

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## Nalcor Energy – Lower Churchill Project



### Integrated Project Schedule (IPS)

LCP-PT-MD-0000-PC-SH-0001-01

Comments: Incorporating PCN-0137 & PCN-0109 Pages changed: 22,41,42,43,46,47,50,51 & 52	Total # of Pages (Including Cover): 80
--	---

Status/ Revision	Date	Reason For Issue	Prepared By	Functional Manager Approval	Project Manager (Marine Crossings) Approval	Project Manager (Generation + Island Link) Approval	Project Director Approval
B2	03-Apr-2013	Issued for Use	T. Chudy	J. Kean	G. Fleming	R. Power	P. Harrington
			T. Chudy	J. Kean	G. Fleming	R. Power	P. Harrington
B1	25-Feb-2013	Issued for Use	T. Chudy	J. Kean	G. Fleming	R. Power	P. Harrington
<b>CONFIDENTIALITY NOTE:</b>		This document contains intellectual property of the Nalcor Energy – Lower Churchill Project and shall not be copied, used or distributed in whole or in part without the prior written consent from the Nalcor Energy – Lower Churchill Project.					

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## \* Primary Changes from Rev B1 to Rev B2

- Delay to award of CH0007 package
- Diversion moves from 2015 to 2016
- Increased likelihood of starting cofferdam at beginning of season and thus completing within available window
- De-risking of schedule for Spillway & North Spur
- North Dam construction moves from 2016/17 to 2017
  - PCN0109 for removal of Down Stream CVC face
- Impoundment moves later in 2017
- First Power moves from mid to late 2017

## \* Detail Changes from Rev B1 to Rev B2

### CH0009 (North & South Dams)

- Directly impacted through diversion & river closure shifting one season
  - North Dam shift one season
  - South Dam unchanged (assuming no strategic change to contract packaging or timing)
- North Dam includes stepped downstream face
  - PCN0109 accepted
- Becomes prime focus point for overall schedule risk

### CH0032 (Hydro-Mechanical)

- Change provides more float for required delivery – de-risk schedule for 2016 diversion
- Provides more flexibility in manufacturing schedule for potential quality issues

### CH0030 (Turbine & Generators)

- Impact to installation schedule
- Fabricated items will require storage and preservation
- Provides additional schedule float for fabrication

## TABLE of CONTENTS

- 1.0 Purpose
- 2.0 Scope
- 3.0 Definitions
- 4.0 Abbreviations and Acronyms
- 5.0 Responsibilities
- 6.0 LCP Stewardship
  - 6.1 Stewardship Process
  - 6.2 IPS in the Stewardship Process
- 7.0 LCP Schedule Hierarchy
  
- 8.0 IPS Structure
  - 8.1 IPS Structure - Sections
  - 8.2 IPS Structure - What are the IPS Sites
  - 8.3 IPS Structure - Level of detail of the IPS
  - 8.4 IPS Structure - Typical site schedule for Switchyards, Transition Compounds, Converters
  - 8.5 IPS Structure - Typical site schedule for Hvac or HVdc Transmission Lines
  - 8.6 IPS Structure - Typical site schedule for Dams
  - 8.7 IPS Structure - Site schedule for SOBI Crossing
  
- 9.0 Schedule Assumptions/RFO Start-up Sequences
  - 9.1 Schedule Assumptions
  - 9.2 Ready for Operations (RFO) Start up Sequences
    - 9.2.1 LTA
    - 9.2.2 LITL - Labrador)
    - 9.2.3 LITL - Island (Newfoundland)
    - 9.2.4 LITL - SOBI Crossing
    - 9.2.5 Telecom Overall
    - 9.2.6 LTA & LITL Overall

- 10.0 IPS Progress/Updating/Reporting & Critical Path Determination
  - 10.1 IPS Planned Progress Determination
  - 10.2 IPS Progress Weight Factors
  - 10.3 IPS Updating
  - 10.4 How is IPS updated info presented/distributed
  - 10.5 Logic Structure between Projects for Float Determination

### IPS Graphics: Summary Schedules / Progress Curves

#### A) LCP-IPS Summary Schedules

- A.1 LCP-IPS Overall Summary
- A.2 LCP-IPS Target Milestone Schedule
- A.3 LCP-IPS LTA Summary
- A.4 LCP-IPS LITL Summary
- A.5 LCP-IPS MFG Summary

#### B) Planned Progress Curves

- B.1 – LCP-IPS Overall
- B.2 – LCP-IPS LTA
- B.3 – LCP-IPS LITL
- B.4 – LCP-IPS MFGGen

#### C) LCP-IPS Critical Paths

- C.1 IPS LTA Critical/Sub Critical Paths
- C.1 IPS LITL Critical/Sub Critical Paths
- C.1 IPS MFG Critical/Sub Critical Paths to Unit 1

#### D) Entire IPS Schedule

## 1.0 Purpose

The Integrated Project Schedule (IPS) is a Critical Path Method network derived from the various project participant schedules sources tied together with the Ready for Operation start-up sequences. The Integrated Project Schedule format will be structured to serve as an overall project control network modeling the major project interfaces and scope of work.

### **What the Integrated Project Schedule (Primavera) provides:**

- Source for Schedule information for the LCP Stewardship process
- Source for Schedule information for the LCP Management Summary Schedule (MSS)
- Provide monitoring of the LCP Target Milestones and Key Dates throughout the Project
- Identify and monitor critical paths for LCP projects: Labrador Transmission Asset (LTA), Labrador Island Transmission Link (LITL), Muskrat Falls Generation (MFGen)
- Identify and monitor float between projects, sites and sections of work
- Identify main interfaces between the main Project participants schedules
- Provide a communication tool for the Project Management Team to forecast, identify, and analyze schedule outcomes, conflicts, opportunities, and vulnerabilities

### **What the Integrated Project Schedule (Primavera) does not provide:**

- Updated progress information (provided by LCP Stewardship process)
- Updated resource curves / progress curves (provided by Stewardship process)
- % complete on activity bars (current versus baseline comparison will be utilized)

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 2.0 Scope

The Integrated Project Schedule includes the following scope of work:

- Labrador Transmission Asset - LTA
- Labrador Island Transmission Link – LITL
- Muskrat Falls Generation – MFGen
- Nalcor System Upgrades & Outages
- Maritime Link (Executed by Emera: reference only)

### 3.0 Definitions

Converter Stations	Converter stations house the specialized equipment necessary to convert power from ac to dc and back again.
Critical Path	The longest path or sequence of activities that drive the completion of a specific Target Milestone or Key date.
Dynamic Commissioning	Commissioning activities which simulate operation of a complete system or part system. These tests shall, as near as possible, be at full operating conditions in order to carry out operational performance tests to verify that the system/equipment performed in accordance with the design criteria, together with the recording of such tests. Such dynamic commissioning/systems commissioning shall be sufficient to allow systems, part system and/or equipment to be certified, turned over to Operations by the Ready For Operations team and rapidly brought into operational service by Operations, if not already operational.
Electrodes	Electrodes are necessary to permit a HVdc transmission to operate. The electrodes are connected to Converter Stations by dc transmission lines.
First Power	The point in time when the first turbine/generator unit is installed, commissioned, and producing power.

### 3.0 Definitions cont.

Float	The period of time that an activity or sequence of activities can be delayed and not cause a delay to a Milestone or Key date. This is calculated by the scheduling software.
Full Power	The point in time when all turbine/generator units are installed, commissioned and operating to generate commercial power.
Impoundment	The process of allowing the reservoir to fill to operational levels by means of restraining the natural flows of the river. In the case of the Muskrat Falls generating station, this is done by using two dams, the powerhouse structure and the spillway structure to retain the water. Closure of the spillway gates will reduce the downstream flow, allowing the reservoir to fill.
Key Dates	An activity that signifies the completion of a major goal, event or a decision point in the schedule, but not considered a Target Milestone as defined in the Target Milestone Schedule.
Management Summary Schedule (MSS)	A single page summary schedule derived from the Integrated Project Schedule used for reports and management discussions.
Physical Component	A breakdown of major physical components identified/associated with the NE-LCP.

### 3.0 Definitions cont.

RFO	Ready for Operations: A team, led by Company, consisting of qualified personnel from Company, Consultant, Contractors and Suppliers, who shall provide commissioning services of systems and part systems under technical supervision and direction of Consultant. Project Completions Philosophy Doc. #: LCP-PT-ED-0000-EN-PH-0043-01
Static Commissioning	All live/energized tests that are carried out after a section of work has reached mechanical completion. These shall be completed in compliance with the specifications at Contractors/Suppliers facilities, factory tests and during installation and/or construction as soon as it is safe for commissioning static checks to commence, initially on a single discipline basis.
Target Milestone	In the IPS a Target Milestone is a flag that signifies the completion or start of a major goal, a decision point, or a high-level snapshot for senior stakeholders.
LCP Sites	The physical locations of the work. These are defined in the Work Breakdown Structure (WBS) - Physical Components.
Transition Compound	The point at which overhead HVdc transmission transitions to subsea cabling requires specialized connections. These connections, and the physical facilities in which they are installed, are Transition Compounds.

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## 4.0 Abbreviations and Acronyms

ac	Alternating Current	LCPMT	Lower Churchill Project Management Team
CF	Churchill Falls	LITL	Labrador Island Transmission Link
dc	Direct Current	LTA	Labrador Transmission Asset
EIS	Environmental Impact Statement	MF	Muskrat Falls
EOI	Expression of Interest	MFGGen	Muskrat Falls Generation
EPCM	Engineering, Procurement and Construction Management	ML	Maritime Link
Gen	Generation	MSS	Management Summary Schedule
GI	Gull Island	NE-LCP	Nalcor Energy – Lower Churchill Project
HDD	Horizontal Directional Drilling	Ph	Phase
HVac	High Voltage ac Transmission	PH	Powerhouse
HVdc	High Voltage dc Transmission	RFO	Ready for Operations
HVGB	Happy Valley – Goose Bay	RFP	Request for Proposals
IPR	Independent Project Review	SLI	EPCM Contractor (SNC Lavalin)
IPS	Integrated Project Schedule	SOBI	Strait of Belle Isle
		SP (SOP)	Soldier's Pond
		T&Gs	Turbines & Generators (also T/G)
		TL	Transmission Line
		Tx	Transmission
		WBS	Work Breakdown Structure

## 5.0 Responsibilities

### Project Controls

Responsible for development, periodic updating, analysis and communication of the analysis to monitor overall schedule performance of the Project

### Project Managers

Responsible to provide accurate and timely:

- progress reporting
- updated contractor schedules
- changes to execution strategies

### Project Director

Responsible for the approval and the execution of the project within the timelines of this Integrated Project Schedule.

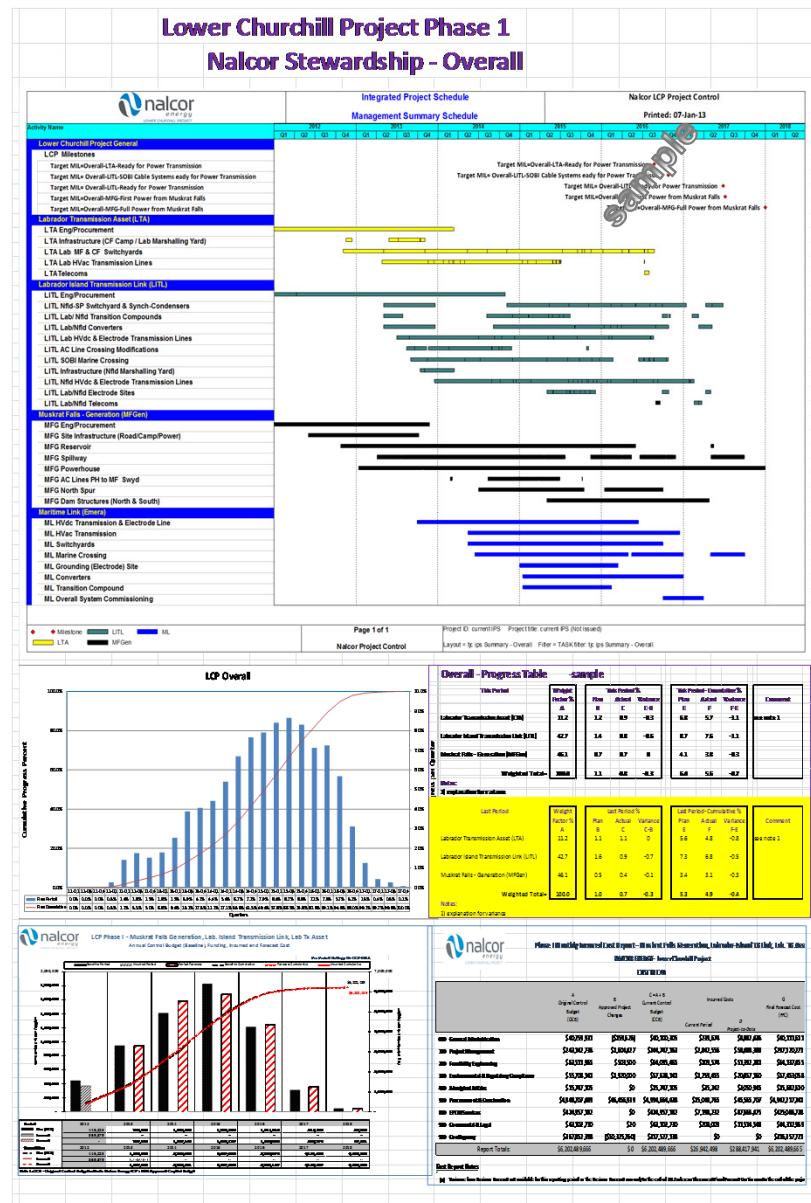
confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 6.0 LCP Stewardship

### 6.1 Stewardship Process

#### Elements of the Stewardship Process (from Project Controls Management Plan)

- Setting challenging cost and schedule targets based on competitive benchmarking data and Project and sub-Project optimization opportunities.
- A formal monthly Cost, Schedule and Change Management Stewardship Meeting.
- Senior Project Management interacting directly with Cost and Schedule stewards.
- One Page Summaries (see right) will be produced monthly for Overall, LTA, LITL, MFG and SOBI



confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 6.0 LCP Stewardship

### 6.2 IPS in the Stewardship Process

This *Integrated Project Schedule* establishes the overall control schedule used in the Nalcor LCP Project Team Stewardship Process for monitoring schedule and performance on Phase 1 of the Nalcor Energy – Lower Churchill Project.

#### Source for Schedule and Progress information for:

- Stewardship process
- Management Summary Schedule (MSS)
- LCP Monthly Progress Report

#### Identify and monitor :

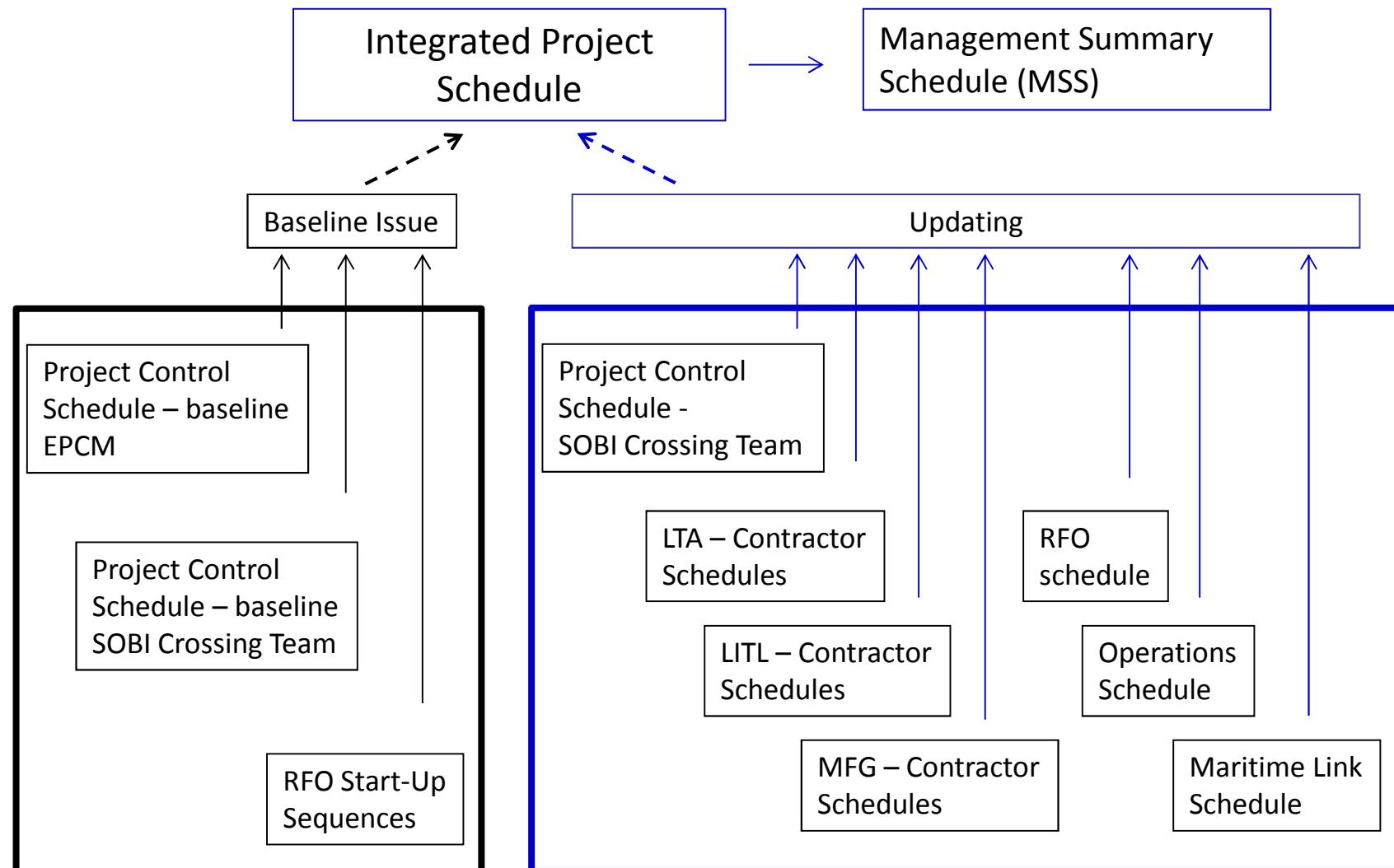
- Target Milestones and Key Dates throughout the Project
- Critical paths for LCP projects: Labrador Transmission Asset (LTA), Labrador Island Transmission Link (LITL), Muskrat Falls Generation (MFGen)
- Float between projects, sites and sections of work
- Main interfaces between the main Project participants schedules and Nalcor Operations

#### Provides:

- Planned progress per month for LCP Overall, Projects (LTA, LITL MFGen) and LCP Sites (as defined by the WBS Physical Components)
- Communication tool for the Project Management Team to forecast, identify, and analyze schedule outcomes, conflicts, opportunities, and vulnerabilities

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 7.0 LCP Schedule Hierarchy



confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 8.0 IPS Structure

8.1 IPS Structure - Sections

8.2 IPS Structure - What are the IPS Sites

8.3 IPS Structure - Level of detail of the IPS

8.4 IPS Structure - Typical site schedule for Switchyards, Transition Compounds and Converters

8.5 IPS Structure - Typical site schedule for Transmission Lines Hvac or HVdc

8.6 IPS Structure - Typical site schedule for Dams

8.7 IPS Structure - Site schedule for SOBI Crossing

## 8.1 IPS Structure - Sections

IPS Structure = What are the sections of the IPS.

The IPS has six major sections:

1) Lower Churchill Project General:

This section includes the Target Milestones found in the “Target Milestone Schedule”

2) LCP Overall System Completions

This section includes the Nalcor Ready for Operations (RFO) overall commissioning scope (including telecoms)

3) Labrador Transmission Asset (LTA)

HVac Line MF to CF and CF/MF Switchyards (Terminal Stations)

4) Labrador Island Transmission Link – (LITL)

Converters, MF to SP (SOP) HVdc TL, SOBI Crossing, Transition Compounds, SP (SOP) Switchyard (Terminal Station), Electrode TL and Electrode Stations

5) Muskrat Falls Generation – (MFGGen)

Access Road, Camps, Construction Power, North Spur, North Dam, Spillway, Powerhouse, South Dam, Collector Lines (PH to MF Swyrd) & Reservoir

6) Maritime Link – (ML)

Only summary level activities for alignment purposes with no logic

Coming soon : Nalcor Upgrades and Outages

## 8.2 IPS Structure - What are the IPS Sites

- An IPS Site is a designation from WBS – physical component. It generally refers to a geographical location.

### Labrador

LCP Telecoms-CF  
 LCP Telecoms-Lab  
 LTA CF Camp  
 LTA CF Switchyard  
 LTA-735kV Interconnect at CF  
 LTA-ac Line Marshalling Yard  
 LTA (L3101/L3102) 315kV TL Seg1/2 MF-CF  
 LTA (MFATS2) MF Terminal Station (Switchyard)  
 LITL (MFACS) MF Converter Station  
 LITL-Lab Electrode Line (L'Anse-au-Diable)  
 LITL Lab Electrode Site (L'Anse-au-Diable)  
 LITL-Lab dc Seg1/2  
 MFGen Access Road  
 MFGen Constr Pwr  
 MFGen Reservoir  
 MFGen Camp Accom  
 MFGen North Spur  
 MFGen North Dam  
 MFGen Spillway/Diversion  
 MFGen Power House  
 MFGen-315kV Collector Line (PH->MF Swyd)  
 MFGen South Dam  
 MFGen Site Restore

### Island (Newfoundland)

LCP Telecoms-Nfld  
 LITL Nfld Trans Comp  
 LITL-Nfld dc line Marshalling Yard  
 LITL-Nfld dc TL Seg 3/4/5  
 LITL (SOPCS) SP Converter Station  
 LITL-Nfld Electrode Line (Dowden's Point)  
 LITL Nfld Electrode Site (Dowden's Point)  
 LITL (SOPTS) Soldiers Pond Terminal Station (Swyd)  
 LITL-Nfld Line Crossing Mods  
 LITL (SOPSC) SP Synch Cond

### SOBI Crossing

LITL SOBI Crossing

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## 8.3 IPS Structure - Level of detail of the IPS

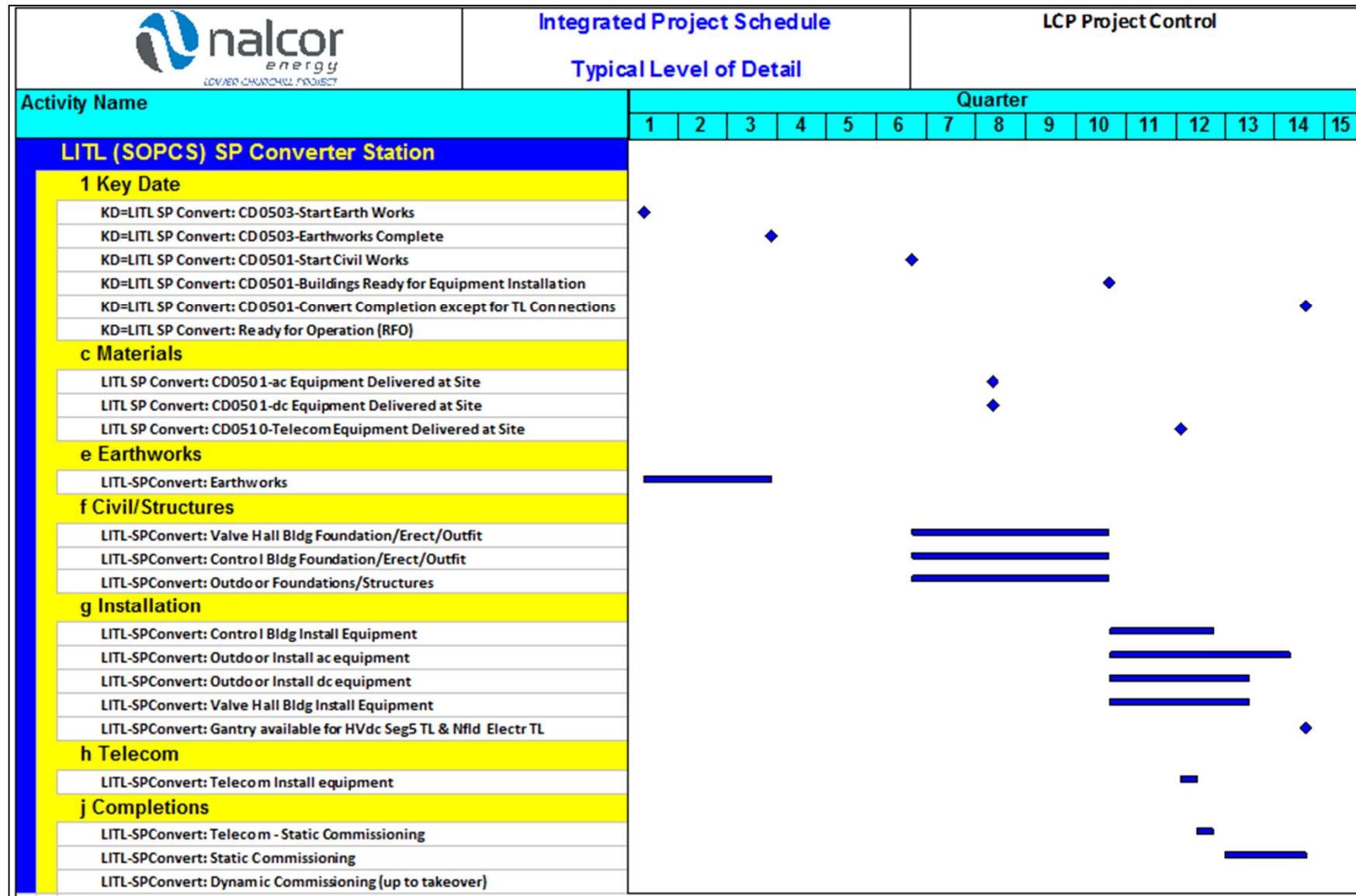
- The IPS was designed to include the total scope and provide the critical path(s) for Construction/Completions.
- Engineering activities included for planned progress only.

