

**NON-CONFIDENTIAL**

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1 **Request IR-1:**

2

3 **Submarine cable issues**

4

5 **With respect to page 55, lines 13-18:**

6

7 **(a) Will this detailed data be provided to the submarine cable bidders?**

8

9 **(b) The proposed EPC contract makes the supplier responsible for the bathymetry and**  
10 **geology. This will result in an additional risk premium in the bid prices. Has an**  
11 **option of shared risk of unforeseen underwater conditions been considered for the**  
12 **submarine cable contract? Please explain.**

13

14 Response IR-1:

15

16 (a) All the data collected from the Geotechnical/Geophysical survey, and all the studies  
17 referred to on page 55 were provided to the bidders as part of the RFP documentation.  
18 Any updates to the studies are provided to the bidders.

19

20 (b) Emera has conducted an initial Bathymetry/Geophysical/Geotechnical survey in 2011  
21 and shared the results with the proponents. The proponent will conduct an additional pre-  
22 engineering survey based on the initial report's findings in order to finalize the cable  
23 route.

**NON-CONFIDENTIAL**

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1 **Request IR-2:**

2

3 **With respect to page 62, lines 1-14:**

4

5 (a) **Is there enough soil information and sufficient specifications to allow the submarine**  
6 **cable bidders to accept the responsibilities and the risks of protection measures, and**  
7 **submit a competitive market based pricing, within the proposed schedule, without**  
8 **qualifications? Please explain.**

9

10 (b) **If a cable fault occurs, who will be responsible for repairs and costs?**

11

12 Response IR-2:

13

14 (a) Yes, NSPML is still in the evaluation phase of the cable proposals and is not able to  
15 discuss the details of the responses, however soil data has been shared with the bidders  
16 based on the Geotechnical/Geophysical survey results and subsequent protection analysis  
17 and NSPML is confident in the ability to achieve the desired outcome for all aspects of  
18 the question.

19

20 (b) Until the cable supply is awarded this is still a matter of negotiation. NSPML is seeking a  
21 specified warranty period where the suppliers would be expected to repair the cable.

22

23 If a fault or damage occurs after the end of the warranty period, it will depend upon the  
24 root cause as to how repair costs would be recovered, it could be an operating expense.

**NON-CONFIDENTIAL**

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1 **Request IR-3:**

2  
3 **With respect to page 137, lines 1-3:**

4  
5 **(a) Weather windows of 180 days each in 2015 and 2016 are shown for cable**  
6 **installation. Based on the MHI Report, Appendix 5.01, the 96km of cables at the**  
7 **Strait of Belle Isle crossing can be completed in 45 days- approximately 2km per**  
8 **day. At this rate, each run of cables across Cabot Strait encountering much greater**  
9 **depths may take at least 90 days. If interrupted by extreme weather events or**  
10 **delayed by unforeseen bed conditions, what is the risk that the project may be**  
11 **delayed into a 3rd construction season?**

12  
13 **(b) Have constraints in availability of cable laying marine vessels been evaluated?**

14  
15 **(c) Cable protection costs will vary according to the selected method; jet ploughing,**  
16 **dumped rockfill berms or concrete pads. How will the selection be monitored and**  
17 **accepted by NSPML?**

18  
19 **Response IR-3:**

20  
21 **(a) Questions related to SOBI project are out of scope for this proceeding. For the Maritime**  
22 **Link Project, the 2015 campaign is used for HDD construction. 2016 campaign is used**  
23 **for offshore cable lay. Weather window in 2016 will be sufficient to complete cable**  
24 **laying with some weather allowance.**

25  
26 **(b) Yes, constraints have been evaluated, and the successful bidder will have a vessel**  
27 **available to suit the project's timeframe.**

28  
29 **(c) The selection method will be based on the ability of the mentioned methods to provide**  
30 **the required protection to the cable based on the ongoing cable protection analysis.**

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1            Selection will be made by the contractor, reviewed and accepted by NSPML and  
2            performance monitored by NSPML as part of the contractual compliance reviews and  
3            auditing.

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1 **Request IR-4:**

2

3 **Project and construction management issues**

4

5 **With respect to page 93, line 16, please provide the detailed organization chart of the**  
6 **Maritime Link project team in the initial phase of development, and the proposed**  
7 **organization chart for the construction phase.**

8

9 Response IR-4:

10

11 Please refer to Attachment 1.



# Maritime Link Project Organizational Plan

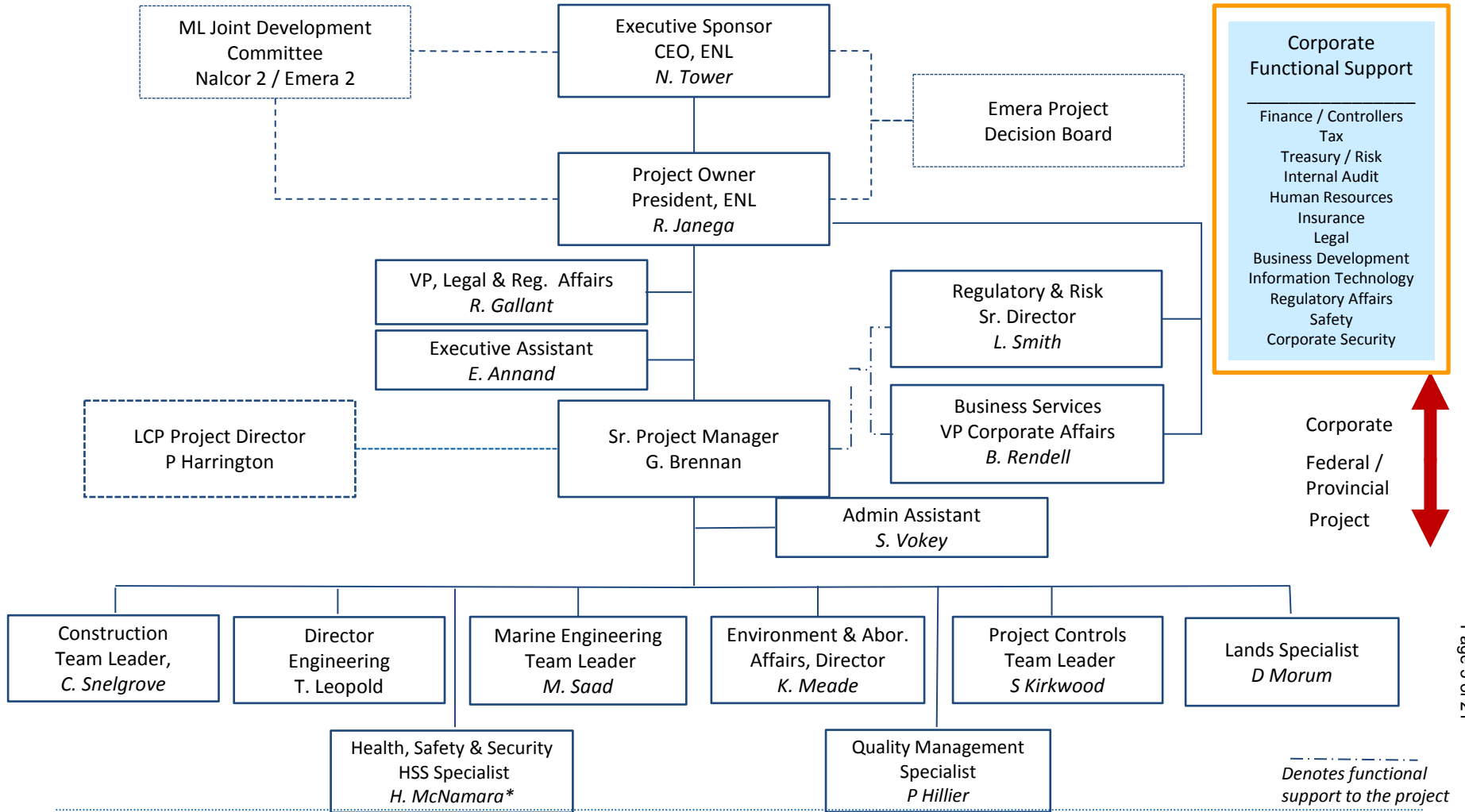
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February, 2013

# Maritime Link Project Organization Plan

## PROJECT GOVERNANCE AND LEADERSHIP MODEL

# Maritime Link Project Governance and Leadership



(\* Corporate support)

energy everywhere.™



Denotes functional support to the project

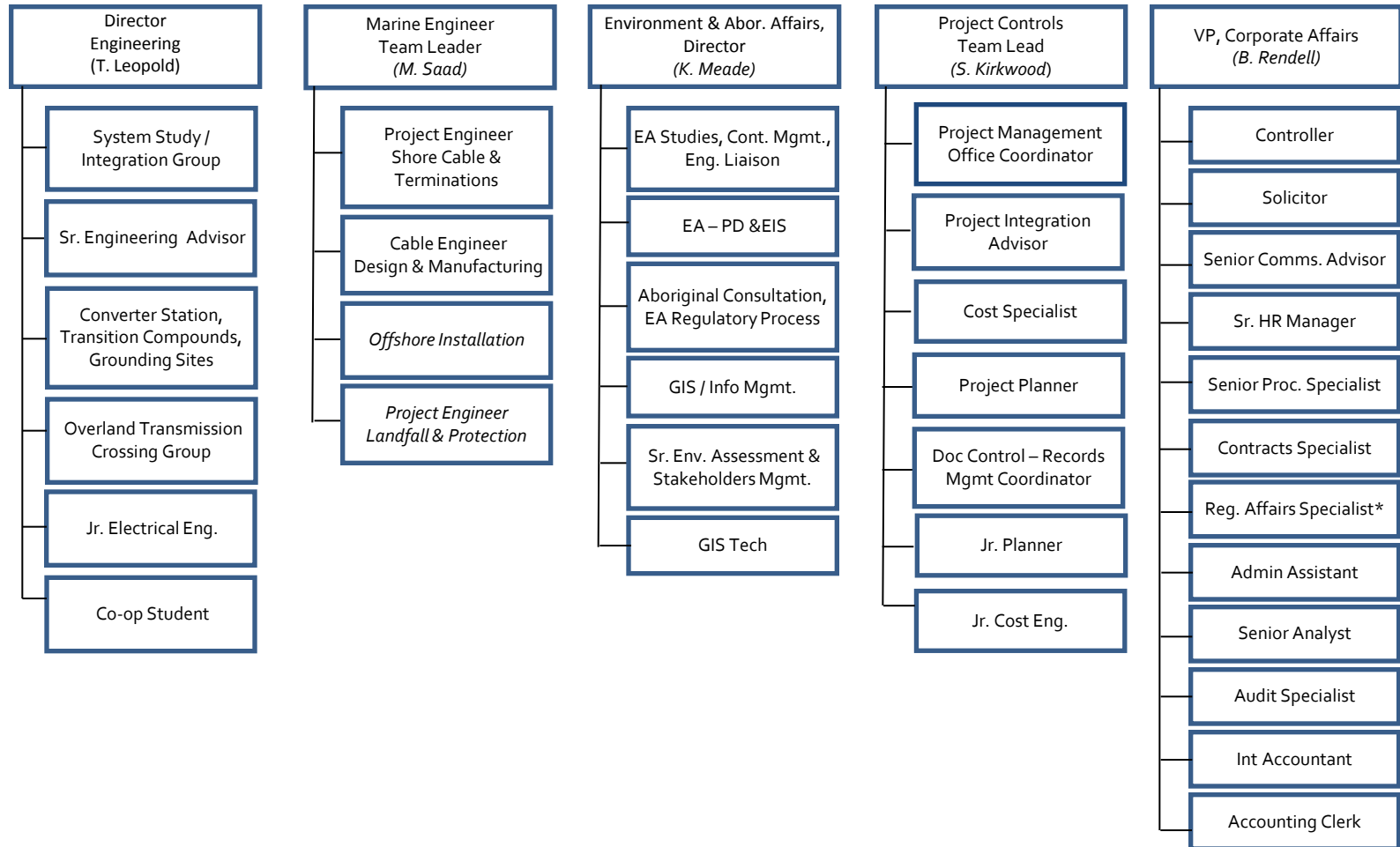


# Maritime Link Project Organization Plan

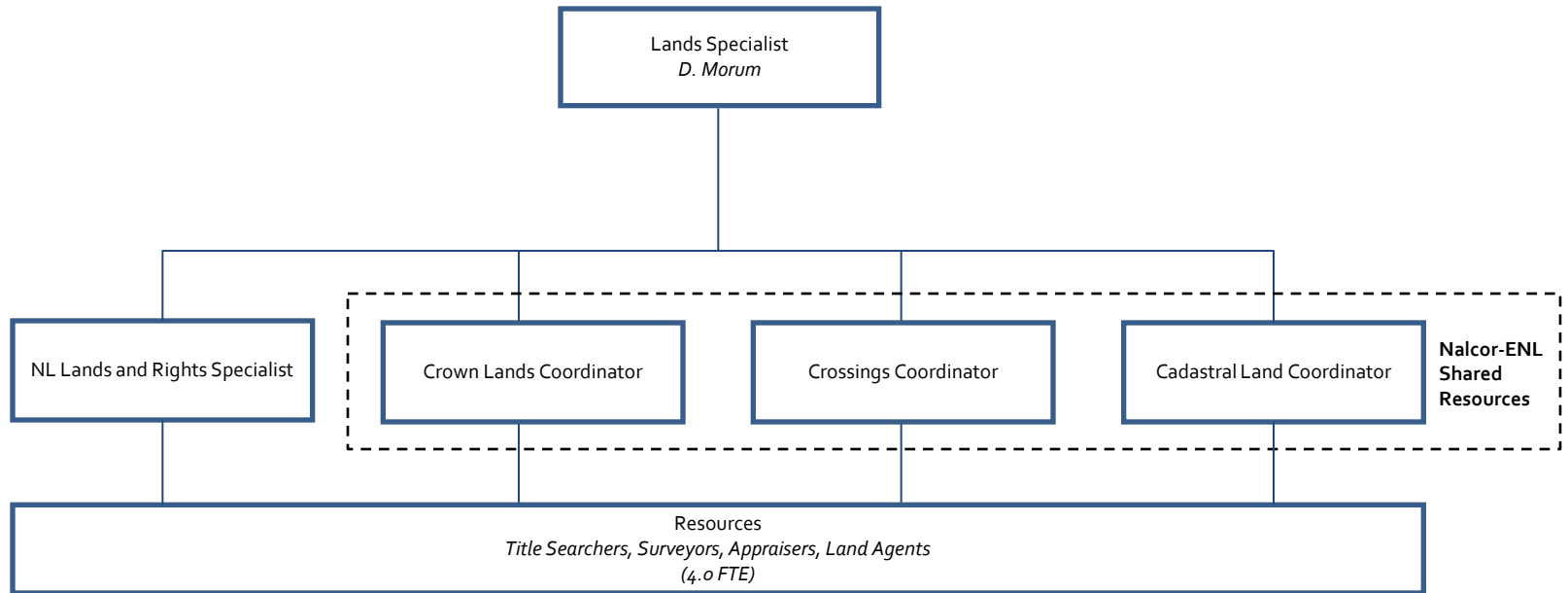
## PHASE 2 – PLANNING, EVALUATE AND SELECT

Q1 2011 – Q3 2012 (DG2)

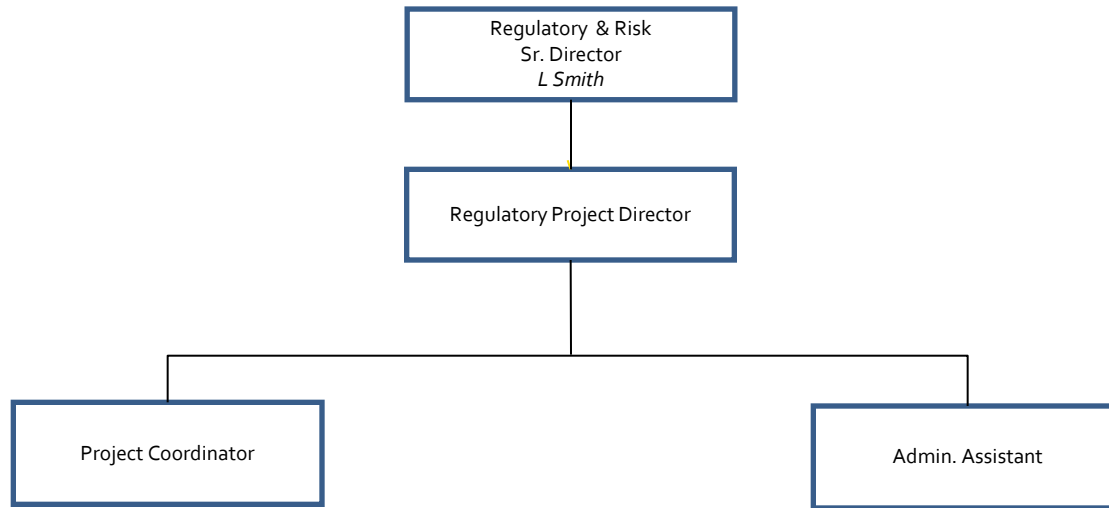
# Maritime Link Project Team Structure Phase 2



# Maritime Link Project Land Function



# Maritime Link Project Regulatory Function



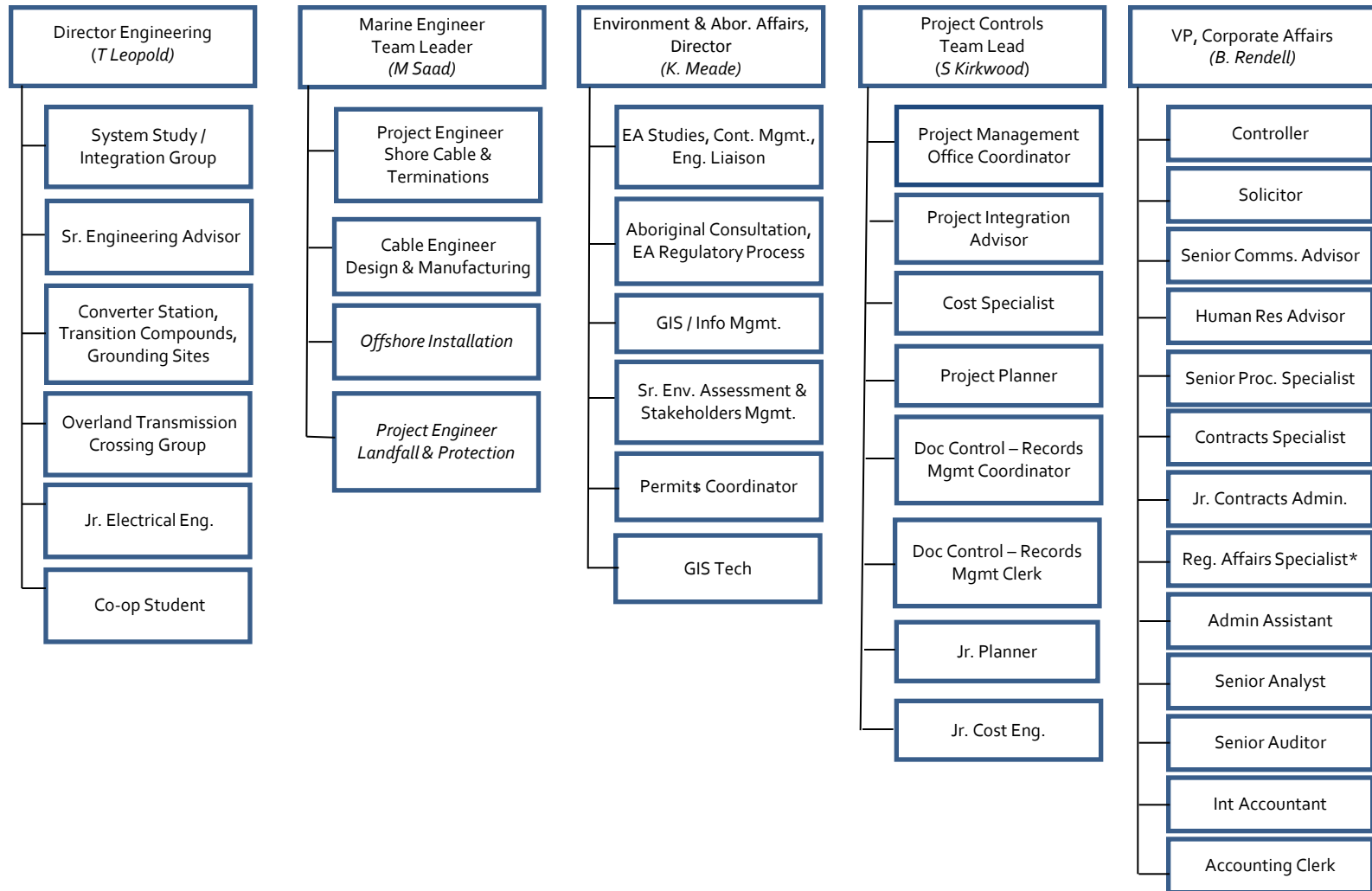
# Maritime Link Project Organization Plan

## PHASE 3 – DEFINE

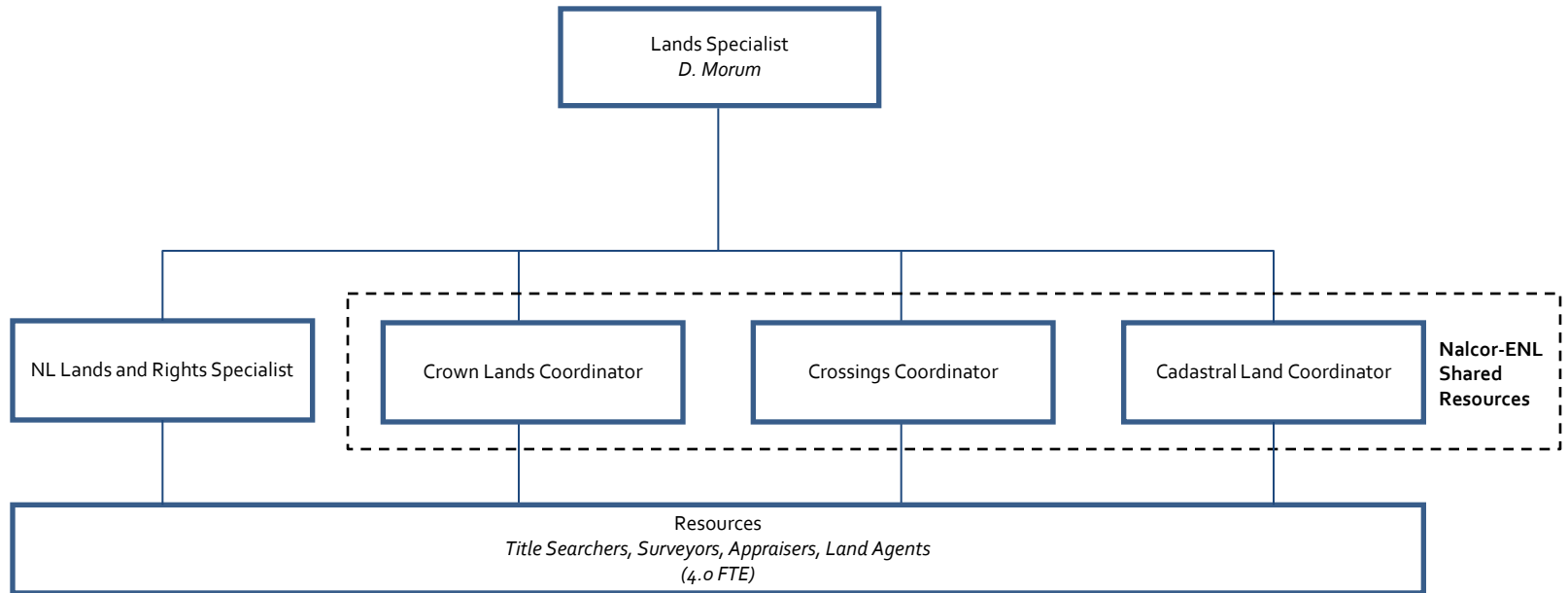
Q4 2012 – Q3 2013 (DG3)

