

M. KENNEDY

RELEVANT
NOTES

MOSKRAT

DEC 20/15 -

FEB 17/16

Booming references.

KZTOCR

KZCJA1

where.

Discussion with
Brod, Duval, Akent.

Dec 20/15.

Date

Analysis of utility rates.

Do you put the plug on this.

Looks like everything is on the table.

↳ Impact on the Provincial Cost
Budget.

70% →

but it is to Treasury Board.

Reviews is thorough and bringing
in the right resources.

- PM

- Contracting

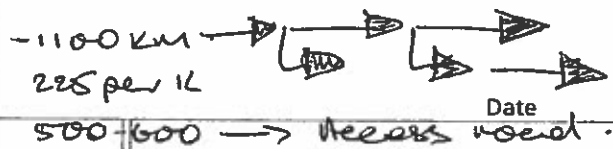
A. Gould →

Transmission line → This is out
of scope.

North Spec - engineering discipline.

↳ is this a wish.

Special use designers.



- Nov 2013.
 Structural document.
 Adequacy of the estimate.
 Structure about how this is set up.
 ↳ Concern over whether these are the right people.
 (Can't be on both sides of the balance →

- Adapt all the process.
- 1) APRIL 2011 → NOV 2013.
 Infrastructure.
- 2) K&N - winter to meet schedule.
 Done.
- 3) TIL -
 Demand - ~~200~~ 700
 200
- 4) 5.2 yr schedule.
 ↳ should be 7 yrs.

need is cost plus.
 River diversion → Approval time
 Date July 2015.

Discussion with Valend.
 Approval is revenue.
 \$100m over 50 years.
 \$300 yearly amortised to cost.
 ↳ where is the balance of the rate likes to

Got to tell the Bond market by the end January what is going on.

What is the PR for us.
 Impact for the Federal Govt.
 Bond ratings agencies.
 ↳ need a communications plan.
 What is the narrative

Charles Du.

Date

Tight timeline.
Cannot disrupt.

Who will be attending De. Duber.

Tone is important.

Not a project audit.

Where are we at →
What are the risks

- Not about looking backwards.
- Minutes will attend.

CON ~~QUESTIONS~~

- Forward looking / cost schedule.
- Not doing a competing forward.
- Extremely conscious of commercial sensitivities.
- To calculate go forward need to understand.

Page

Jan 7, 2018 Business / Staff
MF Fuels → Melcor
Financing. Either Date

co-operations.
Model → develop.

Large project.

Inter.

Assemble - early February! Sensitive.

Tight time

Cooperation / collaboration.
Answers for the leaders.

Guiding principles

- Cooperation / collaboration.
- 7 Area
- No disruption.
- Inter but commercial sensitivities.
↳ stressed → kept
- Use to see consensus / recommendations

Ed.

Committed to the best.
Mid project review - helpful.
Based on those.
Opportunities for alignment.
The challenge of navigating momentum.

Fresh eyes.

Page

Area of command.
Writing the copy on
date as successful. ^{Date}
Actual EY level to it.

Double volume to increased.
Commercial sensitivity.
1. Doublers → contracted → ^{Amendment.}
2. Labor productivity.

Resourcing and input.
Commit to share.

Business and technical → involvement
to take things 5000 people.
↳ 40, monthly hours.

Account Rev.
7-8 people.
Issue to → scope of work.

Steve Reilly

Can
Bureau

32
Sun

incl.

