

From: [Brewer, Donna](#)
To: [Sharpe, Dennis](#); [Martin, Craig](#); [Skinner, Gillian](#)
Subject: Fw: GRS - Major Investment Projects Unit
Date: Sunday, October 23, 2016 3:54:16 PM
Attachments: [GRS - Major Investment Projects Unit Oct 22 2016.docx](#)

Gillian

Is this similar to the business financing one but on a much larger scale.

I'm not sure what role Finance has played in the past. Sending to Craig and Dennis as unsure if Finance saw this one before.

My only exposure to mega projects was Muskrat Falls when I was at Ira and we had to bring forward the special project orders.

Is there a problem we are trying to resolve or just general belief that whatever process exists today could be done better?

Donna.

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Skinner, Gillian <GSkinner@gov.nl.ca>
Sent: Sunday, October 23, 2016 1:58 PM
To: Brewer, Donna
Cc: King, Tracy; Khurana, Harman
Subject: GRS - Major Investment Projects Unit

Good Afternoon,

The Major Projects Unit has been refined to focus on major investment projects. Attached is a description for a Major Investment Projects Unit.

Please provide approval of this description, or suggested edits.

Thanks,
Gillian

**Vision Document – Policy Actions
GRS – Major Investment Projects Unit**

Phase 2:	Realize Our Potential
Proposed Tangible Policy Actions for Inclusion in Phase 2:	
<u>Policy Action:</u> Major Investment Projects Unit	
<u>Policy Action Description:</u>	
<ul style="list-style-type: none"> • To increase efficiencies in the Province’s response to major investment projects, the Provincial Government will establish a Major Investment Projects Unit. Major investment projects include business development projects that require government investment above a certain threshold. There is a recognized need to enhance coordination regarding major investment projects, requiring input from multiple departments. This would involve overarching project coordination, utilization of project management methodology and implementation of a provincial approach to ensure a more effective and timely review process across all policy areas for projects that require significant investment from the Provincial Government. • To increase efficiencies in the Province’s response to major investment projects, there is a need to apply a consistent and coordinated approach, while being accountable and transparent. • Major investment projects require various authorizations and permits that are normally treated as individual requests as identified. There is opportunity to ensure processes are happening parallel rather than waiting for one step of the process to end before starting another. The goal of the Major Investment Projects Unit will be to develop an integrated process that coordinates multiple authorizations and permits. This will eliminate duplication and ensure shorter timelines, while guaranteeing regulatory standards are maintained or enhanced, such as environmental assessment and appropriate permits. • The scope of a Major Investment Projects Unit mandate will be further determined by a working group of Deputy Ministers. • Provincial departments and agencies will inform the development of guidelines, procedures and service standards that promote early engagement between major investment project proponents and Provincial representatives. Consideration will be given to the potential of establishing target timelines which are publicly tracked and monitored. • The Major Investment Projects Unit will play a support role for NR regarding Benefits Agreements. There will be a focus on improving line department engagement during development and monitoring of Benefits Agreements, to maximize opportunities such as local supply chain development. • A working group will be established including DMs for economic development departments, and those with regulatory responsibilities for projects (e.g. ECC). It will complete work in the following areas: <ul style="list-style-type: none"> ○ Type of major projects for inclusion in the mandate of a Provincial Major Investment Projects Unit. 	

- A suggested mandate, outlining required processes for achievable efficiencies. This includes determining the due diligence process, both financial and regulatory.
- Develop descriptions of the required specialized negotiation skills and expertise.
- Structure requirements.

Associated Performance Indicator:

- Major Projects Unit established.
 - Composition/Governance determined.
 - Key parameters established.
 - Funding resources determined.
 - Regulatory coordination process established.
 - Performance measures developed, including timelines.
- Increased coordination among government departments and agencies.
- Improved response times.

Tangible Action Able to Be Achieved/Communicated During this Period:

- Complete a review of former processes to support major investment project coordination in the Provincial Government.
- Establish a DM Committee to complete recommendations about the scope of mandate for a Major Investment Projects Unit, including operational recommendations such as composition/governance, key parameters, regulatory coordination requirements, and performance measures and timelines. To be completed November 2016- March 2017.
- Establish a Major Investment Projects Unit in 2017-18.

Issues and Concerns:

- Other benefits include one Provincial source as lead on communications with central agency.