# Maritime Link Project

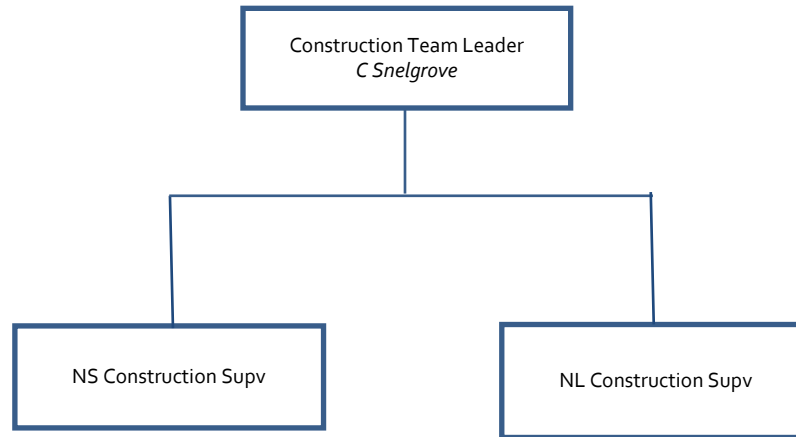
## Team Structure Phase 3 Design



# Maritime Link Project Land Function

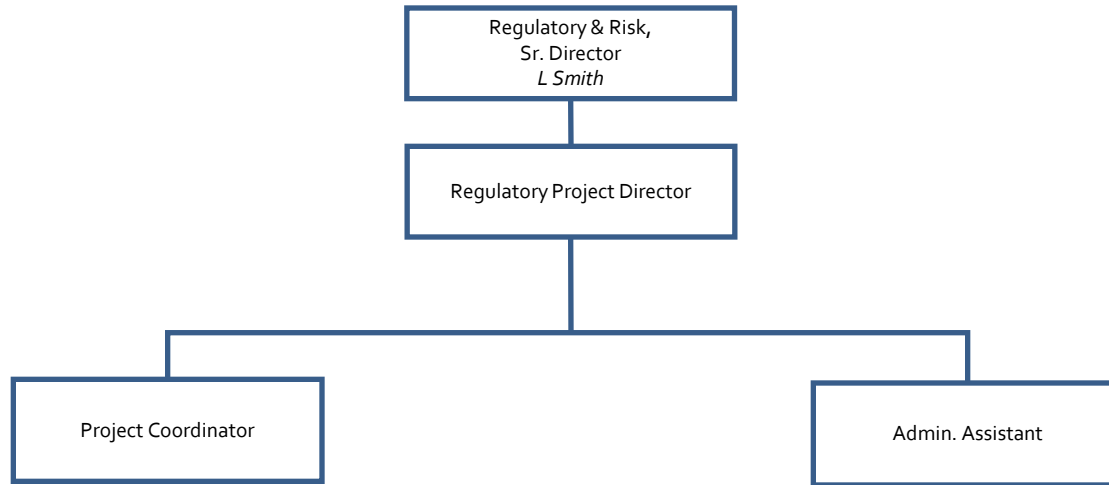


# Maritime Link Project Construction Function





# Maritime Link Project Regulatory Function



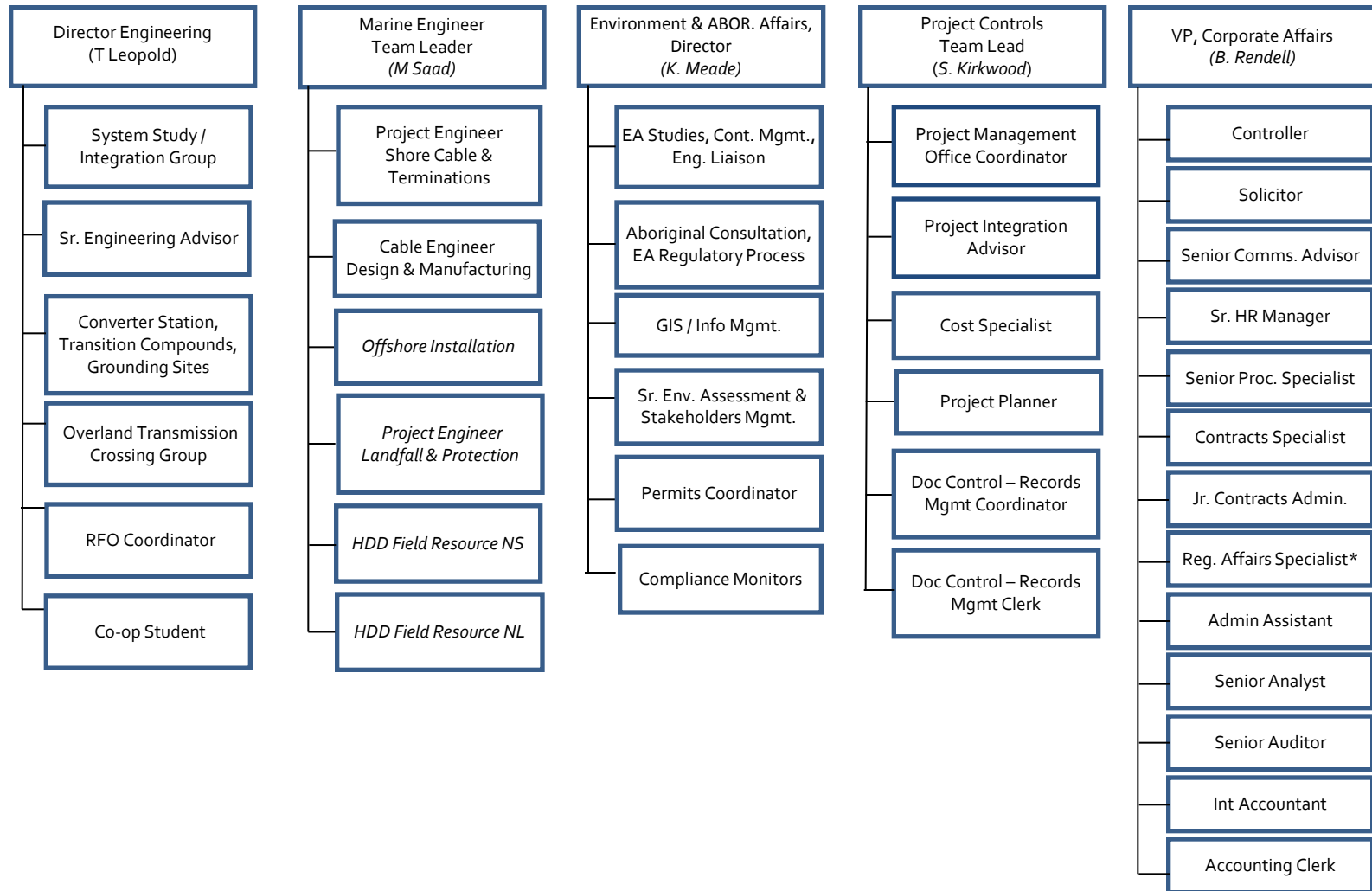
# Maritime Link Project Organization Plan

## PHASE 4 – EXECUTE

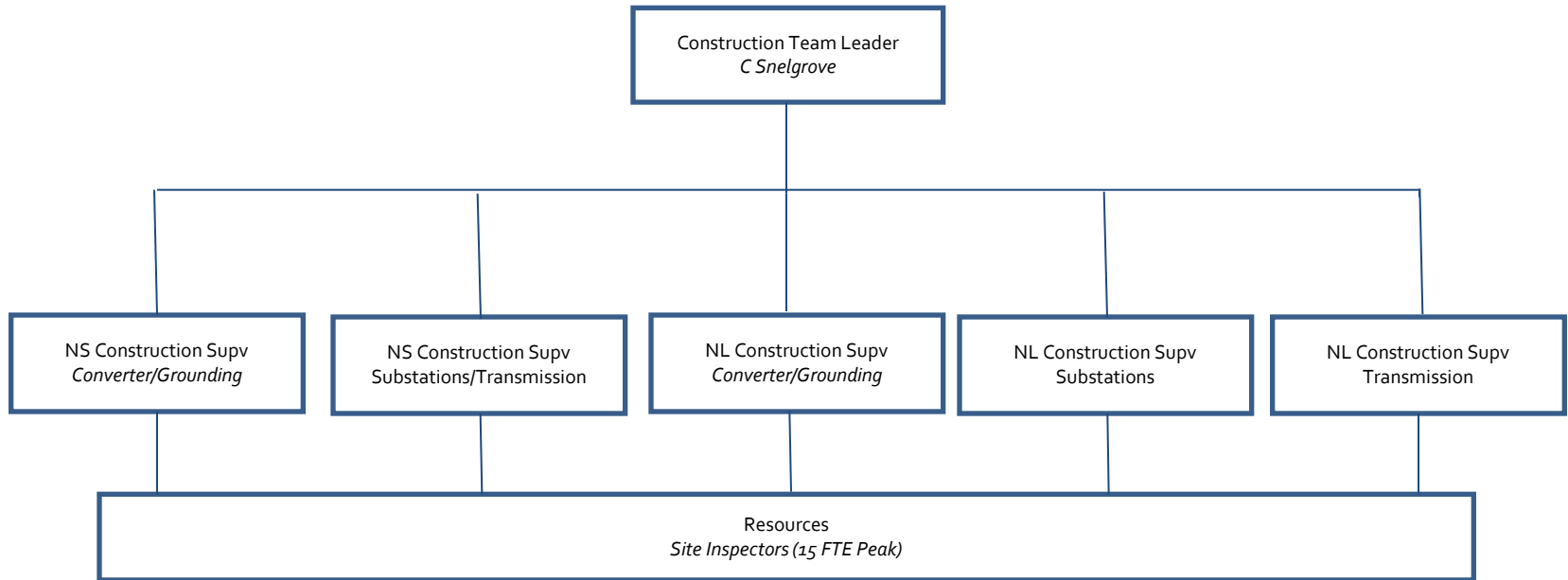
Q4 2013 – Q4 2016 (START UP)

# Maritime Link Project

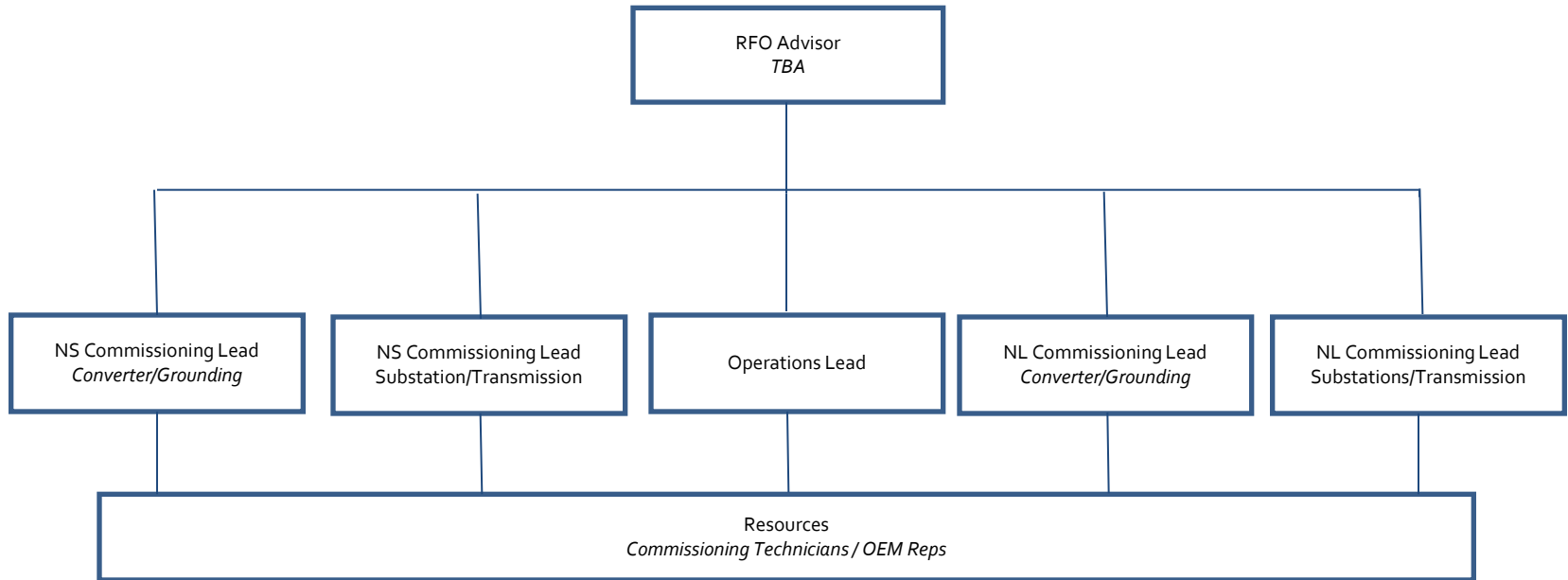
## Team Structure Phase 4 Execute



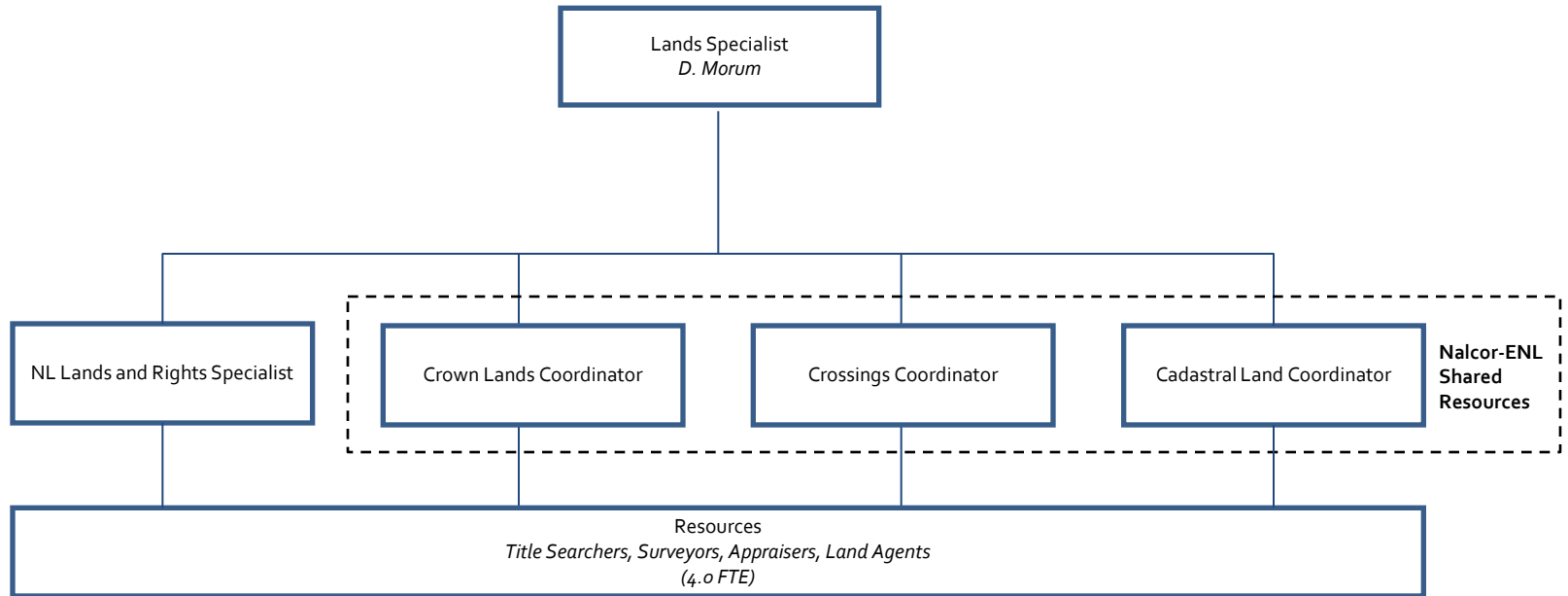
# Maritime Link Project Construction Function



# Maritime Link Project Commissioning Function

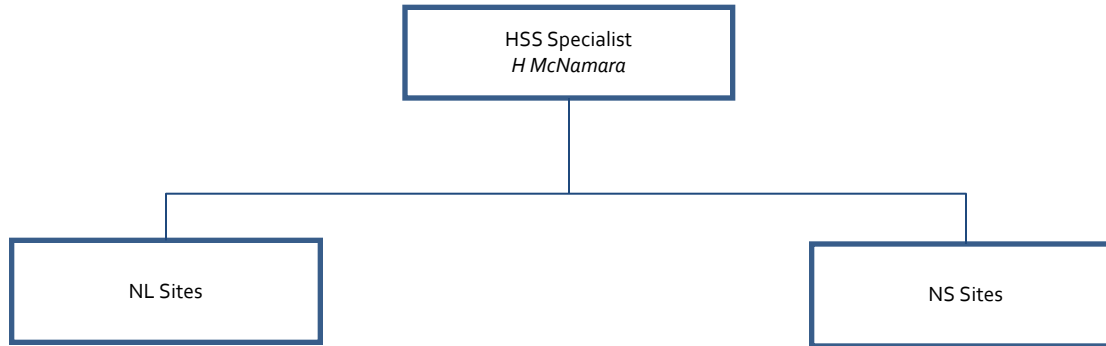


# Maritime Link Project Land Function

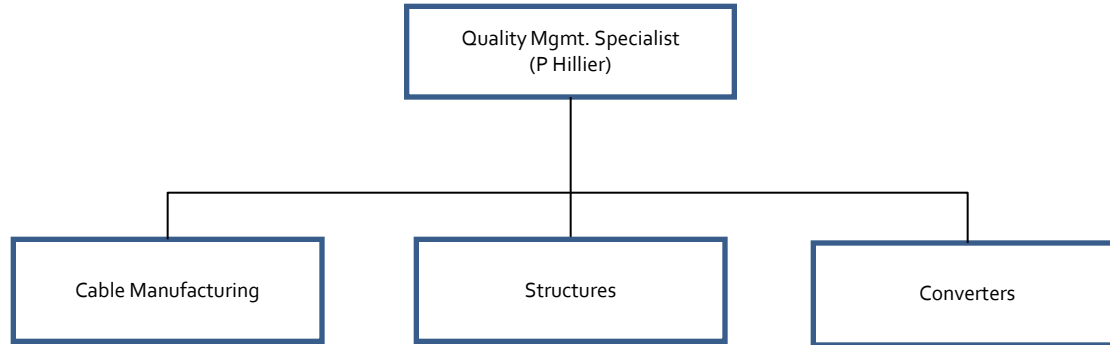


# Maritime Link Project

## Health, Safety, and Security Function



# Maritime Link Project Quality Function





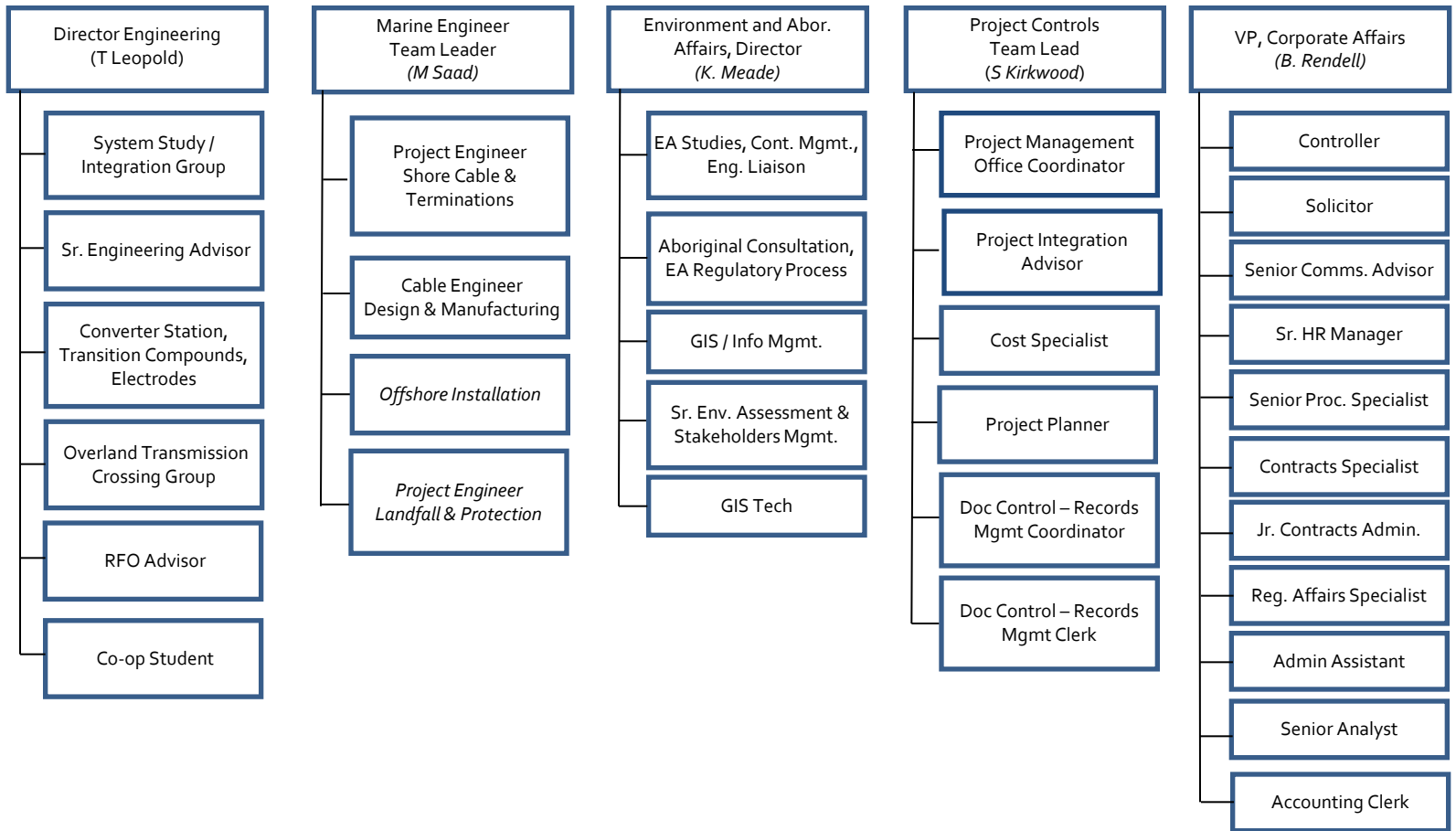
# Maritime Link Project Organization Plan

## PHASE 5 – OPERATE AND PROJECT CLOSE-OUT

Q1 2017 – Q4 2017

# Maritime Link Project

## Team Structure Phase 5 Operate and Close-out



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1 **Request IR-5:**

2

3 **With respect to page 139, lines 8-9:**

4

5 (a) **Are the construction management staffing plans defined and will there be sufficient**  
6 **experienced resources available?**

7

8 (b) **Will the project team control the construction management teams in both**  
9 **Newfoundland and Cape Breton regardless of provincial jurisdiction?**

10

11 (c) **As part of the project labour and benefit strategies, will there be collective labour**  
12 **agreements for the duration of the active construction period? Please elaborate on**  
13 **the above.**

14

15 **Response IR-5:**

16

17 (a) Construction management staffing plans have been defined and balanced such that  
18 sufficient experienced resources are available for the appropriate construction periods.

19

20 (b) Yes.

21

22 (c) Collective labour agreements will be in place for the duration of the active construction  
23 periods in both Newfoundland and Cape Breton. The collective bargaining agreement in  
24 Newfoundland is already complete.

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1 **Request IR-6:**

2

3 **With respect to page 76, line 3, please explain how the project management costs have been**  
4 **developed, and do they include construction management costs?**

5

6 Response IR-6:

7

8 Project management estimates are outlined in more detail in the response to NSUARB IR-30.

9 Construction Management costs are included.

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1 **Request IR-7:**

2

3 **With respect to page 136, line 17, please show the latest list of the deliverables produced**  
4 **and the reviews conducted.**

5

6 Response IR-7:

7

8 The list of deliverables and reviews were:

9

<b>Document</b>
Project Charter
Maritime Link Economics Plan
Financing Plan
Organization Plan
Project Training & Induction Plan
Early Project Execution Plan
Interface Management Plan
Project Safety, Health and Security Plan
Issues Identification & Management
Project and Schedule Estimate Basis
DG2 Cost and Schedule Estimate
Estimate Confidence Assessment
Cost and Schedule Risk Assessment
Management of Change
Info. Management Plan (Docs / Records)
Project Quality Strategy
Purchasing Plan
Early Project Scope Development Basis
Project Financial Risk Plan
Preliminary Operations Philosophy
Initial Constructability/Installability Plan
Initial Constructability/Installability Review
Contracting Work Breakdown Structure
Contract Strategy and Procurement Plan
Purchasing / Materials Management Strategy
Long Lead Equipment List
Environmental Management Plan
Insurance Strategy / Framework

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<b>Document</b>
Regulatory Compliance Plan
ML Communications Strategy
Government Consultation Strategy
Stakeholder Consultation Strategy
Co-Venture Agreements
Labour Relations Strategy
Land Strategy
DG2 Concept IPR and Closeout
Initial Design Readiness Review
Lessons Learned / Value Improvement
DG2 Management Review Package
Land Ownership
EA Strategy
Project Execution Risk Plan
Benefits - Gender Equity - Diversity Plan
Basis of Operating Expenditure
Independent Cost and Schedule Risk Assessment

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1 **Request IR-8:**

2

3 **Project schedule and cost issues**

4

5 **With respect to page 137, line1, the "high level project schedule shown in Figure 7-1" is not**  
6 **sufficient to be able to review how scheduling activities and milestones are interrelated.**