### IPS Activity Distribution by:

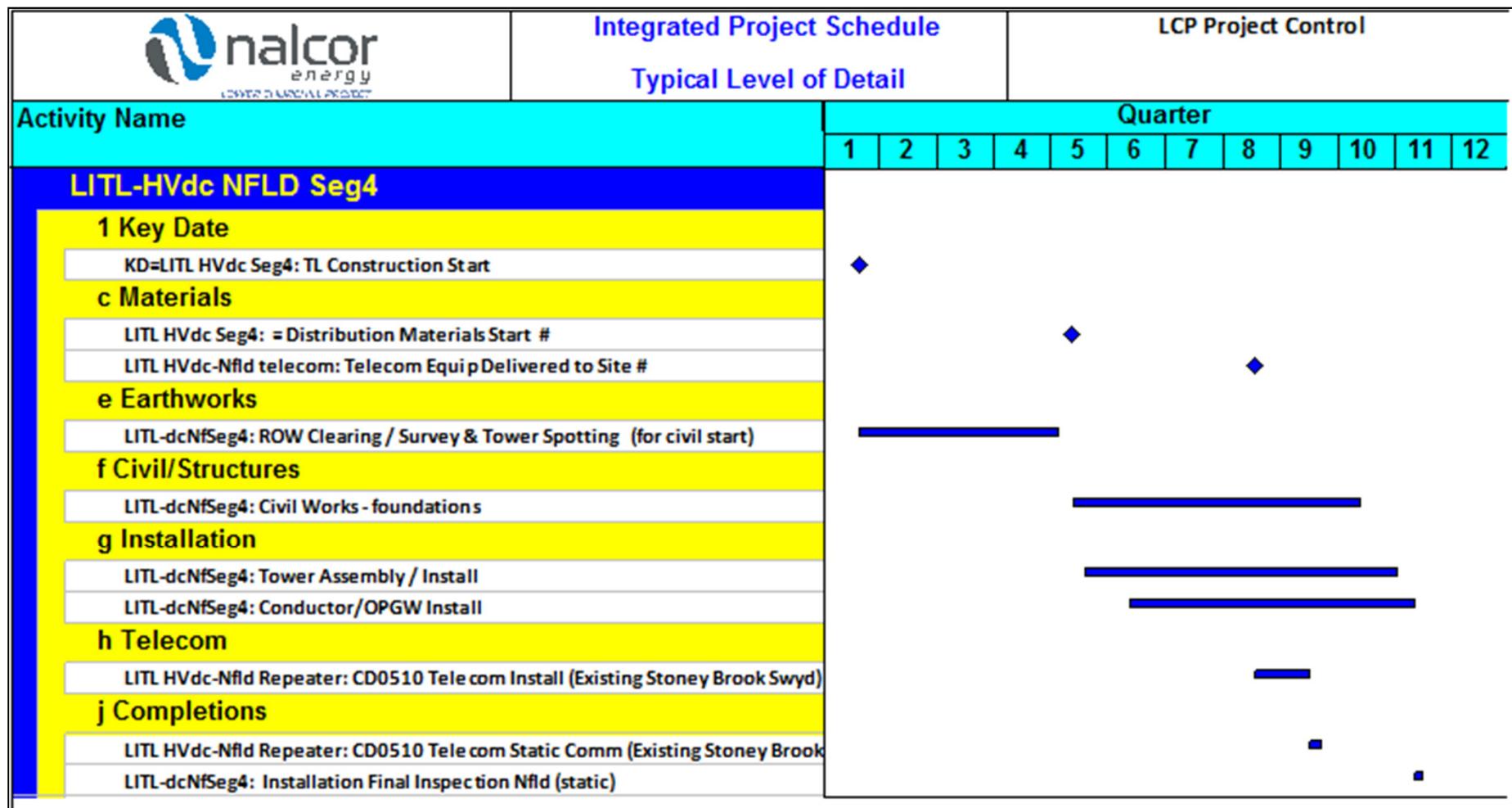
<b>IPS Section</b>	
LCP General Lower Churchill Project General	45
LCP Overall System Completions	25
LTA Labrador Transmission Asset (LTA)	91
LITL Labrador Island Transmission Link (LITL)	308
MF Gen Muskrat Falls - Generation (MFGen)	235
ML Maritime Link (Emera)	22
	<b>726</b>

<b>IPS Activity Type</b>	
Target Milestones	45
Key Date	169
Eng/Procure	6
RFO LTA	2
RFO LITL	11
Materials	46
Earthworks	50
Civil/Structures	79
SOBI Crossing	15
Installation	110
Telecom	17
Completions	108
Impoundment	4
Maritime Link	22
Misc	42
	<b>726</b>

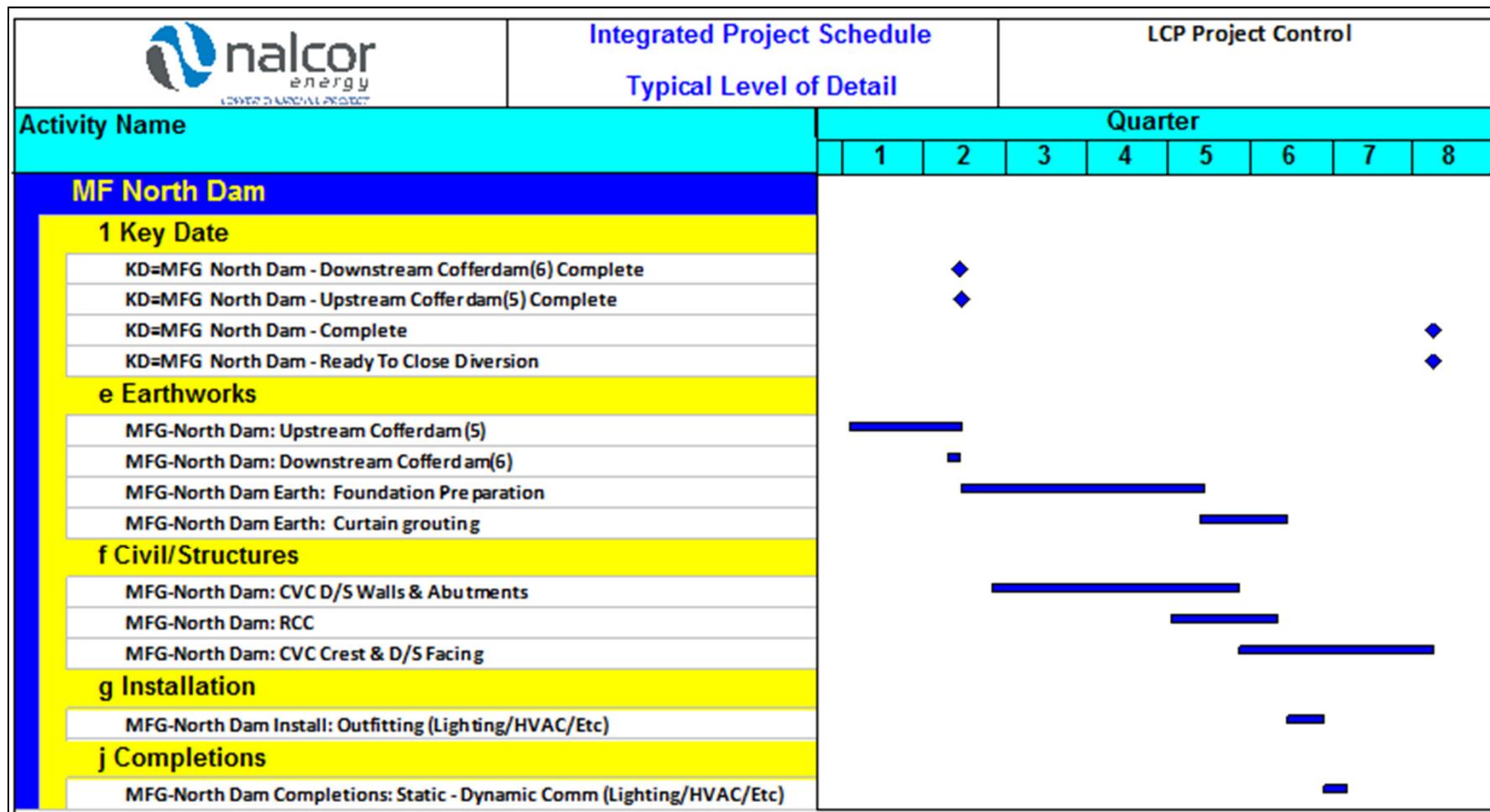
## 8.4 IPS Structure – Typical site schedule for Switchyards, Transition Compounds and Converters



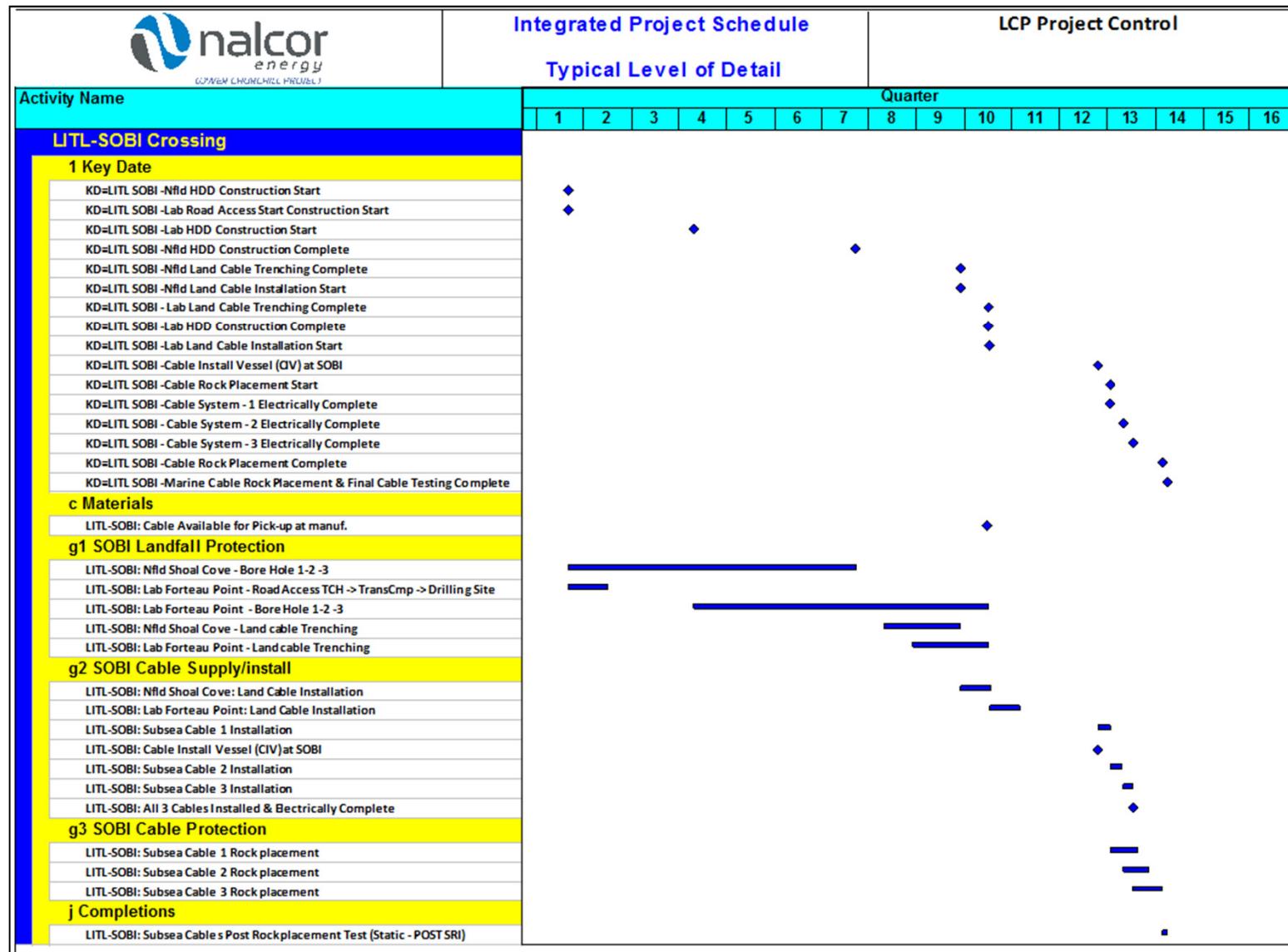
## 8.5 IPS Structure – Typical site schedule for Transmission Lines Hvac or HVdc



## 8.6 IPS Structure – Typical site schedule for Dams



## 8.7 IPS Structure – site schedule for SOBI Crossing



confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 9.0 Schedule Assumptions/RFO Start-UP Sequences

### 9.1 Schedule Assumptions

Since most of the activity durations are derived from the following schedules, the basic assumptions are found in those individual schedule issues. The exception is the Ready For Operations (RFO) start-up sequences. These start-up sequences are simplified block diagrams which represent the logic connecting the various sites in the IPS.

#### **Labrador Transmission Asset (LTA)**

LCP-Project Control Schedule (SLI-PCS): LCP-PT-ED-0000-EP-SH-0002-01 Baseline Issue May 2012  
RFO Start-up Sequence: (see section 9.2)

#### **Labrador Island Transmission Link (LITL)**

LCP-Project Control Schedule (SLI-PCS): LCP-PT-ED-0000-EP-SH-0002-01 Baseline Issue May 2012  
LCP-SOBI Crossing Team Schedule (SOBI-PCS): pre-rebaseline schedule as of fall 2012  
RFO Start-up Sequence: (see section 9.2)

#### **Muskrat Falls Generation (MFGen)**

LCP-Project Control Schedule: (SLI-PCS) as of Sep 2012 including approved changes to date  
Project Change Notices PCN-0109 & PCN-0137  
RFO Start-up Sequence (see section 9.2)

#### **Maritime Link**

Emera Maritime link Schedule: Decision Gate 2 "DG2 Cost and Schedule Estimate Sep 6 – 2012  
Rev B1 Doc No 1005.xlsx"

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 9.0 Schedule Basis/Assumptions

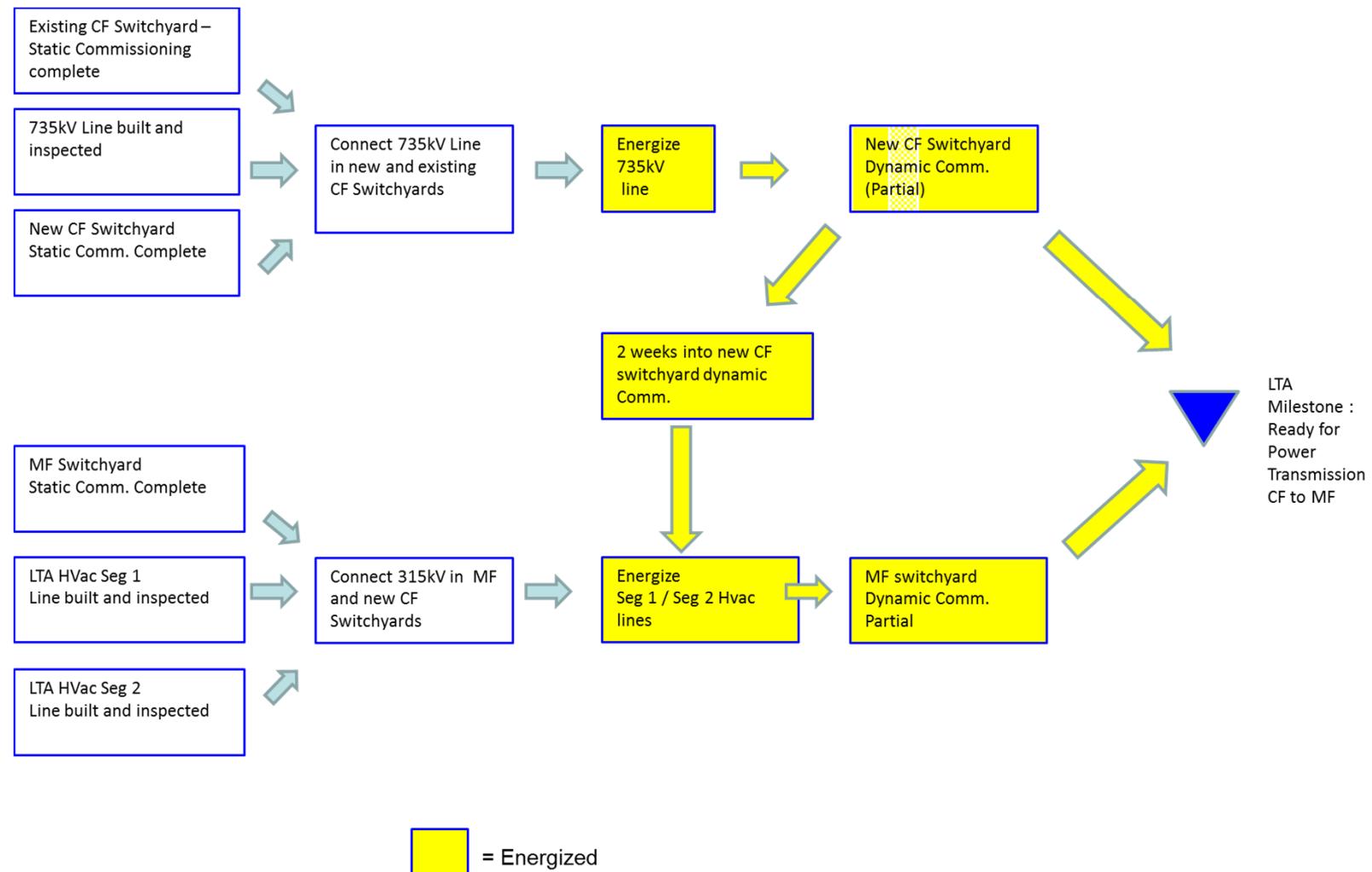
### 9.2 Ready for Operations (RFO) Start up Sequences

- 9.2.1 LTA
- 9.2.2 LITL - Labrador
- 9.2.3 LITL - Island (Newfoundland)
- 9.2.4 LITL - SOBI Crossing
- 9.2.5 Telecom Overall
- 9.2.6 LTA & LITL Overall

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## 9.2 Ready for Operations (RFO) Start up Sequences

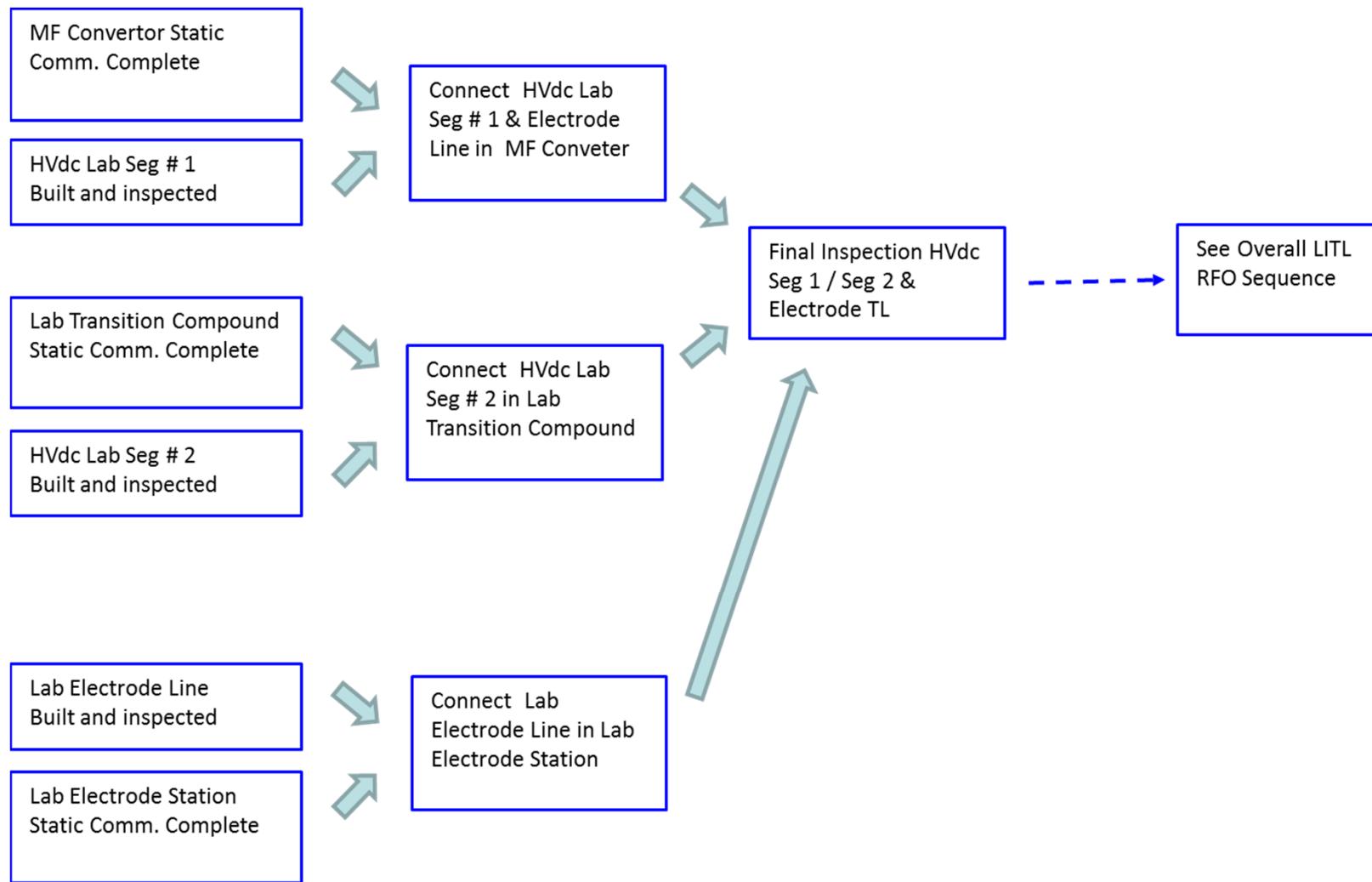
### 9.2.1 LTA



confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## 9.2 Ready for Operations (RFO) Start up Sequences