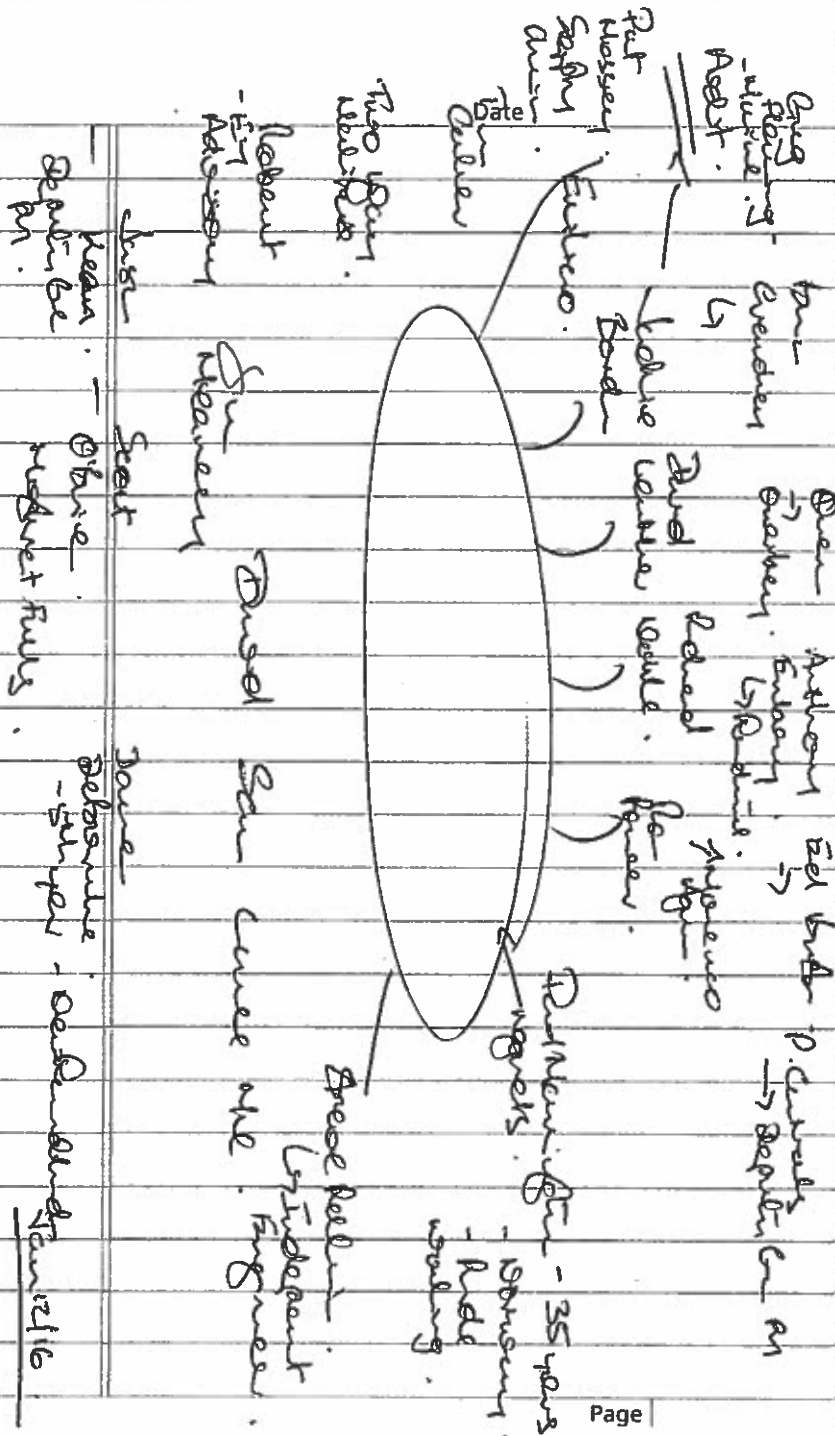
Love State.

months

month

Presentation
 1. Role of Paul → oversees Ed Hunter.
 2. Subsets
 5000 people at its peak.
 Development of his spread.
 15 people in the US team.
 Vehicles - cars, trucks and Bikes.
 NAS → expansion.
 Aberdeen →
 ready for operations manager.
 1600 lines → kms. Transmissions and access road.
 PA Inc - December 2015.
 Contracts of the PM team.
 Role of Gordon.
 Lower Church Project.
 → Behind after: Tony. Methodology
 Wayne - the next process.
 New Day - Assignment Letter Agreement.