7 **Please, provide a more detailed schedule.**

8

9 Response IR-8:

10

11 See Enerco IR-8 Attachment 1 schedule showing critical path and milestones.

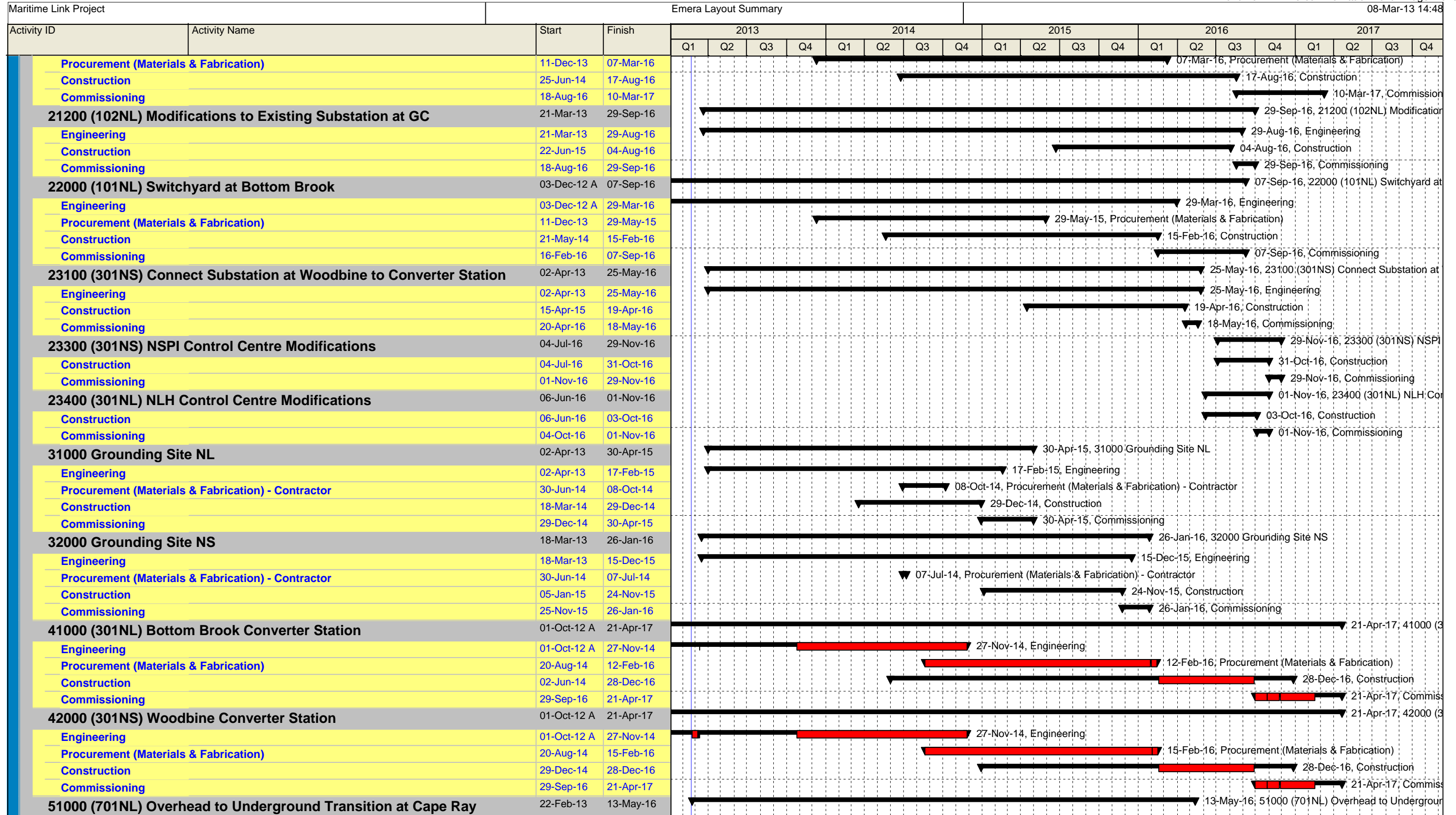
Activity ID	Activity Name	Start	Finish	2013				2014				2015				2016				2017					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>Maritime Link Project</b>				03-Jan-11 A	25-Aug-17																				
<b>Gates &amp; Milestones</b>				20-Dec-12 A	25-Aug-17																				
<b>Gates</b>				20-Dec-12 A	25-Aug-17																				
DG000020	DG2 Conceptual	20-Dec-12 A		DG2 Conceptual																					
DG000030	DG3 Execution	01-Oct-13*		DG3 Execution																					
DG000040	DG4 Commission	06-Dec-16		DG4 Commission																					
DG000050	Project Completion (Handover)		25-Aug-17	Project Completion																					
<b>Milestones</b>				10-Jan-13 A	25-Aug-17																				
MS000001	Submit EA Report		10-Jan-13 A	Submit EA Report																					
MS000003	Submit UARB Application		22-Feb-13*	Submit UARB Application																					
MS000002	Environmental Assessment Approval		30-May-13	Environmental Assessment Approval																					
MS000007	Marine Cable Contract Signoff (EPC1)		28-Jun-13	Marine Cable Contract Signoff (EPC1)																					
MS000004	UARB Approval		29-Jul-13	UARB Approval																					
MS000009	Converter Station Contract Signoff (EPC2)		09-Jan-14	Converter Station Contract Signoff (EPC2)																					
MS000017	Marine Cable Install Complete		18-Jul-16	Marine Cable Install Complete																					
MS000018	Commission Complete		02-Jun-17	Commission Complete																					
MS000019	First Commercial Power		25-Aug-17	First Commercial Power																					
<b>11000 (T23001) Transmission Line from Granite Canal to Bottom Brook</b>				05-Nov-12 A	24-Jan-17																				
<b>Engineering</b>				05-Nov-12 A	23-May-14	23-May-14, Engineering																			
<b>Procurement (Materials &amp; Fabrication)</b>				17-Oct-13	04-Sep-15	04-Sep-15, Procurement (Materials & Fabrication)																			
<b>Construction</b>				26-Feb-14	24-Jan-17	24-Jan-17, Construction																			
<b>T23001 Commissioning</b>				06-Dec-16	20-Jan-17	20-Jan-17, T23001 Commissioning																			
<b>12000 (X20005/6) Transmission Line from Bottom Brook to Cape Ray</b>				05-Nov-12 A	19-Nov-16																				
<b>Engineering</b>				05-Nov-12 A	08-Apr-14	08-Apr-14, Engineering																			
<b>Procurement (Materials &amp; Fabrication)</b>				17-Oct-13	01-May-15	01-May-15, Procurement (Materials & Fabrication)																			
<b>Construction</b>				01-Oct-13	19-Nov-16	19-Nov-16, Construction																			
<b>Commissioning</b>				30-Aug-16	14-Oct-16	14-Oct-16, Commissioning																			
<b>13000 (X20001/2) Transmission Line from Point Aconi to Woodbine</b>				02-Oct-12 A	28-Oct-15																				
<b>Engineering</b>				02-Oct-12 A	12-Jun-14	12-Jun-14, Engineering																			
<b>Procurement (Materials &amp; Fabrication)</b>				17-Oct-13	14-Jan-15	14-Jan-15, Procurement (Materials & Fabrication)																			
<b>Construction</b>				06-Aug-13	11-Sep-15	11-Sep-15, Construction																			
<b>Commissioning</b>				12-Sep-15	28-Oct-15	28-Oct-15, Commissioning																			
<b>14100 (E00502) Grounding line from Bottom Brook</b>				05-Nov-12 A	27-Dec-16																				
<b>Engineering</b>				05-Nov-12 A	13-Mar-14	13-Mar-14, Engineering																			
<b>Procurement (Materials &amp; Fabrication)</b>				17-Oct-13	18-Feb-14	18-Feb-14, Procurement (Materials & Fabrication)																			
<b>Construction</b>				19-Feb-14	27-Dec-16	27-Dec-16, Construction																			
<b>Commissioning</b>				01-Apr-15	23-Jun-15	23-Jun-15, Commissioning																			
<b>14200 (E00501) Grounding line from Woodbine</b>				02-Oct-12 A	22-Dec-16																				
<b>Engineering</b>				02-Oct-12 A	19-Mar-14	19-Mar-14, Engineering																			
<b>Procurement (Materials &amp; Fabrication)</b>				17-Oct-13	18-Mar-14	18-Mar-14, Procurement (Materials & Fabrication)																			
<b>Construction</b>				25-Feb-14	22-Dec-16	22-Dec-16, Construction																			
<b>Commissioning</b>				02-Jun-15	22-Jul-15	22-Jul-15, Commissioning																			
<b>21100 (103NL) Switchyard at Granite Canal</b>				03-Dec-12 A	10-Mar-17																				
<b>Engineering</b>				03-Dec-12 A	29-Sep-16	29-Sep-16, Engineering																			

Primary Baseline  
  Critical Remaining Work  
  Summary  
 Actual Work  
  Baseline Milestone  
 Remaining Work  
  Milestone

MLP Summary Schedule







Primary Baseline  
  Critical Remaining Work  
  Summary  
 Actual Work  
  Baseline Milestone  
 Remaining Work  
  Milestone

MLP Summary Schedule



Activity ID	Activity Name	Start	Finish	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
Engineering		22-Feb-13	13-May-16	13-May-16, Engineering																			
Construction		27-Oct-14	14-Oct-15	14-Oct-15, Construction																			
Commissioning		14-Oct-15	06-May-16	06-May-16, Commissioning																			
<b>52000 (701NS) Overhead to Underground Transition at Point Aconi</b>		22-Feb-13	04-Sep-15	04-Sep-15, 52000 (701NS) Overhead to Underground Transition at Point Aconi																			
Engineering		22-Feb-13	04-Mar-15	04-Mar-15, Engineering																			
Construction		27-May-14	11-Feb-15	11-Feb-15, Construction																			
Commissioning		12-Feb-15	04-Sep-15	04-Sep-15, Commissioning																			
<b>53000 (702NS) Woodbine Transition Compound (In scope of EPC2)</b>		22-Feb-13	06-Jul-16	06-Jul-16, 53000 (702NS) Woodbine Transition Compound																			
Engineering		22-Feb-13	09-Mar-16	09-Mar-16, Engineering																			
Procurement (Materials & Fabrication)		10-Jan-14	07-Aug-14	07-Aug-14, Procurement (Materials & Fabrication)																			
Construction		29-Dec-14	09-Mar-16	09-Mar-16, Construction																			
Commissioning		10-Mar-16	06-Jul-16	06-Jul-16, Commissioning																			
<b>55000 Telecommunication Links</b>		02-Apr-13	16-Jun-16	16-Jun-16, 55000 Telecommunication Links																			
Engineering		02-Apr-13	11-Dec-13	11-Dec-13, Engineering																			
Procurement (Materials & Fabrication)		12-Dec-13	10-Mar-14	10-Mar-14, Procurement (Materials & Fabrication)																			
Construction		10-Jul-15	05-May-16	05-May-16, Construction																			
Commissioning		06-May-16	16-Jun-16	16-Jun-16, Commissioning																			
<b>56000 Control Center Data Link</b>		12-Jan-16	17-Oct-16	17-Oct-16, 56000 Control Center Data Link																			
Engineering		12-Jan-16	17-Oct-16	17-Oct-16, Engineering																			
<b>58000 Improvement of Road Infrastructure</b>		16-Sep-13	06-Aug-14	06-Aug-14, 58000 Improvement of Road Infrastructure																			
Engineering		16-Sep-13	12-Nov-13	12-Nov-13, Engineering																			
Construction		10-Feb-14	06-Aug-14	06-Aug-14, Construction																			
<b>61000 Submarine Cable, Land Cable and Terminations</b>		06-Jun-11 A	26-Dec-16	26-Dec-16, 61000 Submarine Cable, Land Cable and Terminations																			
61100 Engineering		06-Jun-11 A	07-Sep-16	07-Sep-16, 61100 Engineering																			
61200 Supply		03-Apr-14	18-Jul-16	18-Jul-16, 61200 Supply																			
61300 Submarine Cable Lay		29-Mar-16	05-Aug-16	05-Aug-16, 61300 Submarine Cable Lay																			
61400 Transportation		11-Apr-16	11-Jul-16	11-Jul-16, 61400 Transportation																			
61500 Submarine Cable Protection (Trenching)		23-May-16	19-Aug-16	19-Aug-16, 61500 Submarine Cable Protection (Trenching)																			
61600 Rock dumping		31-May-16	26-Aug-16	26-Aug-16, 61600 Rock dumping																			
61700 Land Cable Installation (Terminations/Anchor Site Construction)		25-Jun-15	30-Sep-15	30-Sep-15, 61700 Land Cable Installation (Terminations/Anchor Site Construction)																			
61800 Commissioning		01-Aug-16	26-Dec-16	26-Dec-16, 61800 Commissioning																			
<b>62000 Landfall HDD</b>		08-Apr-13	23-Feb-16	23-Feb-16, 62000 Landfall HDD																			
<b>62100 Landfall HDD Point Aconi, NS</b>		08-Apr-13	23-Feb-16	23-Feb-16, 62100 Landfall HDD Point Aconi, NS																			
HDD Geotech Investigation and Design		08-Apr-13	23-Feb-16	23-Feb-16, HDD Geotech Investigation and Design																			
HDD Construction		24-Jul-14	23-Feb-16	23-Feb-16, HDD Construction																			
<b>62200 Landfall HDD Cape Ray, NL</b>		17-Apr-13	05-Jan-16	05-Jan-16, 62200 Landfall HDD Cape Ray, NL																			
HDD Geotech Investigation and Design		17-Apr-13	05-Jan-16	05-Jan-16, HDD Geotech Investigation and Design																			
HDD Construction		24-Jul-14	05-Jan-16	05-Jan-16, HDD Construction																			
<b>63000 Marine Consultancy Services</b>		22-Feb-13	28-Nov-16	28-Nov-16, 63000 Marine Consultancy Services																			
63100 Marine Warranty Survey Services		15-Oct-13	28-Nov-16	28-Nov-16, 63100 Marine Warranty Survey Services																			
63200 Third Party Engineering Verification Services		16-Sep-13	31-Oct-16	31-Oct-16, 63200 Third Party Engineering Verification Services																			
63300 Engineering Studies (finalize cable protection studies, design rock berm, etc.)		22-Feb-13	07-Mar-14	07-Mar-14, 63300 Engineering Studies (finalize cable protection studies, design rock berm, etc.)																			
<b>NSPI</b>		03-Jul-12 A	15-Sep-16	15-Sep-16, NSPI																			
<b>NSPI - Strait of Canso Crossing/Separate L-8004/L-7005</b>		02-Apr-13	25-Sep-15	25-Sep-15, NSPI - Strait of Canso Crossing/Separate L-8004/L-7005																			

█ Primary Baseline   
 █ Critical Remaining Work   
 ▾ Summary  
█ Actual Work   
 ◆ Baseline Milestone  
█ Remaining Work   
 ◆ Milestone

MLP Summary Schedule



Activity ID	Activity Name	Start	Finish	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
	<b>Engineering</b>	02-Apr-13	16-Jun-14	16-Jun-14, Engineering																			
	<b>Procurement</b>	01-Apr-14	27-Mar-15	27-Mar-15, Procurement																			
	<b>Construction</b>	02-Jul-13	11-Sep-15	11-Sep-15, Construction																			
	<b>Commissioning</b>	14-Sep-15	25-Sep-15	25-Sep-15, Commissioning																			
	<b>NSPI - L6513 - Onslow to Springhill Rebuild</b>	02-Jan-13 A	22-Dec-14	22-Dec-14, NSPI - L6513 - Onslow to Springhill Rebuild																			
	<b>Engineering</b>	02-Jan-13 A	18-Mar-14	18-Mar-14, Engineering																			
	<b>Procurement</b>	01-Oct-13	16-Jun-14	16-Jun-14, Procurement																			
	<b>Construction</b>	02-Jan-13 A	08-Dec-14	08-Dec-14, Construction																			
	<b>Commissioning</b>	09-Dec-14	22-Dec-14	22-Dec-14, Commissioning																			
	<b>NSPI - Transmission Line (7015 pinch Points)(E12-50)(overlap with 13000)</b>	02-Apr-13	10-Sep-14	10-Sep-14, NSPI - Transmission Line (7015 pinch Points)(E12-50)(overlap with 13000)																			
	<b>Engineering</b>	02-Apr-13	16-Jun-14	16-Jun-14, Engineering																			
	<b>Procurement</b>	03-Jan-14	10-Sep-14	10-Sep-14, Procurement																			
	<b>Construction</b>	18-Jun-14	24-Jun-14	24-Jun-14, Construction																			
	<b>Commissioning</b>	25-Jun-14	09-Jul-14	09-Jul-14, Commissioning																			
	<b>NSPI - 23200 (301NS) Extension of Substation at Woodbine</b>	01-Oct-13	08-Jul-16	08-Jul-16, NSPI - 23200 (301NS) Extension of																			
	<b>Engineering</b>	01-Oct-13	18-Jun-15	18-Jun-15, Engineering																			
	<b>Procurement</b>	02-Jul-14	30-Mar-16	30-Mar-16, Procurement																			
	<b>Construction</b>	04-May-15	27-May-16	27-May-16, Construction																			
	<b>Commissioning</b>	30-May-16	08-Jul-16	08-Jul-16, Commissioning																			
	<b>NSPI - L-8001 &amp; L-8002 Node Swap at 67N-Onslow (Onslow to NB, Onslow to Lakeside)</b>	02-Jul-14	10-Dec-15	10-Dec-15, NSPI - L-8001 & L-8002 Node Swap at 67N-Onslow (O																			
	<b>Engineering</b>	02-Jul-14	09-Mar-15	09-Mar-15, Engineering																			
	<b>Procurement</b>	01-Oct-14	08-Jun-15	08-Jun-15, Procurement																			
	<b>Construction</b>	01-Apr-15	26-Nov-15	26-Nov-15, Construction																			
	<b>Commissioning</b>	27-Nov-15	10-Dec-15	10-Dec-15, Commissioning																			
	<b>NSPI - L-6511/L-6515/L-6552 Upgrades</b>	15-Oct-13	10-Dec-15	10-Dec-15, NSPI - L-6511/L-6515/L-6552 Upgrades																			
	<b>Engineering</b>	15-Oct-13	16-Mar-15	16-Mar-15, Engineering																			
	<b>Procurement</b>	01-Oct-14	08-Jun-15	08-Jun-15, Procurement																			
	<b>Construction</b>	01-Apr-15	26-Nov-15	26-Nov-15, Construction																			
	<b>Commissioning</b>	27-Nov-15	10-Dec-15	10-Dec-15, Commissioning																			
	<b>NSPI - SPS Modification</b>	03-Jul-12 A	15-Sep-16	15-Sep-16, NSPI - SPS Modification																			
	<b>Engineering</b>	03-Jul-12 A	19-Jun-15	19-Jun-15, Engineering																			
	<b>Procurement</b>	01-Oct-15	15-Mar-16	15-Mar-16, Procurement																			
	<b>Construction</b>	01-Apr-16	01-Sep-16	01-Sep-16, Construction																			
	<b>Commissioning</b>	02-Sep-16	15-Sep-16	15-Sep-16, Commissioning																			
	<b>90100 Project Management</b>	03-Jan-11 A	08-Mar-17	08-Mar-17, 90100 Proje																			
	<b>ENL Finance</b>	24-Jun-13	30-Aug-13	30-Aug-13, ENL Finance																			
	<b>DG3 Deliverables</b>	21-Jan-13 A	23-Sep-13	23-Sep-13, DG3 Deliverables																			
	<b>Project Controls Office</b>	01-Mar-13	25-Jul-13	25-Jul-13, Project Controls Office																			
	<b>Project Cost System Implementation</b>	15-Apr-13	24-Jul-13	24-Jul-13, Project Cost System Implementation																			
	<b>DM Implementation Project</b>	01-Mar-13	25-Jul-13	25-Jul-13, DM Implementation Project																			
	<b>Integrated Commission Planning</b>	22-Feb-13	21-Feb-14	21-Feb-14, Integrated Commission Planning																			
	<b>HS and S Program</b>	04-Jun-12 A	17-Apr-13	17-Apr-13, HS and S Program																			
	<b>Quality Management Program</b>	22-Feb-13	27-Jan-17	27-Jan-17, Quality Manager																			
	<b>Purchasing (Contracts)</b>	03-Jan-11 A	12-Sep-14	12-Sep-14, Purchasing (Contracts)																			
	<b>Marine EPC 1</b>	03-Jan-11 A	28-Jun-13	28-Jun-13, Marine EPC 1																			

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Maritime Link Project		Emera Layout Summary																				08-Mar-13 14:48	
Activity ID	Activity Name	Start	Finish	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
	<b>Converter Stations (EPC2)</b>	13-Nov-12 A	09-Jan-14	09-Jan-14, Converter Stations (EPC2)																			
	<b>Land Assets</b>	18-Jun-12 A	27-Jun-14	27-Jun-14, Land Assets																			
	Survey Services - NS and NL	03-Dec-12 A	22-May-13	22-May-13, Survey Services - NS and NL																			
	Geotech Study - SY Sites	18-Jun-12 A	19-Dec-12 A	19-Dec-12 A, Geotech Study - SY Sites																			
	Geotech Study - TL	02-Jan-13 A	28-Mar-13	28-Mar-13, Geotech Study - TL																			
	Engineering Services for Detail Design and Procurement	01-Oct-12 A	28-Mar-13	28-Mar-13, Engineering Services for Detail Design and Procurement																			
	Transmission Structures and Grillage	04-Feb-13 A	07-Jan-14	07-Jan-14, Transmission Structures and Grillage																			
	TL Conductors	18-Feb-13 A	16-Oct-13	16-Oct-13, TL Conductors																			
	TL Tree Clearing Services	04-Feb-13 A	15-Oct-13	15-Oct-13, TL Tree Clearing Services																			
	TL Construction Services	18-Feb-13 A	13-Mar-14	13-Mar-14, TL Construction Services																			
	TL Accommodations	04-Feb-13 A	17-Mar-14	17-Mar-14, TL Accommodations																			
	SY High Voltage Electrical Components	28-Jan-13 A	27-Dec-13	27-Dec-13, SY High Voltage Electrical Components																			
	SY - Prefab Structures in GC and BB	18-Feb-13 A	10-Dec-13	10-Dec-13, SY - Prefab Structures in GC and BB																			
	SY - Site Prep Services	11-Feb-13 A	25-Mar-14	25-Mar-14, SY - Site Prep Services																			
	SY and others - Construction Services	18-Feb-13 A	27-Feb-14	27-Feb-14, SY and others - Construction Services																			
	Transition Compound Construction Services	18-Feb-13 A	20-Jan-14	20-Jan-14, Transition Compound Construction Services																			
	Telecom Engineering Services	26-Apr-13	07-May-14	07-May-14, Telecom Engineering Services																			
	GS - Grounding Site Tech supply and Install	11-Feb-13 A	27-Jun-14	27-Jun-14, GS - Grounding Site Tech supply and Install																			
	GS - Grounding Site Civil Construction Services	25-Feb-13 A	13-Mar-14	13-Mar-14, GS - Grounding Site Civil Construction Services																			
	<b>Marine</b>	15-Jun-12 A	12-Sep-14	12-Sep-14, Marine																			
	Marine Warranty Services	05-Nov-12 A	18-Jun-13	18-Jun-13, Marine Warranty Services																			
	HDD Geotech and Detail Design Program	15-Jun-12 A	26-Apr-13	26-Apr-13, HDD Geotech and Detail Design Program																			
	HDD Construction Program	03-Sep-13	12-Sep-14	12-Sep-14, HDD Construction Program																			
	Environment	02-Jan-13 A	28-May-13	28-May-13, Environment																			
	Project Control Office	09-Jul-12 A	12-Apr-13	12-Apr-13, Project Control Office																			
	Land Acquisition Services	29-Oct-12 A	22-Feb-13 A	22-Feb-13 A, Land Acquisition Services																			
	<b>Risk Assessments</b>	12-Jun-13	20-Oct-16	20-Oct-16, Risk Assessments																			
	Phase 3 Prior to DG3	12-Jun-13	26-Sep-13	26-Sep-13, Phase 3 Prior to DG3																			
	Phase 4 Detailed Engineering (After DG3)	20-Nov-13	20-Oct-14	20-Oct-14, Phase 4 Detailed Engineering (After DG3)																			
	Phase 4 Execution Phase Preparation (After DG3)	20-Nov-13	06-Apr-15	06-Apr-15, Phase 4 Execution Phase Preparation (After DG3)																			
	Phase 4 Main Campaigns (Prior to DG4)	15-Apr-14	20-Oct-16	20-Oct-16, Phase 4 Main Campaigns																			
	<b>Construction Management</b>	02-Jul-13	08-Mar-17	08-Mar-17, Construction																			
	<b>90200 External Services</b>	04-Jan-12 A	10-Jan-14	10-Jan-14, 90200 External Services																			
	<b>Legal Services</b>	25-Jun-12 A	25-Nov-13	25-Nov-13, Legal Services																			
	NL Legal Materials/Agreements	25-Jun-12 A	26-Jul-12 A	26-Jul-12 A, NL Legal Materials/Agreements																			
	Marine Route Access	15-Jul-13	13-Aug-13	13-Aug-13, Marine Route Access																			
	Records Retention Policy	02-Oct-12 A	31-Dec-12 A	31-Dec-12 A, Records Retention Policy																			
	Aboriginal Support and other agreements	07-Aug-12 A	23-May-13	23-May-13, Aboriginal Support and other agreements																			
	Exercise Land Options Easements / Fee Simples	22-Feb-13	25-Nov-13	25-Nov-13, Exercise Land Options Easements / Fee Simples																			
	Legal Exercise Options - NS	22-Feb-13	20-Nov-13	20-Nov-13, Legal Exercise Options - NS																			
	13000- X20001/2 - +/- 200 kV HVDC Overhead transmission line from PA to WB Convert...	15-Jul-13	21-Oct-13	21-Oct-13, 13000- X20001/2 - +/- 200 kV HVDC Overhead transmission line from PA to WB Converter Station																			
	14200 - E00501 - Grounding line from Woodbine Converter Station to Big Loraine	06-Nov-13	20-Nov-13	20-Nov-13, 14200 - E00501 - Grounding line from Woodbine Converter Station to Big Loraine																			
	61000 - NS Underground line from Anchor to Transition Compound	10-Sep-13	23-Sep-13	23-Sep-13, 61000 - NS Underground line from Anchor to Transition Compound																			
	23100 - 301NS - Connect 345 kV Substation at Woodbine to Converter Station	26-Feb-13	11-Mar-13	11-Mar-13, 23100 - 301NS - Connect 345 kV Substation at Woodbine to Converter Station																			
	23200 - 301NS - Extension of 345 kV Substation at Woodbine	04-Sep-13	17-Sep-13	17-Sep-13, 23200 - 301NS - Extension of 345 kV Substation at Woodbine																			