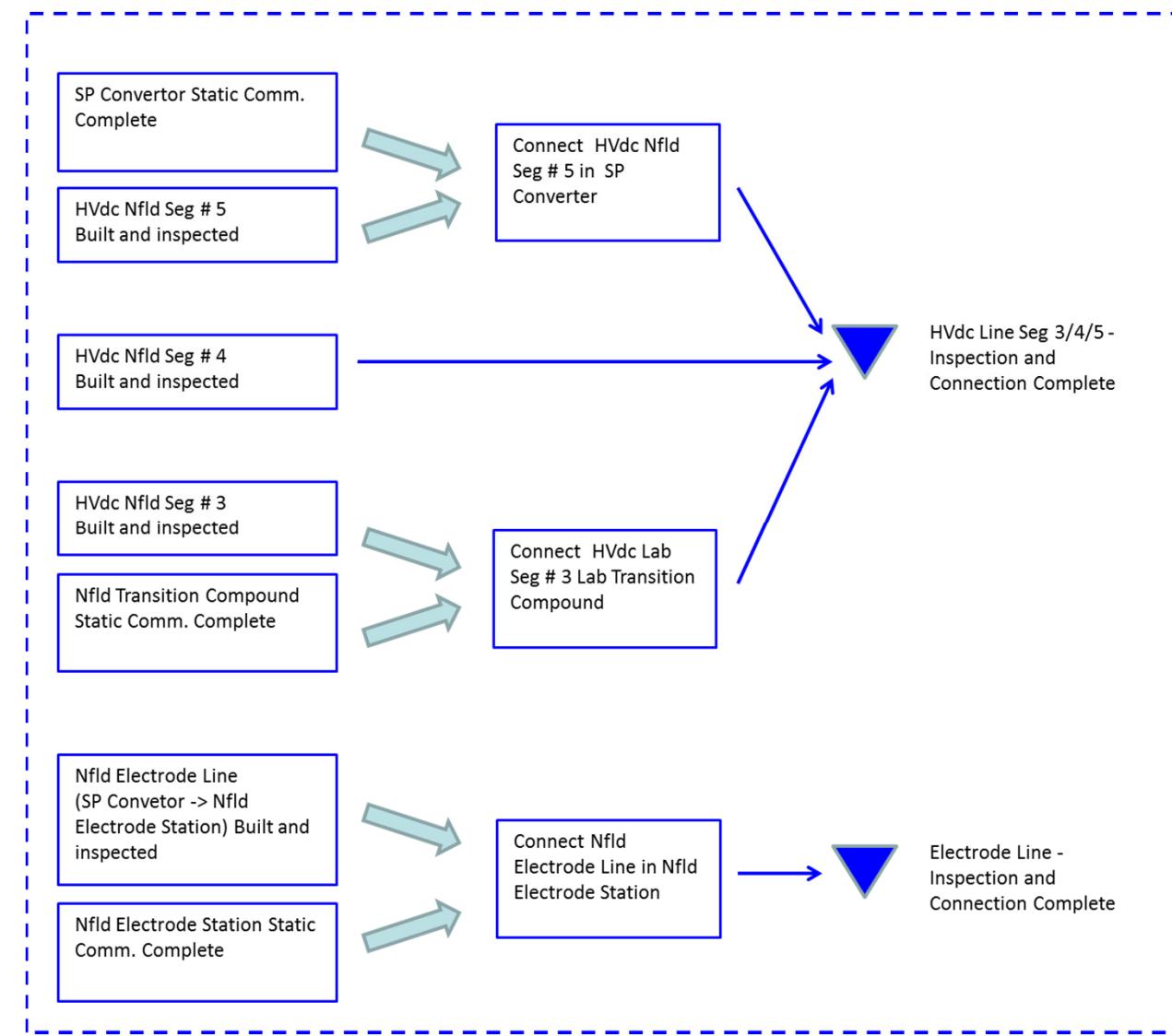
### 9.2.2 LITL - Labrador



confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## 9.2 Ready for Operations (RFO) Start up Sequences

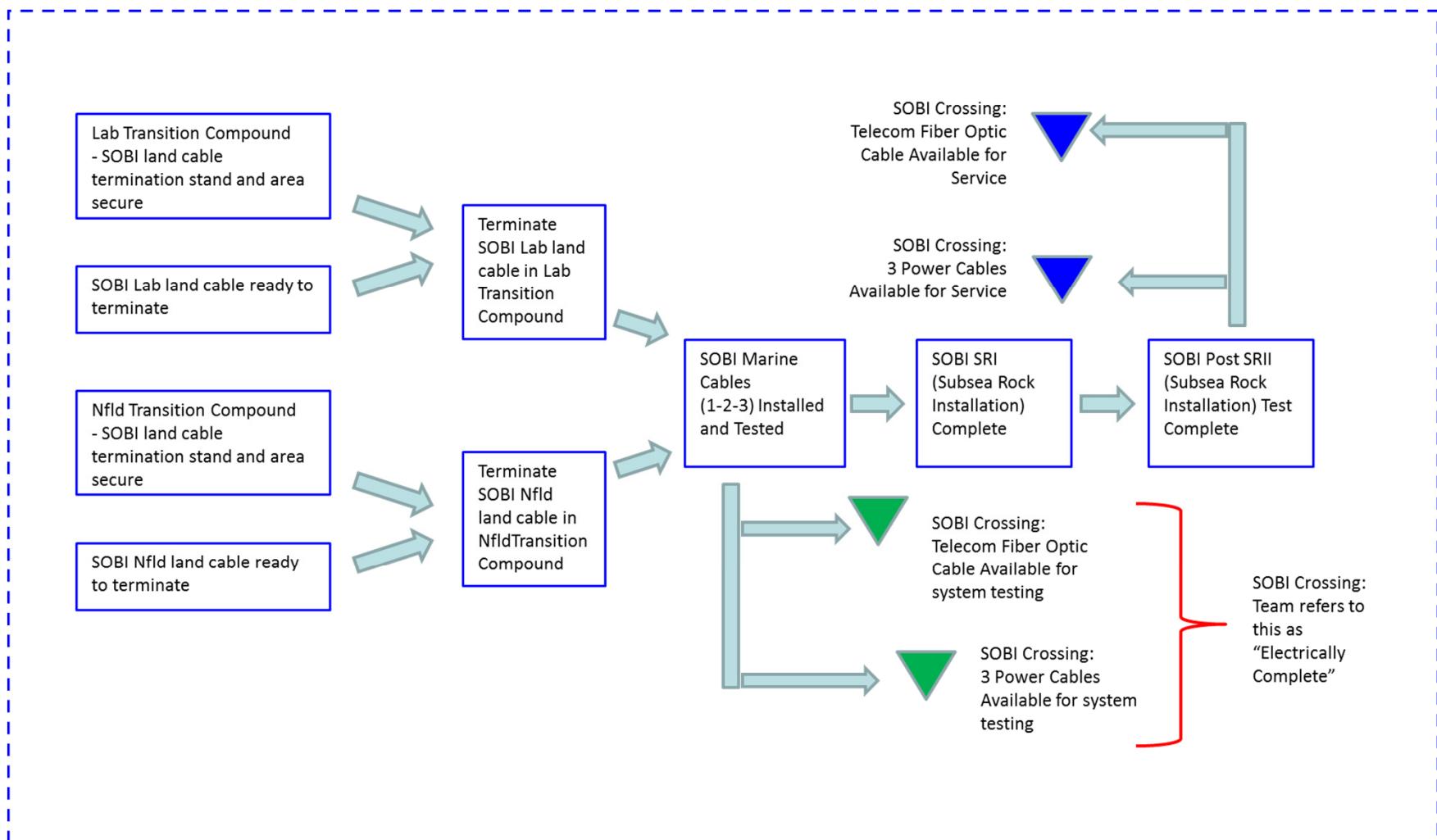
### 9.2.3 LITL - Island (Newfoundland)



confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

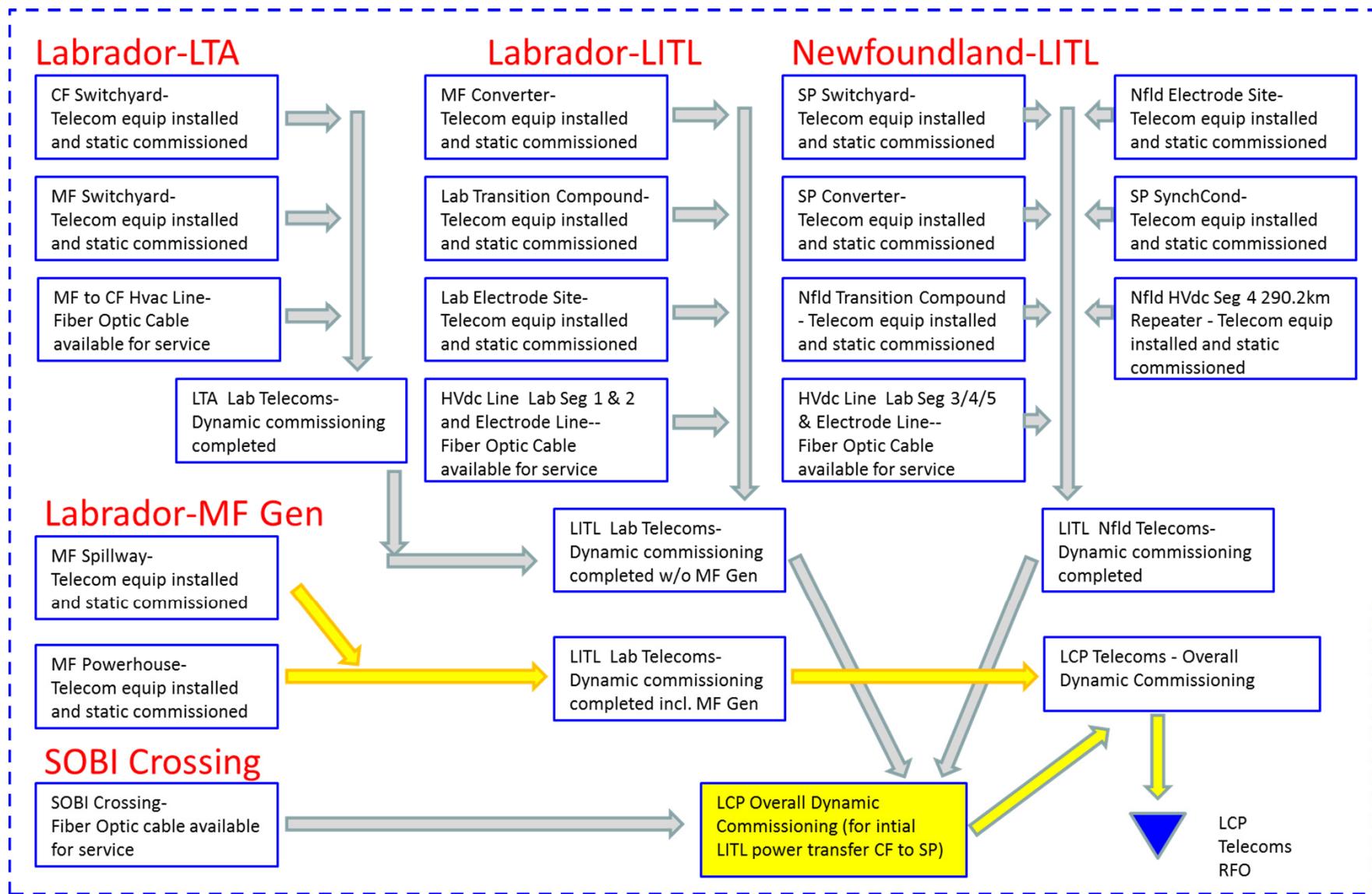
## 9.2 Ready for Operations (RFO) Start up Sequences

### 9.2.4 LITL - SOBI Crossing



## 9.2 Ready for Operations (RFO) Start up Sequences

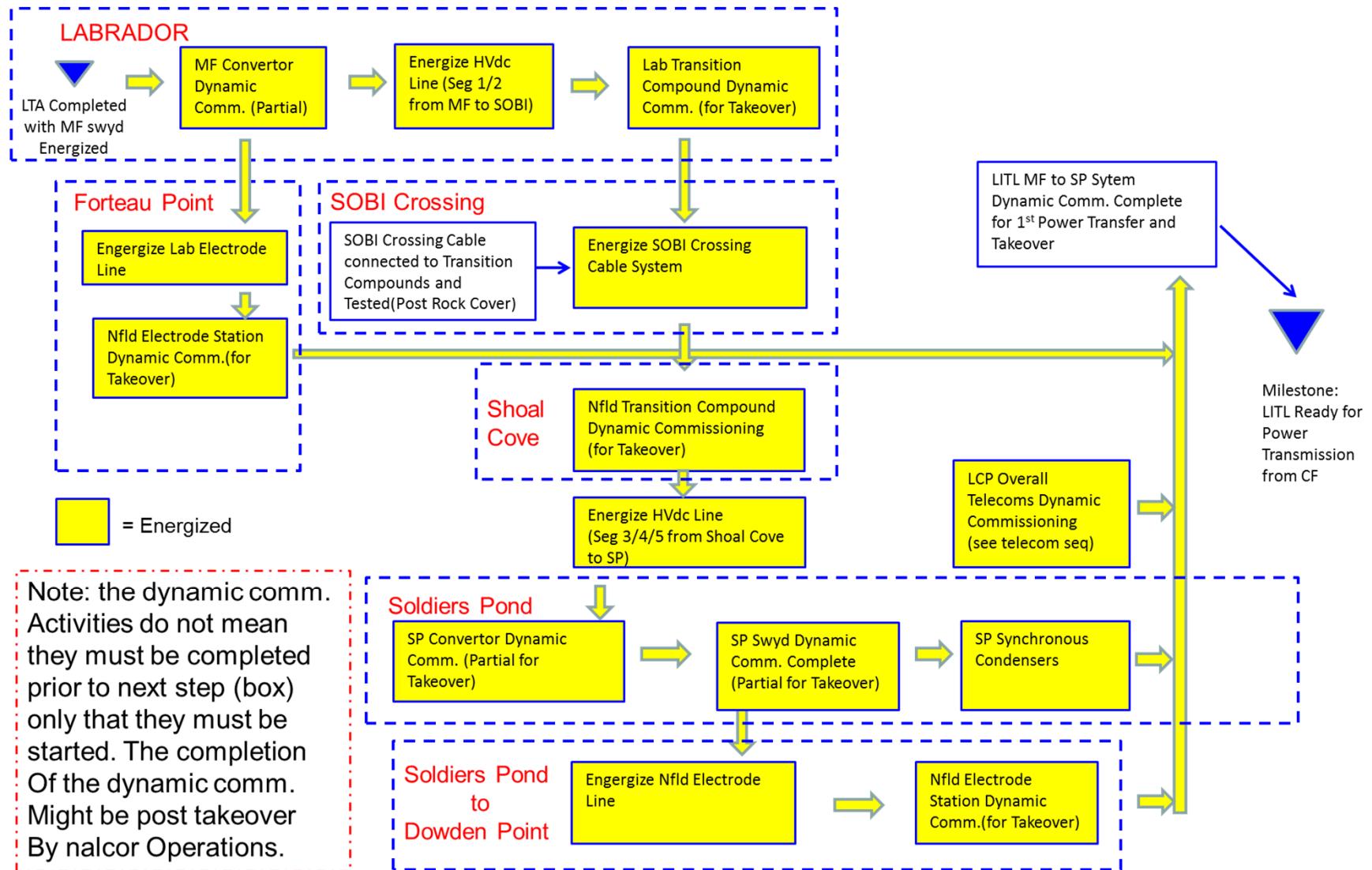
### 9.2.5 Telecom Overall



confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 9.2 Ready for Operations (RFO) Start up Sequences

### 9.2.6 LTA & LITL Overall



confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 10.0 IPS Progress/Updating/Reporting & Critical Path Determination

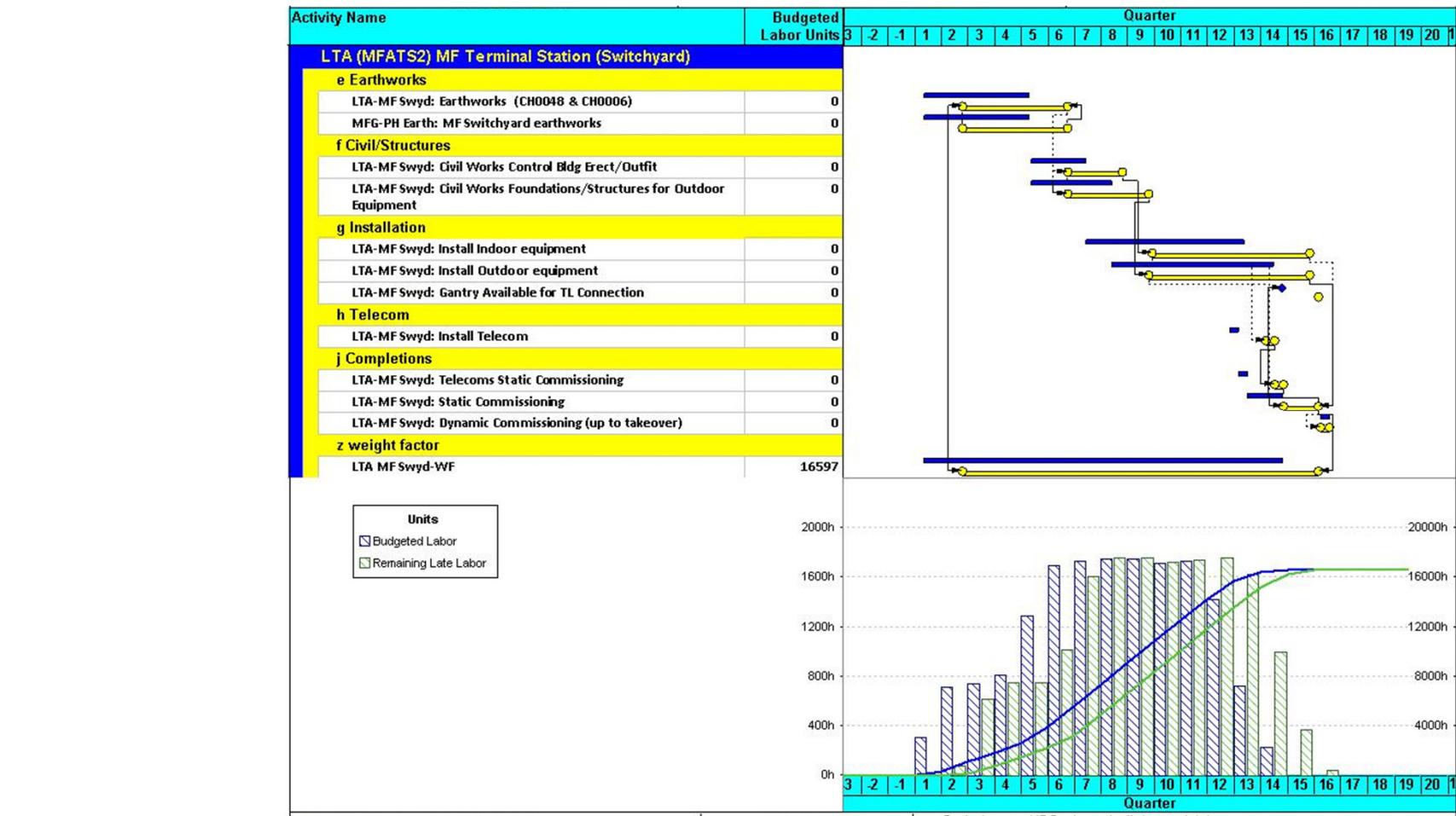
- 10.1 IPS Planned Progress Determination
- 10.2 IPS Progress Weight Factors
- 10.3 IPS Updating
- 10.4 How is IPS updated info presented/distributed
- 10.5 Logic Structure between Projects for Float Determination
- 10.6 Management Summary Schedule

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## 10.0 IPS Progress/Updating/Reporting & Critical Path Determination

### 10.1 IPS Planned Progress Determination

- The DG3 Capital Cost Estimate breakdown was applied to IPS sites using a “hammock” with a distribution profile which is site specific. This provides weight factors between all sites.
- The final single progress curve for each site is between the early and late curves.



confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## 10.0 IPS Progress/Updating/Reporting & Critical Path Determination

### 10.2 IPS Progress Weight factors

What are the progress weight factors between Projects and between Sites

<b>Labrador Transmission Asset (LTA)</b>	<b>LTA</b>	<b>Project</b>
	<b>WF</b>	<b>WF</b>
LCP Telecoms - LTA	1.5%	0.2%
LTA Eng/Procure	6.8%	0.8%
LTA CF Camp	1.4%	0.2%
LTA CF Switchyard	22.1%	2.5%
LTA-735kV Interconnect at CF	0.4%	0.0%
LTA-ac Line Marshalling Yard	0.9%	0.1%
LTA (L3101/L3102) 315kV TL Seg1/2 MF-CF	52.0%	5.8%
LTA (MFATS2) MF Terminal Station (Switchyard)	14.9%	1.7%
subtotal=		
	100.0%	11.2%

<b>Labrador Island Transmission Link (LITL)</b>	<b>WF</b>	<b>WF</b>
	<b>WF</b>	<b>WF</b>
LCP Telecoms - LITL	1.3%	0.5%
LITL Eng/Procure	3.2%	1.4%
LITL (MFACS) MF Converter Station	9.1%	3.9%
LITL-Lab Electrode Line (L'Anse-au-Diable)	0.3%	0.1%
LITL Lab Electrode Site (L'Anse-au-Diable)	0.7%	0.3%
LITL-Lab dc Seg1/2	19.0%	8.1%
LITL Lab TransComp	1.2%	0.5%
LITL SOBI Crossing	16.6%	7.1%
LITL Nfld TransComp	1.1%	0.5%
LITL-Nfld dc line Marshalling Yard	0.3%	0.1%
LITL-Nfld dc TL Seg 3/4/5	25.9%	11.0%
LITL (SOPCS) SP Converter Station	9.7%	4.1%
LITL-Nfld Electrode Line (Dowden's Point)	0.2%	0.1%
LITL Nfld Electrode Site (Dowden's Point)	0.6%	0.3%
LITL (SOPTS) Soldiers Pond Swyld	5.2%	2.2%
LITL-Nfld Line Crossing Mods	0.3%	0.1%
LITL (SOPSC) SP SynchCond	5.4%	2.3%
subtotal=		
	100.0%	42.7%

<b>Muskrat Falls - Generation (MFGen)</b>	<b>MFGen</b>	<b>Project</b>
	<b>WF</b>	<b>WF</b>
LCP Telecoms - MF	0.9%	0.4%
MFGen Access Road	2.8%	1.3%
MFGen Eng/Procure	4.9%	2.2%
MFGen Constr Pwr	1.0%	0.5%
MFGen Reservoir	8.4%	3.9%
MFGen Camp Accom	4.8%	2.2%
MFGen North Spur	3.0%	1.4%
MFGen North Dam	5.7%	2.6%
MFGen Spillway/Diverson	8.5%	3.9%
MFGen Power House	57.9%	26.7%
MFGen Offsite Logistics	0.5%	0.3%
MFGen-315kV Collector Line (PH->MF Swyld)	0.2%	0.1%
MFGen South Dam	1.4%	0.6%
MFGen Site Restore	0.0%	0.0%
subtotal=		
	100.0%	46.1%

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## 10.0 IPS Progress/Updating/Reporting & Critical Path Determination

### 10.3 IPS Updating

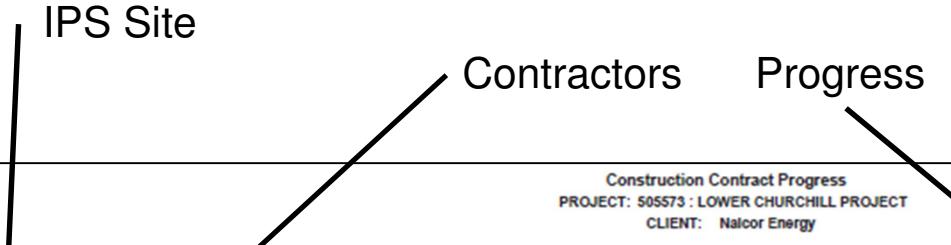
- 1) The IPS is a date and duration driven schedule updated from contractor and other schedules
- 2) Planned % is derived from the IPS but earned % by site comes from PM+ and is used in the Stewardship process.