Date



SWE Agreement -
December 2010

Muswest Falls Corporation
→

Power design ^{Date} 02-2016

Date

SWE kick out
November 2012

Ed Martin

→ Paul Harrington

Implemented → through 2013

who is the systems integrator
↳ SWE designed the turbine

Muswest contemplated

↳ RFA reqt.

Positive - internal audit

change happened during the
challenges that SWE had.

Direct report to Audit office →
Board of Directors review

Biggest concern is on the
warehouse

Early design

99% done

Double spec - converger to out price

Monitor - Keyed defect
How are they organized

MSUdel

Transmission line

Account → 1000 → Cost increased

System integrator → Shift the
Schedule delay. <sup>SWE
review</sup>

Tyco - Deal for towers

Number of towers 247 326 51

Goodman

0102

7653

same - defect drive entities
Don necessary - Amending

Power outages →
Reliability

SWE →

Jan 15/10 - CEO Ed Martin.

1. 3.2 bn → expense Date

2. Architecture.

↳ polished independent.
government website.

3. Convey → developed and
integrated only.

Issues:

- 1. Opposed to Danny.
- 2. Offered not a deal.
- 3. Led with the rates.
Out in cash.

30b in cash → available for
the purchase. here.

City → longer term interests.

Market Fails → 60% of the
debted income over going forward.

Johnson - best at the Bee Air.
Fabrication.

challenge of geography.

Aluminum power →

Design a Quebec.

Lower level in Project → debt attached.
Sources of revenue → rate payers
Date tax payers.

tax pay.

Capital expenditures:

- MF
- Outlets.
- Working Rev Gov.
- Depreciating assets.

↳ Cap to salaries → commercial
sector.

Exploratory Strategy.

- 1. City.
- 2. Smaller hydro.

since final → expense.

↳ linkage to a development
Strategy & much higher
development.

⇒ Q of Rev Ex.

lead role →

Competing for capital source.

Exploratory opportunities. Exposed
Charron.

Project -> Pushed into the project.

Date

B.2

-> 7/9% lower side.

Date

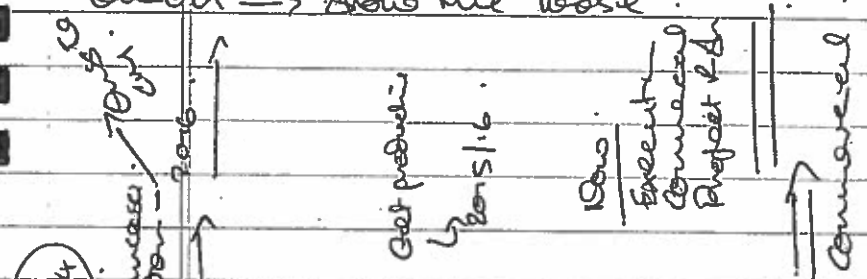
Take the OAT tax off. Deal with the average. Increase to capital.

Out rates / predictability -> Scuttled.

Over -> Above the board.

Delegated Organised.

Discussion is started. When are we @mt.



Are going forward.

LTA.

Likelihood.

75% remain covered.

Abuldi.

Rep.