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Maritime Link Project		Emera Layout Summary																				08-Mar-13 14:48	
Activity ID	Activity Name	Start	Finish	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
42000 - 301NS - +/- 200 kV HVDC Woodbine Converter Station		11-Mar-13	08-May-13	08-May-13, 42000 - 301NS - +/- 200 kV HVDC Woodbine Converter Station																			
52000 - 701NS - Overhead to Underground Transition Compound at Point Aconi		22-Feb-13	22-Apr-13	22-Apr-13, 52000 - 701NS - Overhead to Underground Transition Compound at Point Aconi																			
52000 - 702NS - Overhead to Underground Transition Compound at Woodbine		22-Feb-13	22-Apr-13	22-Apr-13, 52000 - 702NS - Overhead to Underground Transition Compound at Woodbine																			
61000 - NS HDD Landfall		22-Feb-13	22-Apr-13	22-Apr-13, 61000 - NS HDD Landfall																			
61000 - NS Landfall Anchor		22-Feb-13	22-Apr-13	22-Apr-13, 61000 - NS Landfall Anchor																			
32000 - 901NS - Grounding Site Nova Scotia		25-Jun-13	14-Aug-13	14-Aug-13, 32000 - 901NS - Grounding Site Nova Scotia																			
Legal Access Agreement with NSPI on 7015 and Others		22-Feb-13	13-Sep-13	13-Sep-13, Legal Access Agreement with NSPI on 7015 and Others																			
Legal Exercise Options - NL		18-Jun-13	25-Nov-13	25-Nov-13, Legal Exercise Options - NL																			
61000 - NL HDD Landfall		21-Oct-13	25-Nov-13	25-Nov-13, 61000 - NL HDD Landfall																			
61000 - NL Landfall Anchor		17-Sep-13	01-Oct-13	01-Oct-13, 61000 - NL Landfall Anchor																			
61000 - NL Underground line from Anchor to Transition Compound		22-Aug-13	10-Sep-13	10-Sep-13, 61000 - NL Underground line from Anchor to Transition Compound																			
11000 - T23001 - 230 kV AC transmission Line from the Granite Canal Switchyard to th...		18-Jun-13	01-Nov-13	01-Nov-13, 11000 - T23001 - 230 kV AC transmission Line from the Granite Canal Switchyard to the Bottom Brook																			
14100 - E00502 - Grounding line from Bottom Brook Converter Station to Site NL		06-Aug-13	17-Sep-13	17-Sep-13, 14100 - E00502 - Grounding line from Bottom Brook Converter Station to Site NL																			
21100 - 103NL - 230 kV New Switchyard at Granite Canal		23-Sep-13	07-Oct-13	07-Oct-13, 21100 - 103NL - 230 kV New Switchyard at Granite Canal																			
22000 - 101NL - 230 kV Switchyard at Bottom Brook		17-Sep-13	01-Oct-13	01-Oct-13, 22000 - 101NL - 230 kV Switchyard at Bottom Brook																			
31000 - 901NL - Grounding Site Newfoundland		15-Jul-13	29-Jul-13	29-Jul-13, 31000 - 901NL - Grounding Site Newfoundland																			
41000 - 301NL - +/-200 kV HVDC Bottom Brook Converter Station		11-Sep-13	25-Sep-13	25-Sep-13, 41000 - 301NL - +/-200 kV HVDC Bottom Brook Converter Station																			
52000 - 701NL - Overhead to Underground Transition Compound at Cape Ray		13-Aug-13	27-Aug-13	27-Aug-13, 52000 - 701NL - Overhead to Underground Transition Compound at Cape Ray																			
58000 - Improvement of Road Infrastructure (e.g. bridges)		15-Jul-13	30-Jul-13	30-Jul-13, 58000 - Improvement of Road Infrastructure (e.g. bridges)																			
12000 - X20005/6 - +/- 200 kV HVDC Overhead transmission line from Bottom Brook to ...		19-Aug-13	01-Oct-13	01-Oct-13, 12000 - X20005/6 - +/- 200 kV HVDC Overhead transmission line from Bottom Brook to Cape Ray																			
<b>Insurance Services</b>		03-Jul-12 A	17-Apr-13	17-Apr-13, Insurance Services																			
<b>Regulatory (UARB) Affairs</b>		02-Jan-13 A	10-Jan-14	10-Jan-14, Regulatory (UARB) Affairs																			
Regulatory (UARB) Affairs Application and Reviews		02-Jan-13 A	22-May-13	22-May-13, Regulatory (UARB) Affairs Application and Reviews																			
UARB Public Hearings		08-May-13	29-Jul-13	29-Jul-13, UARB Public Hearings																			
UARB 2013 update		01-Nov-13	10-Jan-14	10-Jan-14, UARB 2013 update																			
<b>Independent Project Reviews</b>		01-Aug-13	24-Sep-13	24-Sep-13, Independent Project Reviews																			
Land Based Assets - Design and Constructability Review		01-Aug-13	03-Sep-13	03-Sep-13, Land Based Assets - Design and Constructability Review																			
Marine Based Assets - Design and Installability Review		01-Aug-13	03-Sep-13	03-Sep-13, Marine Based Assets - Design and Installability Review																			
Financial and Schedule Review		16-Aug-13	24-Sep-13	24-Sep-13, Financial and Schedule Review																			
<b>Human Resources, Diversity and Gender Equity and Benefits Strategy</b>		01-Aug-12 A	02-Aug-13	02-Aug-13, Human Resources, Diversity and Gender Equity and Benefits Strategy																			
<b>CBoD/FBoD Hatch</b>		04-Jan-12 A	22-Jan-13 A	22-Jan-13 A, CBoD/FBoD Hatch																			
<b>93000 Environmental</b>		02-Apr-12 A	18-Nov-16	18-Nov-16, 93000 Environmental																			
<b>EA Approval</b>		11-Jan-13 A	30-May-13	30-May-13, EA Approval																			
<b>CEA Screening</b>		11-Jan-13 A	30-May-13	30-May-13, CEA Screening																			
<b>Permits</b>		12-Feb-13 A	04-Mar-16	04-Mar-16, Permits																			
11000 Permits (Transmission GC to BB)		22-Feb-13	06-May-14	06-May-14, 11000 Permits (Transmission GC to BB)																			
12000 Permits (Transmission BB to CR)		12-Feb-13 A	11-Sep-13	11-Sep-13, 12000 Permits (Transmission BB to CR)																			
13000 Permits (Transmission Pt.A to WB)		12-Feb-13 A	02-Aug-13	02-Aug-13, 13000 Permits (Transmission Pt.A to WB)																			
14100 Permits (Grounding Line BB to ESA#2)		15-Jul-13	16-Oct-13	16-Oct-13, 14100 Permits (Grounding Line BB to ESA#2)																			
14200 Permits (Grounding Line WB to GS#11)		15-Jul-13	16-Oct-13	16-Oct-13, 14200 Permits (Grounding Line WB to GS#11)																			
21200 Permits (GC Switchyard)		17-Nov-14	17-Feb-15	17-Feb-15, 21200 Permits (GC Switchyard)																			
22000 Permits (BB Switchyard)		15-Oct-13	17-Jan-14	17-Jan-14, 22000 Permits (BB Switchyard)																			
23100 Permits (Connect 345KV Sub at WB to Conv. Sta)		24-Nov-14	24-Feb-15	24-Feb-15, 23100 Permits (Connect 345KV Sub at WB to Conv. Sta)																			
23200 Permits (Extension of 345KV Substation at WB)		02-Feb-15	01-May-15	01-May-15, 23200 Permits (Extension of 345KV Substation at WB)																			
31000 Permits (Grounding Site NL)		07-Oct-13	10-Jan-14	10-Jan-14, 31000 Permits (Grounding Site NL)																			

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Activity ID	Activity Name	Start	Finish	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
32000	Permits (Grounding Site NS)	21-Jul-14	22-Oct-14																				
41000	Permits (Converter Station BB)	06-Jan-14	04-Apr-14																				
21100	Permits (103NL) Switchyard at Granite Canal	20-Oct-14	21-Jan-15																				
42000	Permits (Converter Station WB)	14-Jul-14	15-Oct-14																				
51000	Permits (Overhead to U/G Transition CR)	12-May-14	13-Aug-14																				
52000	Permits (Overhead to U/G Transition Pt.A)	09-Dec-13	12-Mar-14																				
53000	Permits (Overhead to U/G Transition WB)	14-Jul-14	15-Oct-14																				
55000	Permits (Telecommunications Links)	06-Jan-14	04-Apr-14																				
58000	Permits (Road Infrastructure Improvements)	09-Sep-13	10-Dec-13																				
61000	Permits (Submarine Cable)	07-Dec-15	04-Mar-16																				
62000	Permits (NS & NF Landfall HDD)	04-Nov-13	06-Feb-14																				
	Permits Planning	08-Apr-13	26-Apr-13																				
	Aboriginal Relations	11-Jun-12 A	01-Oct-13																				
	Other Stakeholder Relations	28-Jan-13 A	01-Oct-13																				
	Post EA Environmental Monitoring Program	31-May-13	05-Jul-16																				
	Environmental Program 14001	31-Jan-13 A	18-Nov-16																				
	Environmental Studies	02-Apr-12 A	22-Sep-14																				
	Env Studies 2011-2012	02-Apr-12 A	30-Nov-12 A																				
	Env Studies 2012-2013	11-Jun-12 A	22-Sep-14																				
	Env Studies 2014-2016	06-Jan-14	25-Jun-14																				
94000	Land Acquisition	16-Jul-12 A	06-Dec-16																				
	Land Acquisition Planning and Support	16-Jul-12 A	08-Jan-13 A																				
	Land Admin / Tracking System	16-Jul-12 A	08-Jan-13 A																				
	Land Acquisition Agency	06-Aug-12 A	31-Dec-12 A																				
	Securing Access to NS Land	02-Sep-12 A	05-Nov-13																				
	13000 - X20001/2 - +/- 200 kV HVDC Overhead transmission line from PA to WB Converter St...	02-Sep-12 A	27-Sep-13																				
	14200 - E00501 - Grounding line from Woodbine Converter Station to Big Loraine	22-Feb-13	05-Nov-13																				
	61000 - NS Underground line from Anchor to Transition Compound	29-May-13	09-Sep-13																				
	23100 - 301NS - Connect 345 kV Substation at Woodbine to Converter Station	22-Feb-13	25-Feb-13																				
	23200 - 301NS - Extension of 345 kV Substation at Woodbine	05-Nov-12 A	03-Sep-13																				
	42000 - 301NS - +/- 200 kV HVDC Woodbine Converter Station	03-Dec-12 A	06-Dec-12 A																				
	52000 - 701NS - Overhead to Underground Transition Compound at Point Aconi	05-Nov-12 A	05-Dec-12 A																				
	52000 - 702NS - Overhead to Underground Transition Compound at Woodbine	05-Nov-12 A	07-Nov-12 A																				
	61000 - NS HDD Landfall	05-Nov-12 A	07-Nov-12 A																				
	61000 - NS Landfall Anchor	05-Nov-12 A	07-Nov-12 A																				
	32000 - 901NS - Grounding Site Nova Scotia	05-Nov-12 A	23-Jul-13																				
	Land Access Agreement with NSPI on 7015 and Others (Pinch Points)	22-Feb-13 A	21-Jun-13																				
	Securing Access to NL Land	07-Jan-13 A	06-Dec-16																				
	NL HDD Landfall	01-Aug-13	18-Oct-13																				
	NL Landfall Anchor	05-Feb-13 A	16-Sep-13																				
	NL Underground line from Anchor to Transition Compound	21-Jan-13 A	21-Aug-13																				
	T23001 - 230 kV AC transmission Line from the Granite Canal Switchyard to the Bottom Brook	07-Jan-13 A	01-Dec-16																				
	E00502 - Grounding line from Bottom Brook Converter Station to Site NL	11-Feb-13 A	30-Nov-16																				
	103NL - 230 kV New Switchyard at Granite Canal	07-Jan-13 A	20-Sep-13																				
	101NL - 230 kV Switchyard at Bottom Brook	07-Jan-13 A	16-Sep-13																				

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Activity ID	Activity Name	Start	Finish	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
901NL	Grounding Site Newfoundland	04-Feb-13 A	12-Jul-13	12-Jul-13, 901NL - Grounding Site Newfoundland																			
301NL	+/-200 kV HVDC Bottom Brook Converter Station	22-Feb-13	10-Sep-13	10-Sep-13, 301NL - +/-200 kV HVDC Bottom Brook Converter Station																			
701NL	Overhead to Underground Transition Compound at Cape Ray	22-Feb-13	12-Aug-13	12-Aug-13, 701NL - Overhead to Underground Transition Compound at Cape Ray																			
	Improvement of Road Infrastructure (e.g. bridges)	22-Feb-13	15-Jul-13	15-Jul-13, Improvement of Road Infrastructure (e.g. bridges)																			
X20005/6	+/- 200 kV HVDC Overhead transmission line from Bottom Brook to Cape Ray	22-Feb-13	06-Dec-16	06-Dec-16, X20005/6 +/- 200 kV																			
<b>90500 Other NLH System Upgrades</b>		31-Aug-12 A	21-Aug-13	21-Aug-13, 90500 Other NLH System Upgrades																			
<b>Engineering (TL201, Bay D'Espoir, Upper Salmon)</b>		31-Aug-12 A	16-Aug-13	16-Aug-13, Engineering (TL201, Bay D'Espoir, Upper Salmon)																			
TL201 (Avalon)		31-Aug-12 A	14-Aug-13	14-Aug-13, TL201 (Avalon)																			
Bay D'Espoir Line Terminal Swap		31-Aug-12 A	16-Aug-13	16-Aug-13, Bay D'Espoir Line Terminal Swap																			
Upper Salmon Breaker Addition		31-Aug-12 A	13-Aug-13	13-Aug-13, Upper Salmon Breaker Addition																			
<b>Procurement (Materials &amp; Fabrication)</b>		13-Aug-13	20-Aug-13	20-Aug-13, Procurement (Materials & Fabrication)																			
Procurement - TL201 (Avalon)		14-Aug-13	14-Aug-13	14-Aug-13, Procurement - TL201 (Avalon)																			
Procurement - Bay D'Espoir Line Terminal Swap		20-Aug-13	20-Aug-13	20-Aug-13, Procurement - Bay D'Espoir Line Terminal Swap																			
Procurement - Upper Salmon Breaker Addition		13-Aug-13	13-Aug-13	13-Aug-13, Procurement - Upper Salmon Breaker Addition																			
<b>Construction</b>		15-Aug-13	21-Aug-13	21-Aug-13, Construction																			
Construction - TL201 (Avalon)		16-Aug-13	16-Aug-13	16-Aug-13, Construction - TL201 (Avalon)																			
Construction - Bay D'Espoir Line Terminal Swap		21-Aug-13	21-Aug-13	21-Aug-13, Construction - Bay D'Espoir Line Terminal Swap																			
Construction - Upper Salmon Breaker Addition		15-Aug-13	15-Aug-13	15-Aug-13, Construction - Upper Salmon Breaker Addition																			
<b>Commissioning</b>		16-Aug-13	21-Aug-13	21-Aug-13, Commissioning																			
<b>Dynamic Commissioning (90100)</b>		17-Feb-17	25-Aug-17	25-Aug-17																			

Primary Baseline  
  Critical Remaining Work  
  Summary  
 Actual Work  
 ◆ Baseline Milestone  
 Remaining Work  
 ◆ Milestone

MLP Summary Schedule



**NON-CONFIDENTIAL**

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1 **Request IR-9:**

2

3 **With respect to page 76, Figure 4.1., What is:**

4

5 **(a) The estimated escalation?**

6

7 **(b) The estimated inflation?**

8

9 **(c) The contingency?**

10

11 **Please give definition of each term and numbers or percentages selected.**

12

13 Response IR-9:

14

15 (a) \$69 million

16

17 (b) 2% per annum

18

19 (c) \$147 million

20

21 The p50 capital cost estimate for the Maritime Link facilities is broken down as follows:

22

23 • Base cost \$1,172 million

24 • Contingency \$147 million

25 • Escalation \$69 million

26 • **Total: \$1,388 million as per the financial model (rounded to \$1.4 billion in the**  
27 **Application)**



**NON-CONFIDENTIAL**

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1 **Request IR-10:**

2  
3 **With respect to page 93, line 9, please provide the terms of reference of the CRM process,**  
4 **indicating more specifically how risks are:**

5  
6 **(a) identified;**

7  
8 **(b) evaluated;**

9  
10 **(c) quantified; and**

11  
12 **(d) allocated.**

13  
14 **Response IR-10:**

15  
16 The CRM process is modelled after industry standard risk management practices as a  
17 standard part of megaproject management methodologies. The process includes regular  
18 reviews during each phase to incorporate lessons learned, partnering with key contractors and  
19 related project management, reviewing clarity of responsibilities and authorities throughout  
20 the project. Risks are identified by internal and external subject matter experts during the  
21 reviews and while executing the project plan. Risks are evaluated against standard industry  
22 practices and project experiences. Risks are captured in a risk register and assigned to  
23 responsible subject matter experts within the project and are evaluated to understand the  
24 costs involved in mitigation tactics for that specific risk. Tactical risks are identified by a  
25 detailed evaluation of the current project estimate values and schedule durations. Tactical  
26 risks are typically related to project definition and contractor performance, and managed by  
27 the project team. Strategic risks are other uncertainties that might affect project costs that  
28 may not be addressed or fully considered in the current project estimate or schedule.

## NSPML

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- 1 Strategic risks are typically related to organization capacity, scope and technology concerns,
- 2 location and logistics issues, and/or market conditions. These often require management-
- 3 level attention and require funding provisions beyond the project's budget.

**NON-CONFIDENTIAL**

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1 **Request IR-11:**

2

3 **With respect to page 94, line 3, please, provide a copy of the latest cost and schedule**  
4 **performance measurement report.**

5

6 Response IR-11:

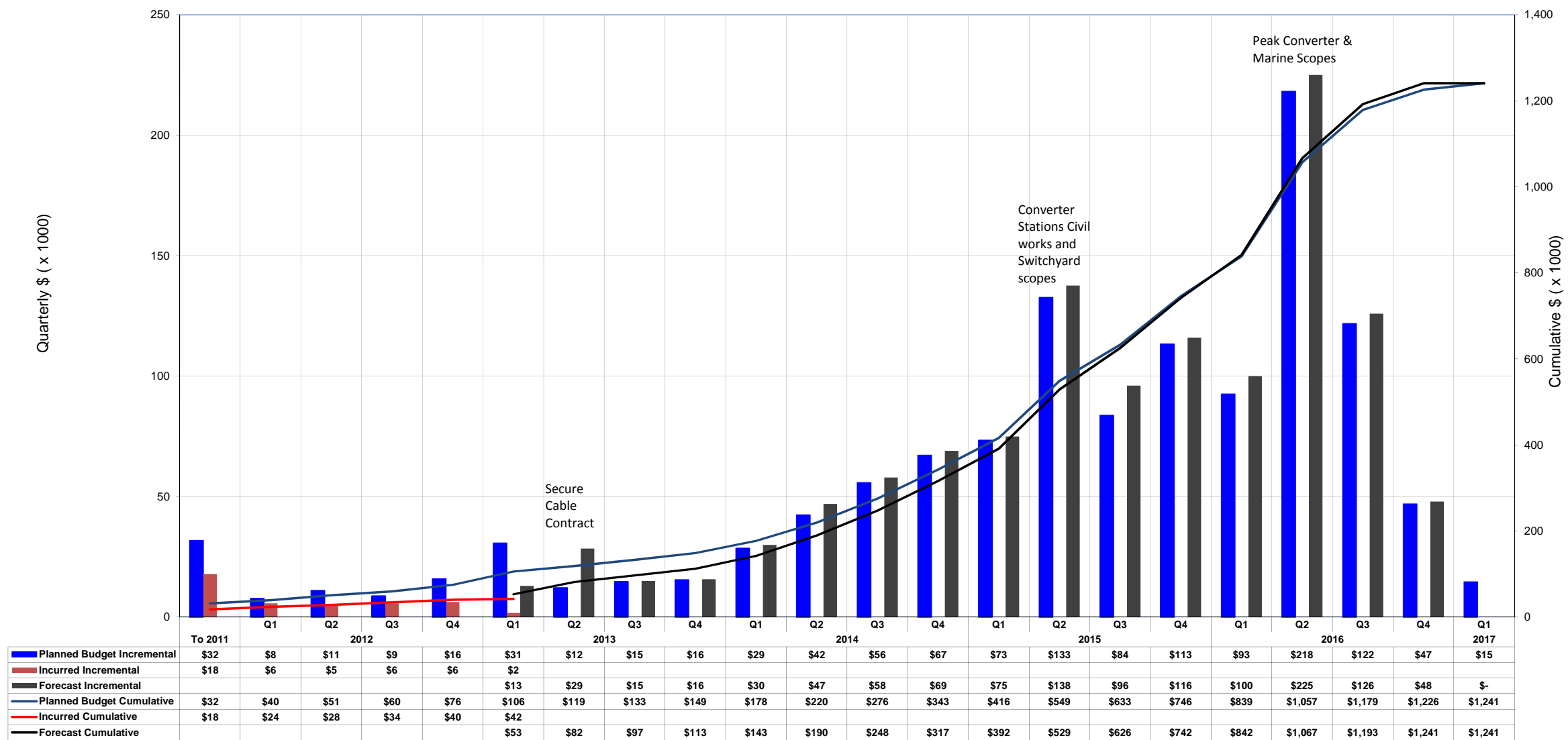
7

8 Please see the “S” curve cost and schedule performance measurement report, Attachment 1,

9 UARB-Enerco IR-11.

ITEM	Number (\$x1000)	Variance (\$x1000)	Sum (\$x1000)	To 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
Planned Budget Incremental	\$ 1,240.6	\$ (0.00)	\$ 1,240.6	\$ 32	\$ 8	\$ 11	\$ 9	\$ 16	\$ 31	\$ 12	\$ 15	\$ 16	\$ 29	\$ 42	\$ 56	\$ 67	\$ 73	\$ 133	\$ 84	\$ 113	\$ 93	\$ 218	\$ 122	\$ 47	\$ 15
Planned Budget Cumulative				\$ 32	\$ 40	\$ 51	\$ 60	\$ 76	\$ 106	\$ 119	\$ 133	\$ 149	\$ 178	\$ 220	\$ 276	\$ 343	\$ 416	\$ 549	\$ 633	\$ 746	\$ 839	\$ 1,057	\$ 1,179	\$ 1,226	\$ 1,241
Planned %				3%	3%	4%	5%	6%	9%	10%	11%	12%	14%	18%	22%	28%	34%	44%	51%	60%	68%	85%	95%	99%	
Incurring Incremental	\$ 33.10			\$ 18	\$ 6	\$ 5	\$ 6	\$ 6	\$ 2																
Incurring Cumulative				\$ 18	\$ 24	\$ 28	\$ 34	\$ 40	\$ 42																
Incurring %					2%	2%	3%	3%	3%																
Forecast Incremental	\$ 1,240.6	\$ 0.00							\$ 13	\$ 29	\$ 15	\$ 16	\$ 30	\$ 47	\$ 58	\$ 69	\$ 75	\$ 138	\$ 96	\$ 116	\$ 100	\$ 225	\$ 126	\$ 48	\$ -
Forecast Cumulative									\$ 53	\$ 82	\$ 97	\$ 113	\$ 143	\$ 190	\$ 248	\$ 317	\$ 392	\$ 529	\$ 626	\$ 742	\$ 842	\$ 1,067	\$ 1,193	\$ 1,241	
Forecast %									4%	7%	8%	9%	12%	15%	20%	26%	32%	43%	50%	60%	68%	86%	96%	100%	

MLP Total Quarterly Cost Flow (\$M x1000)



Note: Planned Budget is DG2, Excludes Contingency  
 Incurred Costs are period ending Monthly

**NON-CONFIDENTIAL**

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1 **Request IR-12:**

2

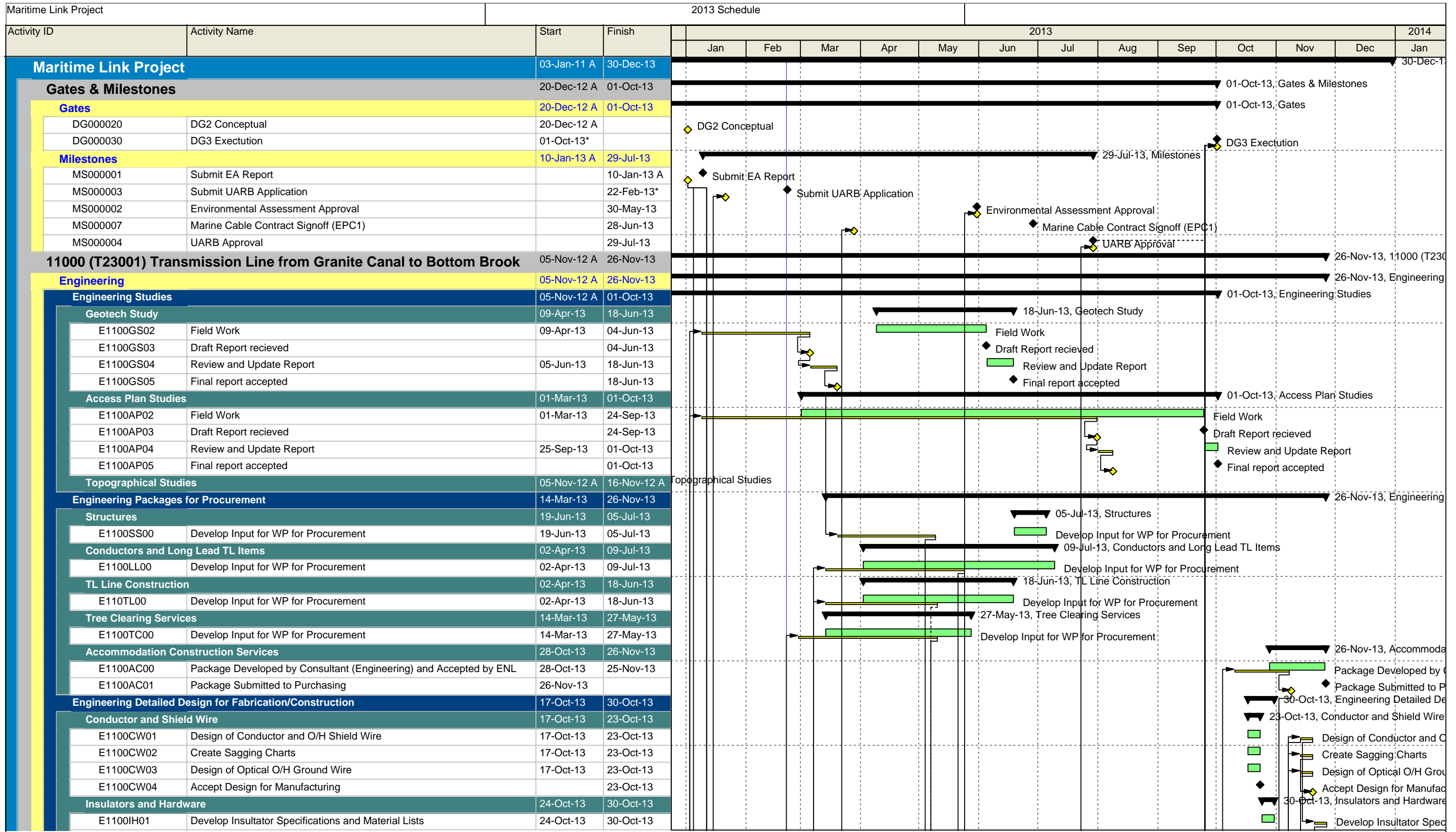
3 **With respect to page 94, line 10, please, provide a copy of the 2013 “work program” (not**  
4 **the budget).**