#### PM+ Summary Report by Site

**IPS Site**

**Contractors**

**Progress**



**Construction Contract Progress**  
**PROJECT: 505573 : LOWER CHURCHILL PROJECT**  
**CLIENT: Nalcor Energy**

SNC-LAVALIN      **nalcor energy** CNRPCPRG

Grouped by: IPS Sch. Code  
 Period 037 From: 2013-01-20 To: 2013-01-20

C.P.	Contract	Item No	Item Description	Q/C Amend.	Prog. Type	Facility	CRC	UoM	CPI	SPI	Quantities		-%		Man-hours							
											This Period	To Date	This Per.	To Date	Committ. To Date	Forecast Final	Spent Period	Spent To Date	Earned Period	Earned To Date		
<b>MFO3-1600 - MFO3-1600: Accommodation Complex/Temp Bldgs</b>																						
CH0004	CH0004	0006	ACCOMMODATION COMPLEX SITE AREA	O		311120	18000		0.00	0.66			6.00	80.00	26,100	26,100	0	0	1,266	16,080		
		0005.0001	ACCOMMODATION COMPLEX SITE ARE	C		311120	16000	LOT	0.00	0.55	1.00	1.00	0.05	0.60	5.00	60.00	25,100	25,100	0	0	1,255	15,060
CH0048	CH0048	0006	Clearing Accommodation Complex Site Are	O		311120	12100	HA	0.00	1.00	38.60	38.60	0.00	38.60	0.00	100.00	2,432	2,432	0	0	0	2,432
PH0063	CH0066	0001	Installation of temporary used camp (Not 1	O		316000	94200		0.00	0.48				2.10	48.20	11,688	11,688	0	0	244	6,680	
		0001.0001	Installation of temporary used camp	C		315000	94200	LOT	0.00	0.46	1.00	1.00	0.021	0.482	2.10	48.20	11,598	11,598	0	0	244	5,590
		1 10.00%	Dorm Block 1										0.00	0.70	0.00	70.00	1,160	1,160			0	612
		2 10.00%	Dorm Block 2										0.00	0.65	0.00	65.00	1,160	1,160			0	764
		3 10.00%	Dorm Block 3										0.05	0.70	0.00	70.00	1,160	1,160			50	612
		4 10.00%	Dorm Block 4										0.00	0.65	0.00	65.00	1,160	1,160			0	673
		5 10.00%	Dorm Block 5										0.00	0.65	0.00	65.00	1,160	1,160			0	764
		6 10.00%	Dorm Block 6										0.00	0.60	0.00	60.00	1,160	1,160			0	696
		7 40.00%	Kitchen and others										0.04	0.236	4.00	23.60	4,639	4,639			100	1,090
						Sub Total for : MFO3-1600			0.00	0.66					3.83	68.89	38,130	38,130	0	0	1,488	23,082
						Grand Total:			0.12	0.66					3.83	68.89	38,130	38,130	4,817	193,366	1,488	23,082

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 10.0 IPS Progress/Updating/Reporting & Critical Path Determination

### 10.3 IPS Updating cont.

- 3) Earned % complete is not entered in the IPS

WHY: actual/forecast start and actual/forecast finish dates and remaining durations derived from contractor schedules not calculated by machine

**NOTE: What happens if contractor does not supply updated schedule/progress information on time for monthly stewardship update? The scope lead will be required to deliver the updated schedule/progress information. If this does not happen on a timely basis, the IPS and progress info will be entered by planning (best guess) but the scope leader will be responsible for all impacts.**

- 4) Activity info from contractor schedules:

Actual Start and/or Forecast Start - Actual Finish and/or Forecast Finish and logic applied to a higher level summary than contractors level of detail

- 5) Contractor schedules are coded with the IPS level of detail for roll-up clarifications. (This process is in the co-ord procedures and is why we have Contractor Schedule Expectations Meetings as soon as possible after Kick-off meetings)

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 10.0 IPS Progress/Updating/Reporting & Critical Path Determination

### 10.4 How is IPS updated info presented/distributed

- 1. IPS Monthly Schedule Analysis Report**
- 2. Stewardship Process**
  - One page Summaries for Overall, LTA, LITL, MFG & SOBI
- 3. LCP Monthly Report**
  - Schedule Summary per LTA LITL MFG
  - Progress per LTA LITL MFG
  - Critical Path LTA, LITL, MFG (not yet provided)
- 4. Information Provided in Office (on Walls): Overall, LTA, LITL, MFG**
  - Summary Schedule
  - Milestones & Key Dates
  - Critical/Sub-Critical Paths
  - Progress Curves
- 4. Meeting Updates (to be organized)**

## 10.0 IPS Progress/Updating/Reporting & Critical Path Determination

### 10.5 Logic Structure between Projects for Float Determination

The IPS has three projects and three critical paths. The projects are LTA, LITL and MFGen. The three critical paths are:

- LTA = Ready for Operations
- LITL = Ready for Operations
- Muskrat Falls Generation = Turbine/Generator Unit 1 - Ready for Operations

The interproject logic in the IPS has two main components as detailed below:

- LTA            \* Technical requirement: ac power for the generator excitation system  
                \* LCP requirement: start HVac line construction prior to HVdc lines to relieve resourcing problems for line construction
- LITL            \* Technical requirement: power transmission when Muskrat Falls powerhouse turbine/generators come online  
                \* LCP requirement: provide the ability to supply power to the island of Newfoundland prior to Muskrat Falls powerhouse turbine/generators come online.

The IPS utilizes one activity for each critical path to assist in calculating the float to be consistent with the LCP requirements. There are other benefits to this method including logic checking for late date analysis and longest path visibility.

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 10.0 IPS Progress/Updating/Reporting & Critical Path Determination

### 10.6 Management Summary Schedule (MSS) Updating

The Management Summary Schedule (MSS) is updated monthly after completion of :

- Updating the Integrated Project Schedule
- Updating the Stewardship Progress

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 11.0 IPS Further IPS Development

### What needs to be added into the IPS

- Activities related to Nalcor Existing Asset Upgrades
- Outages / Shutdowns / Tie-ins
- Modify site start / finish / durations / etc when construction/completions contract schedules are **approved**.
- Note: **Approval** also means that the IPS roll up which is imbedded in the contractors' schedules are clear, precise and agreed. A contractor schedule approval matrix based on coordination procedure requirements (with traffic lights) will be prepared soon.

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## 12.0 When does the IPS get re-baselined

- Only when the accumulated changes / delays have had a significant impact on the Target Milestones
- Decision on IPS re-baseline lies with the Project Director (ref page 4 IPS Responsibilities)

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## IPS Graphics

### A) LCP-IPS Summary Schedules

- A.1 LCP-IPS Overall Summary
- A.2 LCP-IPS Target Milestone Schedule
- A.3 LCP-IPS LTA Summary
- A.4 LCP-IPS LITL Summary
- A.5 LCP-IPS MFG Summary

### B) Planned Progress Curves

- B.1 LCP-IPS Overall
- B.2 LCP-IPS LTA
- B.3 LCP-IPS LITL
- B.4 LCP-IPS MFGen

### C) LCP-IPS Critical Paths

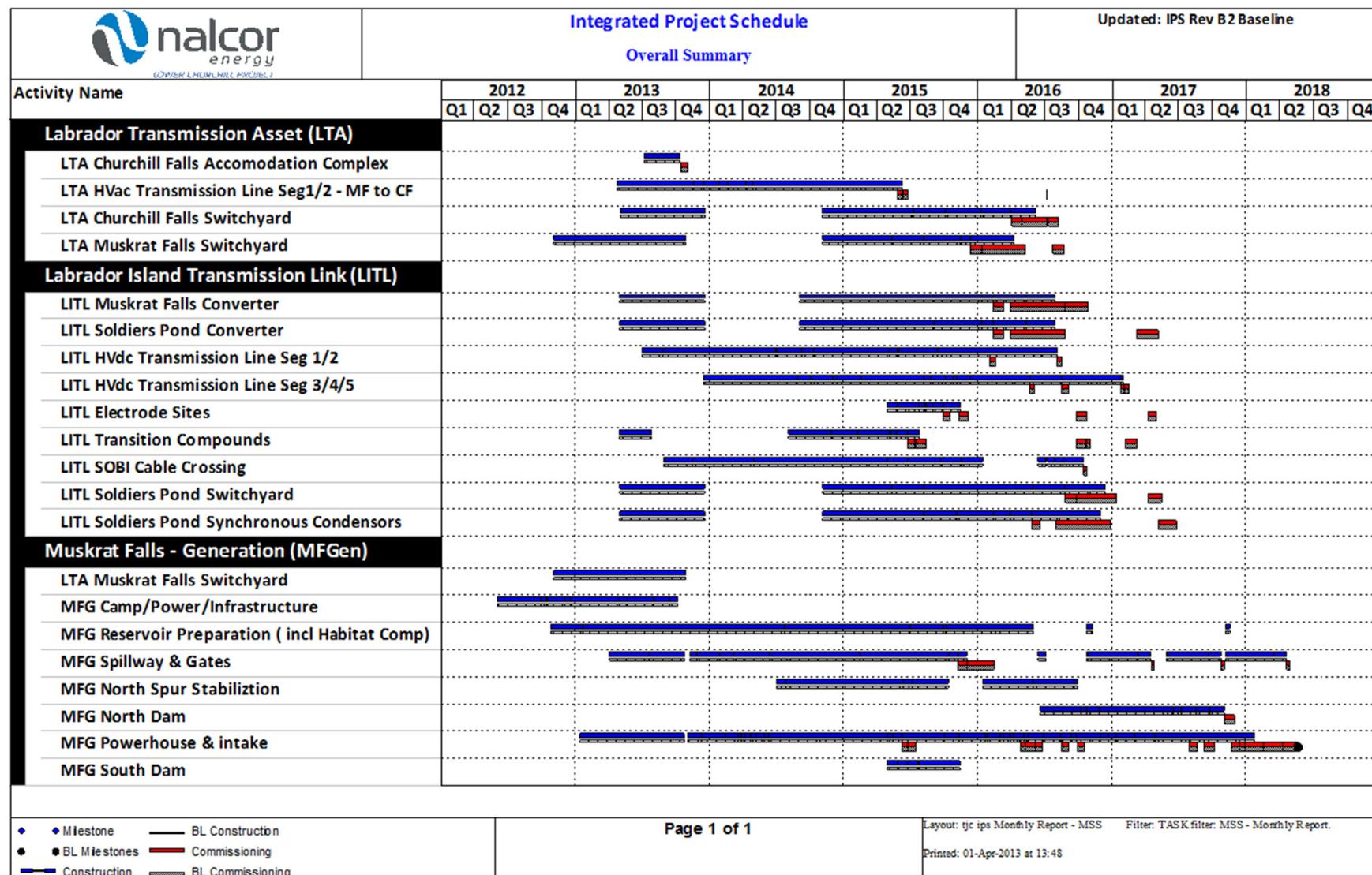
- C.1 IPS LTA Critical/Sub Critical Paths
- C.2 IPS LITL Critical/Sub Critical Paths
- C.3 IPS MFG Critical/Sub Critical Paths to Unit 1 Ready for Operations

### D) Entire IPS Schedule

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## IPS Graphics: Summary Schedules / Progress Curves

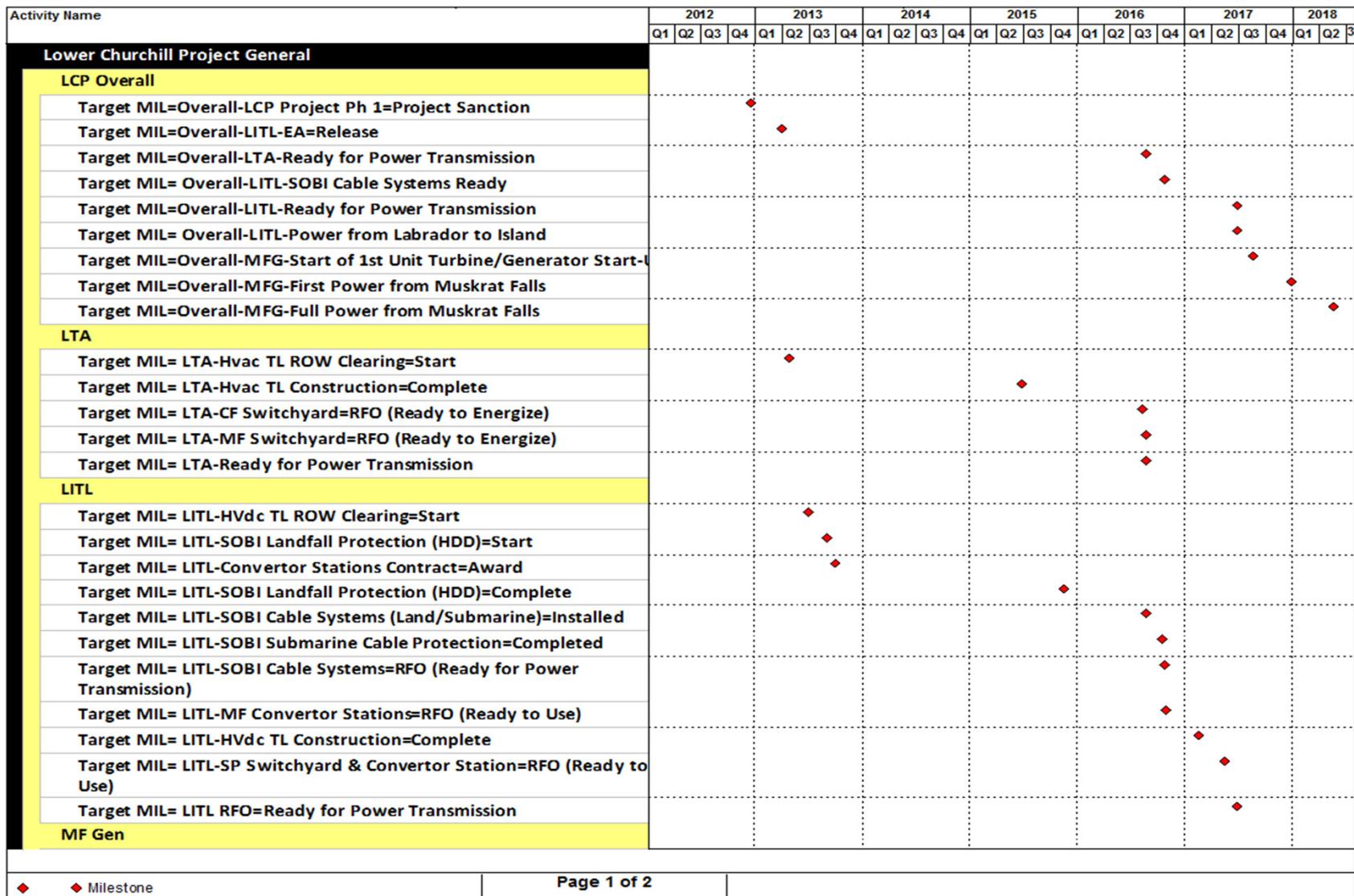
### A) LCP-IPS Summary Schedules = A.1 LCP-IPS Overall Summary



confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

IPS Graphics: Summary Schedules / Progress Curves Mar. 28, 2014

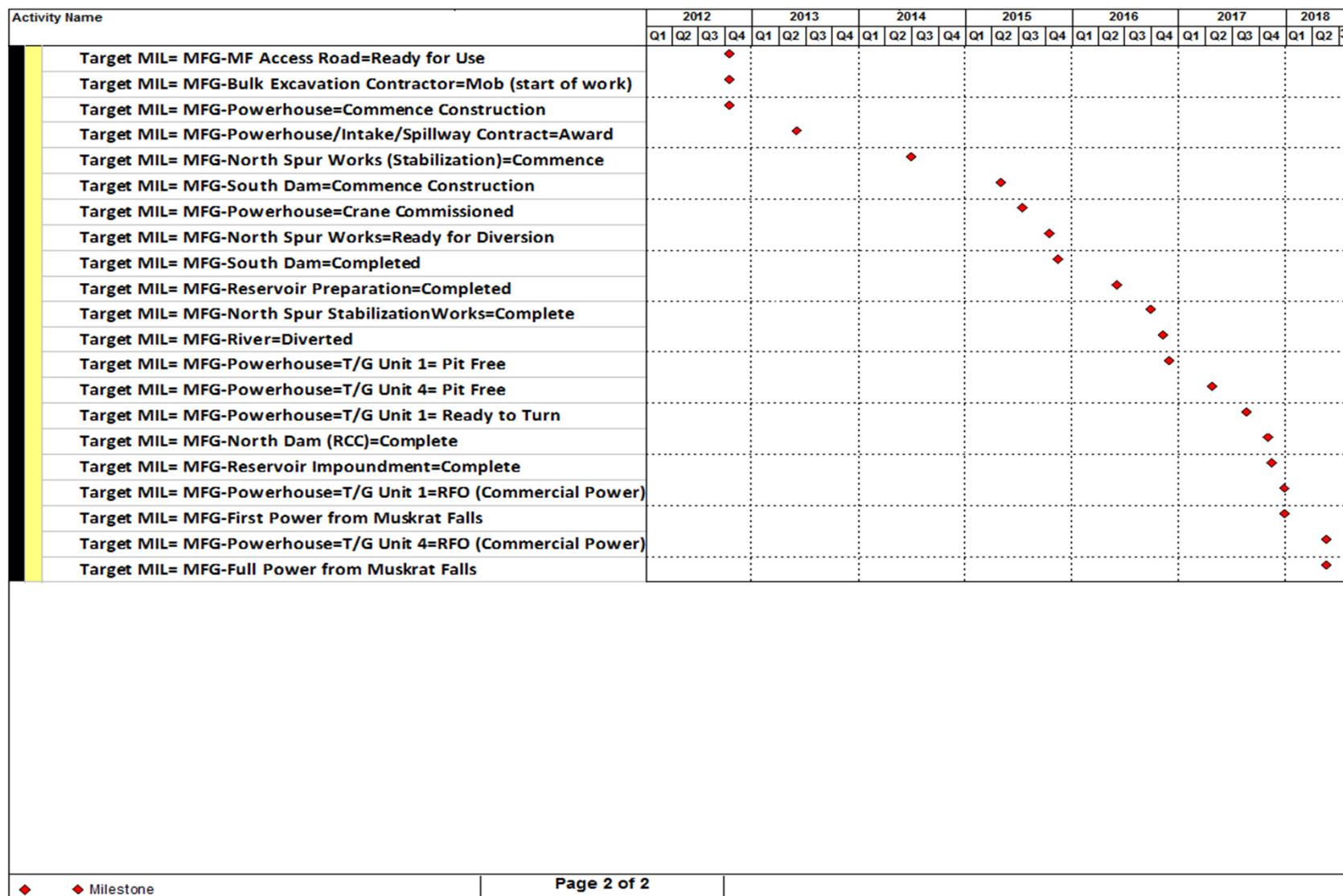
A) LCP-IPS Summary Schedules = A.2 LCP-IPS Target Milestone Schedule 1 of 2



confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## IPS Graphics: Summary Schedules / Progress Curves