3.5m ->

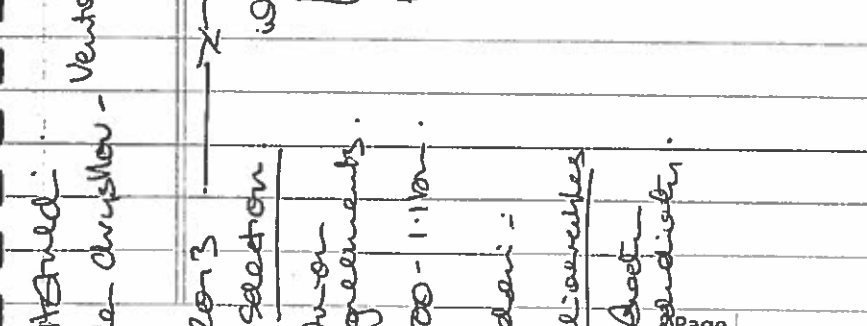
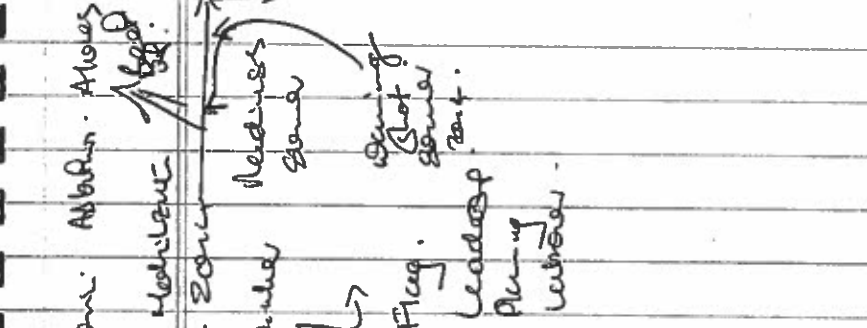
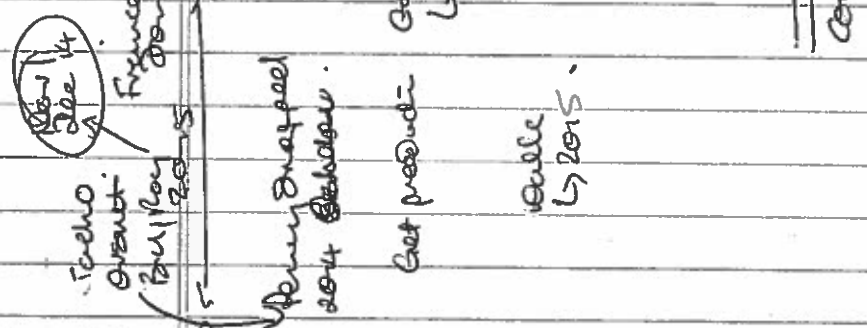
Shifts degree of change processes
Integration -> transfer to operations.
Concentrations.

Abuldi -> risk.

Transfer of the system -> assets.

Helpwood - shut down.

As a result of -> risk.



Discussion with Robert Bennett.

Board Letter, the, Draft
Date

Jan 19, 2016.

- Board presentation

Verbal proposal.

6-8 Board meetings.

- Over the table.

Generally the same presentation.

- Going forward.

Execution → not laid out.

Contract not ending scope.

Very confident around the
transmission line component.

Alison.

Audits.

Audits.

Understand multiple sources of input
to form a context.

Audits → level code.

78m left in contingency.

1/2m.

Determined.

Indetermined

→ quantified and
how does this
take place.

↳ How is this best as a result
of the predicted outcome.

End of Qtr 1 →
↳ Add on.

Audits - timeline.

ITF - month 2.

Form of governance.

(Quantification of risk.
↳ The assurance framework.

Market has got easier for our
self.

Team demand → good.

Does not see much.

Existing contractors:

Audite -

Date

Timorison Steel.

Bene Remean.

↳ claims → nothing major.

Contracting Strategy -

Highlights many of the risks.

Example given is the Oatland contract and the conditions.

Emphasize a change.

- Delivery of components.

- Award: completion.

↳ weather.

What is the background of the members of the Oversight Committee.

1/2 time in the project office.

Chief public relations guy for the project.

Challenge around alignment of the Province.

Date

* Need to see the Board reporting.

Jan 19/16.

Discussed with Ron Powers

Tim, David L, Steve, Ron, Mike.

No critical path issues with respect.

Contract on the

Lower level's - a trial to keep the year →

Good availability of labor.