5

6 Response IR-12:

7

8 Please refer to UARB – Enerco IR-12 Attachment 1.



▬ Primary Baseline    ▬ Critical Remaining Work    ▬ Summary  
█ Actual Work    ◆ Baseline Milestone  
█ Remaining Work    ◆ Milestone

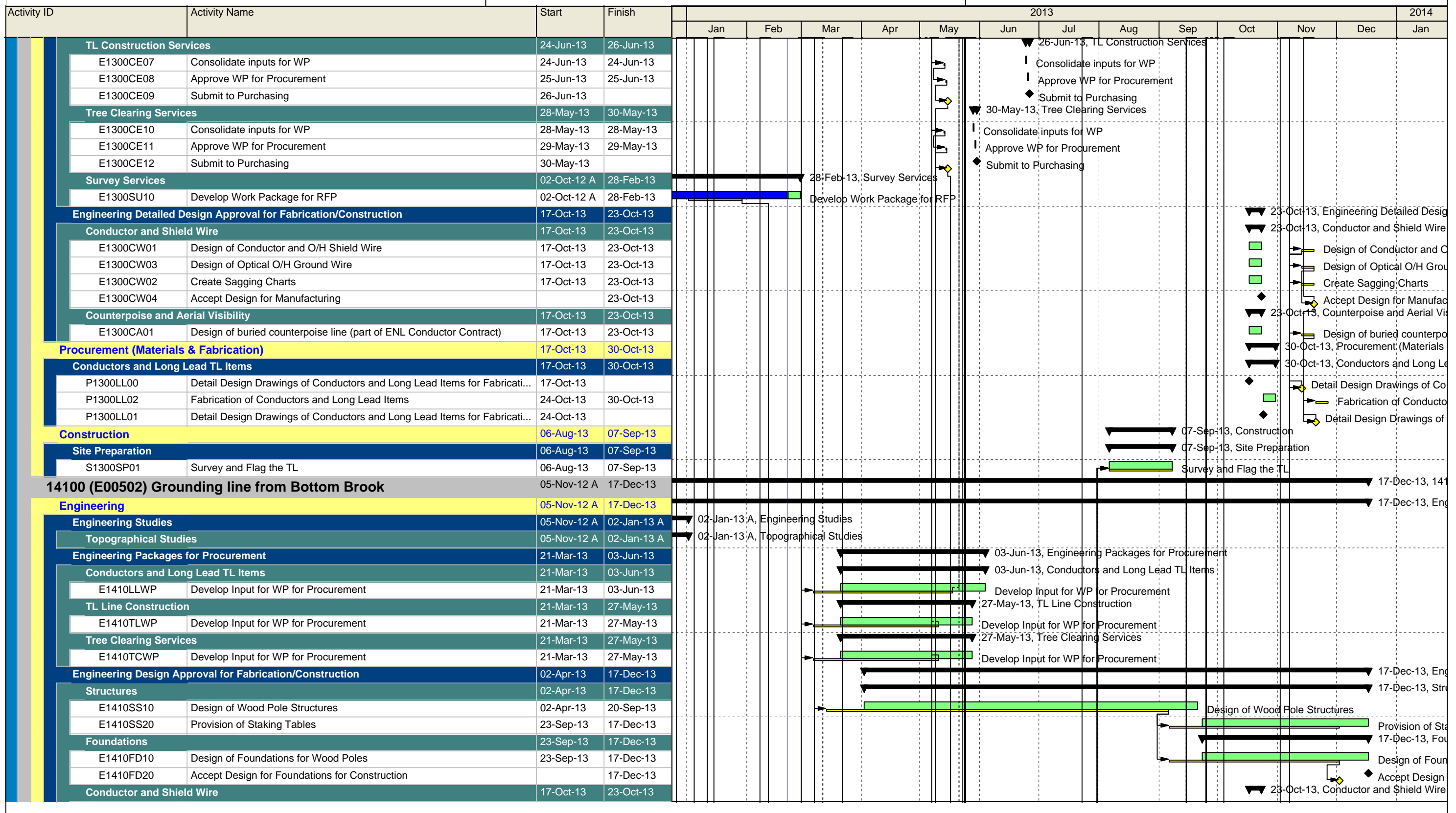
MLP 2013 Detail Schedule











█ Primary Baseline   
 █ Critical Remaining Work   
 ▬ Summary  
█ Actual Work   
 ◆ Baseline Milestone  
█ Remaining Work   
 ◆ Milestone

MLP 2013 Detail Schedule



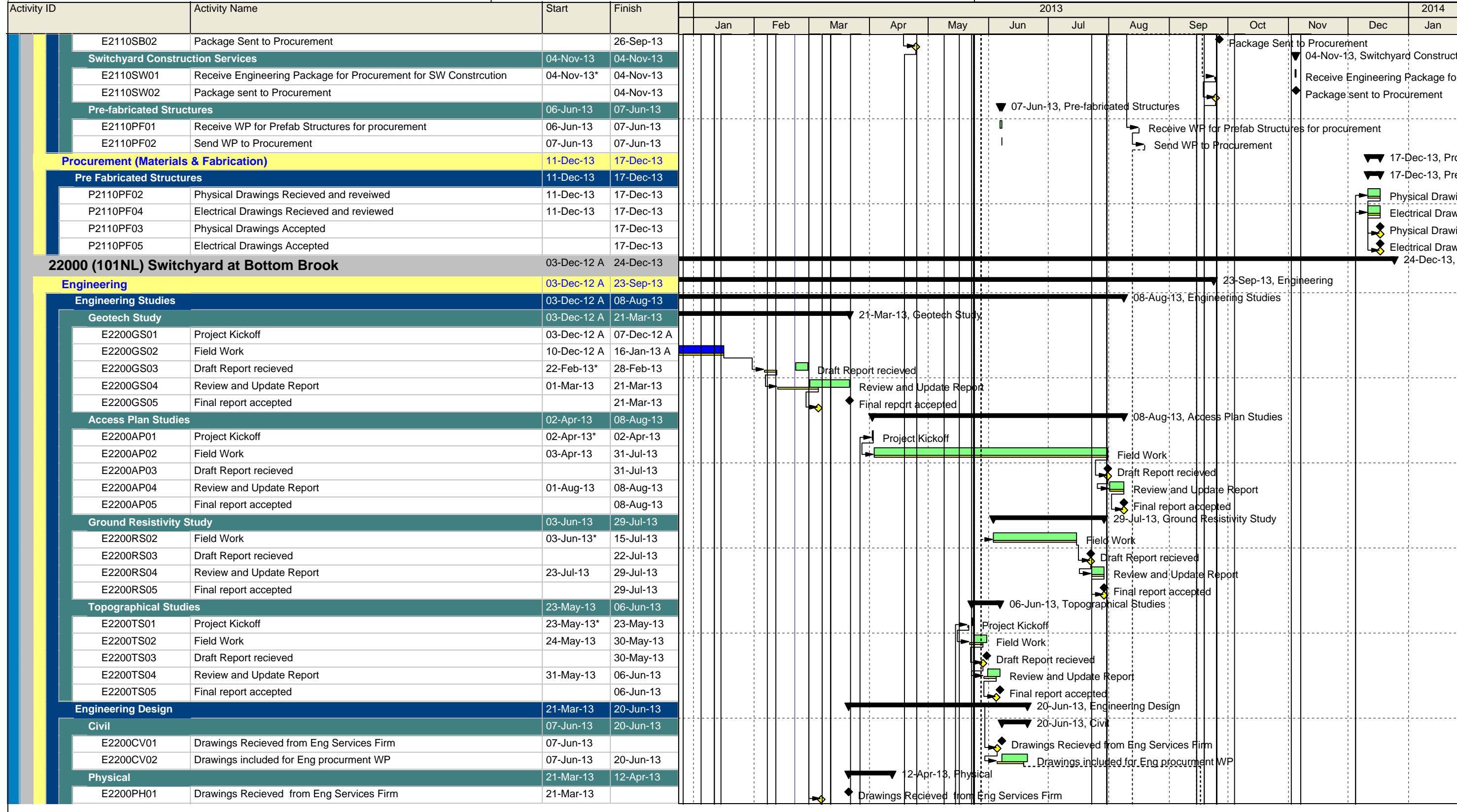
Activity ID	Activity Name	Start	Finish	2013												2014		
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
E1410CW00	Update Detailed Design of Conductor and O/H Shield Wire (Eng. Consul...	17-Oct-13	23-Oct-13															
E1410CW20	Design of Optical O/H Ground Wire (Eng. Consultant)	17-Oct-13	23-Oct-13															
E1410CW10	Create Sagging Charts (Eng. Consultant)	17-Oct-13	23-Oct-13															
E1410CW30	Accept Design for Manufacturing (ENL w/ Eng. Consultant)		23-Oct-13															
<b>Insulators and Hardware</b>		24-Oct-13	31-Oct-13															
E1410IH00	Develop Insulator Specifications and Material Lists	24-Oct-13	31-Oct-13															
<b>Counterpoise and Aerial Visibility</b>		17-Oct-13	23-Oct-13															
E1410CA00	Design of buried counterpoise line (part of ENL Conductor Contract)	17-Oct-13	23-Oct-13															
E1410CA10	Design of Aerial Marker Ball Identification	17-Oct-13	23-Oct-13															
<b>Procurement (Materials &amp; Fabrication)</b>		17-Oct-13	30-Oct-13															
<b>Conductors and Long Lead TL Items</b>		17-Oct-13	30-Oct-13															
P1410LL00	Detail Design Drawings of Conductors and Long Lead Items for Fabricati...	17-Oct-13																
P1410LL10	Detail Design Drawings of Conductors and Long Lead Items for Fabricati...		23-Oct-13															
P1410LL20	Fabrication of Conductors and Long Lead Items	24-Oct-13	30-Oct-13															
<b>14200 (E00501) Grounding line from Woodbine</b>		02-Oct-12 A	18-Dec-13															
<b>Engineering</b>		02-Oct-12 A	29-Oct-13															
<b>Engineering Studies</b>		02-Oct-12 A	23-Nov-12 A															
<b>Topographical Studies</b>		02-Oct-12 A	23-Nov-12 A															
<b>Engineering Packages for Procurement</b>		21-Mar-13	03-Jun-13															
<b>Conductors and Long Lead TL Items</b>		21-Mar-13	03-Jun-13															
E1420LLWP	Develop Input for WP for Procurement	21-Mar-13	03-Jun-13															
<b>TL Line Construction</b>		21-Mar-13	27-May-13															
E1420TLWP	Develop Input for WP for Procurement	21-Mar-13	27-May-13															
<b>Tree Clearing Services</b>		21-Mar-13	27-May-13															
E1420TCWP	Develop Input for WP for Procurement	21-Mar-13	27-May-13															
<b>Engineering Detailed Design Approval for Fabrication/Construction</b>		02-Apr-13	29-Oct-13															
<b>Structures</b>		02-Apr-13	22-Aug-13															
E1420SS10	Design of Wood Pole Structures	02-Apr-13	15-Aug-13															
E1420SS20	Provision of Staking Tables	16-Aug-13	22-Aug-13															
<b>Foundations</b>		16-Aug-13	21-Oct-13															
E1420FD10	Design of Foundations for Wood Poles	16-Aug-13	21-Oct-13															
E1420FD20	Accept Design for Foundations for Construction		21-Oct-13															
<b>Conductor and Shield Wire</b>		17-Oct-13	22-Oct-13															
E1420CW00	Update Detailed Design of Conductor and O/H Shield Wire (Eng. Consul...	17-Oct-13	22-Oct-13															
E1420CW20	Design of Optical O/H Ground Wire (Eng. Consultant)	17-Oct-13	22-Oct-13															
E1420CW10	Create Sagging Charts (Eng. Consultant)	17-Oct-13	22-Oct-13															
E1420CW30	Accept Design for Manufacturing (ENL w/ Eng. Consultant)		22-Oct-13															
<b>Insulators and Hardware</b>		23-Oct-13	29-Oct-13															
E1420IH00	Develop Insulator Specifications and Material Lists	23-Oct-13	29-Oct-13															
E1420IH10	Accept Design for Procurement for TL Construction Contractor		29-Oct-13															
<b>Counterpoise and Aerial Visibility</b>		17-Oct-13	22-Oct-13															
E1420CA00	Design of buried counterpoise line (part of ENL Conductor Contract)	17-Oct-13	22-Oct-13															
<b>Procurement (Materials &amp; Fabrication)</b>		17-Oct-13	18-Dec-13															
<b>Conductors and Long Lead TL Items</b>		17-Oct-13	18-Dec-13															
P1420LL00	Detail Design Drawings of Conductors and Long Lead Items for Fabricati...	17-Oct-13																

▬ Primary Baseline   
 ▬ Critical Remaining Work   
 ▬ Summary  
▬ Actual Work   
 ◆ Baseline Milestone  
▬ Remaining Work   
 ◆ Milestone

MLP 2013 Detail Schedule







▬ Primary Baseline     ▬ Critical Remaining Work     ▬ Summary  
█ Actual Work     ◆ Baseline Milestone  
█ Remaining Work     ◆ Milestone



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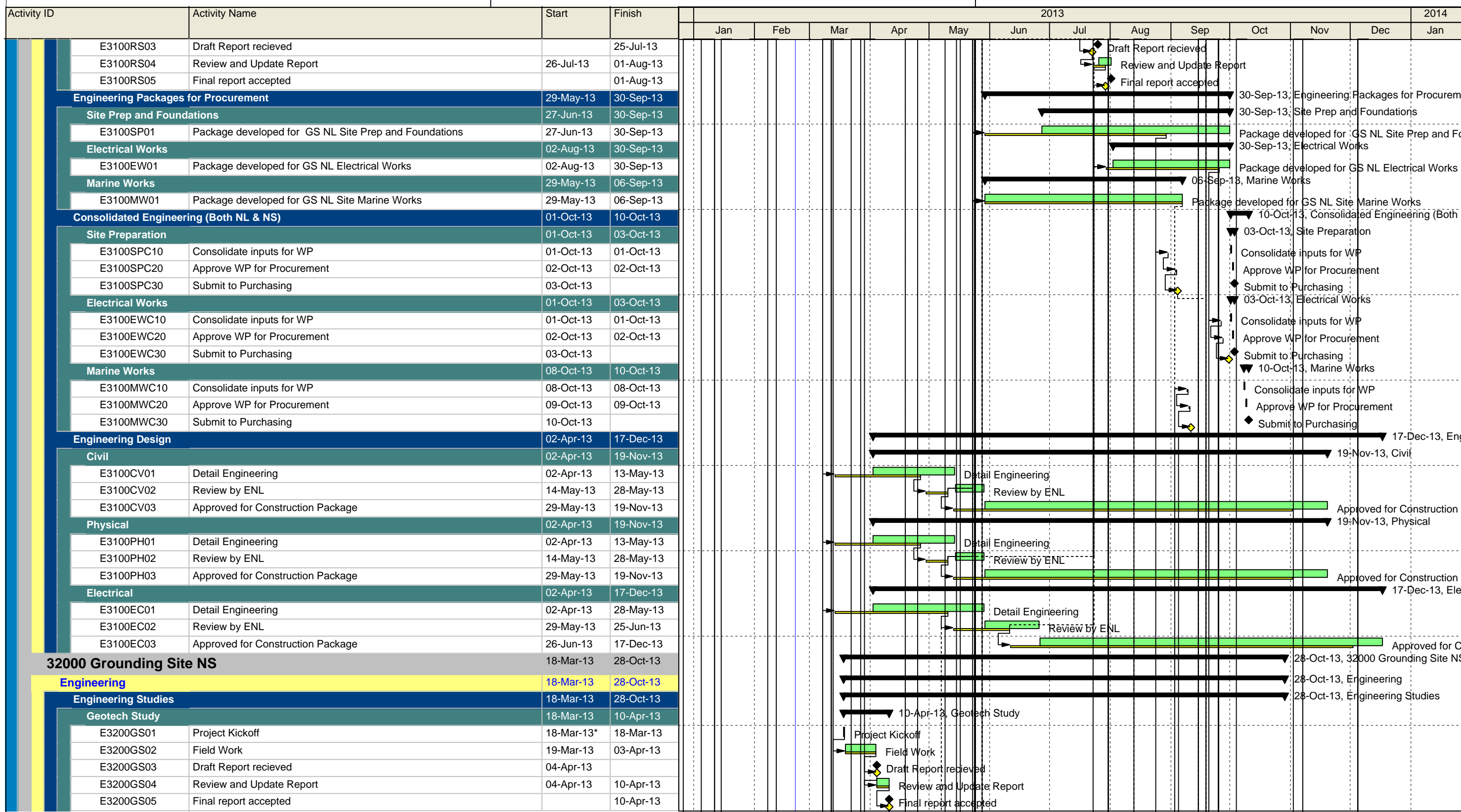
Maritime Link UARB-Enerco IR-12 Attachment 1 Page 7 of 50

Maritime Link Project		2013 Schedule												2014									
Activity ID	Activity Name	Start	Finish	2013												2014							
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
E2200PH02	Drawings for Eng procurement WP	21-Mar-13	12-Apr-13																				
<b>Electrical</b>		21-Mar-13	12-Apr-13																				
E2200EC01	Drawings Recieved from Eng Services Firm	21-Mar-13																					
E2200EC02	Drawings for Eng procurement WP	21-Mar-13	12-Apr-13																				
<b>Engineering Packages for Procurement</b>		24-Apr-13	23-Sep-13																				
<b>Site Preparation</b>		23-Sep-13	23-Sep-13																				
E2200SP01	Package Prepared for Procurement	23-Sep-13*	23-Sep-13																				
E2200SP02	Package sent to Procurement		23-Sep-13																				
<b>Major Substation Equipment</b>		24-Apr-13	24-Apr-13																				
E2200SB01	Package Prepared for Procurement RFP	24-Apr-13*	24-Apr-13																				
E2200SB02	Package Sent to Procurement of major Equipment		24-Apr-13																				
<b>Switchyard Construction Services</b>		23-Sep-13	23-Sep-13																				
E2200SW01	Package Prepared for Procurement RFP	23-Sep-13*	23-Sep-13																				
E2200SW02	Package sent to Procurement		23-Sep-13																				
<b>Pre-fabricated Structures</b>		16-Aug-13	16-Aug-13																				
E2200PF01	Package Prepared for Procurement RFP	16-Aug-13*	16-Aug-13																				
E2200PF02	Package sent to Procurement		16-Aug-13																				
<b>Procurement (Materials &amp; Fabrication)</b>		11-Dec-13	24-Dec-13																				
<b>Pre-Fabricated Structures</b>		11-Dec-13	24-Dec-13																				
P2200PF04	Electrical Drawings Recieved	11-Dec-13	17-Dec-13																				
P2200PF02	Physical Drawings Recieved	11-Dec-13	17-Dec-13																				
P2200PF05	Electrical Drawings Accepted	18-Dec-13	24-Dec-13																				
P2200PF03	Physical Drawings Accepted	18-Dec-13	24-Dec-13																				
<b>31000 Grounding Site NL</b>		02-Apr-13	17-Dec-13																				
<b>Engineering</b>		02-Apr-13	17-Dec-13																				
<b>Engineering Studies</b>		06-May-13	28-Oct-13																				
<b>Geotech Study</b>		06-May-13	28-May-13																				
E3100GS01	Project Kickoff	06-May-13*	06-May-13																				
E3100GS02	Field Work	07-May-13	21-May-13																				
E3100GS03	Draft Report recieved		21-May-13																				
E3100GS04	Review and Update Report	22-May-13	28-May-13																				
E3100GS05	Final report accepted		28-May-13																				
<b>Access Plan Studies</b>		23-May-13	28-Oct-13																				
E3100AP01	Project Kickoff	23-May-13*	23-May-13																				
E3100AP02	Field Work	24-May-13	21-Oct-13																				
E3100AP03	Draft Report recieved		21-Oct-13																				
E3100AP04	Review and Update Report	21-Oct-13	28-Oct-13																				
E3100AP05	Final report accepted		28-Oct-13																				
<b>Topographical Studies</b>		06-Jun-13	26-Jun-13																				
E3100TS02	Field Work	06-Jun-13	19-Jun-13																				
E3100TS03	Draft Report recieved		19-Jun-13																				
E3100TS04	Review and Update Report	20-Jun-13	26-Jun-13																				
E3100TS05	Final report accepted		26-Jun-13																				
<b>Ground Resistivity Study</b>		06-Jun-13	01-Aug-13																				
E3100RS02	Field Work	06-Jun-13*	18-Jul-13																				

- Primary Baseline
- Critical Remaining Work
- Summary
- Actual Work
- Baseline Milestone
- Remaining Work
- Milestone