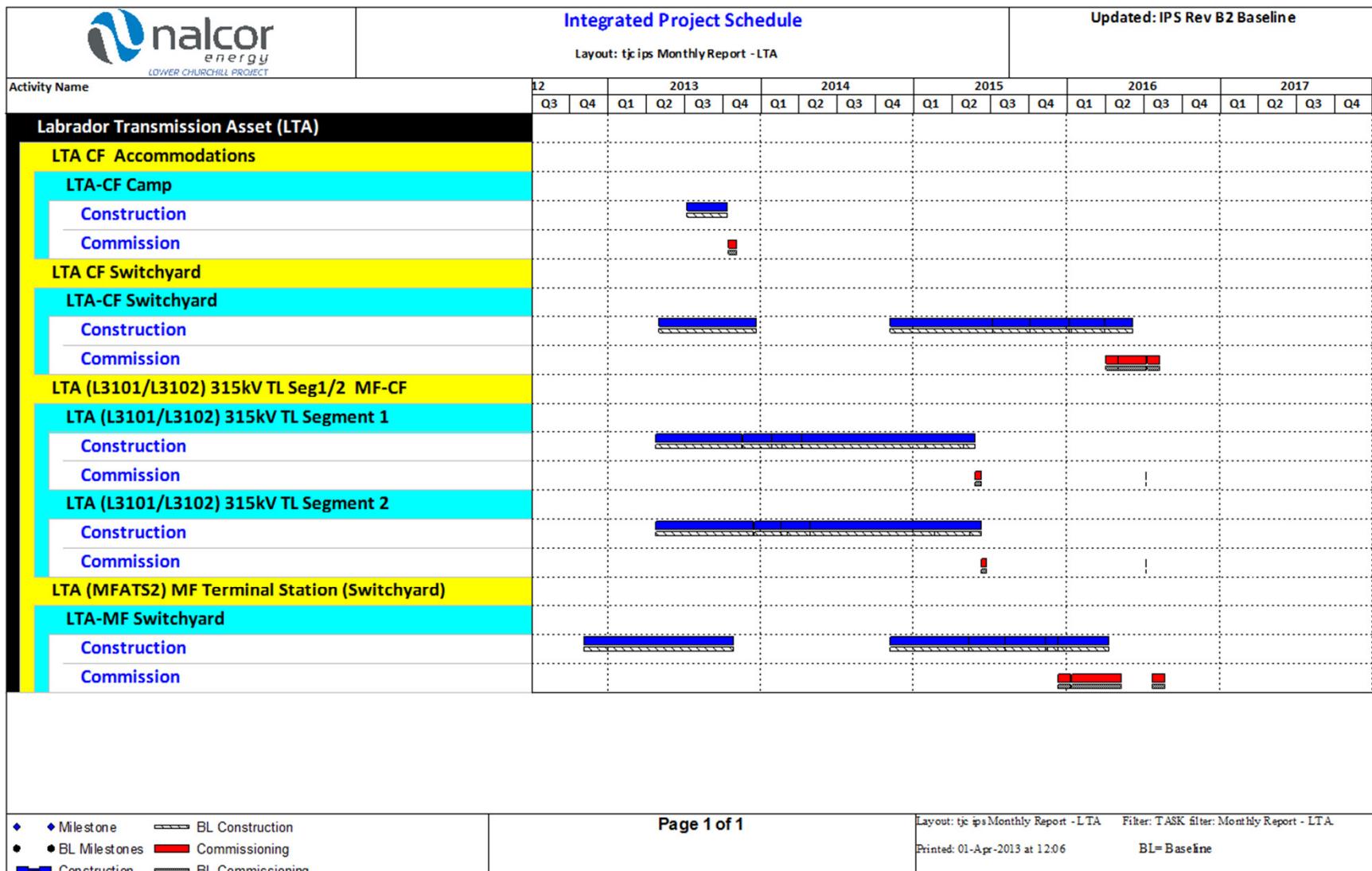
### A) LCP-IPS Summary Schedules = A.2 LCP-IPS Target Milestone Schedule 2 of 2



confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27  
**Curves**

IPS Graphics: Summary Schedules / Progress Curves Mar. 28, 2018

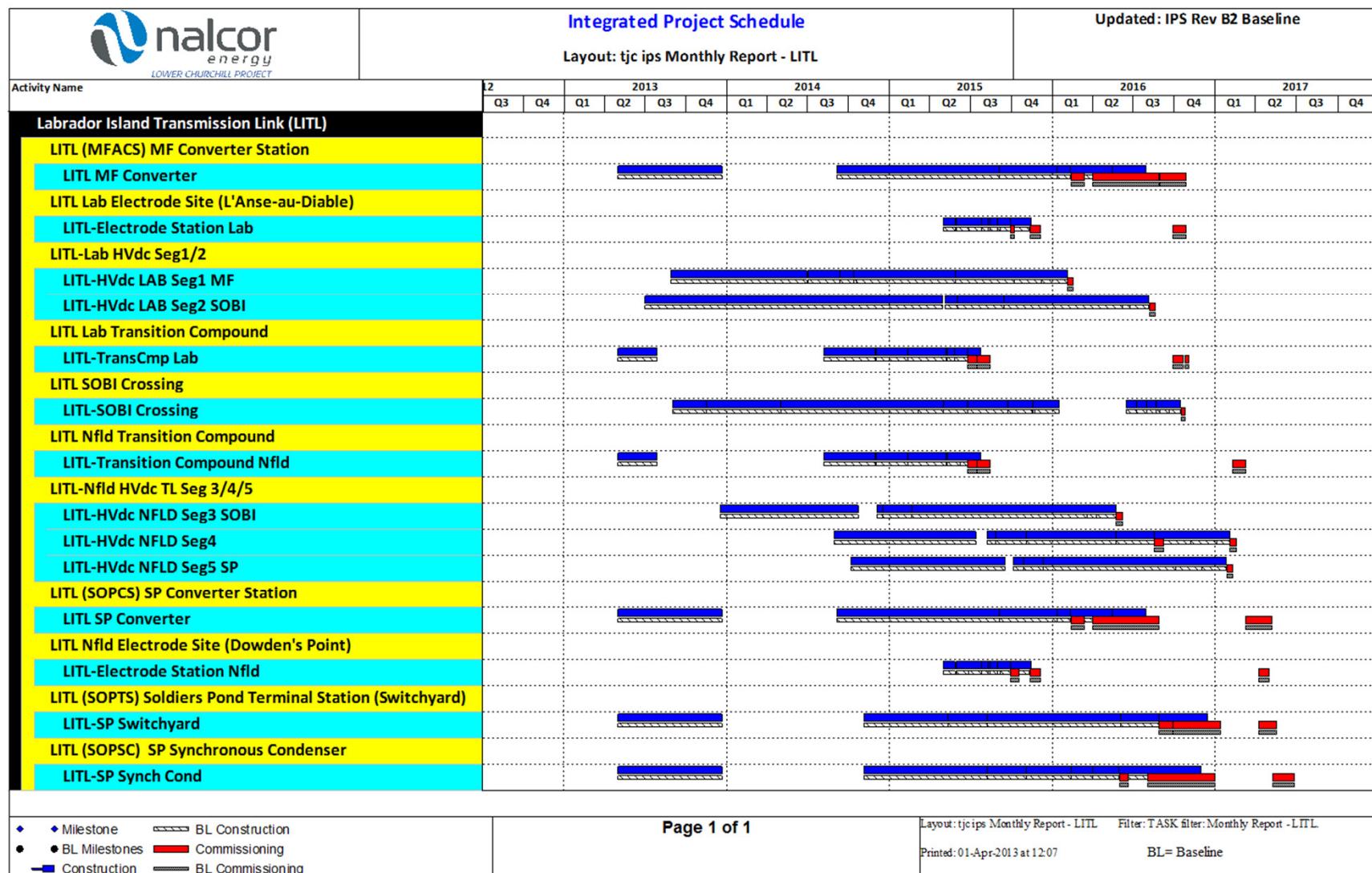
A) LCP-IPS Summary Schedules = A.3 LCP-IPS LTA Summary



confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## IPS Graphics: Summary Schedules / Progress Curves

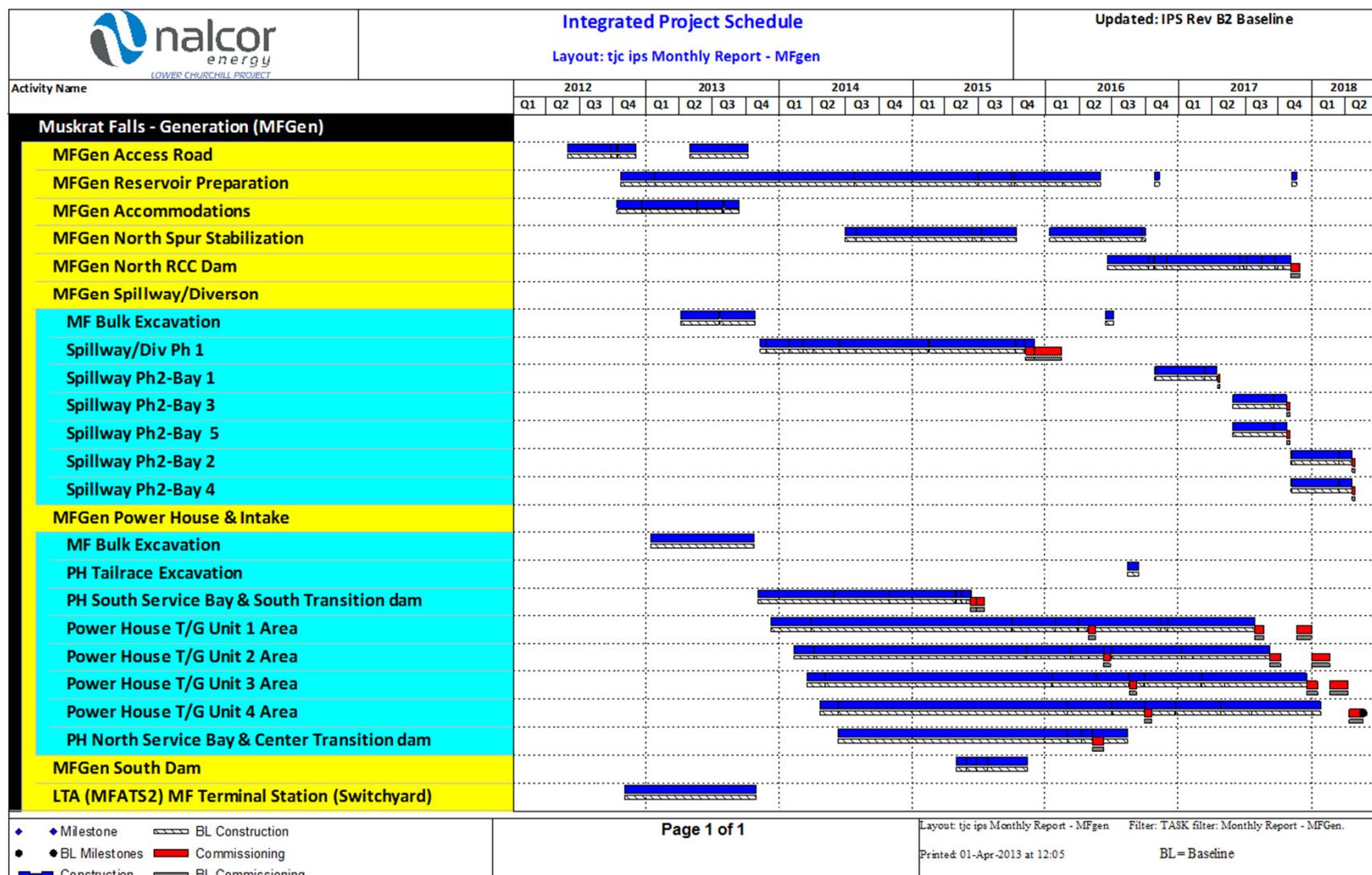
### A) LCP-IPS Summary Schedules = A.4 LCP-IPS LITL Summary



confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## IPS Graphics: Summary Schedules / Progress Curves

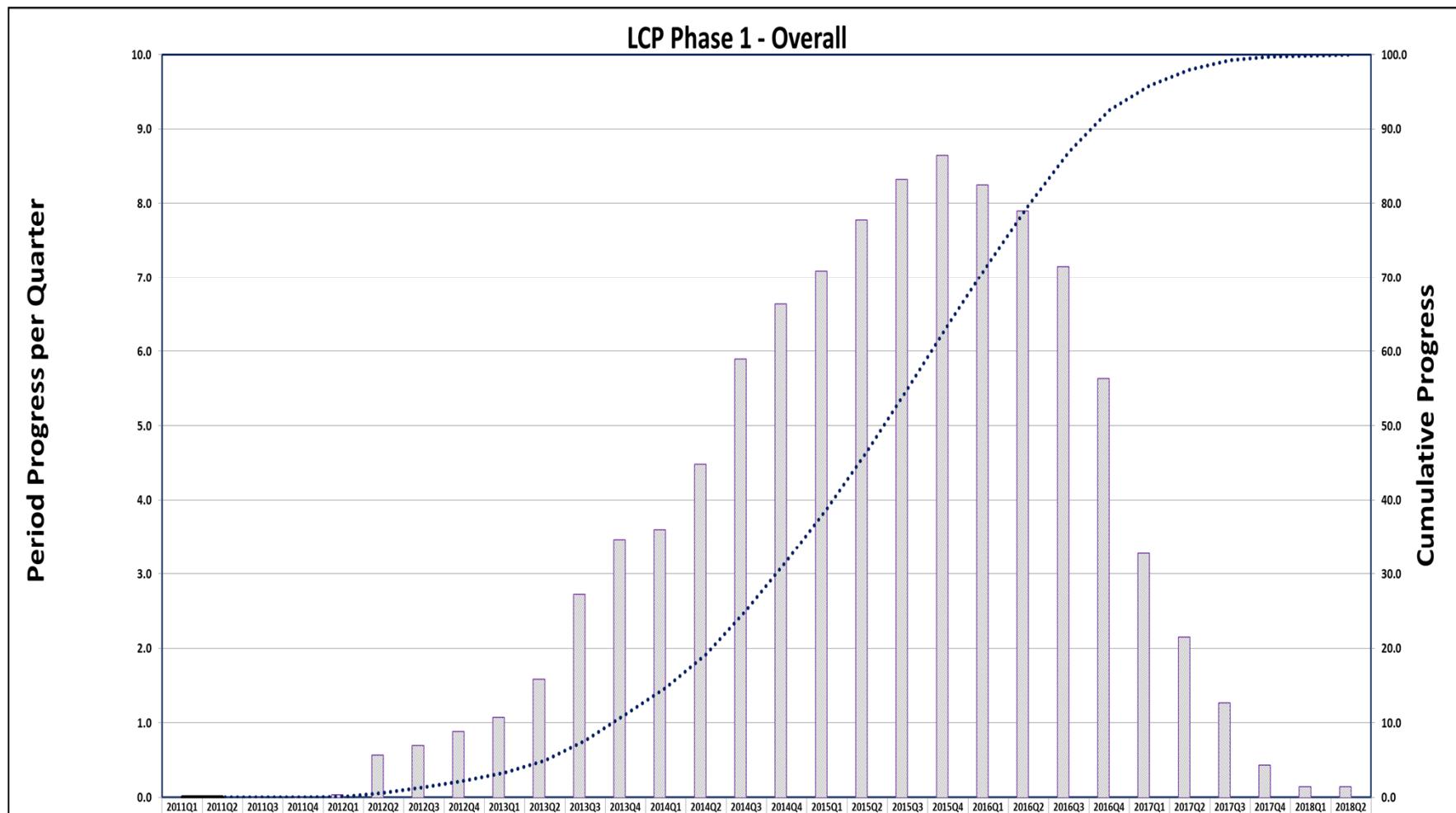
### A) LCP-IPS Summary Schedules = A.5 LCP-IPS MFG Summary



confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## IPS Graphics: Summary Schedules / Progress Curves

B) Planned Progress Curves = B.1 – LCP-IPS Overall

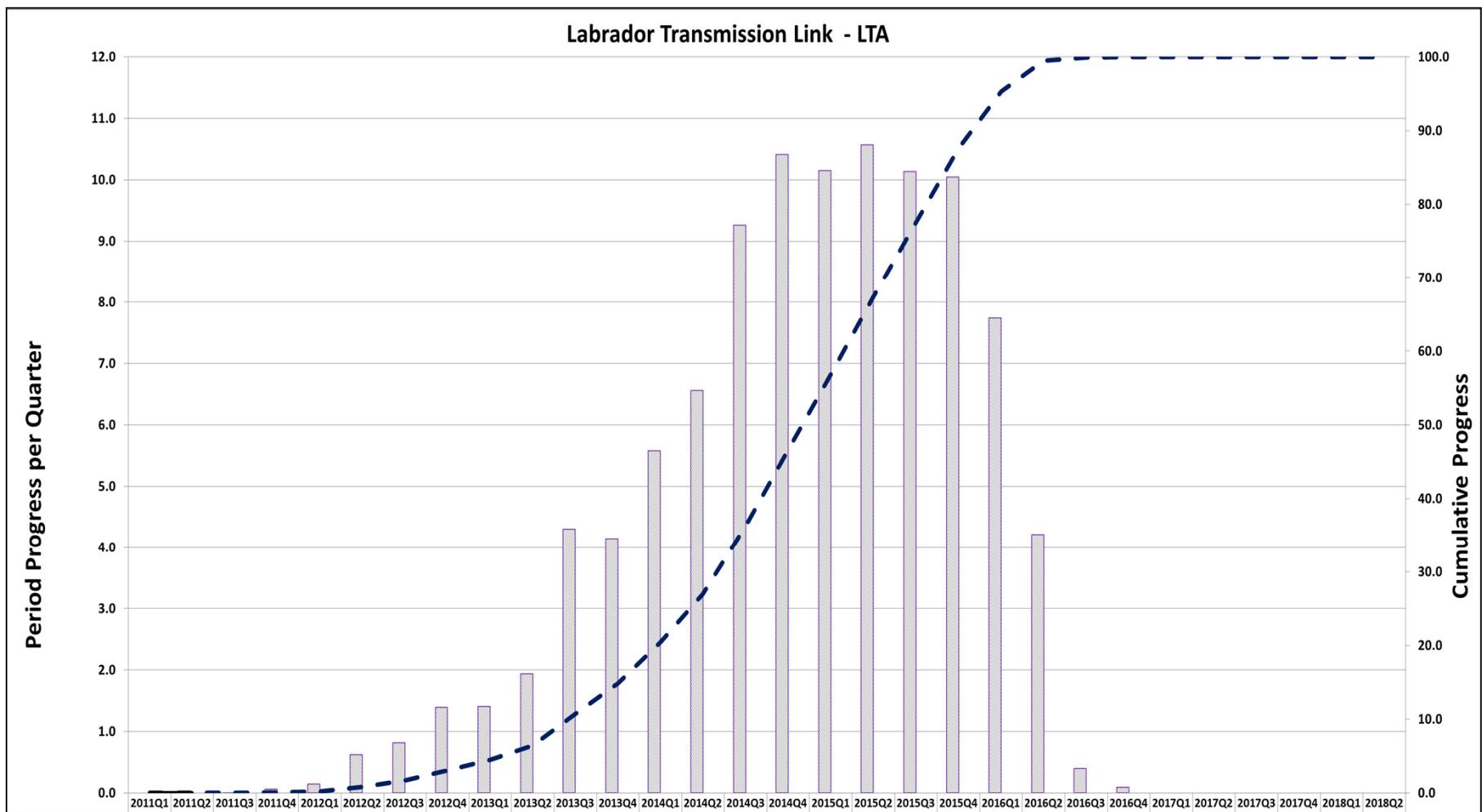


Planned Progress shown per Quarter

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## IPS Graphics: Summary Schedules / Progress Curves

### B) Planned Progress Curves B.2 – LCP-IPS LTA

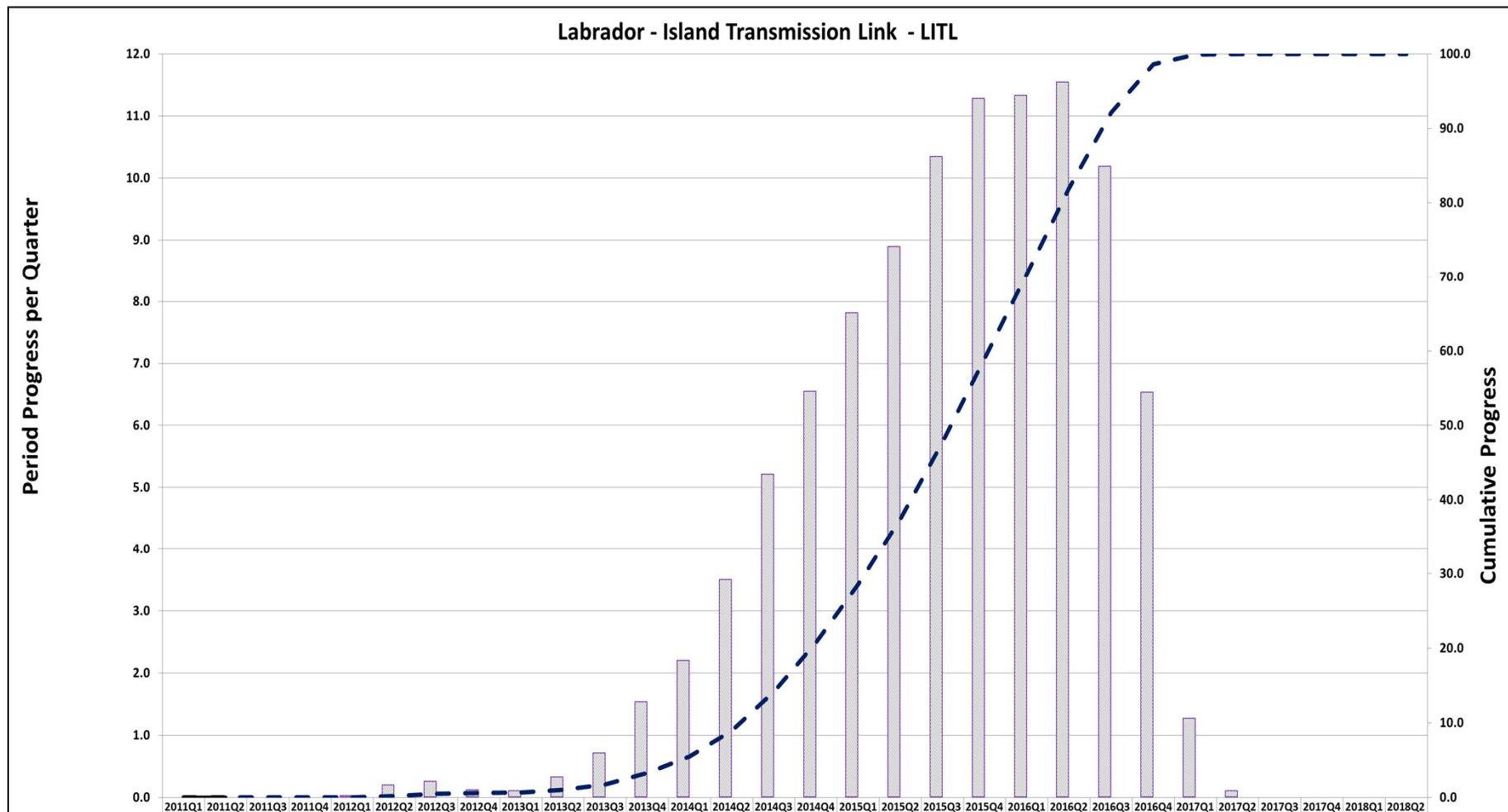


Planned Progress shown per Quarter

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## IPS Graphics: Summary Schedules / Progress Curves

