

**From:** Michael Kennedy  
**To:** [Tim Calver](#); [Damian Joy](#); [David Steele](#)  
**Subject:** RE: Muskrat Falls -  
**Date:** Wednesday, February 1, 2017 11:50:37 AM  
**Attachments:** [image001.gif](#)

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Dave, can you send to govt with a tweaked note...

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**From:** Tim Calver  
**Sent:** Wednesday, February 01, 2017 3:05:44 PM  
**To:** Michael Kennedy; Damian Joy; David Steele  
**Subject:** RE: Muskrat Falls -

Okay, I'm probably being oversensitive on the content.....

The issue here is that we want to reset the relationship with Nalcor and get on the front foot. If they get a detailed plan before any alignment on expectations of the review, we risk this being counterproductive.

Our experience is that GNL do very little to align expectations, or worse will placate Nalcor with a statement that this is just a rubber stamp exercise and then forward on our detailed plan.

So for sure we have to get something to Nalcor before a call, but I want to know that it is in line with the expectations set by GNL on the scope of the review.

Thanks

Tim

**Tim Calver** | Executive Director | UK&I Advisory

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**From:** Michael Kennedy  
**Sent:** Wednesday, February 01, 2017 1:45 PM  
**To:** Tim Calver <[tcalver@uk.ey.com](mailto:tcalver@uk.ey.com)>; Damian Joy <[Damian.Joy@ca.ey.com](mailto:Damian.Joy@ca.ey.com)>; David Steele <[david.steele@ca.ey.com](mailto:david.steele@ca.ey.com)>  
**Subject:** RE: Muskrat Falls -

Well at some point we are going to have to send something to Nalcor prior to having a call with them. You know what they are like for needing an agenda. I would be hoping that this can be socialized with Stan first and any obvious misses eliminated...

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**From:** Tim Calver  
**Sent:** Wednesday, February 01, 2017 2:32:46 PM  
**To:** Michael Kennedy; Damian Joy; David Steele  
**Subject:** RE: Muskrat Falls -

Agree, let's just not encourage them to send to Nalcor.

Thanks

Tim

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**From:** Michael Kennedy  
**Sent:** Wednesday, February 01, 2017 2:27:46 PM  
**To:** Tim Calver; Damian Joy; David Steele  
**Subject:** RE: Muskrat Falls -

Don't disagree Tim. Just thinking we need to get something over to gov to kick start this...

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**From:** Tim Calver  
**Sent:** Wednesday, February 01, 2017 8:39:06 AM  
**To:** Michael Kennedy; Damian Joy; David Steele  
**Subject:** RE: Muskrat Falls -

Hi Mike,

My only thoughts are:

- I wouldn't send our doc cold to Nalcor. We still have no idea what has or hasn't been communicated to them by GNL.
- we've taken a best guess on docs etc but this is open to challenge from Nalcor if it doesn't fit how the information is structured
- to develop a day by day plan we should agree intent and approach between us, GNL and Nalcor and then jump on a call where we can provide a draft plan to refine with them

Thanks

Tim

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**From:** Michael Kennedy  
**Sent:** Wednesday, February 01, 2017 12:40:31 AM  
**To:** Damian Joy; Tim Calver; David Steele  
**Subject:** Muskrat Falls -

Draft note to Walter below. This would come from Dave / Paul.

Dear Walter. We thought it would be useful to lay out some thoughts on steps to begin the assignment for the update to the EY Interim report on Muskrat Falls. Attached is a framework sheet, for your review, which is an outline work plan to trace a line from each recommendation of the April 2016 report, through to the information required and the people we would like to meet to complete our work in the most expeditious way.

We see the steps going forward as:

- 1) Government review attached document and, following any amendments, convey to Nalcor CEO.
- 2) Government seek assurances from Nalcor CEO, that this assignment and interaction with EY, will receive Nalcor's full cooperation. The intent of course here is that the assignment is a positive collaboration between Nalcor, Govt and EY, to produce outputs that are in the interests of the project, Nalcor, Govt and the people of the Province.
- 3) Government arrange a call with Nalcor CEO, plus others from project team as appropriate with Govt and EY. Agenda for the call will be to confirm logistics / work plan / tentative planning of meetings. We will provide a day by day schedule for how we see the work unfolding prior to this call.
- 4) Based on the outcome of this call and estimate of receipt of information from Nalcor, Govt / EY will confirm date for on-site presence of EY team.

Obviously there are a couple of steps to be completed and suggest we need to get on with this as soon as possible, mindful of the desire to get this assignment largely complete by the end of February.

What are your thoughts on the above?



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