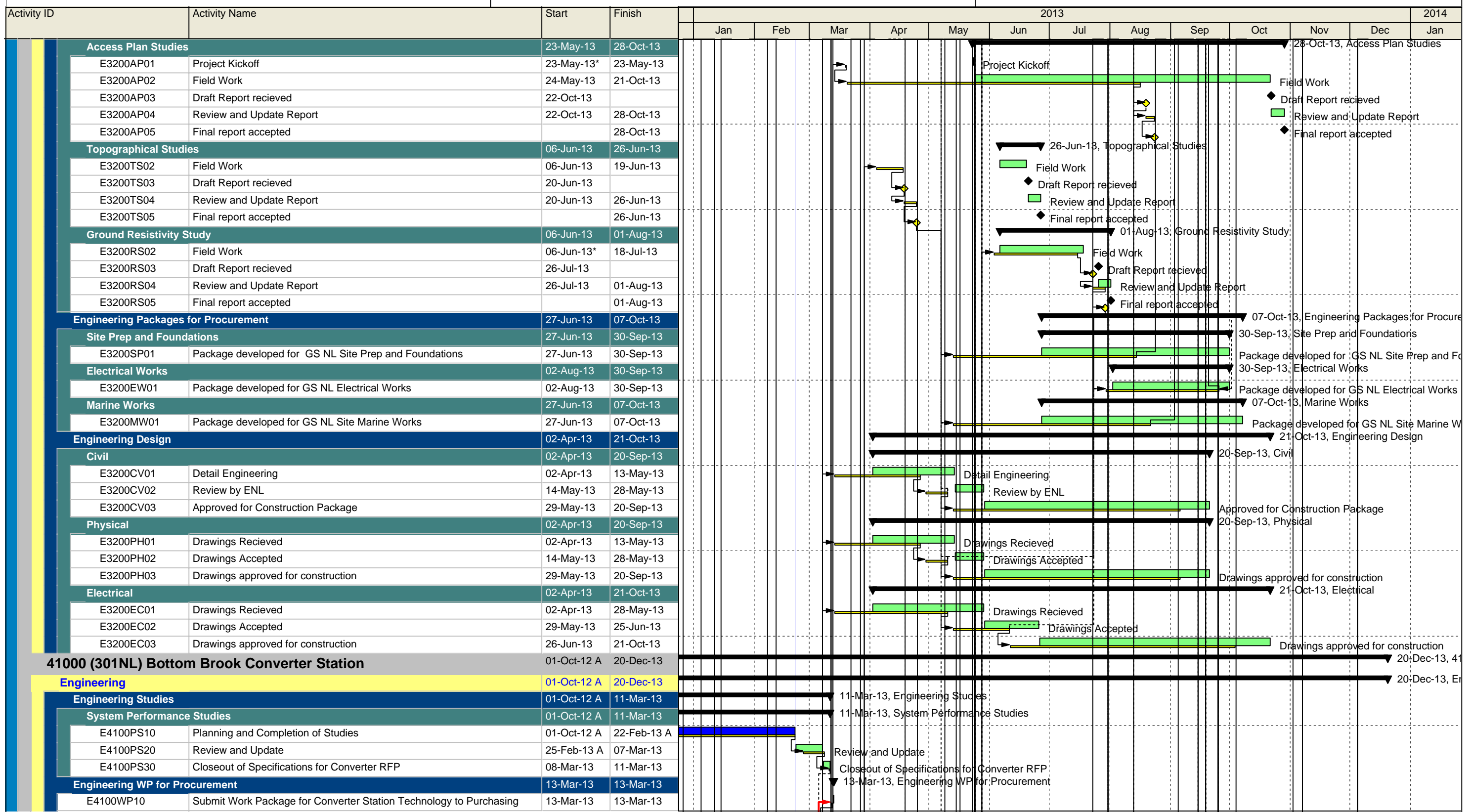
MLP 2013 Detail Schedule





MLP 2013 Detail Schedule





Activity ID	Activity Name	Start	Finish	2013												2014
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
<b>Engineering Design of EPC 2 Converter Station Technology</b>																
E4100CT20	Concept Design for Subgrade Site Prep	25-Oct-13	20-Dec-13	[Gantt bar: 25-Oct-13 to 20-Dec-13]												
<b>42000 (301NS) Woodbine Converter Station</b>																
<b>Engineering</b>				01-Oct-12 A 20-Dec-13												
<b>Engineering Studies</b>				01-Oct-12 A 11-Mar-13												
<b>System Performance Studies</b>				01-Oct-12 A 11-Mar-13												
E4200PS10	Planning and Completion of Studies	01-Oct-12 A	22-Feb-13 A	[Gantt bar: 01-Oct-12 A to 22-Feb-13 A]												
E4200PS20	Review and Update	25-Feb-13 A	07-Mar-13	[Gantt bar: 25-Feb-13 A to 07-Mar-13]												
E4200PS30	Closeout of Specifications for Converter RFP	08-Mar-13	11-Mar-13	[Gantt bar: 08-Mar-13 to 11-Mar-13]												
<b>Engineering WP for Procurement</b>				12-Mar-13 12-Mar-13												
E4200WP10	Develop Work Package for Converter Station Technology	12-Mar-13	12-Mar-13	[Gantt bar: 12-Mar-13 to 12-Mar-13]												
<b>Engineering Design of EPC 2 Converter Station Technology</b>																
E4200CT20	Concept Design for Subgrade Site Prep	25-Oct-13	20-Dec-13	[Gantt bar: 25-Oct-13 to 20-Dec-13]												
<b>51000 (701NL) Overhead to Underground Transition at Cape Ray</b>																
<b>Engineering</b>				22-Feb-13 12-Nov-13												
<b>Engineering Studies</b>				22-Feb-13 12-Nov-13												
<b>Geotech Study</b>				22-Feb-13 14-Mar-13												
E5100GS02	Field Work	22-Feb-13*	07-Mar-13	[Gantt bar: 22-Feb-13* to 07-Mar-13]												
E5100GS03	Draft Report received	08-Mar-13		[Milestone: 08-Mar-13]												
E5100GS04	Review and Update Report	08-Mar-13	14-Mar-13	[Gantt bar: 08-Mar-13 to 14-Mar-13]												
E5100GS05	Final report accepted		14-Mar-13	[Milestone: 14-Mar-13]												
<b>Access Plan Studies</b>				23-May-13 12-Nov-13												
E5100AP02	Field Work	23-May-13	04-Nov-13	[Gantt bar: 23-May-13 to 04-Nov-13]												
E5100AP03	Draft Report received	04-Nov-13		[Milestone: 04-Nov-13]												
E5100AP04	Review and Update Report	04-Nov-13	12-Nov-13	[Gantt bar: 04-Nov-13 to 12-Nov-13]												
E5100AP05	Final report accepted		12-Nov-13	[Milestone: 12-Nov-13]												
<b>Ground Resistivity Study</b>				03-Jun-13 29-Jul-13												
E5100RS02	Field Work	03-Jun-13*	15-Jul-13	[Gantt bar: 03-Jun-13* to 15-Jul-13]												
E5100RS03	Draft Report received	23-Jul-13		[Milestone: 23-Jul-13]												
E5100RS04	Review and Update Report	23-Jul-13	29-Jul-13	[Gantt bar: 23-Jul-13 to 29-Jul-13]												
E5100RS05	Final report accepted		29-Jul-13	[Milestone: 29-Jul-13]												
<b>Topographical Studies</b>				23-May-13 12-Jun-13												
E5100TS02	Field Work	23-May-13*	05-Jun-13	[Gantt bar: 23-May-13* to 05-Jun-13]												
E5100TS03	Draft Report received	06-Jun-13		[Milestone: 06-Jun-13]												
E5100TS04	Review and Update Report	06-Jun-13	12-Jun-13	[Gantt bar: 06-Jun-13 to 12-Jun-13]												
E5100TS05	Final report accepted		12-Jun-13	[Milestone: 12-Jun-13]												
<b>Engineering Design</b>				05-Apr-13 25-Sep-13												
<b>Civil</b>				05-Apr-13 25-Sep-13												
E5100CV01	Drawings Received	05-Apr-13		[Milestone: 05-Apr-13]												
E5100CV02	Drawings Reviewed by ENL and Accepted for WP	05-Apr-13	25-Sep-13	[Gantt bar: 05-Apr-13 to 25-Sep-13]												
<b>Physical</b>				05-Apr-13 25-Sep-13												
E5100PH01	Drawings Received	05-Apr-13		[Milestone: 05-Apr-13]												
E5100PH02	Drawings Reviewed by ENL and Accepted for WP	05-Apr-13	25-Sep-13	[Gantt bar: 05-Apr-13 to 25-Sep-13]												
<b>Electrical</b>				05-Apr-13 25-Sep-13												
E5100EC01	Drawings Received	05-Apr-13		[Milestone: 05-Apr-13]												

█ Primary Baseline    █ Critical Remaining Work    ▶ Summary  
█ Actual Work    ◆ Baseline Milestone  
█ Remaining Work    ◆ Milestone

MLP 2013 Detail Schedule







Activity ID	Activity Name	Start	Finish	2013												2014
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
<b>Site Prep</b>																
E5200SPC01	Consolidate Work Package and Submit to Purchasing (SY- Site Prep)	30-Sep-13	30-Sep-13													30-Sep-13, Site Prep
<b>Transition Building Construction</b>																
E5200TBC01	Consolidate Work Package and Submit to Purchasing	30-Sep-13	30-Sep-13													30-Sep-13, Transition Building Construction
<b>53000 (702NS) Woodbine Transition Compound (In scope of EPC2)</b>																
<b>Engineering</b>																
<b>Engineering Studies</b>																
E5300GS06	Engineering Studies	22-Feb-13	29-Apr-13	29-Apr-13, Engineering Studies												06-Sep-13, Engineering
<b>Engineering Design</b>																
E5300CV01	Detailed Engineering	30-Apr-13	17-Jul-13	Detailed Engineering												06-Sep-13, Engineering Design
E5300CV02	Drawings Reviewed	18-Jul-13	08-Aug-13	Drawings Reviewed												
E5300CV03	Drawings approved for construction	09-Aug-13	06-Sep-13	Drawings approved for construction												
<b>Engineering Packages for Procurement</b>																
E5300TB01	Package Submitted	18-Jul-13	24-Jul-13	31-Jul-13, Engineering Packages for Procurement												
E5300TB02	Package Accepted	25-Jul-13	31-Jul-13	Package Submitted												
<b>55000 Telecommunication Links</b>																
<b>Engineering</b>																
<b>Engineering Packages for Procurement</b>																
<b>Telecommunication System Equipment</b>																
E5500TE01	Develop and approve WP	05-Dec-13	11-Dec-13	Develop and approve WP												11-Dec-13, 55000
<b>Engineering Design</b>																
E5500010	Telecom Plan	02-Apr-13	13-May-13	Telecom Plan												11-Dec-13, Engin
E5500020	Telecom Requirements Development Activities	14-May-13	11-Jun-13	Telecom Requirements Development Activities												11-Dec-13, Engin
E5500030	Develop conceptual design	12-Jun-13	06-Sep-13	Develop conceptual design												11-Dec-13, Telec
E5500040	Develop detailed design	09-Sep-13	01-Nov-13	Develop detailed design												04-Dec-13, Engineer
E5500050	Review and Update Report	04-Nov-13	02-Dec-13	Review and Update Report												
E5500060	Final Report Approved	03-Dec-13	04-Dec-13	Final Report Approved												
<b>58000 Improvement of Road Infrastructure</b>																
<b>Engineering</b>																
<b>Engineering Design</b>																
E5800RI10	Civil works - Miller Town to Granite Canal Substation	16-Sep-13*	12-Nov-13	Civil works - Miller Town to Gr												12-Nov-13, 58000 Improve
<b>61000 Submarine Cable, Land Cable and Terminations</b>																
<b>61100 Engineering</b>																
R6100EG00	Marine Crossing Vessel Survey Program (E11-02) Fugro	06-Jun-11 A	22-Dec-11 A	Marine Crossing Vessel Survey Program (E11-02) Fugro												
<b>62000 Landfall HDD</b>																
<b>62100 Landfall HDD Point Aconi, NS</b>																
<b>HDD Geotech Investigation and Design</b>																
R6210HD02	Mobilization of equipment for onshore Geotech program	08-Apr-13*	08-Apr-13	Mobilization of equipment for onshore Geotech program												19-Sep-13, 62000 Landfall HDD
R6210HD04	Onshore Geotech works	09-Apr-13	22-Apr-13	Onshore Geotech works												19-Sep-13, 62100 Landfall HDD Point Aconi, NS
R6210HD03	Mobilization of equipment for nearshore Geotech program	19-Apr-13*	19-Apr-13	Mobilization of equipment for nearshore Geotech program												19-Sep-13, HDD Geotech Investigation and Design
R6210HD05	Nearshore Geotech works	22-Apr-13	13-May-13	Nearshore Geotech works												
R6210HD06	Demobilization of equipment for onshore Geotech program	23-Apr-13	23-Apr-13	Demobilization of equipment for onshore Geotech program												
R6210HD01	Engineering design and sample testing of geotech program	29-Apr-13	19-Sep-13	Engineering design and sample testing of geotech pr												
R6210HD07	Demobilization of equipment for nearshore Geotech program	14-May-13	14-May-13	Demobilization of equipment for nearshore Geotech program												

— Primary Baseline   
 ■ Critical Remaining Work   
 ▾ Summary  
■ Actual Work   
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■ Remaining Work   
 ◆ Milestone

MLP 2013 Detail Schedule

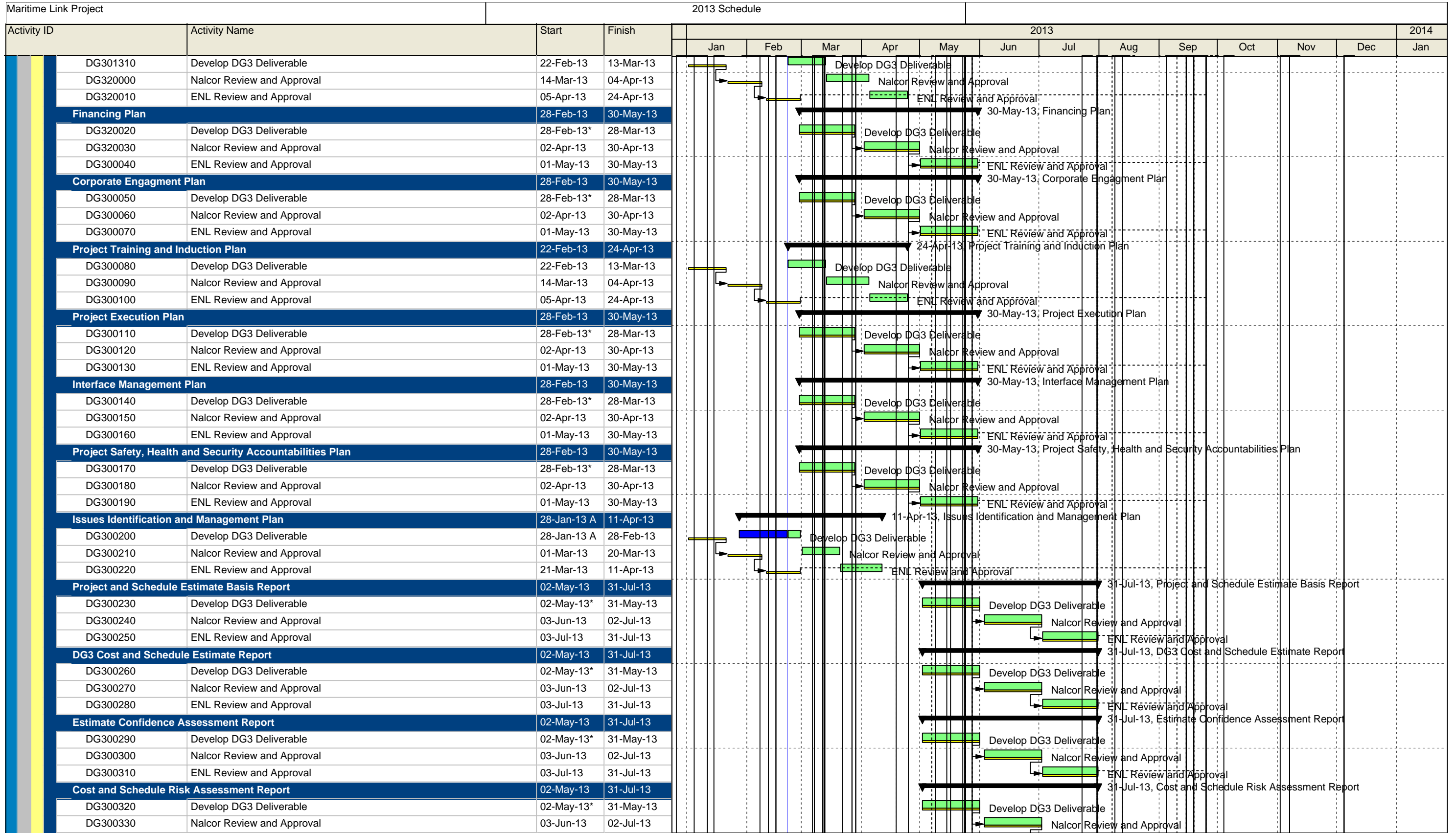


Activity ID	Activity Name	Start	Finish	2013												2014				
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan				
<b>62200 Landfall HDD Cape Ray, NL</b>				19-Sep-13, 62200 Landfall HDD Cape Ray, NL																
<b>HDD Geotech Investigation and Design</b>				19-Sep-13, HDD Geotech Investigation and Design																
R6220HD02	Mobilization of equipment for onshore Geotech program	17-Apr-13*	17-Apr-13																	
R6220HD04	Onshore Geotech works	18-Apr-13	31-May-13																	
R6220HD01	Engineering design and sample testing of geotech program	29-Apr-13	19-Sep-13																	
R6220HD03	Mobilization of equipment for nearshore Geotech program	15-May-13	15-May-13																	
R6220HD05	Nearshore Geotech works	16-May-13	24-May-13																	
R6220HD07	Demobilization of equipment for nearshore Geotech program	27-May-13	27-May-13																	
R6220HD06	Demobilization of equipment for onshore Geotech program	03-Jun-13	03-Jun-13																	
<b>63000 Marine Consultancy Services</b>				15-Oct-13, 63000 Marine Consultancy Services																
<b>63100 Marine Warranty Survey Services</b>				15-Oct-13, 63100 Marine Warranty Survey Services																
R6310MM10	Warranty Services Kickoff	15-Oct-13	15-Oct-13																	
<b>63200 Third Party Engineering Verification Services</b>				15-Sep-13, 63200 Third Party Engineering Verification Services																
R6320TP10	Verification Services Kickoff	16-Sep-13*	16-Sep-13																	
<b>NSPI</b>				19-Dec-13, NSPI																
<b>NSPI - Strait of Canso Crossing/Separate L-8004/L-7005</b>				19-Dec-13, NSPI - Strait of Canso Crossing/Separate L-8004/L-7005																
<b>Engineering</b>				18-Sep-13, Engineering																
NSPISCC10	Community/Stakeholder Consultation	02-Apr-13*	18-Sep-13																	
<b>Construction</b>				19-Dec-13, Construction																
NSPISCCS00	Acquire new ROW/ROW Survey & Clearing	02-Jul-13*	19-Dec-13																	
<b>NSPI - L6513 - Onslow to Springhill Rebuild</b>				20-Jun-13, NSPI - L6513 - Onslow to Springhill Rebuild																
<b>Engineering</b>				20-Jun-13, Engineering																
NSPIL6513E10	Community/Stakeholder Consultation	02-Jan-13 A	20-Jun-13																	
<b>Construction</b>				20-Jun-13, Construction																
NSPIL6513S00	ROW Review and Clearing	02-Jan-13 A	20-Jun-13																	
<b>NSPI - Transmission Line (7015 pinch Points)(E12-50)(overlap with 13000)</b>				07-Oct-13, NSPI - Transmission Line (7015 pinch Points)(E12-50)(overlap with 13000)																
<b>Engineering</b>				07-Oct-13, Engineering																
NSPI1300E30	Community/Stakeholder Consultation	02-Apr-13*	18-Sep-13																	
NSPI1300E00	Design Reroute of 7015 and others	01-Oct-13*	07-Oct-13																	
<b>NSPI - SPS Modification</b>				16-Dec-13, NSPI - SPS Modification																
<b>Engineering</b>				16-Dec-13, Engineering																
NSPISPSE10	NPCC/NBP Engagement / Area Review 1	03-Jul-12 A	26-Sep-12 A																	
NSPISPSE50	NPCC Approval	02-Jul-13*	16-Dec-13																	
NSPISPSE20	NPCC/NBP Engagement / Area Review 2	02-Jul-13*	26-Sep-13																	
<b>90100 Project Management</b>				30-Dec-13, 90100 Project Management																
<b>ENL Finance</b>				30-Aug-13, ENL Finance																
PM9010000	Update Funding Strategy at Gate 3	24-Jun-13*	16-Jul-13																	
PM9010001	Execute Funding Strategy	17-Jul-13	08-Aug-13																	
PM9010002	Funding Closeout	09-Aug-13	30-Aug-13																	
<b>DG3 Deliverables</b>				23-Sep-13, DG3 Deliverables																
<b>Project Charter</b>				24-Apr-13, Project Charter																
DG301320	Develop DG3 Deliverable	22-Feb-13	13-Mar-13																	
DG301330	Nalcor Review and Approval	14-Mar-13	04-Apr-13																	
DG301340	ENL Review and Approval	05-Apr-13	24-Apr-13																	
<b>Energy and Capacity Economics Plan</b>				24-Apr-13, Energy and Capacity Economics Plan																

█ Primary Baseline    █ Critical Remaining Work    ▶ Summary  
█ Actual Work    ◆ Baseline Milestone  
█ Remaining Work    ◆ Milestone

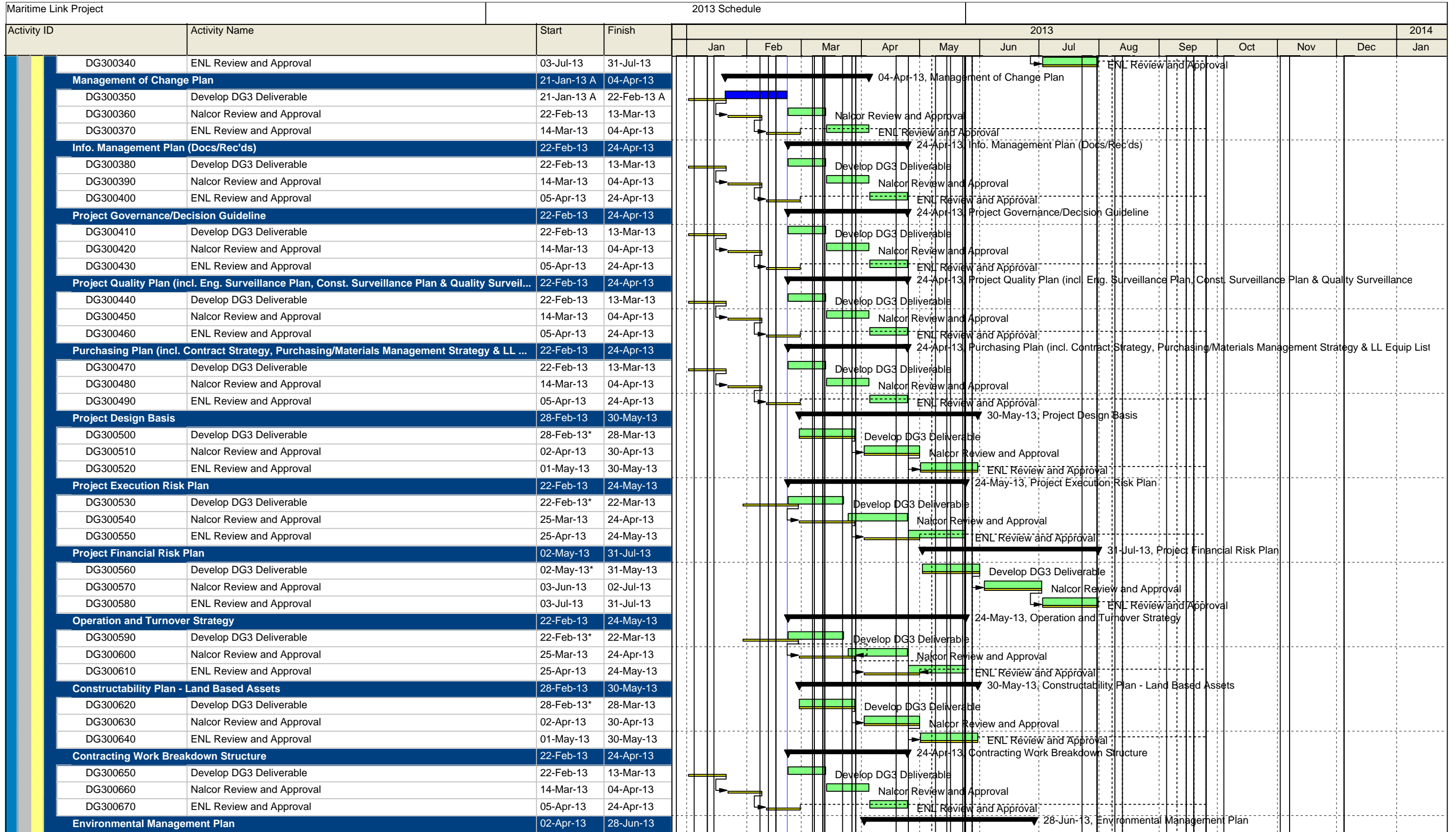
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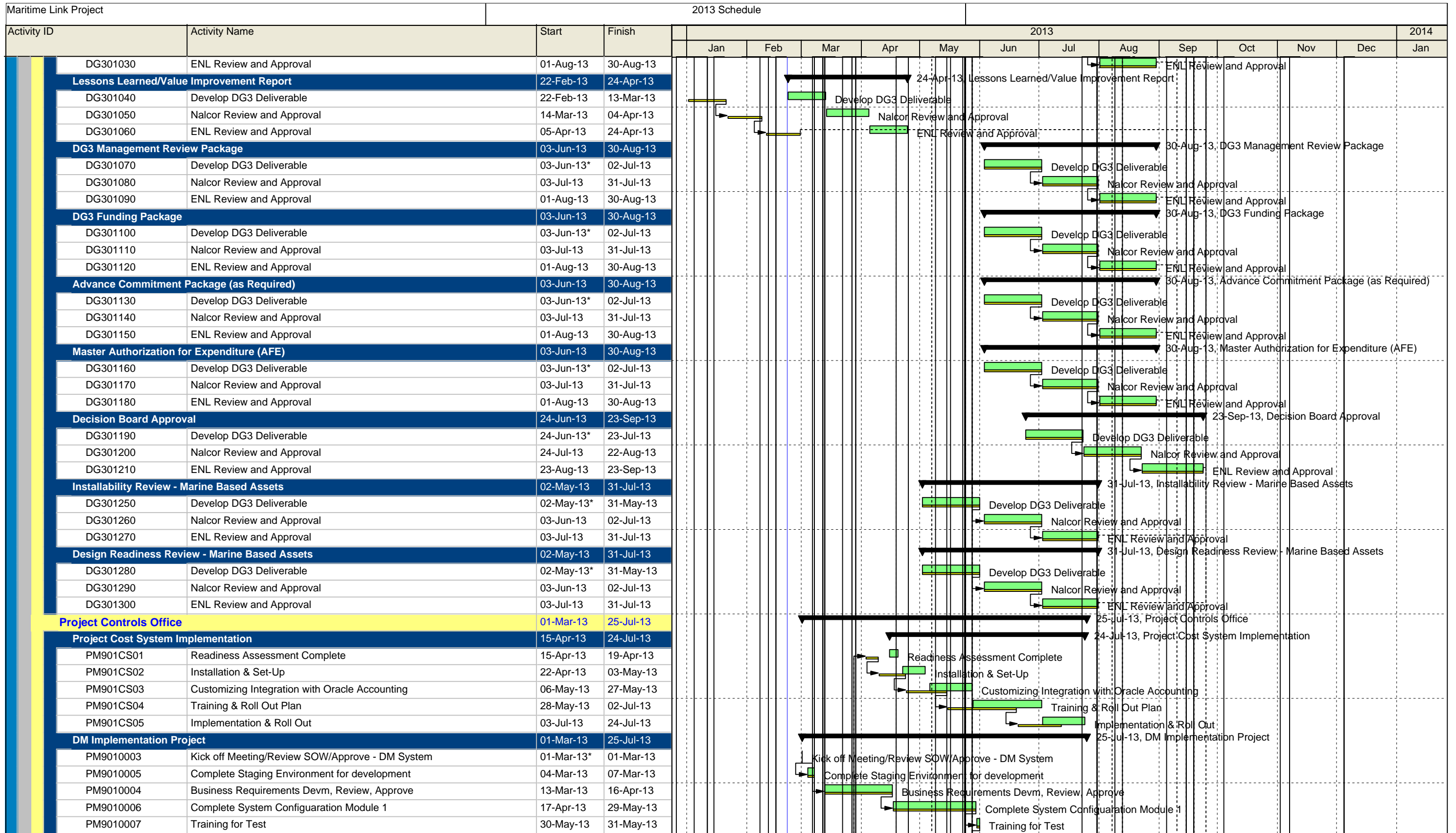