### B) Planned Progress Curves = B.3 LCP-IPS LITL

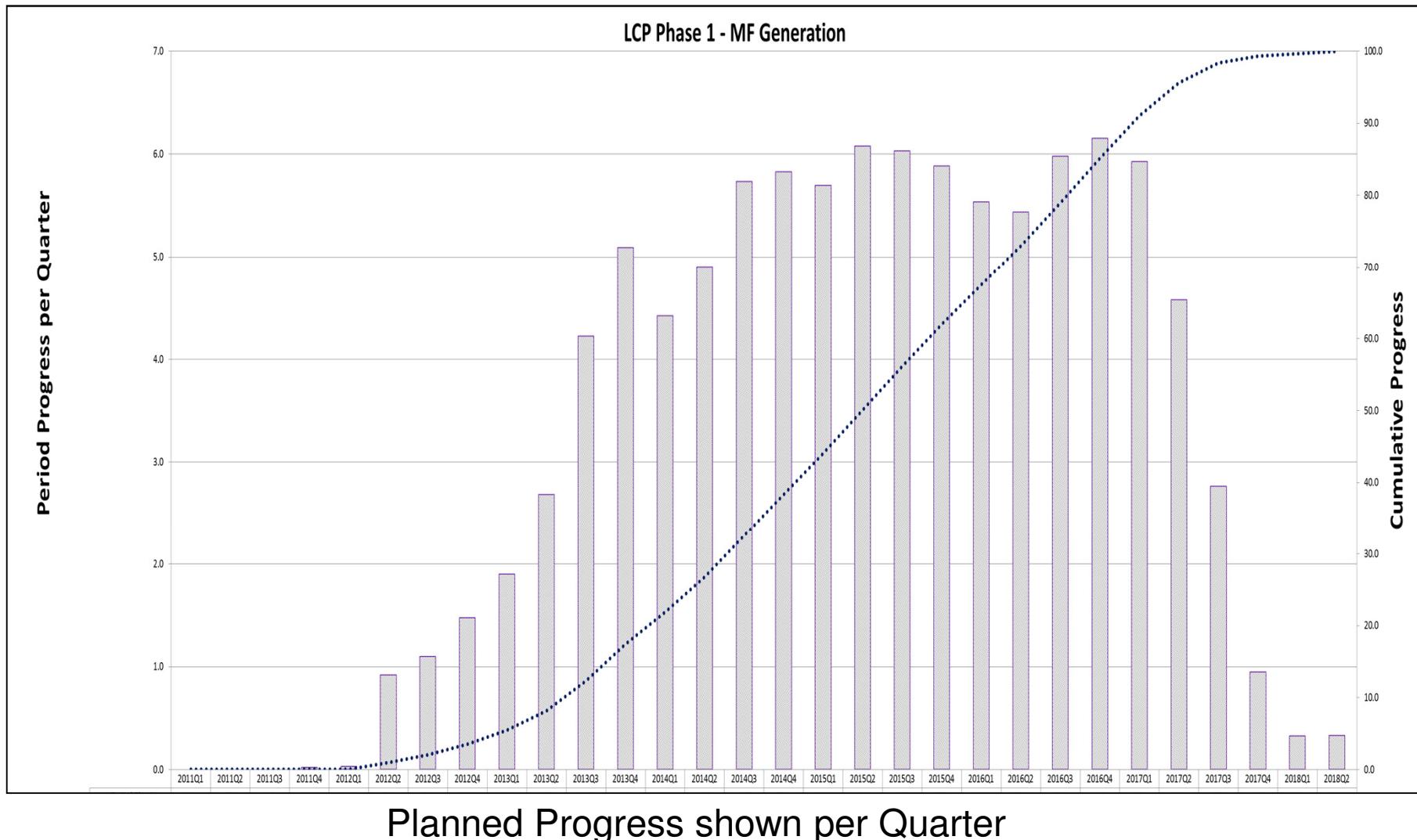


Planned Progress shown per Quarter

confidential  
 Corinne Russell  
 McInnes Cooper  
 Mar 28, 2018 08:27

## IPS Graphics: Summary Schedules / Progress Curves

B) Planned Progress Curves = B.4 – LCP-IPS MFGen



confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## IPS Graphics

### C) LCP-IPS Critical Paths

#### C.1 IPS LTA Critical/Sub Critical Paths

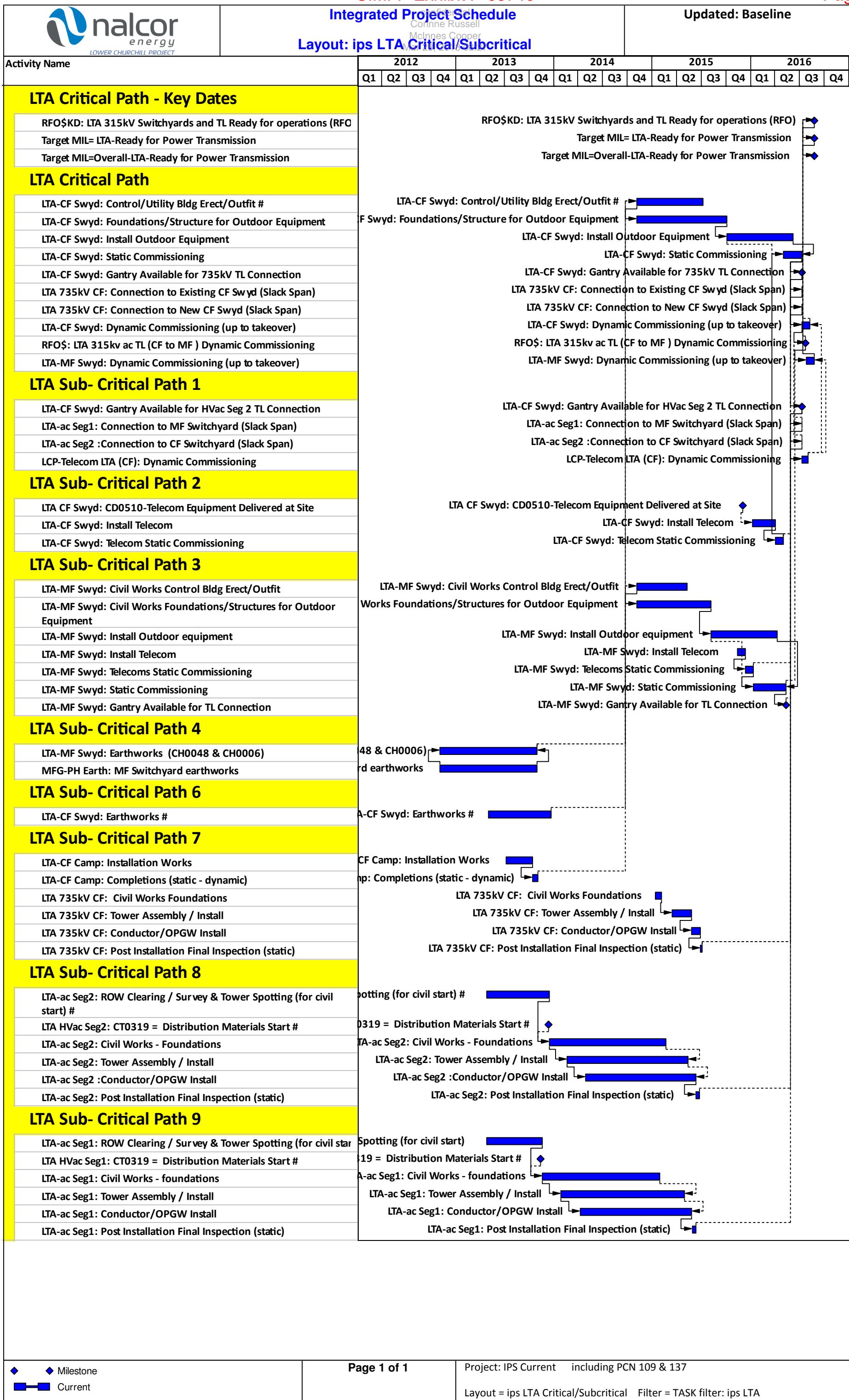
#### C.2 IPS LITL Critical/Sub Critical Paths

#### C.3 IPS MFG Critical/Sub Critical Paths to Unit 1 Ready for Operations (Modified in Rev B2)

confidential  
Corinne Russell  
McInnes Cooper  
Mar 28, 2018 08:27

## IPS Graphics

### D) Entire IPS Schedule (Modified in Rev B2)

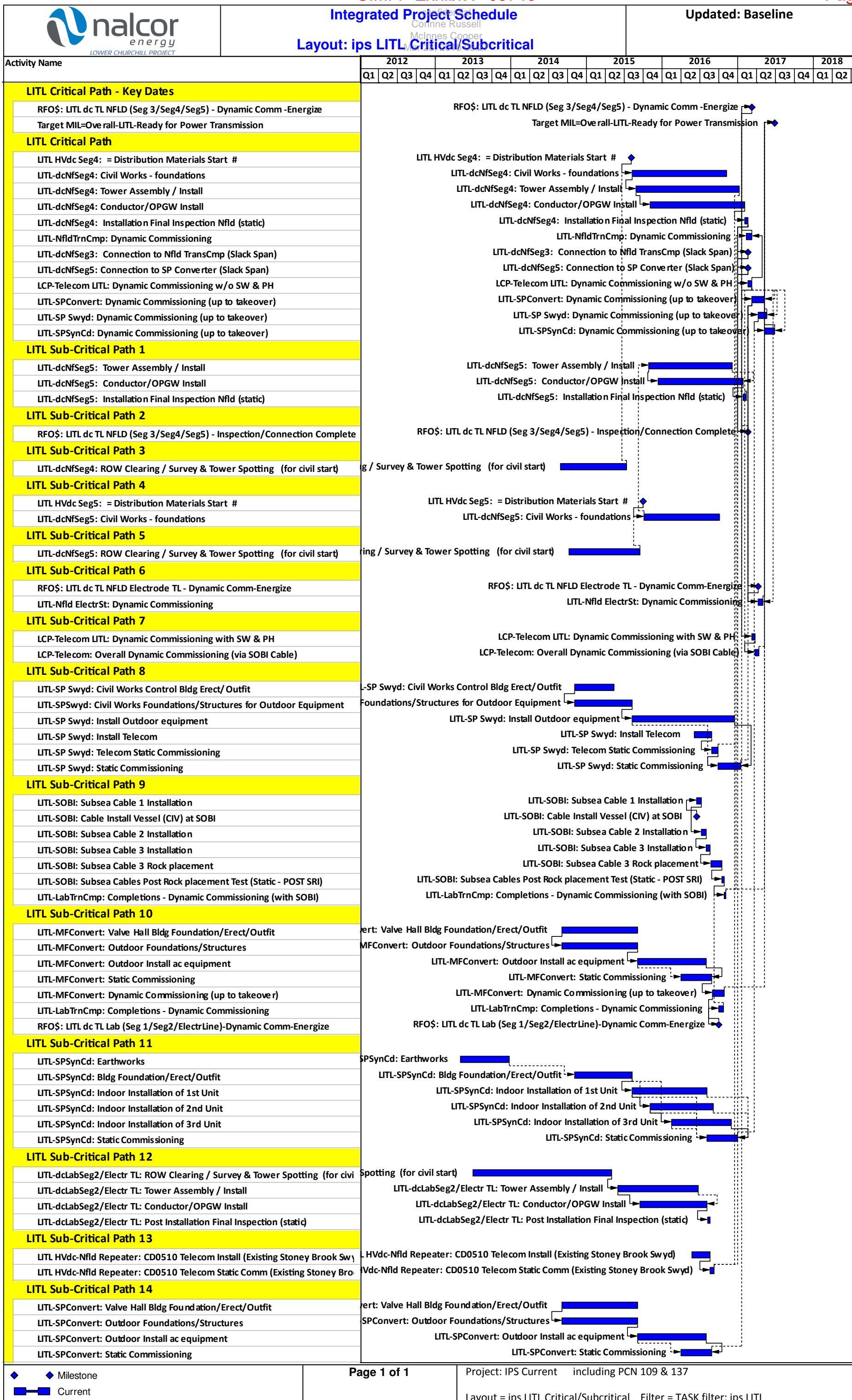


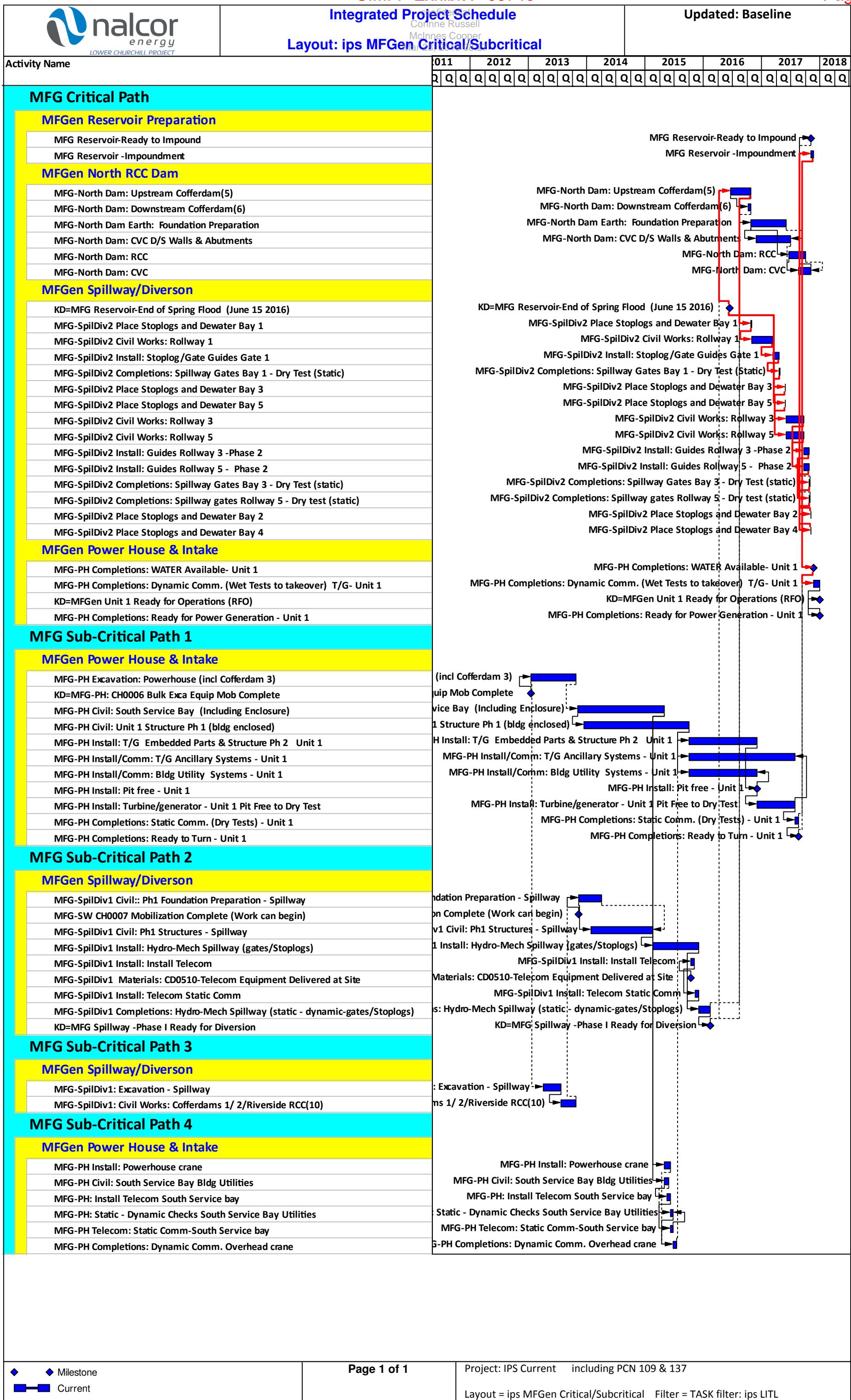
◆ Milestone  
— Current

Page 1 of 1

Project: IPS Current including PCN 109 &amp; 137

Layout = ips LTA Critical/Subcritical Filter = TASK filter: ips LTA







# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
2014

[View Entire Schedule](#)

Updated: Baseline

◆ Baseline Rev B2 ▼ DG3 Rev B1  
■ Baseline Rev B2 ■ DG3 Rev B1

Page 1 of 25

## Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
12/20/2011

# Layout: ips Entire Schedule

Updated: Baseline

◆ Baseline Rev B2 ▼ DG3 Rev B1  
█ Baseline Rev B2 █ DG3 Rev B1

---

Page 2 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
IPS

Corinne Russell  
McInnes Cooper  
11/1/28/2019

## Updated: Baseline

Activity Name	Start	Finish	Change from Rev B1	2011			2012			2013			2014			2015			2016			2017				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
RFO\$: LITL dc TL Lab (Seg 1/Seg2/Electrode) - Inspection/Connection Complete	29-Aug-2016	29-Aug-2016	0																							
RFO\$: LITL dc TL Lab (Seg 1/Seg2/ElectrLine)-Dynamic Comm-Energize	28-Sep-2016		0																							
<b>6 RFO Compl LITL-Nfld</b>																										
RFO\$: LITL dc TL NFLD Electrode TL - Inspection/Connection Complete		28-Aug-2016	0																							
RFO\$: LITL dc TL NFLD (Seg 3/Seg4/Seg5) - Inspection/Connection Complete		16-Feb-2017	0																							
<b>LCP Telecoms-Overall</b>																										
<b>LCP telecoms</b>																										
<b>j Completions</b>																										
LCP-Telecom: Overall Dynamic Commissioning (via SOBI Cable)		24-Mar-2017	10-Apr-2017	0																						
<b>Labrador Transmission Asset (LTA)</b>																										
<b>LCP Telecoms-CF</b>																										
<b>LCP telecoms</b>																										
<b>j Completions</b>																										
LCP-Telecom LTA (CF): Dynamic Commissioning		11-Jul-2016	31-Jul-2016	0																						
<b>LTA Eng/Procure</b>																										
<b>LTA- Eng/Procure</b>																										
<b>2 Eng/Procure</b>																										
LTA - ENG - RFI: LTA RFI Engineering		19-Sep-2011*	30-Aug-2013	0																						
LTA - ENG - AFC: LTA AFC Engineering		20-Oct-2011*	01-Nov-2013	0																						
<b>LTA CF Accommodations</b>																										
<b>LTA-CF Camp</b>																										
<b>1 Key Date</b>																										
KD=LTA CF Camp: CD0502-CF Start Construction		09-Jul-2013		0																						
KD=LTA CF Camp: CD0502-CF Camp Available for Occupancy				0																						
<b>g Installation</b>																										
LTA-CF Camp: Installation Works		09-Jul-2013*	14-Oct-2013	0																						
<b>j Completions</b>																										
LTA-CF Camp: Completions (static - dynamic)		15-Oct-2013	04-Nov-2013	0																						
<b>LTA CF Switchyard</b>																										
<b>LTA-CF Switchyard</b>																										
<b>1 Key Date</b>																										
KD=LTA CF Swyd: Start Earth Works		04-May-2013		0																						
KD=LTA CF Swyd: Earthworks Complete				0																						
KD=LTA CF Swyd: Start Civil Works		05-Nov-2014		0																						
KD=LTA CF Swyd: Control & Utility Buildings Ready for Equipment Installation				0																						
KD=LTA CF Swyd: Completed Static Commissioning				0																						
KD=LTA CF Swyd: Ready for Operations (RFO)				0																						
<b>c Materials</b>																										
LTA CF Swyd: PD0505-Equipment Delivered at Site			03-Dec-2014*	0																						
LTA CF Swyd: PD0537-Transformers Delivered at Site			03-Dec-2014*	0																						
LTA CF Swyd: CD0510-Telecom Equipment Delivered at Site		03-Dec-2015*		0																						
<b>Project: IPS Current including PCN 109 &amp; 137</b>																										
Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.																										

◆ Baseline Rev B2 ▼ DG3 Rev B1  
 ━━━━ Baseline Rev B2 ━━━━ DG3 Rev B1

Page 3 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.

- ◆ Baseline Rev B2 ▼ DG3 Rev B1
- Baseline Rev B2 ■ DG3 Rev B1

Page 3 of 25

Project: IPS Current including PCN 109 & 137

.layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
2014

Corinne Russell  
McInnes Cooper  
May 28, 2010 08:21

Updated: Baseline

Activity Name	Integrated Project Schedule Corinne Russell McInnes Cooper Mar 28, 2018 08:27										Updated: Baseline																		
											2011				2012				2013				2014				2015		
	Start	Finish	Change from Rev B1	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
LTA (L3101/L3102) 315kV TL Seg1/2 MF-CF																													
LTA (L3101/L3102) 315kV TL Segment 1																													
1 Key Date																													
KD=LTA HVac Seg1: Telecom Services Available (for Line Construction)	08-Mar-2013*																												
KD=LTA HVac Seg1: TL Construction Start	26-Apr-2013																												
KD=LTA HVac Seg1: TL Inspection/Connection Complete		10-Jul-2016	0																										
c Materials																													
LTA HVac Seg1: CT0319 = Distribution Materials Start #	14-Nov-2013*																												
e Earthworks																													
LTA-ac Seg1: ROW Clearing / Survey & Tower Spotting (for civil start)	26-Apr-2013*	18-Nov-2013	0																										
LTA-ac Seg1: ROW Clearing / Survey & Tower Spotting (balance)	19-Nov-2013	21-Feb-2014	0																										
f Civil/Structures																													
LTA-ac Seg1: Civil Works - foundations	19-Nov-2013	28-Jan-2015	0																										
g Installation																													
LTA-ac Seg1: Tower Assembly / Install	27-Jan-2014	01-May-2015	0																										
LTA-ac Seg1: Conductor/OPGW Install	10-Apr-2014	28-May-2015	0																										
j Completions																													
LTA-ac Seg1: Post Installation Final Inspection (static)	29-May-2015	11-Jun-2015	0																										
LTA-ac Seg1: Connection to MF Switchyard (Slack Span)	09-Jul-2016	10-Jul-2016	0																										
LTA (L3101/L3102) 315kV TL Segment 2																													
1 Key Date																													
KD=LTA HVac Seg2: Telecom Services Available (for Line Construction)	05-Apr-2013*																												
KD=LTA HVac Seg2: TL Construction Start	26-Apr-2013																												
KD=LTA HVac Seg2: TL Inspection/Connection Complete		10-Jul-2016	0																										
c Materials																													
LTA HVac Seg2: CT0319 = Distribution Materials Start #	13-Dec-2013*																												
e Earthworks																													
LTA-ac Seg2: ROW Clearing / Survey & Tower Spotting (for civil start) #	26-Apr-2013*	15-Dec-2013	0																										
LTA-ac Seg2: ROW Clearing / Survey & Tower Spotting (balance)	16-Dec-2013	06-Mar-2014	0																										
f Civil/Structures																													
LTA-ac Seg2: Civil Works - Foundations	16-Dec-2013	20-Feb-2015	0																										
g Installation																													
LTA-ac Seg2: Tower Assembly / Install	20-Feb-2014	15-May-2015	0																										
LTA-ac Seg2 :Conductor/OPGW Install	30-Apr-2014	11-Jun-2015	0																										
j Completions																													
LTA-ac Seg2: Post Installation Final Inspection (static)	12-Jun-2015	25-Jun-2015	0																										
LTA-ac Seg2 :Connection to CF Switchyard (Slack Span)	09-Jul-2016	10-Jul-2016	0																										
LTA (MFATS2) MF Terminal Station (Switchyard)																													
LTA-MF Switchyard																													
1 Key Date																													
KD=LTA MF Swyd: Start Earthworks	05-Nov-2012																												
KD=LTA MF Swyd: Earthworks Complete		29-Oct-2013	0																										
◆ Baseline Rev B2 ▼ DG3 Rev B1																													
■ Baseline Rev B2 ━ DG3 Rev B1			</td																										

Activity Name	Integrated Project Schedule										Updated: Baseline												
	Layout: ips Entire Schedule										Corinne Russell McInnes Cooper Mar 28, 2018 08:27												
	Start	Finish	Change from Rev B1	2011	2012	2013	2014	2015	2016	2017	2018	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
KD=LTA MF Swyd: Start Civil Works	05-Nov-2014		-365																				
KD=LTA MF Swyd: Control Building Ready for Equipment Installation		12-May-2015	-365																				
KD=LTA MF Swyd: Completed Static Commissioning		10-May-2016	-58																				
KD=LTA MF Swyd: Ready for Operations (RFO)		23-Aug-2016	0																				
<b>c Materials</b>																							
LTA MF Swyd: PD0537-Transformers Delivered at Site		06-Jun-2014*	0																				
LTA MF Swyd: PD0505-Equipment Delivered at Site		03-Dec-2014*	0																				
LTA MF Swyd: CD0510-Telecom Equipment Delivered at Site	19-Aug-2015*		0																				
<b>e Earthworks</b>																							
LTA-MF Swyd: Earthworks (CH0048 & CH0006)	05-Nov-2012	29-Oct-2013	0																				
<b>f Civil/Structures</b>																							
LTA-MF Swyd: Civil Works Control Bldg Erect/Outfit	05-Nov-2014*	12-May-2015	-365																				
LTA-MF Swyd: Civil Works Foundations/Structures for Outdoor Equipment	05-Nov-2014	07-Aug-2015	-365																				
<b>g Installation</b>																							
LTA-MF Swyd: Install Indoor equipment	13-May-2015	17-Nov-2015	-14																				
LTA-MF Swyd: Install Outdoor equipment	08-Aug-2015	10-Apr-2016	-58																				
LTA-MF Swyd: Gantry Available for TL Connection	11-May-2016		-58																				
<b>h Telecom</b>																							
LTA-MF Swyd: Install Telecom	13-Nov-2015	12-Dec-2015	-58																				
<b>j Completions</b>																							
LTA-MF Swyd: Telecoms Static Commissioning	13-Dec-2015	11-Jan-2016	-58																				
LTA-MF Swyd: Static Commissioning	12-Jan-2016	10-May-2016	-58																				
LTA-MF Swyd: Dynamic Commissioning (up to takeover)	25-Jul-2016	23-Aug-2016	0																				
<b>Labrador Island Transmission Link (LITL)</b>																							
<b>LCP Telecoms-Nfld</b>																							
LCP telecoms																							
<b>j Completions</b>																							
LCP-Telecom LITL: Dynamic Commissioning w/o SW & PH	17-Feb-2017	09-Mar-2017	0																				
LCP-Telecom LITL: Dynamic Commissioning with SW & PH	10-Mar-2017	23-Mar-2017	0																				
<b>LITL Eng/Procure</b>																							
<b>LITL-Eng/Procure</b>																							
<b>2 Eng/Procure</b>																							
LITL - ENG - RFI: LITL RFI Engineering	05-Jan-2012*	08-Oct-2013	0																				
LITL - ENG - AFC: LITL AFC Engineering	11-Apr-2012*	01-Jul-2014	0																				
<b>LITL (MFACS) MF Converter Station</b>																							
<b>LITL MF Converter</b>																							
<b>1 Key Date</b>																							
KD=LITL MF Convert: CD0503-Start Earth Works	03-May-2013		0																				
KD=LITL MF Convert: CD0503-Earthworks Complete		21-Dec-2013	0																				
KD=LITL MF Convert: CD0501-Start Civil Works	05-Sep-2014		0																				
KD=LITL MF Convert: CD0501-Buildings Ready for Equipment Installation		03-Sep-2015	0																				
KD=LITL MF Convert: Convert-Convert Complete except for TL Connections		28-Aug-2016	0																				
◆ Baseline Rev B2	◆ Baseline Rev B2	▼ DG3 Rev B1	■ DG3 Rev B1																				
Page 6 of 25				Project: IPS Current including PCN 109 & 137				Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.															