Not worried about Audite, if there is a deal done.

Audite → ok so far, but caution.

Alston → more worried, because

Don't lack of experience of the type.

Interview - Oatland.

Issue is Ron's deputy.

Message to John

- reasonable co-operation.
- Duty has been done.
- Could rather have a more relaxed approach - Q&A managed.
- escorted. Not collected.
- What

Components - well advanced
achievement of performance

P. Ten - v. cohesive
no obvious weak individuals
processes -

- By concept

Warehouse → AS/MLD
Other - AS/MLD ^{governed} performance
System integrated

Plan → not sure why.
Deal may be done - ^{very} premature
to conclude.

- Reporting

- Timing and choreography
of our work.

- High Speed 2

Date

- Sydney Metro D. West
- West Sydney Airport
- OSA

Jan 11/16.

Drop
Tadric Barde. → Internal
Audit.

Reporting Audit.
Driven by Audit committee.
Extent of reporting to the
Audit committee.

Are they compliance audit.
best practices and processes.

Get a copy of the Audit Plan.

Recommendations going forward to
the Board.

Quantification of the report
against the risk register.

No surprise surprises.

Ensuring takes accounts for what.

Key observations:

1. Change not process Date only subject.
2. ASU: → out of the ordinary.
3. Looking at approval process & contracts.
4. Hiring practices.
5. Focus of the audit etc.
6. Health & Safety, Fraud.
 - ↳
7. Procurement process
8. Deep dive on contracts.
 - 7 by end of 2016.
 - Review, post ad etc.
9. Contract Administration
 - Performance etc.
 - Identify where the processes.
10. Have a connecting budget.
11. Gots to see the Board reports
 - on all components.
 - ↳ mechanism to connect.
12. Consistency with the risk register

516.

20 Jan 2016

Oilco Energy -
Risk and integrity operation group.

Messages for today:

Reasonable progress.

Little bit slow.

Would like to move and not managed.

Good team.

Work plan -

3 Areas

↳ Risk quotient

↳ Governance

ASU
ASU: ?

Overight reporting.

Absence of risk interface.

ASU: .

Feb 3, 2016
Ed Martin, Phil, Ben CFO, Owen
Date

Feedback / comments.
Respect.
Joint reporting
Clearly show alignment.
Move on.
New govt -> now, then, return

Comments at the start ->
needs to be on paper.
want the phrase to be documented.
P4 is what it is.

PS - Walcar has already been
on this.

Concerns about how this type
of information can get into the
public realm.

Jan - cannot show the hardware.
Contractors will only spend it.

David Gray / Tim . Feb 3, 2016 .
Mel Druel .
Date

Involvement in the cost estimate.
For the credit at all.
Not so well involved.
Accountants ->
Jan -> reports to David .
Direct line to Gibert .
Project Controls -> not driven .
by TR Mennery . I just do the
accounting .
update a with .
Seems to be quite hands off .

Assessment of contract -> drawn into
the AFE Rev .

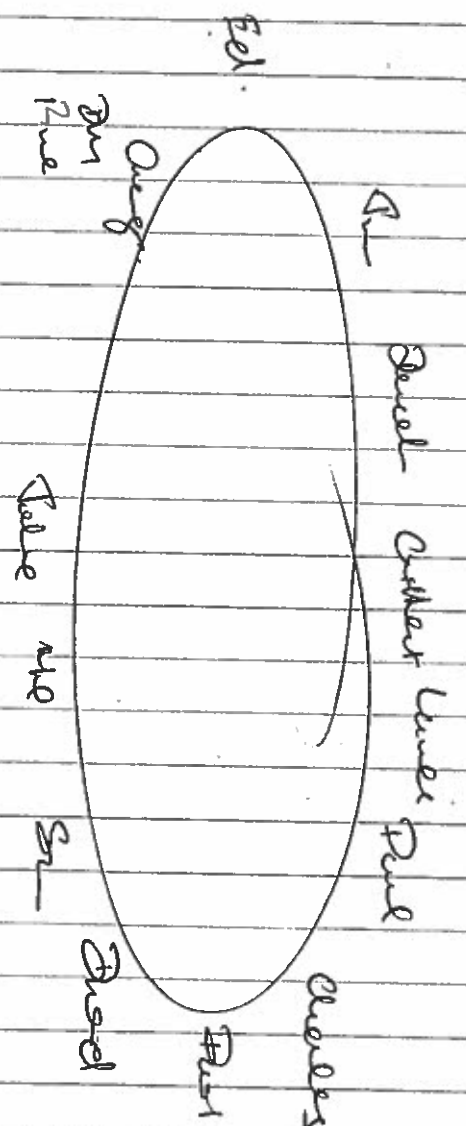
deal for, see alignment with the
shareholders .
they seem to be mixed .