█ Primary Baseline    █ Critical Remaining Work    ▶ Summary  
█ Actual Work    ◆ Baseline Milestone  
█ Remaining Work    ◆ Milestone

MLP 2013 Detail Schedule







█ Primary Baseline    █ Critical Remaining Work    ▶ Summary  
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█ Remaining Work    ◆ Milestone

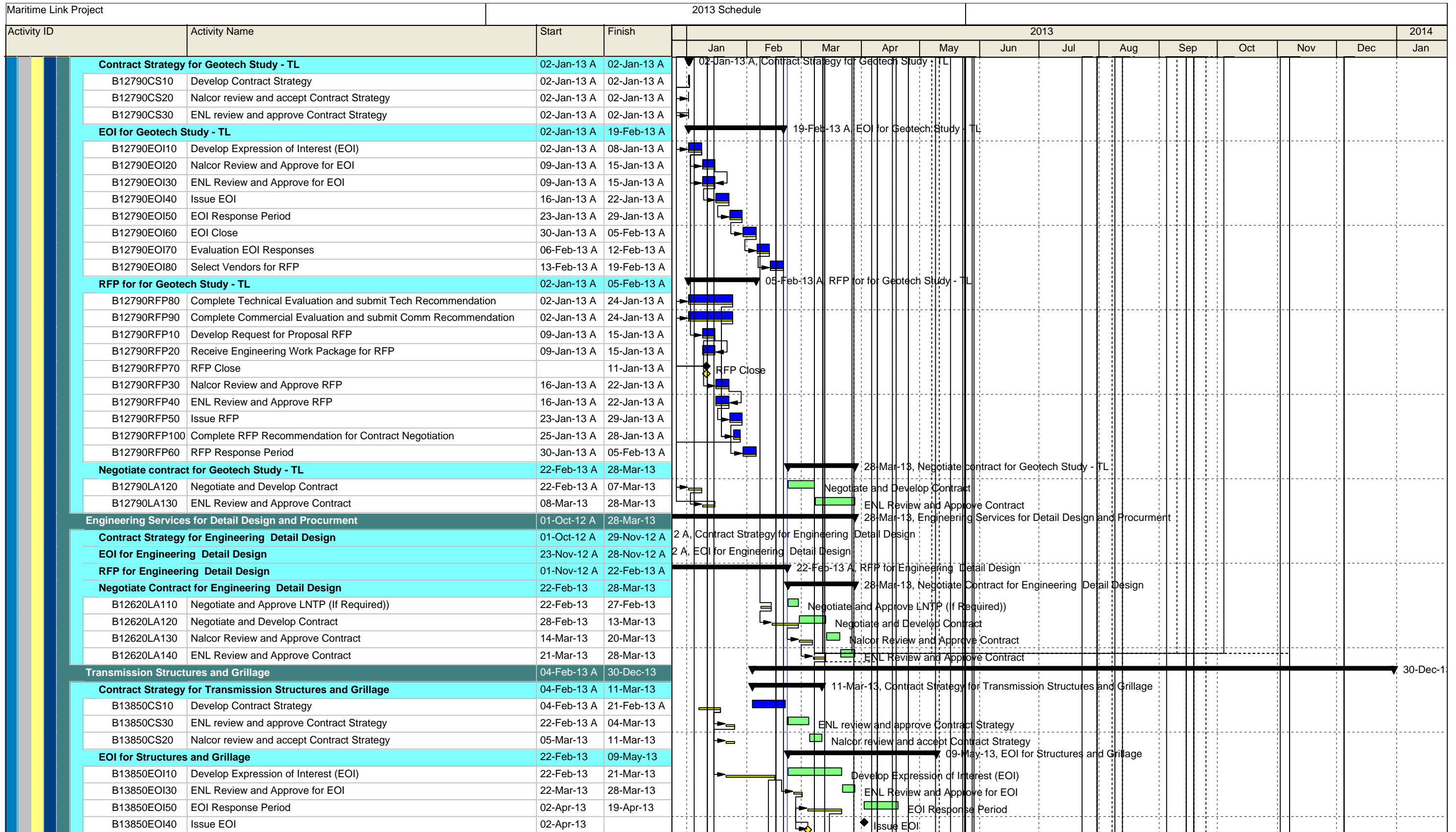
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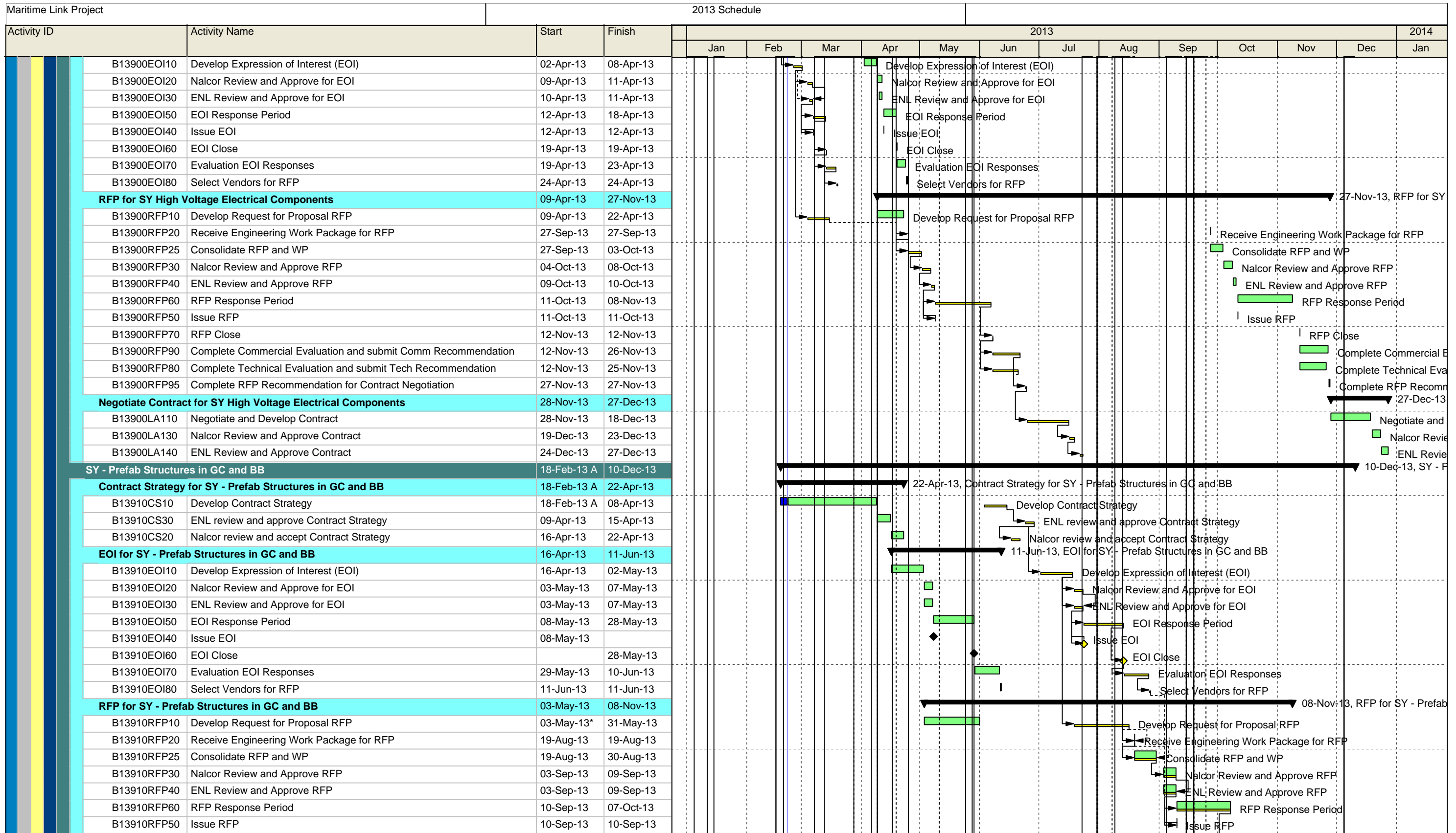
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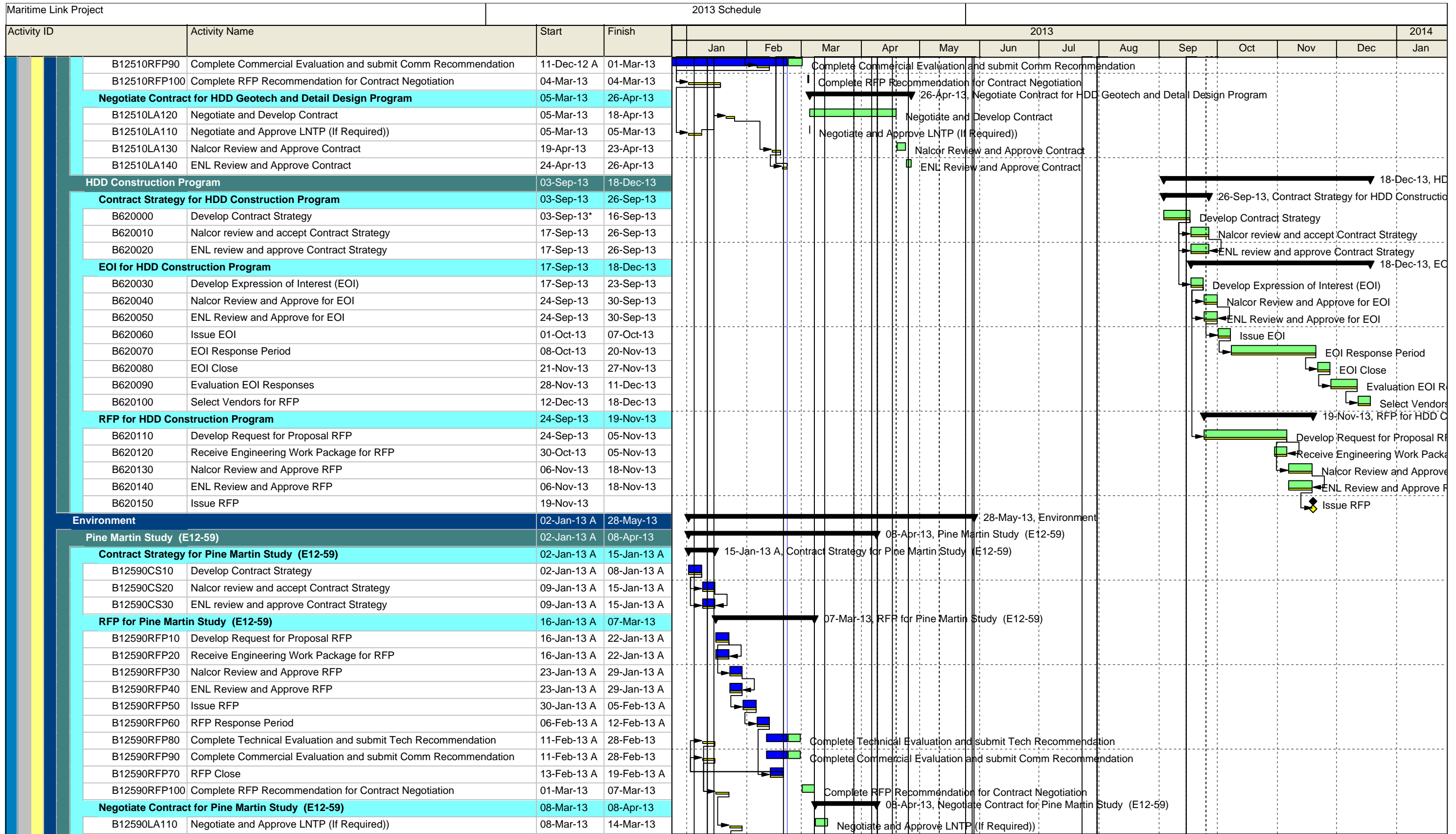


Activity ID	Activity Name	Start	Finish	2013												2014							
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
<b>Marine Warranty Services</b>				18-Jun-13, Marine Warranty Services																			
<b>Contract Strategy for Marine Warranty Services</b>				22-Feb-13, Contract Strategy for Marine Warranty Services																			
B12750CS10	Develop Contract Strategy	05-Nov-12 A	04-Dec-12 A																				
B12750CS20	Nalcor review and accept Contract Strategy	05-Dec-12 A	11-Dec-12 A																				
B12750CS30	ENL review and approve Contract Strategy	12-Dec-12 A	22-Feb-13																				
<b>EOI for Marine Warranty Services</b>				17-Jan-13 A, EOI for Marine Warranty Services																			
B12750EOI10	Develop Expression of Interest (EOI)	18-Dec-12 A	24-Dec-12 A																				
B12750EOI20	Nalcor Review and Approve for EOI	27-Dec-12 A	28-Dec-12 A																				
B12750EOI30	ENL Review and Approve for EOI	31-Dec-12 A	02-Jan-13 A																				
B12750EOI50	EOI Response Period	02-Jan-13 A	11-Jan-13 A																				
B12750EOI40	Issue EOI	02-Jan-13 A																					
B12750EOI60	EOI Close		11-Jan-13 A																				
B12750EOI70	Evaluation EOI Responses	14-Jan-13 A	16-Jan-13 A																				
B12750EOI80	Select Vendors for RFP	17-Jan-13 A	17-Jan-13 A																				
<b>RFP for Marine Warranty Services</b>				15-May-13, RFP for Marine Warranty Services																			
B12750RFP10	Develop Request for Proposal RFP	18-Jan-13 A	27-Feb-13																				
B12750RFP30	Nalcor Review and Approve RFP	28-Feb-13	28-Feb-13																				
B12750RFP40	ENL Review and Approve RFP	28-Feb-13	28-Feb-13																				
B12750RFP60	RFP Response Period	28-Feb-13	01-May-13																				
B12750RFP50	Issue RFP	28-Feb-13																					
B12750RFP70	RFP Close		01-May-13																				
B12750RFP80	Complete Technical Evaluation and submit Tech Recommendation	02-May-13	14-May-13																				
B12750RFP90	Complete Commercial Evaluation and submit Comm Recommendation	02-May-13	14-May-13																				
B12750RFP100	Complete RFP Recommendation for Contract Negotiation	15-May-13	15-May-13																				
<b>Negotiate Contract for Marine Warranty Services</b>				18-Jun-13, Negotiate Contract for Marine Warranty Services																			
B12750LA120	Negotiate and Develop Contract	16-May-13	04-Jun-13																				
B12750LA130	Nalcor Review and Approve Contract	05-Jun-13	11-Jun-13																				
B12750LA140	ENL Review and Approve Contract	12-Jun-13	18-Jun-13																				
<b>HDD Geotech and Detail Design Program</b>				26-Apr-13, HDD Geotech and Detail Design Program																			
<b>Contract Strategy for HDD Geotech and Detail Design Program</b>				Program																			
B12510CS10	Develop Contract Strategy	18-Jun-12 A	29-Jun-12 A																				
B12510CS20	Nalcor review and accept Contract Strategy	03-Jul-12 A	09-Jul-12 A																				
B12510CS30	ENL review and approve Contract Strategy	10-Jul-12 A	16-Jul-12 A																				
<b>EOI for HDD Geotech and Detail Design Program</b>				ail Design Program																			
B12510EOI10	Develop Expression of Interest (EOI)	15-Jun-12 A	13-Jul-12 A																				
B12510EOI50	EOI Response Period	16-Jul-12 A	21-Aug-12 A																				
B12510EOI40	Issue EOI	16-Jul-12 A																					
B12510EOI60	EOI Close		21-Aug-12 A																				
B12510EOI70	Evaluation EOI Responses	22-Aug-12 A	05-Sep-12 A																				
B12510EOI80	Select Vendors for RFP		05-Sep-12 A																				
<b>RFP for HDD Geotech and Detail Design Program</b>				04-Mar-13, RFP for HDD Geotech and Detail Design Program																			
B12510RFP10	Develop Request for Proposal RFP	06-Sep-12 A	19-Oct-12 A																				
B12510RFP50	Issue RFP	19-Oct-12 A																					
B12510RFP60	RFP Response Period	22-Oct-12 A	10-Dec-12 A																				
B12510RFP70	RFP Close		10-Dec-12 A																				
B12510RFP80	Complete Technical Evaluation and submit Tech Recommendation	11-Dec-12 A	01-Mar-13																				

█ Primary Baseline    █ Critical Remaining Work    ▶ Summary  
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█ Remaining Work    ◆ Milestone

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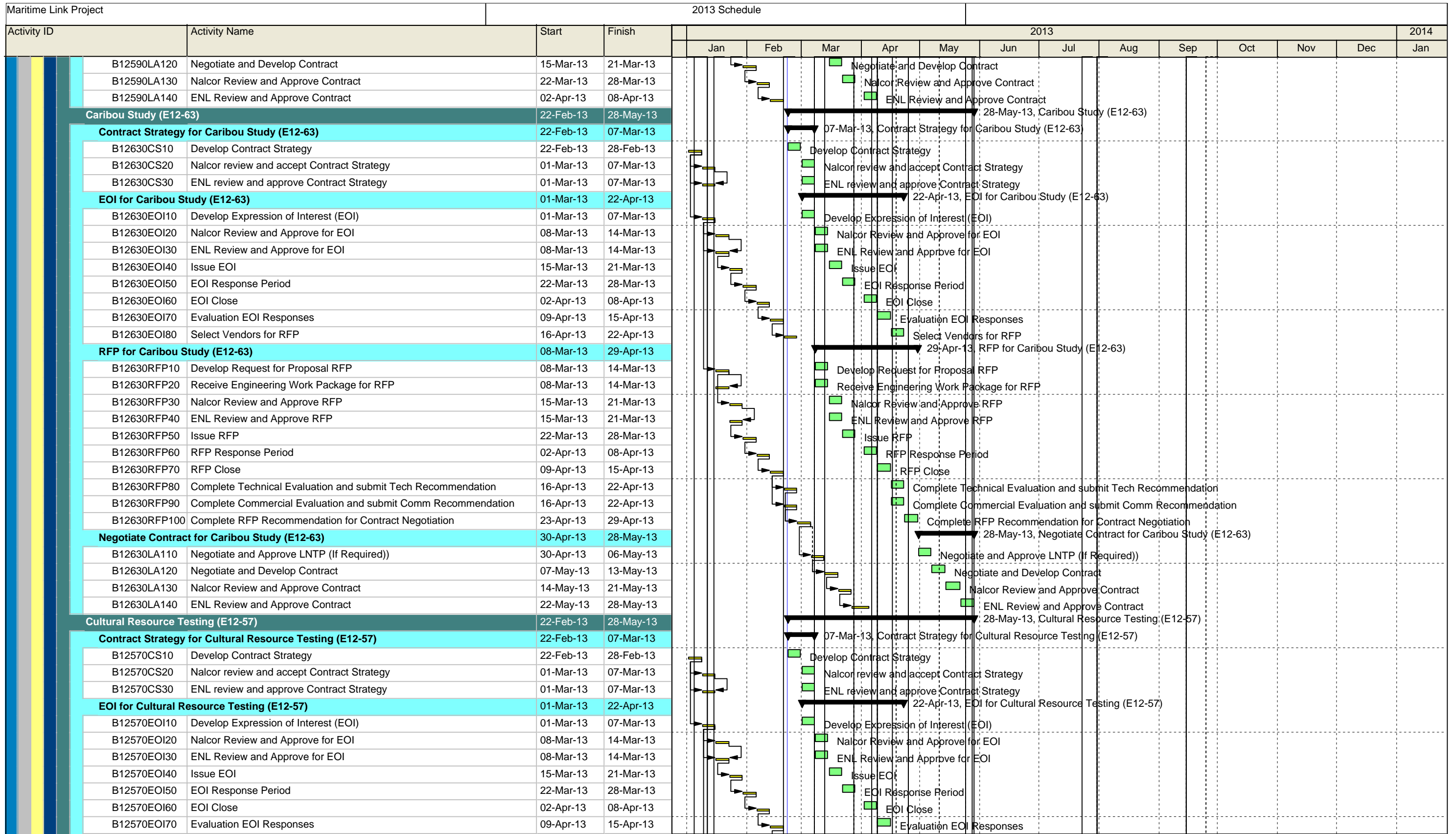




- Primary Baseline
- Critical Remaining Work
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- Actual Work
- Baseline Milestone
- Remaining Work
- Milestone

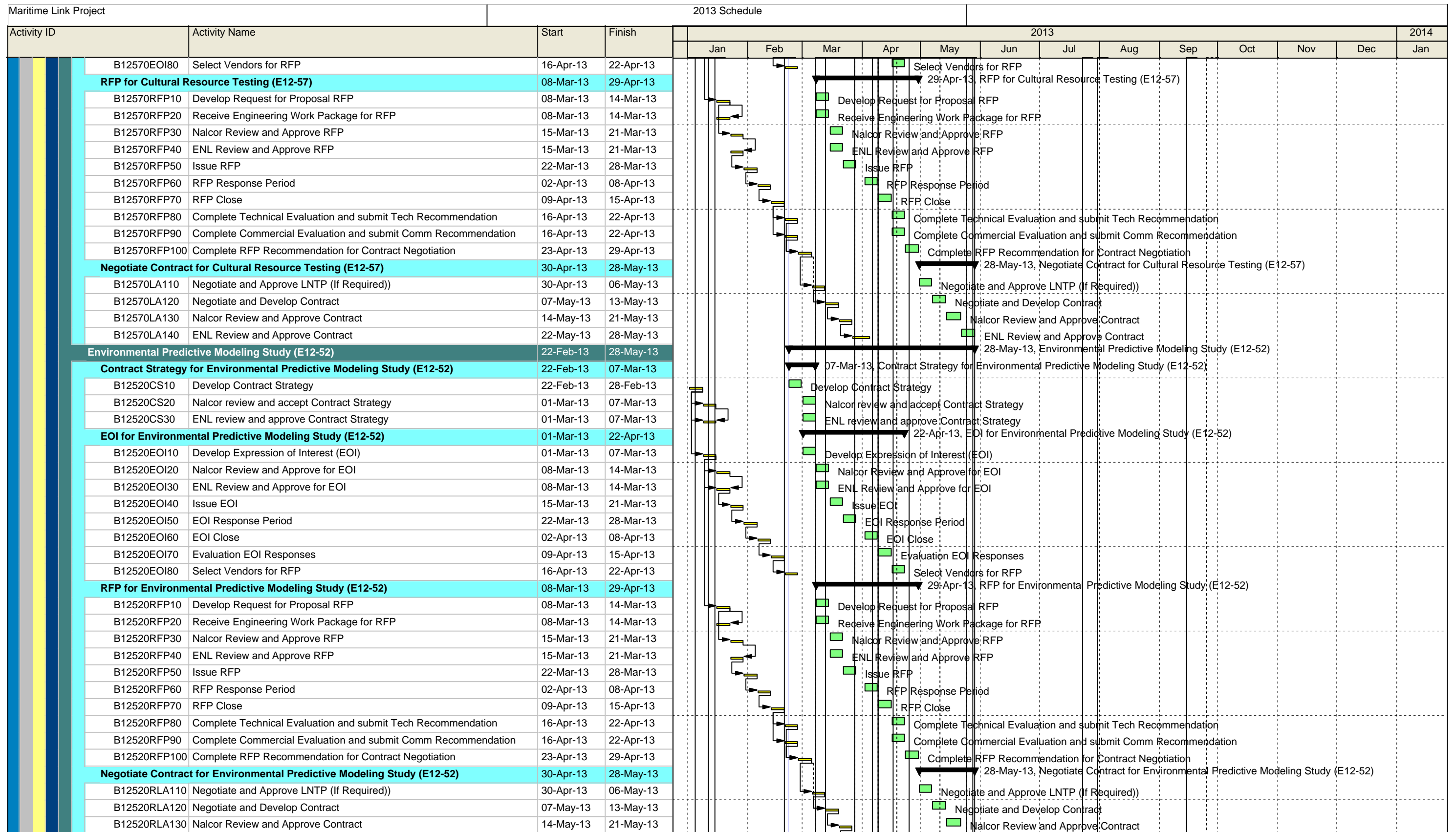
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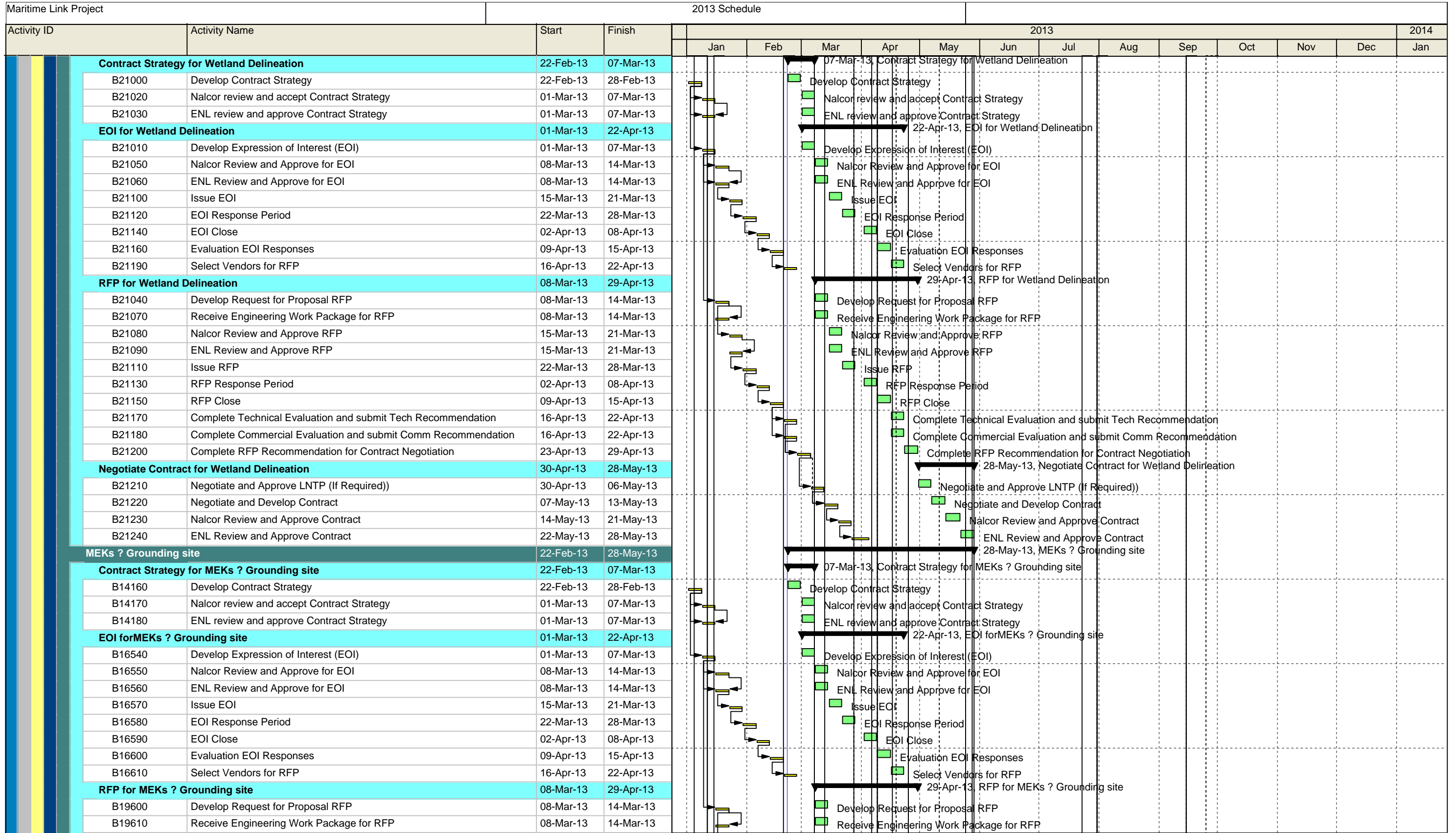