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
28/01/2016

Corinne Russell  
McInnes Cooper  
[www.mcinnesc.com](http://www.mcinnesc.com)

Updated: Baseline

Activity Name	Start	Finish	Change from Rev B1	2011				2012				2013				2014				2015				2016				2017			
				Q1	Q2	Q3	Q4																								
KD=LITL MF Convert: Ready for Operation (RFO)		27-Oct-2016	0																												
c Materials																															
LITL MF Convert: CD0501-ac Equipment Delivered at Site		02-Feb-2015*	0																												
LITL MF Convert: CD0501-dc Equipment Delivered at Site		02-Feb-2015*	0																												
LITL MF Convert: Telecomm Equipment Delivered at Site	13-Jan-2016*		0																												
e Earthworks																															
LITL-MFConvert: Earthworks		03-May-2013*	21-Dec-2013	0																											
f Civil/Structures																															
LITL-MFConvert: Valve Hall Bldg Foundation/Erect/Outfit	05-Sep-2014*	03-Sep-2015	0																												
LITL-MFConvert: Control Bldg Foundation/Erect/Outfit	05-Sep-2014	03-Sep-2015	0																												
LITL-MFConvert: Outdoor Foundations/Structures	05-Sep-2014	03-Sep-2015	0																												
g Installation																															
LITL-MFConvert: Control Bldg Install Equipment	04-Sep-2015	10-Mar-2016	0																												
LITL-MFConvert: Outdoor Install ac equipment	04-Sep-2015	29-Jul-2016	0																												
LITL-MFConvert: Outdoor Install dc equipment	04-Sep-2015	14-May-2016	0																												
LITL-MFConvert: Valve Hall Bldg Install Equipment	04-Sep-2015	14-May-2016	0																												
LITL-MFConvert: Gantry available for HVdc Seg1 TL & Lab Electrode TL		28-Aug-2016	0																												
h Telecom																															
LITL-MF Convert: Telecom Install equipment	13-Jan-2016	11-Feb-2016	0																												
j Completions																															
LITL-MFConvert: Telecom - Static Commissioning	12-Feb-2016	12-Mar-2016	0																												
LITL-MFConvert: Static Commissioning	01-Apr-2016	28-Aug-2016	0																												
LITL-MFConvert: Dynamic Commissioning (up to takeover)	29-Aug-2016	27-Oct-2016	0																												
<b>LITL-Lab Electrode Line (L'Anse-au-Diable)</b>																															
<b>LITL-Electrode TL Lab</b>																															
1 Key Date																															
KD=LITL Lab Electr. TL (20km): Start Civil Works																															
KD=LITL Lab Electr. TL (20km): Civil Works Complete																															
KD=LITL Lab Electr. TL 20km): Start Installation																															
KD=LITL Lab Electr. TL (20km): TL Inspection/Connection Complete																															
c Materials																															
LITL Lab Electr. TL: = Distribution Materials																															
e Earthworks																															
LITL Lab Electr. TL: Earthworks ROW & Access Road																															
g Installation																															
LITL Lab Electr. TL: Tower Assembly / Install																															
LITL Lab Electr. TL: Conductor/OPGW Install																															
j Completions																															
LITL Lab Electr. TL: Post installation Final Inspection (static)																															
LITL Lab Electr. TL: Connection to Electrode Site (slack span)																															



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
2014

# Layout: ips Entire Schedule

Layout: Ips Entire Schedule  
Mar 26, 2018 08:27

Finish Change from

Updated: Baseline

◆ Baseline Rev B2 ▼ DG3 Rev B1  
█ Baseline Rev B2 █ DG3 Rev B1

Page 8 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
28/01/2016

Corinne Russell  
McInnes Cooper  
Mar 28, 2019 08:21

Updated: Baseline

◆ Baseline Rev B2 ▼ DG3 Rev B<sup>1</sup>  
█ Baseline Rev B2 █ DG3 Rev B<sup>1</sup>

Page 9 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.

				Integrated Project Schedule Corinne Russell McInnes Cooper Mar 28, 2018												Updated: Baseline																					
Activity Name			Start	Finish	Change from Rev B1	2011				2012				2013				2014				2015				2016				2017				2018			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
	LITL-LabTrnCmp: Ready for SOBI Land Cable to terminate			14-Aug-2015	0																																
	LITL-LabTrnCmp: Gantry available for HVdc Seg 2 TL Connection			14-Aug-2015	0																																
<b>h</b>	<b>Telecom</b>																																				
	LITL-LabTrnCmp: Install Telecom	27-May-2015	25-Jun-2015	0																																	
<b>j</b>	<b>Completions</b>																																				
	LITL-LabTrnCmp: Telecom Static Commissioning	26-Jun-2015	15-Jul-2015	0																																	
	LITL-LabTrnCmp: Completions - Static Commissioning	16-Jul-2015	14-Aug-2015	0																																	
	LITL-LabTrnCmp: Completions - Dynamic Commissioning	28-Sep-2016	21-Oct-2016	0																																	
	LITL-LabTrnCmp: Completions - Dynamic Commissioning (with SOBI)	26-Oct-2016	02-Nov-2016	0																																	
<b>LITL SOBI Crossing</b>																																					
<b>LITL-SOBI Crossing</b>																																					
	<b>1 Key Date</b>																																				
	KD=LITL SOBI -Nfld HDD Construction Start	01-Sep-2013		0																																	
	KD=LITL SOBI -Lab Road Access Start Construction Start	02-Sep-2013		0																																	
	KD=LITL SOBI -Lab HDD Construction Start	01-May-2014		0																																	
	KD=LITL SOBI -Nfld HDD Construction Complete		06-Mar-2015	0																																	
	KD=LITL SOBI -Nfld Land Cable Trenching Complete		23-Sep-2015	0																																	
	KD=LITL SOBI -Nfld Land Cable Installation Start	24-Sep-2015		0																																	
	KD=LITL SOBI - Lab Land Cable Trenching Complete		17-Nov-2015	0																																	
	KD=LITL SOBI -Lab HDD Construction Complete		17-Nov-2015	0																																	
	KD=LITL SOBI -Lab Land Cable Installation Start	18-Nov-2015		0																																	
	KD=LITL SOBI -Cable Install Vessel (CIV) at SOBI	15-Jun-2016		0																																	
	KD=LITL SOBI -Cable Rock Placement Start	08-Jul-2016		0																																	
	KD=LITL SOBI -Cable System - 1 Electrically Complete	08-Jul-2016		0																																	
	KD=LITL SOBI - Cable System - 2 Electrically Complete	01-Aug-2016		0																																	
	KD=LITL SOBI - Cable System - 3 Electrically Complete	21-Aug-2016		0																																	
	KD=LITL SOBI -Cable Rock Placement Complete		15-Oct-2016	0																																	
	KD=LITL SOBI -Marine Cable Rock Placement & Final Cable Testing Complete		25-Oct-2016	0																																	
<b>c</b>	<b>Materials</b>																																				
	LITL-SOBI: Cable Available for Pick-up at manuf.	08-Apr-2016*		-145																																	
<b>g1</b>	<b>SOBI Landfall Protection</b>																																				
	LITL-SOBI: Nfld Shoal Cove - Bore Hole 1-2 -3	01-Sep-2013*	06-Mar-2015	0																																	
	LITL-SOBI: Lab Forteau Point - Road Access TCH -> TransCmp -> Drilling Site	02-Sep-2013*	16-Nov-2013	0																																	
	LITL-SOBI: Lab Forteau Point - Bore Hole 1-2 -3	01-May-2014*	17-Nov-2015	0																																	

Activity Name		Integrated Project Schedule												Updated: Baseline														
		2011				2012				2013				2014				2015				2016				2017		2018
		Start	Finish	Change from Rev B1	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
	LITL-SOBI: Subsea Cable 3 Installation	01-Aug-2016	20-Aug-2016	0																								
	LITL-SOBI: All 3 Cables Installed & Electrically Complete		20-Aug-2016	0																								
<b>g3 SOBI Cable Protection</b>																												
	LITL-SOBI: Subsea Cable 1 Rock placement	08-Jul-2016	29-Aug-2016	0																								
	LITL-SOBI: Subsea Cable 2 Rock placement	01-Aug-2016	19-Sep-2016	0																								
	LITL-SOBI: Subsea Cable 3 Rock placement	21-Aug-2016	15-Oct-2016	0																								
<b>j Completions</b>																												
	LITL-SOBI: Subsea Cables Post Rock placement Test (Static - POST SRI)	16-Oct-2016	25-Oct-2016	0																								
<b>LITL Nfld Transition Compound</b>																												
<b>LITL-Transition Compound Nfld</b>																												
<b>1 Key Date</b>																												
	KD=LITL Nfld TranCmp: CD0503-Start Earth Works	03-May-2013		0																								
	KD=LITL Nfld TranCmp: CD0503-Earthworks Complete		29-Jul-2013	0																								
	KD=LITL Nfld TranCmp: CD0501-Start Civil Works	06-Aug-2014		0																								
	KD=LITL Nfld TranCmp: CD0501- Buildings Ready for Equipment Installation		10-Feb-2015	0																								
	KD=LITL Nfld TranCmp: CD0501-Complete except for Line Connections		14-Aug-2015	0																								
	KD=LITL Nfld TranCmp: Ready for Operations (RFO)		09-Mar-2017	0																								
<b>c Materials</b>																												
	LITL Nfld TranCmp: CD0501-ac Equipment Delivered at Site		14-May-2014*	0																								
	LITL Nfld TranCmp: CD0510-Telecomm Equipment Delivered at Site		13-Jan-2015*	0																								
	LITL Nfld TranCmp: CD0501-dc Equipment Delivered at Site		02-Feb-2015*	0																								
<b>e Earthworks</b>																												
	LITL-NfldTrnCmp: Earthworks #	03-May-2013*	29-Jul-2013	0																								
<b>f Civil/Structures</b>																												
	LITL-NfldTrnCmp: Civil Works - Switchgear Bldg Foundation/Erect/Outfit	06-Aug-2014*	10-Feb-2015	0																								
	LITL-NfldTrnCmp: Civil Works - Control Bldg Foundation/Erect/Outfit	06-Aug-2014	10-Feb-2015	0																								
	LITL-NfldTrnCmp: Civil Works - Outdoor Equipment Foundations/Structures	06-Aug-2014	29-Nov-2014	0																								
<b>g Installation</b>																												
	LITL-NfldTrnCmp: Install Outdoor Equipment	01-Dec-2014	10-Feb-2015	0																								
	LITL-NfldTrnCmp: Install Control Bldg Equipment	11-Feb-2015	08-May-2015	0																								
	LITL-NfldTrnCmp: Install Switchgear Bldg Equipment	09-May-2015	25-Jul-2015	0																								
	LITL-NfldTrnCmp: Ready for SOBI Lans Cable Install		14-Aug-2015	0																								
	LITL-NfldTrnCmp: Gantry available for HVdc Seg 3 TL Connection		14-Aug-2015	0																								
<b>h Telecom</b>																												
	LITL-NfldTrnCmp: Telecom	09-May-2015	07-Jun-2015	0																								
<b>j Completions</b>																												



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
IPS

**Layout: ips Entire Schedule**

Updated: Baseline

Activity Name	Start	Finish	Change from Rev B1	2011		2012		2013		2014		2015		2016		2017		2018	
				Q1	Q2	Q3	Q4												
KD=LITL Nfld Marshalling Yard (dc): Start Construction	14-Oct-2013		0																
KD=LITL Nfld Marshalling Yard (dc): Available		14-Mar-2014	0																
e Earthworks																			
LITL Nfld Marshalling Yard (dc): Clear	14-Oct-2013*	02-Nov-2013	0																
f Civil/Structures																			
LIITL Nfld Marshalling Yard (dc): Construct	03-Nov-2013	14-Mar-2014	0																
<b>LITL-Nfld HVdc TL Seg 3/4/5</b>																			
<b>LITL-HVdc NFLD Seg3 SOBI</b>																			
1 Key Date																			
KD=LITL HVdc Seg3: TL Construction Start	17-Dec-2013		0																
KD=LITL HVdc Seg3: TL Inspection/Connection Complete (Ready to Energize)		16-Feb-2017	0																
c Materials																			
LITL HVdc Seg3: = Distribution Materials Start #	28-Nov-2014*		0																
e Earthworks																			
LITL-dcNfSeg3: ROW Clearing / Survey & Tower Spotting (for civil start)	17-Dec-2013*	23-Oct-2014	0																
f Civil/Structures																			
LITL-dcNfSeg3: Civil Works - foundations	03-Dec-2014	18-Mar-2016	0																
g Installation																			
LITL-dcNfSeg3: Tower Assembly / Install	17-Dec-2014	08-Apr-2016	0																
LITL-dcNfSeg3: Conductor/OPGW Install	20-Feb-2015	23-May-2016	0																
j Completions																			
LITL-dcNfSeg3: Installation Final Inspection Nfld (static)	24-May-2016	06-Jun-2016	0																
LITL-dcNfSeg3: Connection to Nfld TransCmp (Slack Span)		16-Feb-2017	0																
<b>LITL-HVdc NFLD Seg4</b>																			
1 Key Date																			
KD=LITL HVdc Seg4: TL Construction Start	29-Aug-2014		0																
c Materials																			
LITL HVdc Seg4: = Distribution Materials Start #	04-Aug-2015*		0																
LITL HVdc-Nfld telecom: Telecom Equip Delivered to Site #		23-May-2016*	0																
e Earthworks																			
LITL-dcNfSeg4: ROW Clearing / Survey & Tower Spotting (for civil start)	29-Aug-2014*	13-Jul-2015	0																
f Civil/Structures																			
LITL-dcNfSeg4: Civil Works - foundations	07-Aug-2015	07-Nov-2016	0																
g Installation																			
LITL-dcNfSeg4: Tower Assembly / Install	26-Aug-2015	05-Jan-2017	0																
LITL-dcNfSeg4: Conductor/OPGW Install	05-Nov-2015	02-Feb-2017	0																
h Telecom																			
LITL HVdc-Nfld Repeater: CD0510 Telecom Install (Existing Stoney Brook Swyd)	24-May-2016	17-Aug-2016	0																
j Completions																			
LITL HVdc-Nfld Repeater: CD0510 Telecom Static Comm (Existing Stoney Brook Swyd)	18-Aug-2016	06-Sep-2016	0																
LITL-dcNfSeg4: Installation Final Inspection Nfld (static)	03-Feb-2017	16-Feb-2017	0																
<b>LITL-HVdc NFLD Seg5 SP</b>																			

◆ Baseline Rev B2 ▼ DG3 Rev B1  
 ━ Baseline Rev B2 ━━ DG3 Rev B1

Page 12 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.

- ◆ Baseline Rev B2 ▼ ▼ DG3 Rev B1
- Baseline Rev B2 ■ DG3 Rev B1

Page 12 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
11/20/2014

## Layout: ips Entire Schedule

Updated: Baseline

◆ Baseline Rev B2 ▼ DG3 Rev B1  
█ Baseline Rev B2 █ DG3 Rev B1

Page 13 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule    Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
2014

Corinne Russell  
McInnes Cooper  
Mar 2024

Updated: Baseline

				Integrated Project Schedule Corinne Russell McInnes Cooper Mar 28, 2018												Updated: Baseline																						
Activity Name				Start	Finish	Change from Rev B1	2011				2012				2013				2014				2015				2016				2017				2018			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
LITL-Nfld ElectrSt: Install Indoor equipment	10-Aug-2015	07-Sep-2015	0																																			
LITL-Nfld ElectrSt: Install Outdoor equipment	14-Aug-2015	15-Nov-2015	0																																			
LITL-Nfld ElectrSt: Gantry available for Electrode Line	06-Dec-2015		0																																			
<b>h Telecom</b>																																						
LITL-Nfld ElectrSt: Install Telecom	01-Sep-2015	28-Sep-2015	0																																			
<b>j Completions</b>																																						
LITL-Nfld ElectrSt: Telecom Static commissioning	29-Sep-2015	18-Oct-2015	0																																			
LITL-Nfld ElectrSt: Static Commissioning	12-Nov-2015	05-Dec-2015	0																																			
LITL-Nfld ElectrSt: Dynamic Commissioning	09-Apr-2017	02-May-2017	0																																			
<b>LITL (SOPTS) Soldiers Pond Terminal Station (Switchyard)</b>																																						
<b>LITL-SP Switchyard</b>																																						
<b>1 Key Date</b>																																						
KD=LITL SP Swyd: CD0503-Start Earth Works	03-May-2013		0																																			
KD=LITL SP Swyd: CD0503-Earthworks Complete		21-Dec-2013	0																																			
KD=LITL SP Swyd: CD0502-Start Civil Works	05-Nov-2014		0																																			
KD=LITL SP Swyd: CD0502-Control Building Ready for Equipment Installation		12-May-2015	0																																			
KD=LITL SP Swyd: CD0502-Completed Static Commissioning		13-Jan-2017	0																																			
KD=LITL SP Swyd: CD0502-Ready for Re-terminations - Holyrood/Hardwoods/Oxenpond/West Av		18-May-2017	0																																			
KD=LITL SP Swyd: Ready for Operations (RFO)		18-May-2017	0																																			
<b>c Materials</b>																																						
LITL SP Swyd: PD0505-Equipment Delivered at Site		03-Dec-2014*	0																																			
LITL SP Swyd: CD0510-Telcom Equipment Delivered at Site	03-May-2016*		0																																			
<b>e Earthworks</b>																																						
LITL-SP Swyd: Earthworks	03-May-2013*	21-Dec-2013	0																																			
<b>f Civil/Structures</b>																																						
LITL-SP Swyd: Civil Works Control Bldg Erect/Outfit	05-Nov-2014*	12-May-2015	0																																			
LITL-SP Swyd: Civil Works Foundations/Structures for Outdoor Equipment	05-Nov-2014	07-Aug-2015	0																																			
<b>g Installation</b>																																						
LITL-SP Swyd: Install Indoor equipment	13-May-2015	03-Nov-2016	0																																			
LITL-SP Swyd: Install Outdoor equipment	08-Aug-2015	14-Dec-2016	0																																			
<b>h Telecom</b>																																						
LITL-SP Swyd: Install Telecom	03-Jun-2016	28-Aug-2016	0																																			
<b>j Completions</b>																																						
LITL-SP Swyd: Telecom Static Commissioning	28-Aug-2016	27-Sep-2016	0																																			
LITL-SP Swyd: Static Commissioning	27-Sep-2016	13-Jan-2017	0																																			
LITL-SP Swyd: Dynamic Commissioning (up to takeover)	09-Apr-2017	18-May-20																																				

