Cell: 709-[REDACTED]008

Warm Regards,

Rhonda

Rhonda Winsor

Site Office Administrator - C4 Transmission Line

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709-733-5664 c. 709-897-5979

e. RhondaWinsor@lowerchurchillproject.ca

w. musktratfalls.nalcorenergy.com

You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?