

**From:** LanceClarke@nalcenergy.com  
**To:** [Twells, Alex \(CA - St. Johns\)](#)  
**Cc:** [Bechard, Normand](#); [RonPower@nalcenergy.com](#); [rdowen@](#) [REDACTED] [Parsons Dhamija, Catherine \(CA - Toronto\)](#); [Parker, Kathy \(CA - Toronto\)](#)  
**Subject:** Re: Phase III  
**Date:** Thursday, November 8, 2012 2:07:21 PM

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Alex

Was wondering how your chats went. Was hoping to connect before week end. I'm aligned with the focus areas you list above and a shortened number of very focused TEL's and meetings to the end of the year with a revisit of the scope for 2013 to occur in January time frame. I do believe the number of sessions before year end is very aggressive and doubt they can all occur. You may find we don't need them all and we can revisit as we go through the coming weeks. Although slightly different than the latest work plan I believe this fits well within the budgets outlined to the end of the year as well. If not, please let Normand and I know.

Rgds

On 2012-11-08, at 1:35 PM, "Twells, Alex (CA - St. Johns)" <[atwells@deloitte.ca](mailto:atwells@deloitte.ca)> wrote:

Good Afternoon Lance,  
Catherine and I spent a day and a half getting caught up on the current state of team effectiveness and understanding where to focus efforts most usefully in the next phase. In addition to yourself we were successful in meeting with Ron, Normand, Jason, Scott, Kyle and Darren.

We have summarised our findings and conclusions in the attached deck and revised the proposed work plan based upon our findings.

The priority issues from our meetings appear to be:

1. Clarity of roles, responsibilities and accountabilities.
2. Formation and stabilisation of teams (ELT, PMT etc.)
3. Assistance for Component 3 to align on a long term plan
4. Transition from engineering to construction

We have identified a work plan that would take us through to the Christmas break. Decision points are built into 5 ELT meetings over this period.

At Christmas, we would pause again for reclarification of scope for 2013.

We have discussed and agreed the timing and scope with Normand. We do not yet have a formal contract in place with SLI, though one is anticipated shortly. Normand suggests that it would be beneficial to start this phase as early as Wednesday next week.

We would like to ensure your comfort with this plan before we finalise a contract with SLI and start work.

Please let us know if you would like to meet and discuss this – or if you have any questions or concerns about the plan and assumptions.

Thanks  
Alex

**Alex Twells**

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&lt;Needs analysis Phase III nov 6.pptx&gt;