Activity Name	Integrated Project Schedule												Updated: Baseline																			
	Layout: ips Entire Schedule												Corinne Russell McInnes Cooper Mar 28, 2018																			
	Start			Finish			Change from Rev B1			2011			2012			2013			2014			2015			2016			2017			2018	
KD=LITL-Nfld ac TL Crossing Mods: Complete TL218,242,265>268				20-Sep-2014			0			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
KD=LITL-Nfld ac TL Crossing Mods: Complete Mods 1 to 6				02-Dec-2014			0																									
<b>e Earthworks</b>																																
LITL-Nfld ac TL Crossing Mods: Earth ROW Clearing TL218,242,265>268	14-Aug-2013*			19-Sep-2013			0																									
LITL-Nfld ac TL Crossing Mods: Earth ROW Clearing- Mods 1 to 6	29-Aug-2014*			09-Oct-2014			0																									
<b>f Civil/Structures</b>																																
LITL-Nfld ac TL Crossing Mods: Civil TL218,242,265>268	20-Sep-2013			12-Nov-2013			0																									
LITL-Nfld ac TL Crossing Mods: Civil- Mod 3	30-Sep-2014			14-Oct-2014			0																									
<b>g Installation</b>																																
LITL-Nfld ac TL Crossing Mods: Install TL218,242,265>268	20-Nov-2013			19-Feb-2014			0																									
LITL-Nfld ac TL Crossing Mods: Install- Mods 1 to 6	31-Aug-2014			27-Nov-2014			0																									
<b>j Completions</b>																																
LITL-Nfld ac TL Crossing Mods Completions: Line Final Inspections TL218,242,265>268 (static)				19-Feb-2014			0																									
LITL-Nfld ac TL Crossing Mods Completions: Shut Down & Connect to Existing Lines TL218,242,265>268 (static)	20-Feb-2014			10-Sep-2014			0																									
LITL-Nfld ac TL Crossing Mods Completions: ReConnect in SP Swyrd-TL218,242,265>268 (static)	11-Sep-2014			20-Sep-2014			0																									
LITL-Nfld ac TL Crossing Mods Completions: Line Final Inspections- Mods 1 to 6 (st	28-Nov-2014			02-Dec-2014			0																									
<b>LITL (SOPSC) SP Synchronous Condenser</b>																																
<b>LITL-SP Synch Cond</b>																																
<b>1 Key Date</b>																																
KD=LITL SP SynCond: CD0503-Start Earth Works	03-May-2013						0																									
KD=LITL SP SynCond: CD0503-Earthworks Complete				21-Dec-2013			0																									
KD=LITL SP SynCond: CD0502-Start Civil Works				05-Nov-2014																												
KD=LITL SP SynCond: CD0502-Building Ready for Equipment Installation				07-Aug-2015			0																									
KD=LITL SP SynCond: CD0534-Complete Ready for Enerization				30-Dec-2016			0																									
KD=LITL SP SynCond: Ready for Operations (RFO)				27-Jun-2017			0																									
<b>c Materials</b>																																
LITL SP SynCond: CD0534-Sync Cond/Equipment Available for Delivery to Site (1st unit)	02-May-2014*						0																									
LITL SP SynCond: PD0537-Transformers Delivered at Site	06-Jun-2014*						0																									
LITL SP SynCond: CD0534-Sync Cond/Equipment Available for Delivery to Site (2nd unit)	03-Nov-2014*						0																									
LITL SP SynCond: PD0505-Swyd equipment Delivered at Site	03-Dec-2014*						0																									
LITL SP SynCond: CD0534-Sync Cond/Equipment Available for Delivery to Site (3rd unit)	14-Dec-2014*						0																									
LITL SP SynCond: CD0510-Telecom Equipment Delivered at Site	01-Apr-2016*						0																									
<b>e Earthworks</b>																																
LITL-SPSyn																																



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
11/28/2012

Layout: ips Entire Schedule

Updated: Baseline



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
11/28/2012

Corinne Russell  
McInnes Cooper  
May 28, 2019 09:21

Updated: Baseline

Activity Name	Start	Finish	Change from Rev B1	2011		2012		2013		2014		2015		2016		2017		2018			
				Q1	Q2	Q3	Q4	Q1	Q2												
KD=MFG ConstrPwr -25 kV Construction Power Available for Starter Camp		11-Dec-2012	0																		
KD=MFG ConstrPwr -25 kV Construction Power Available for Main Camp		01-May-2013	0																		
c Materials																					
MFG-ConsPwr Material: 25 kV Switchgear Arrive at Site		07-Mar-2013*	0																		
e Earthworks																					
MFG-ConsPwr Earthworks: Clear North Spur ROW and Swyd	23-Jun-2012*	02-Aug-2012	0																		
MFG-ConsPwr Earthworks: Clear South Side ROW	19-Sep-2012*	04-Oct-2012	0																		
g Installation																					
MFG-ConsPwr Installation: Poles/Lines/Equip for Starter Camp	03-Aug-2012	06-Dec-2012	0																		
MFG-ConsPwr Installation Remaining Poles/Lines/Equip for Main Camp	07-Dec-2012	23-Apr-2013	0																		
MFG-ConsPwr Installation: Equipment for Main Camp	08-Mar-2013	23-Apr-2013	0																		
j Completions																					
MFG-ConsPwr: Completions (Static - Dynamic Comm) for Starter Camp	19-Sep-2012	11-Dec-2012	0																		
MFG-ConsPwr: Completions (Static - Dynamic Comm) for Main Camp	24-Apr-2013	01-May-2013	0																		
<b>MFGen Reservoir Preparation</b>																					
<b>MF Reservoir</b>																					
<b>1 Key Date</b>																					
KD=MFG-Reservoir: Start Reservoir Works	25-Oct-2012		0																		
KD=MFG Reservoir-Ready to Impound		03-Nov-2017	-191																		
KD=MFG Reservoir -Impoundment Complete		19-Nov-2017	-186																		
<b>e Earthworks</b>																					
MFG-Reservoir North:Clearing	25-Oct-2012*	19-Feb-2016	0																		
MFG-Reservoir South:Clearing	24-Jan-2013	02-Jun-2016	0																		
MFG-Reservoir Aquatic Habitat Restoration	26-Jul-2014	07-Oct-2015	0																		
<b>f Civil/Structures</b>																					
MFG-Reservoir :Upstream & Downstream- Log Booms	01-Jul-2015*	29-Sep-2015	0																		
<b>g Installation</b>																					
MFG-Reservoir Reservoir Works Complete		02-Jun-2016	0																		
<b>n Impoundment</b>																					
MFG Reservoir - Diversion Head Pond	25-Oct-2016	09-Nov-2016	-348																		
MFG Reservoir - Ready for Diversion Headpond		25-Oct-2016	-348																		
MFG Reservoir-Ready to Impound		03-Nov-2017	-191																		
MFG Reservoir -Impoundment	06-Nov-2017	19-Nov-2017	-186																		
<b>MFGen Accommodations</b>																					
<b>MFGen Accommodations</b>																					
<b>1 Key Date</b>																					
KD=MFG Camp -150 Bed Capacity (Starter Camp) - Start Construction	12-Oct-2012		0																		
KD=MFG Camp -150 Bed Capacity (Starter Camp) - Ready to Occupation		19-Dec-2012	0																		
KD=MFG Camp -500 Bed Capacity - Complete		30-Jul-2013	0																		
KD=MFG Camp -1000 Bed Capacity - Complete		02-Aug-2013	0																		
KD=MFG Camp -1500 Bed Capacity - Complete		14-Sep-2013	0																		
KD=MFG Camp -Accomodations Complete		14-Sep-2013	0																		

◆ Baseline Rev B2 ▼ DG3 Rev B1  
█ Baseline Rev B2 █ DG3 Rev B1

Page 18 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.

Page 18 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.

				Integrated Project Schedule Corinne Russell McInnes Cooper Mar 28, 2018 08:27												Updated: Baseline																						
Activity Name				Start	Finish	Change from Rev B1	2011				2012				2013				2014				2015				2016				2017				2018			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
<b>g Installation</b>																																						
MFG-Camp Installation: Starter Camp (150 bed) and Utilities				12-Oct-2012*		19-Dec-2012		0	Camp (150 bed) and Utilities				sections/Admin bldgs/Utilities				1000 bed sections and Utilities				1500 bed sections and Utilities																	
MFG-Camp Installation: 500 bed sections/Admin bldgs/Utilities				20-Dec-2012		30-Jul-2013		0																														
MFG-Camp Installation: 1000 bed sections and Utilities				23-May-2013*		02-Aug-2013		0																														
MFG-Camp Installation: 1500 bed sections and Utilities				03-Aug-2013		14-Sep-2013		0																														
<b>j Completions</b>									0 bed - Starter camp complete				sections/Admin bldgs/Utilities Complete				1000 bed - Complete				1500 bed - Complete																	
MFG-Camp Completions: 150 bed - Starter camp complete						19-Dec-2012		0																														
MFG-Camp Completions: 500 bed sections/Admin bldgs/Utilities Complete						30-Jul-2013		0																														
MFG-Camp Completions: 1000 bed - Complete						02-Aug-2013		0																														
MFG-Camp Completions: 1500 bed - Complete						14-Sep-2013		0																														
<b>MFGen North Spur Stabilization</b>																																						
<b>MF North Spur</b>																																						
<b>1 Key Date</b>																																						
KD=MFG North Spur - Start Work				01-Jul-2014				0																														
KD=MFG North Spur - Ready for Impoundment (Complete)						30-Sep-2016		0																														
KD=MFG North Spur - Ready for Diversion Headpond						25-Oct-2016		-348																														
<b>e Earthworks</b>																																						
MFG-North Spur: North Spur earthworks Phase 1 & cut-off				01-Jul-2014*		15-Oct-2015		0																														
MFG-North Spur: North Spur earthworks Phase 2				02-Jun-2016*		21-Sep-2016		0																														
<b>f Civil/Structures</b>																																						

Activity Name	Integrated Project Schedule										Updated: Baseline																	
	Layout: ips Entire Schedule										Corinne Russell McInnes Cooper Mar 28, 2018 08:27																	
	Start	Finish	Change from Rev B1	2011	2012	2013	2014	2015	2016	2017	2018	Q1	Q2	Q3	Q4	Q1												
j Completions																												
MFG-North Dam Completions: Static - Dynamic Comm (Lighting/HVAC/Etc)	03-Nov-2017	30-Nov-2017	-314																									
MFGen Spillway/Diversion																												
MF Gen																												
1 Key Date																												
KD=MFG Reservoir-End of Spring Flood (June 15 2015)	15-Jun-2015*		0																									
KD=MFG Reservoir-End of Spring Flood (June 15 2016)	15-Jun-2016*		0																									
KD=MFG Reservoir-End of Spring Flood (May 1 2017)	01-May-2017*		0																									
MF Bulk Excavation																												
1 Key Date																												
KD=MFG-SpilDiv1: Spillway Cofferdams (1, 2 & 10) Complete		26-Oct-2013	0																									
KD=MFG-SpilDiv1: Cofferdams 1 & 2 Removed		06-Jul-2016	-348																									
e Earthworks																												
MFG-SpilDiv1: Excavation - Spillway	05-Apr-2013*	22-Jul-2013	0																									
MFG-SpilDiv1: Civil Works: Cofferdams 1/2/Riverside RCC(10)	23-Jul-2013	26-Oct-2013	0																									
MFG-SpilDiv1: Civil Works:Cofferdams 1/2/Riverside RCC(10) Removed	15-Jun-2016	06-Jul-2016	-348																									
Spillway/Div Ph 1																												
1 Key Date																												
KD=MFG SW/PH-Access Available Across Structures		14-Nov-2015	0																									
KD=MFG Spillway -Phase I Ready for Diversion		14-Feb-2016	-227																									
c Materials																												
MFG-SpilDiv1 Materials: CD0510-Telecom Equipment Delivered at Site	14-Oct-2015		-227																									
f Civil/Structures																												
MFG-SpilDiv1 Civil:: Ph1 Foundation Preparation - Spillway	11-Nov-2013	04-Apr-2014	-15																									
MFG-SpilDiv1 Civil: Ph1 Foundation Preparation - other Structures req for Diversion	11-Nov-2013	01-Aug-2014	-15																									
MFG-SW CH0007 Mobilization Complete (Work can begin)	11-Nov-2013*		-25																									
MFG-SpilDiv1 Civil: Ph1 Structures - other Structures req for Diversion	27-Nov-2013	15-Feb-2015	-4																									
MFG-SpilDiv1 Civil: Ph1 Structures - Spillway	29-Jan-2014	15-Feb-2015	-164																									
MFG-SpilDiv1 Civil: Ph1 Structures - Upstream Temp bridge	07-Mar-2014	14-Jun-2014	-15																									
g Installation																												
MFG-SpilDiv1 Install: Hydro-Mech Spillway (gates/Stoplogs)	16-Feb-2015	02-Dec-2015	-227																									
h Telecom																												
MFG-SpilDiv1 Install: Install Telecom	14-Oct-2015	07-Nov-2015	-227																									
j Completions																												
MFG-SpilDiv1 Install: Telecom Static Comm	08-Nov-2015	02-Dec-2015	-227																									
MFG-SpilDiv1 Completions: Hydro-Mech Spillway (static - dynamic-gates/Stoplogs)	03-Dec-2015	14-Feb-2016	-227																									
Spillway Ph2-Bay 1																												
1 Key Date																												
KD=MFG Spillway -Complete Phase 2 - Gate 1		25-Apr-2017	-345																									
f Civil/Structures																												
MFG-SpilDiv2 Place Stoplogs and Dewater Bay 1	26-Oct-2016	27-Oct-2016	-348																									
MFG-SpilDiv2 Civil Works: Rollway 1	28-Oct-2016	13-Mar-2017	-345																									

◆ Baseline Rev B2 ▼ DG3 Rev B1  
 ─ Baseline Rev B2 ━━ DG3 Rev B1

Page 20 of 25

Project: IPS Current including PCN 109 &amp; 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
2014

# Layout: ips Entire Schedule

**Layout: Ips Entire Schedule** Mar 28, 2018 8:21

Finish	Change from
--------	-------------

Updated: Baseline

◆ Baseline Rev B2 ▼ DG3 Rev B

■ Baseline Rev B2 ■ DG3 Rev B

Page 21 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
2014

Corinne Russell  
McInnes Cooper  
May 28, 2010 08:21  
**View Entire Schedule**

Updated: Baseline

◆ Baseline Rev B2 ▼ DG3 Rev B

Page 22 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
IPS

Layout: ips Entire Schedule

Layout: Ips Entire Schedule  
Mar 28, 2016 09:21

**Finish**      **Change from**

Updated: Baseline

<b>nalcor</b> energy <small>LOWER CHURCHILL PROJECT</small>	<b>Integrated Project Schedule</b> <small>Corinne Russell McInnes Cooper TICKS</small>	<b>Updated: Baseline</b>																																		
			<b>Layout: ips Entire Schedule</b>																																	
Activity Name		Start	Finish	Change from Rev B1	2011				2012				2013				2014				2015				2016				2017				2018			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>MFG-PH Install: Hydro-mech Intake (incl Dry Test) Unit 1</b> <b>MFG-PH Install: Pit free - Unit 1</b> <b>MFG-PH Install: Turbine/generator - Unit 1 Pit Free to Dry Test</b>		01-Apr-2016	10-Nov-2016	-205																																
<b>h Telecom</b>																																				
<b>j Completions</b>		<b>MFG-PH: Install Telecom - Unit 1</b>				<b>MFG-PH: Install Telecom - Unit 1</b>				<b>MFG-PH: Install Telecom - Unit 1</b>				<b>MFG-PH: Install Telecom - Unit 1</b>				<b>MFG-PH: Install Telecom - Unit 1</b>				<b>MFG-PH: Install Telecom - Unit 1</b>				<b>MFG-PH: Install Telecom - Unit 1</b>				<b>MFG-PH: Install Telecom - Unit 1</b>						
<b>MFG-PH Telecom: Static Comm-Unit 1</b>		<b>MFG-PH Telecom: Static Comm-Unit 1</b>				<b>MFG-PH Completions: Static Comm. (Dry Tests) - Unit 1</b>				<b>MFG-PH Completions: Static Comm. (Dry Tests) - Unit 1</b>				<b>MFG-PH Completions: Ready to Turn - Unit 1</b>				<b>MFG-PH Completions: Ready to Turn - Unit 1</b>				<b>MFG-PH Completions: WATER Available- Unit 1</b>				<b>MFG-PH Completions: Dynamic Comm. (Wet Tests to takeover) T/G- Unit 1</b>				<b>MFG-PH Completions: Ready for Power Generation - Unit 1</b>						
<b>MFG-PH Completions: Ready for Power Generation - Unit 1</b>		<b>MFG-PH Completions: Ready for Power Generation - Unit 1</b>				<b>MFG-PH Completions: Ready for Power Generation - Unit 1</b>				<b>MFG-PH Completions: Ready for Power Generation - Unit 1</b>				<b>MFG-PH Completions: Ready for Power Generation - Unit 1</b>				<b>MFG-PH Completions: Ready for Power Generation - Unit 1</b>				<b>MFG-PH Completions: Ready for Power Generation - Unit 1</b>				<b>MFG-PH Completions: Ready for Power Generation - Unit 1</b>										
<b>Power House T/G Unit 2 Area</b>		<b>f1 civil Phase-1</b>				<b>MFG-PH Civil: Unit 2 Structure Ph 1 (bldg enclosed)</b>				<b>MFG-PH Civil: Unit 2 Intake Structure</b>				<b>MFG-PH Civil: Unit 2 Intake Structure</b>				<b>MFG-PH Civil: Unit 2 Intake Structure</b>				<b>MFG-PH Civil: Unit 2 Intake Structure</b>				<b>MFG-PH Civil: Unit 2 Intake Structure</b>										
<b>f2 Civil/Install</b>		<b>MFG-PH Install:T/G Embedded Parts &amp; Structure Ph 2 Unit 2</b>				<b>MFG-PH Install:T/G Embedded Parts &amp; Structure Ph 2 Unit 2</b>				<b>MFG-PH Install:T/G Embedded Parts &amp; Structure Ph 2 Unit 2</b>				<b>MFG-PH Install:T/G Embedded Parts &amp; Structure Ph 2 Unit 2</b>				<b>MFG-PH Install:T/G Embedded Parts &amp; Structure Ph 2 Unit 2</b>				<b>MFG-PH Install:T/G Embedded Parts &amp; Structure Ph 2 Unit 2</b>				<b>MFG-PH Install:T/G Embedded Parts &amp; Structure Ph 2 Unit 2</b>										
<b>g Installation</b>		<b>MFG-PH Install: Hydro-mech Draft tube (incl Dry Test) Unit 2</b>				<b>MFG-PH Install: Hydro-mech Draft tube (incl Dry Test) Unit 2</b>				<b>MFG-PH Install: Hydro-mech Draft tube (incl Dry Test) Unit 2</b>				<b>MFG-PH Install: Hydro-mech Draft tube (incl Dry Test) Unit 2</b>				<b>MFG-PH Install: Hydro-mech Draft tube (incl Dry Test) Unit 2</b>				<b>MFG-PH Install: Hydro-mech Draft tube (incl Dry Test) Unit 2</b>				<b>MFG-PH Install: Hydro-mech Draft tube (incl Dry Test) Unit 2</b>										
<b>h Telecom</b>		<b>MFG-PH: Install Telecom - Unit 2</b>				<b>MFG-PH: Install Telecom - Unit 2</b>				<b>MFG-PH: Install Telecom - Unit 2</b>				<b>MFG-PH: Install Telecom - Unit 2</b>				<b>MFG-PH: Install Telecom - Unit 2</b>				<b>MFG-PH: Install Telecom - Unit 2</b>				<b>MFG-PH: Install Telecom - Unit 2</b>										
<b>j Completions</b>		<b>MFG-PH Telecom: Static Comm-Unit 2</b>				<b>MFG-PH Completions: Static Comm. (Dry Tests) - Unit 2</b>				<b>MFG-PH Completions: Ready to Turn - Unit 2</b>				<b>MFG-PH Completions: WATER Available- Unit 2</b>				<b>MFG-PH Completions: Dynamic Comm. (Wet Tests to takeover) T/G- Unit 2</b>				<b>MFG-PH Completions: Ready for Power Generation - Unit 2</b>				<b>MFG-PH Completions: Ready for Power Generation - Unit 2</b>										
<b>Power House T/G Unit 3 Area</b>		<b>f1 civil Phase-1</b>				<b>MFG-PH Civil: Unit 3 Structure Ph 1 (bldg enclosed)</b>				<b>MFG-PH Civil: Unit 3 Intake Structure</b>				<b>MFG-PH Civil: Unit 3 Intake Structure</b>				<b>MFG-PH Civil: Unit 3 Intake Structure</b>				<b>MFG-PH Civil: Unit 3 Intake Structure</b>				<b>MFG-PH Civil: Unit 3 Intake Structure</b>										
<b>f2 Civil/Install</b>		<b>MFG-PH Install: T/G Embedded Parts &amp; Structure Ph 2 Unit 3</b>				<b>MFG-PH Install: T/G Embedded Parts &amp; Structure Ph 2 Unit 3</b>				<b>MFG-PH Install: T/G Embedded Parts &amp; Structure Ph 2 Unit 3</b>				<b>MFG-PH Install: T/G Embedded Parts &amp; Structure Ph 2 Unit 3</b>				<b>MFG-PH Install: T/G Embedded Parts &amp; Structure Ph 2 Unit 3</b>				<b>MFG-PH Install: T/G Embedded Parts &amp; Structure Ph 2 Unit 3</b>				<b>MFG-PH Install: T/G Embedded Parts &amp; Structure Ph 2 Unit 3</b>										
<b>g Installation</b>		<b>MFG-PH Install: Hydro-mech Draft tube (incl Dry Test) Unit 3</b>																																		

◆ Baseline Rev B2 ▼ DG3 Rev B

■ Baseline Rev B2 ■ DG3 Rev B

---

Page 23 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.



# Integrated Project Schedule

Corinne Russell  
McInnes Cooper  
28/01/2016

# Layout: ips Entire Schedule

# Layout: Ipsi Entire Schedule

**Finish**      **Change from**

Updated: Baseline

◆ Baseline Rev B2 ▼

◆ DG3 Rev B

Baseline Rev B2

DG3 Rev B

Page 24 of 25

Project: IPS Current including PCN 109 & 137

Layout = ips Entire Schedule Filter = TASK filter: ips Entire Schedule.

Activity Name	Start	Finish	Change from Rev B1	Integrated Project Schedule												Updated: Baseline														
				2011				2012				2013				2014				2015				2016				2017		2018
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
j Completions																														
MFG-PH Completions: Static - Dynamic Checks Service Bay North	10-May-2016	08-Jun-2016	-88																											
MFGen-315kV Collector Line (Powerhouse->MF Switchyard)																														
MF HVac TL PH-> MF Swy'd																														
1 Key Date																														
KD=MFGen-315 PH-SY TL: Start Construction	24-Feb-2014		0																											
KD=MFGen-315 PH-SY TL: TL Inspection/Connection Complete		02-Dec-2016	-100																											
e Earthworks																														
MFGen-315 PH-SY TL: ROW Clearing	24-Feb-2014*	05-Mar-2014	0																											
f Civil/Structures																														
MFGen-315 PH-SY TL: Foundations	12-Aug-2014*	26-Mar-2015	0																											
g Installation																														
MFGen-315 PH-SY TL: Tower Assembly / Install	27-Mar-2015	26-May-2015	0																											
MFGen-315 PH-SY TL: Conductor/OPGW Install	27-May-2015	28-Jun-2015	0																											
j Completions																														
MFGen-315 PH-SY TL: Post Installation Final Inspection (static)		28-Jun-2015	0																											
MFGen-315 PH-SY TL: Connection to MF Swy'd (Slack Span)	11-May-2016*	12-May-2016	-58																											
MFGen-315 PH-SY TL: Connection to PH (Slack Span)	30-Nov-2016	02-Dec-2016	-100																											
MFGen South Dam																														
MF South Dam																														
1 Key Date																														
KD=MFG -South Dam - Start Construction	02-May-2015		0																											
KD=MFG -South Dam - Complete		14-Nov-2015	0																											
e Earthworks																														
MF-South Dam Earthworks: Access Road	02-May-2015*	28-May-2015	0																											
MF-South Dam Earthworks: Grub/strip/excav	29-May-2015	26-Jun-2015	0																											
f Civil/Structures																														
MF-South Dam Civil: Foundations/Grout	27-Jun-2015	24-Jul-2015	0																											
MF-South Dam Civil: Fill	25-Jul-2015	14-Nov-2015	0																											
MFGen Site Restoration																														
MFG-Site Restoration																														
1 Key Date																														
KD=MFG- Start Restoration	20-Nov-2017		-186																											
LTA (MFATS2) MF Terminal Station (Switchyard)																														
LTA-MF Switchyard																														
e Earthworks																														
MFG-PH Earth: MF Switchyard earthworks	05-Nov-2012*	29-Oct-2013	0																											

◆ Baseline Rev B2 ▼ DG3 Rev B1  
 ── Baseline Rev B2 ── DG3 Rev B1