Tim - expense to cost control is
Next we shouldnt push at hardware
Agree .

Final report ->
Contingent equity ->

Feb 16/16
Meeting at Dulcor:

Date



Just
Dulcor

Kath
Johnson

- Westney - heavily involved.
- Kath Johnson - from Dulcor.
- Westney.
- Associates with Westney.
- Did handling - Resident Beechel.
- Reli. of the in -
- Patrol Dulcor.

- 6. Budget work with Westney
- 7. Westney - loss.
- 8. Timing of a price around - critical.

Westney - not in breach →
 One financial track, but not priced.
 Terminating here significant note.

Loss of continuity → not a str.
 checks the price.

There are not at work Westney.
 Proposed for a good start.

Key timing point → decisions to
 be made and the upturn

Q. To what extent have you assessed the risk.

→ reflects → Date
problem better done the road.

- 650 est would be →
- Assigned out the way. Date

Answers - what are they.
Degree → money also.

participation → good to go.
→
high level/preliminary →

Why didn't they do so as this month ago.

150.
90% of what is left.
45% of what is left.

Timing is critical.

Guarantee →

Cancel down contracts.

- Matches or timing
- Indgement → lots of questions
→ answers
→ go forward

- Matches some thinking.
Money - questions.

Indgement -

- Lots of questions with money [analysis] → performance for.

- Money
- Timing

Meal 9, 2006 - financial scope.

Who do we need to meet with
key people.

Conclude something at year end.

Communication protocol with Julie
and with nucleus.

Analysis of the present company
goals.

90%.

Meeting notes - LCP →
Feb 17, 2016

Date

Commercial,
CSP.

Contingency Plan for Ed Mulcahy.
and Paul Manning decide to quit.

- 1) What can Mulcahy do.
- 2) What role can EY play.
- 3).

Logi Free: → EY Partner.

Feb 17 116 - Telecon David

Telco

Alignment with the council.

Go ahead.

4pm today →

Next report → March 8, 2016.

Page 12.

Sept 8th.

Protocol → reporting.
one round of review.

When are going to be talking to
Ed.

Report on the end of ^{Date} February.
Needs to be signed and approved.

How can we anticipate in the
discussion with Mulcahy:

Emerg. Mts.

Report on the process.

John → open and transparent to

Visitor

Newfoundland
Labrador

FEB 17 2016

Ernest to Police
Draft.

Can we re-embed ^{Date} .
- LTA/IL included?
No.

- Review of two lawyers.
↳ Can we use the law
- Feedbacks - re-embed.

- Regent Hiring .
- will be targeted to 7-6hr .

- Info -
Western, all internal
Business analysis .
Scope relative letter - Western .
Minutes / scope .

Internal Western briefing .
External meeting minutes

Any other info relevant .

Other parties -

- Summary

- Team - Feb 25 -> 10 days .
free to free access to Western
and Paul, Lenee etc .

- Review advice -> in col or
discuss directly with Helen .

M3 ELO I

NH4 805

performance