Maritime Link Project		2013 Schedule												2014			
Activity ID	Activity Name	Start	Finish	2013												2014	
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
B12580RFP10	Develop Request for Proposal RFP	08-Mar-13	14-Mar-13														
B12580RFP20	Receive Engineering Work Package for RFP	08-Mar-13	14-Mar-13														
B12580RFP30	Nalcor Review and Approve RFP	15-Mar-13	21-Mar-13														
B12580RFP40	ENL Review and Approve RFP	15-Mar-13	21-Mar-13														
B12580RFP50	Issue RFP	22-Mar-13	28-Mar-13														
B12580RFP60	RFP Response Period	02-Apr-13	08-Apr-13														
B12580RFP70	RFP Close	09-Apr-13	15-Apr-13														
B12580RFP80	Complete Technical Evaluation and submit Tech Recommendation	16-Apr-13	22-Apr-13														
B12580RFP90	Complete Commercial Evaluation and submit Comm Recommendation	16-Apr-13	22-Apr-13														
B12580RFP100	Complete RFP Recommendation for Contract Negotiation	23-Apr-13	29-Apr-13														
<b>Negotiate Contract for Model Maintenance (E12-58)</b>		<b>30-Apr-13</b>	<b>28-May-13</b>														
B12580LA110	Negotiate and Approve LNTP (If Required))	30-Apr-13	06-May-13														
B12580LA120	Negotiate and Develop Contract	07-May-13	13-May-13														
B12580LA130	Nalcor Review and Approve Contract	14-May-13	21-May-13														
B12580LA140	ENL Review and Approve Contract	22-May-13	28-May-13														
<b>Rare Flora Surveys</b>		<b>22-Feb-13</b>	<b>28-May-13</b>														
<b>Contract Strategy for Rare Flora Surveys</b>		<b>22-Feb-13</b>	<b>07-Mar-13</b>														
B00000CS10	Develop Contract Strategy	22-Feb-13	28-Feb-13														
B00000CS20	Nalcor review and accept Contract Strategy	01-Mar-13	07-Mar-13														
B00000CS30	ENL review and approve Contract Strategy	01-Mar-13	07-Mar-13														
<b>EOI for Rare Flora Surveys</b>		<b>01-Mar-13</b>	<b>22-Apr-13</b>														
B00000EOI10	Develop Expression of Interest (EOI)	01-Mar-13	07-Mar-13														
B00000EOI20	Nalcor Review and Approve for EOI	08-Mar-13	14-Mar-13														
B00000EOI30	ENL Review and Approve for EOI	08-Mar-13	14-Mar-13														
B00000EOI40	Issue EOI	15-Mar-13	21-Mar-13														
B00000EOI50	EOI Response Period	22-Mar-13	28-Mar-13														
B00000EOI60	EOI Close	02-Apr-13	08-Apr-13														
B00000EOI70	Evaluation EOI Responses	09-Apr-13	15-Apr-13														
B00000EOI80	Select Vendors for RFP	16-Apr-13	22-Apr-13														
<b>RFP for Rare Flora Surveys</b>		<b>08-Mar-13</b>	<b>29-Apr-13</b>														
B00000RFP00	Develop Request for Proposal RFP	08-Mar-13	14-Mar-13														
B00000RFP10	Receive Engineering Work Package for RFP	08-Mar-13	14-Mar-13														
B00000RFP20	Nalcor Review and Approve RFP	15-Mar-13	21-Mar-13														
B00000RFP30	ENL Review and Approve RFP	15-Mar-13	21-Mar-13														
B00000RFP40	Issue RFP	22-Mar-13	28-Mar-13														
B00000RFP50	RFP Response Period	02-Apr-13	08-Apr-13														
B00000RFP60	RFP Close	09-Apr-13	15-Apr-13														
B00000RFP70	Complete Technical Evaluation and submit Tech Recommendation	16-Apr-13	22-Apr-13														
B00000RFP80	Complete Commercial Evaluation and submit Comm Recommendation	16-Apr-13	22-Apr-13														
B00000RFP90	Complete RFP Recommendation for Contract Negotiation	23-Apr-13	29-Apr-13														
<b>Negotiate Contract for Rare Flora Surveys</b>		<b>30-Apr-13</b>	<b>28-May-13</b>														
B00000LA180	Negotiate and Approve LNTP (If Required))	30-Apr-13	06-May-13														
B00000LA190	Negotiate and Develop Contract	07-May-13	13-May-13														
B00000LA100	Nalcor Review and Approve Contract	14-May-13	21-May-13														
B00000LA110	ENL Review and Approve Contract	22-May-13	28-May-13														
<b>Wetland Delineation</b>		<b>22-Feb-13</b>	<b>28-May-13</b>														

█ Primary Baseline    █ Critical Remaining Work    ▬ Summary  
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MLP 2013 Detail Schedule



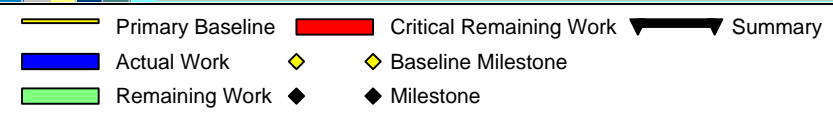
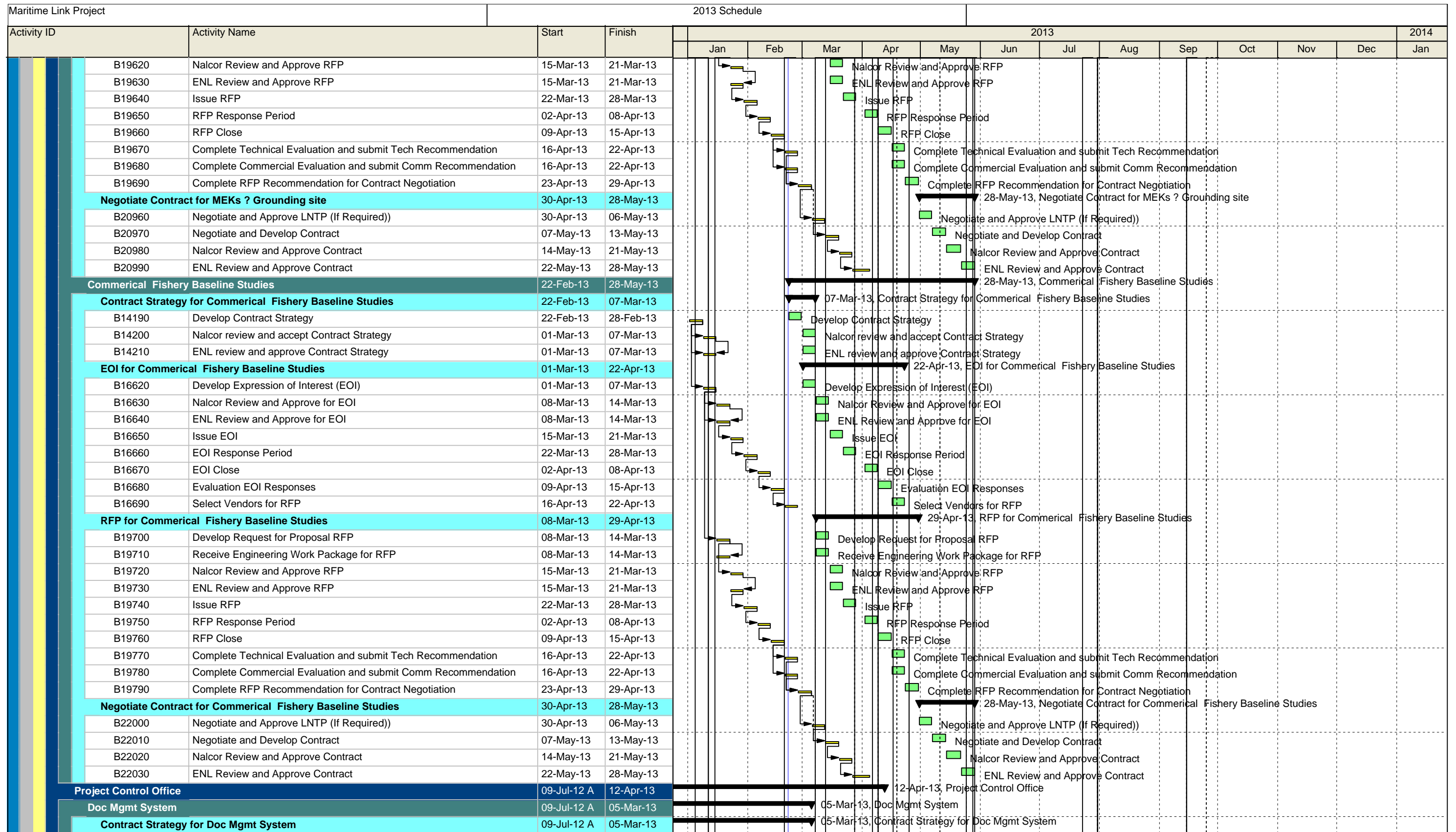


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MLP 2013 Detail Schedule

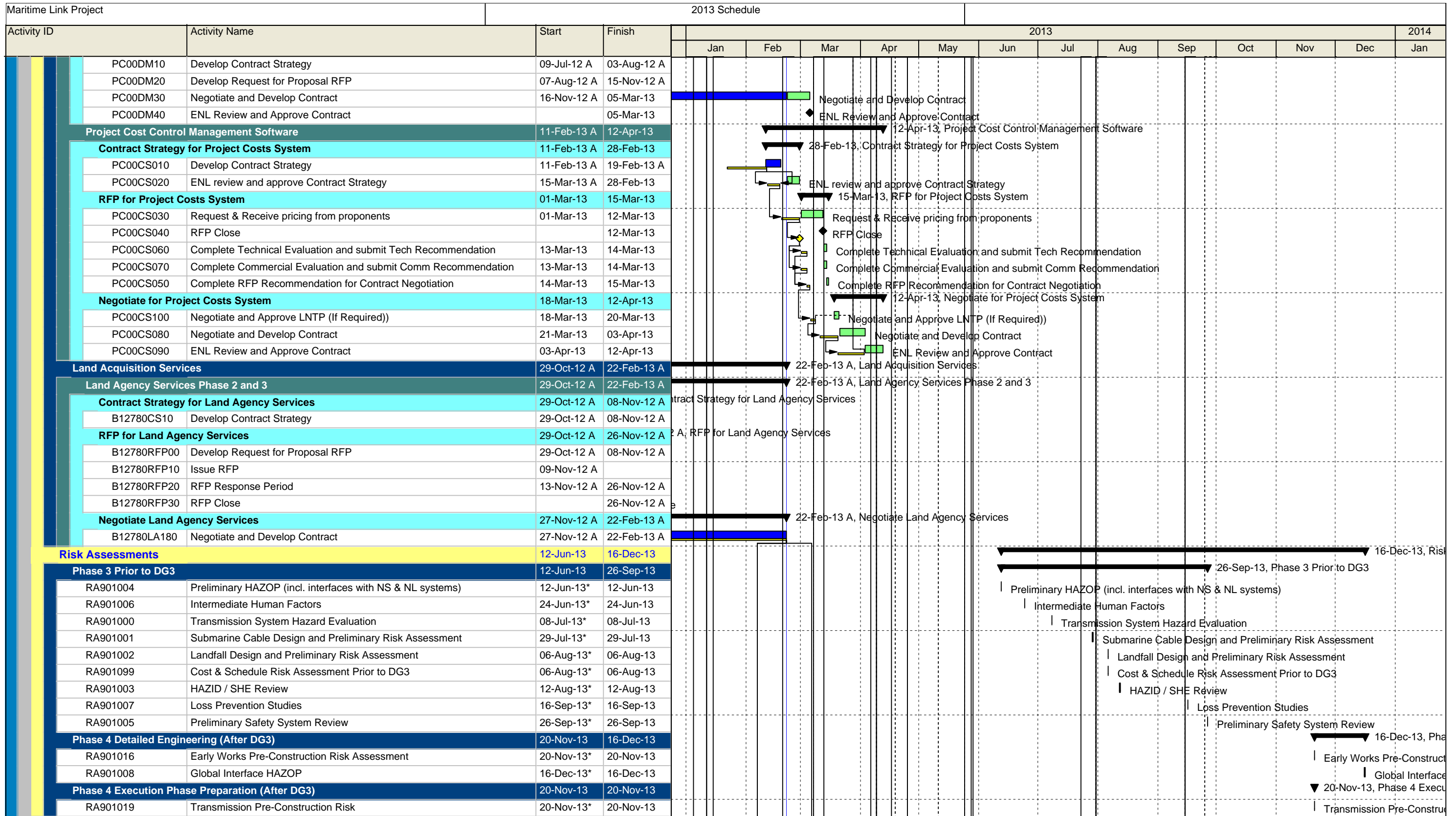






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Activity ID	Activity Name	Start	Finish	2013												2014
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
<b>90200 External Services</b>				13-Dec-13, 90200												
<b>Legal Services</b>				25-Nov-13, Legal Services												
<b>NL Legal Materials/Agreements</b>				25-Jun-12 A, 26-Jul-12 A												
T9020LG80	Develop and Approve Letters of Consent Standard	25-Jun-12 A	25-Jun-12 A													
T9020LG03	Develop and Approve Options Agreements	24-Jul-12 A	24-Jul-12 A													
T9020LG04	Develop and Approve Guidelines for Property Assessments	25-Jul-12 A	25-Jul-12 A													
T9020LG90	Develop and Approve Contract Standards	26-Jul-12 A	26-Jul-12 A													
<b>Marine Route Access</b>				15-Jul-13, 13-Aug-13												
T9020LG05	Identify all Legal Requirements	15-Jul-13*	12-Aug-13	13-Aug-13, Marine Route Access												
T9020LG06	Develop Plan and Approved	13-Aug-13	13-Aug-13	Identify all Legal Requirements, Develop Plan and Approved												
<b>Records Retention Policy</b>				02-Oct-12 A, 31-Dec-12 A												
T9020LG08	Review and Update Records Retention Policy	02-Oct-12 A	31-Dec-12 A	31-Dec-12 A, Records Retention Policy												
T9020LG09	Approve Records Retention Policy		31-Dec-12 A	Approve Records Retention Policy												
<b>Aboriginal Support and other agreements</b>				07-Aug-12 A, 23-May-13												
T9020LG10	Support MOU with NS Assembly of Mi'kmaq Chiefs and ENL	07-Aug-12 A	23-May-13	23-May-13, Aboriginal Support and other agreements												
<b>Exercise Land Options Easements / Fee Simples</b>				22-Feb-13, 25-Nov-13												
<b>Legal Exercise Options - NS</b>				22-Feb-13, 20-Nov-13												
<b>13000- X20001/2 - +/- 200 kV HVDC Overhead transmission line from PA to WB Convert...</b>				15-Jul-13, 21-Oct-13												
T1300LG10	Negotiate Access Agreements with NSPI on WB and PA	15-Jul-13*	26-Jul-13	21-Oct-13, 13000- X20001/2 - +/- 200 kV												
T1300LG50	Notify Construction that Survey and flagging access is confirmed	17-Jul-13	26-Jul-13	Negotiate Access Agreements with NSPI on WB and PA												
T1300LG40	Notify Construction Team of Legal Approval for Construction		26-Jul-13	Notify Construction that Survey and flagging access is confirmed												
T1300LG20	Exercise Legal Options - Easement / Fee Simple with Private Owners	30-Sep-13	09-Oct-13	Notify Construction Team of Legal Approval for Construction												
T1300LG30	Notify Construction that Legal Options are Exercised with Private Owners	09-Oct-13	21-Oct-13	Exercise Legal Options - Easement / Fee Simple												
<b>14200 - E00501 - Grounding line from Woodbine Converter Station to Big Loraine</b>				06-Nov-13, 20-Nov-13												
T1420LG10	Exercise Legal Options - Easement / Fee Simple	06-Nov-13	20-Nov-13	20-Nov-13, 14200 - E00501												
T1420LG20	Notify Construction Team of Legal Approval for Construct		20-Nov-13	Exercise Legal Options - E												
<b>61000 - NS Underground line from Anchor to Transition Compound</b>				10-Sep-13, 23-Sep-13												
T6100LG10	Exercise Legal Options - Easement / Fee Simple	10-Sep-13	23-Sep-13	23-Sep-13, 61000 - NS Underground line from Anc												
T6100LG20	Notify Construction Team of Legal Approval for Construct		23-Sep-13	Notify Construction Team												
<b>23100 - 301NS - Connect 345 kV Substation at Woodbine to Converter Station</b>				26-Feb-13, 11-Mar-13												
T2310LG10	Negotiate Access Agreements with NSPI	26-Feb-13	11-Mar-13	11-Mar-13, 23100 - 301NS - Connect 345 kV Substation at Woodbine to Converter Station												
T2310LG20	Notify Construction Team of Legal Approval for Construct		11-Mar-13	Negotiate Access Agreements with NSPI												
<b>23200 - 301NS - Extension of 345 kV Substation at Woodbine</b>				04-Sep-13, 17-Sep-13												
T2320LG10	Negotiate Access with NSPI	04-Sep-13	17-Sep-13	17-Sep-13, 23200 - 301NS - Extension of 345 kV Sub												
T2320LG20	Notify Construction Team of Legal Approval for Construct		17-Sep-13	Notify Construction Team of Legal Approval for Const												
<b>42000 - 301NS - +/- 200 kV HVDC Woodbine Converter Station</b>				11-Mar-13, 08-May-13												
T4200LG10	Negotiate Access Agreements with NSPI	11-Mar-13	08-May-13	08-May-13, 42000 - 301NS - +/- 200 kV HVDC Woodbine Converter Station												
T4200LG20	Notify Construction Team of Legal Approval for Construct		08-May-13	Negotiate Access Agreements with NSPI												
<b>52000 - 701NS - Overhead to Underground Transition Compound at Point Aconi</b>				22-Feb-13, 22-Apr-13												
T5200LG10	Hegotiate Agreement with NSPI	22-Feb-13	22-Apr-13	22-Apr-13, 52000 - 701NS - Overhead to Underground Transition Compound at Point Aconi												
T5200LG20	Notify Construction Team of Legal Approval for Construct		22-Apr-13	Hegotiate Agreement with NSPI												
<b>52000 - 702NS - Overhead to Underground Transition Compound at Woodbine</b>				22-Feb-13, 22-Apr-13												
T5200LG30	Negotiate Access Agreement with NSPI	22-Feb-13	22-Apr-13	22-Apr-13, 52000 - 702NS - Overhead to Underground Transition Compound at Woodbine												
T5200LG40	Notify Construction Team of Legal Approval for Construct		22-Apr-13	Negotiate Access Agreement with NSPI												
<b>61000 - NS HDD Landfall</b>				22-Feb-13, 22-Apr-13												
				22-Apr-13, 61000 - NS HDD Landfall												

— Primary Baseline   
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 ◆ Milestone

MLP 2013 Detail Schedule



Activity ID	Activity Name	Start	Finish	2013												2014		
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
T6100LG30	Negotiate Access Agreements with NSPI	22-Feb-13	22-Apr-13															
T6100LG40	Notify Construction Team of Legal Approval for Construct		22-Apr-13															
<b>61000 - NS Landfall Anchor</b>																		
T6100LG50	Negotiate Access Agreements with NSPI	22-Feb-13	22-Apr-13															
T6100LG60	Notify Construction Team of Legal Approval for Construct		22-Apr-13															
<b>32000 - 901NS - Grounding Site Nova Scotia</b>																		
T3200LG10	Exercise Legal Agreement with Crown on the Site	25-Jun-13	09-Jul-13															
T3200LG40	Notify Construction Team of Legal Approval for Construct		09-Jul-13															
T3200LG20	Exercise ROW option for Private Properties for Access Rd	24-Jul-13	02-Aug-13															
T3200LG30	Notify Construction Team of Legal options for access Rd	02-Aug-13	14-Aug-13															
<b>Legal Access Agreement with NSPI on 7015 and Others</b>																		
T7015LG30	Negotiate Legal Access Agreement with NSPI	22-Feb-13	28-Aug-13															
T7015LG10	Exercise Legal Options - Easement / Fee Simple with Private Owners	21-Jun-13	08-Jul-13															
T7015LG20	Confirm Legal Options with NSPI Construction for Private Owners	08-Jul-13	08-Jul-13															
T7015LG40	Exercise Legal access Agreement with NSPI	29-Aug-13	12-Sep-13															
T7015LG50	Confirm Legal Access with NSPI to NSPI Construction	13-Sep-13	13-Sep-13															
<b>Legal Exercise Options - NL</b>																		
<b>61000 - NL HDD Landfall</b>																		
T6100LG65	Exercise Legal Options - Easement / Fee Simple / Municipality / Crown / ...	21-Oct-13	22-Nov-13															
T6100LG70	Notify Construction Team of Legal Approval for Construct	25-Nov-13	25-Nov-13															
<b>61000 - NL Landfall Anchor</b>																		
T6100LG75	Exercise Legal Options - Easement / Fee Simple / Municipality / Crown / ...	17-Sep-13	30-Sep-13															
T6100LG80	Notify Construction Team of Legal Approval for Construct	01-Oct-13	01-Oct-13															
<b>61000 - NL Underground line from Anchor to Transition Compound</b>																		
T6100LG85	Exercise Legal Options - Easement / Fee Simple / Municipality / Crown / ...	22-Aug-13	09-Sep-13															
T6100LG90	Notify Construction Team of Legal Approval for Construct	10-Sep-13	10-Sep-13															
<b>11000 - T23001 - 230 kV AC transmission Line from the Granite Canal Switchyard to th...</b>																		
<b>11000 - Private Properties</b>																		
T1100LG10	Confirm no private properties	18-Jun-13	18-Jun-13															
T1100LG20	Notify Construction Team of Legal Approval for Construction	19-Jun-13	19-Jun-13															
<b>11000 - Crown Properties</b>																		
T1100LG30	Exercise Legal Options with Crown if required	11-Sep-13	11-Sep-13															
T1100LG40	Notify Construction Team of Legal Approval for Construction	12-Sep-13	12-Sep-13															
<b>11000 - Municipal Issues</b>																		
T1100LG50	Exercise Legal Options - Easement / Fee Simple / other	25-Oct-13	25-Oct-13															
T1100LG60	Notify Construction Team of Legal Approval for Construction	28-Oct-13	28-Oct-13															
<b>11000 - Crossings</b>																		
T1100LG70	Exercise Legal Options - Agreements	31-Oct-13	31-Oct-13															
T1100LG80	Notify Construction Team of Legal Approval for Construction	01-Nov-13	01-Nov-13															
<b>14100 - E00502 - Grounding line from Bottom Brook Converter Station to Site NL</b>																		
<b>14100 - Private Properties</b>																		
T1410LG10	Exercise Legal Options - Easement / Fee Simple	06-Aug-13	19-Aug-13															
T1410LG20	Notify Construction Team of Legal Approval for Construction	20-Aug-13	20-Aug-13															
<b>14100 - Crown Properties</b>																		
A32110	Exercise Legal Options - Easement / Fee Simple	10-Sep-13	16-Sep-13															
T1410LG40	Notify Construction Team of Legal Approval for Construction	17-Sep-13	17-Sep-13															

█ Primary Baseline    █ Critical Remaining Work    ▶ Summary  
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MLP 2013 Detail Schedule

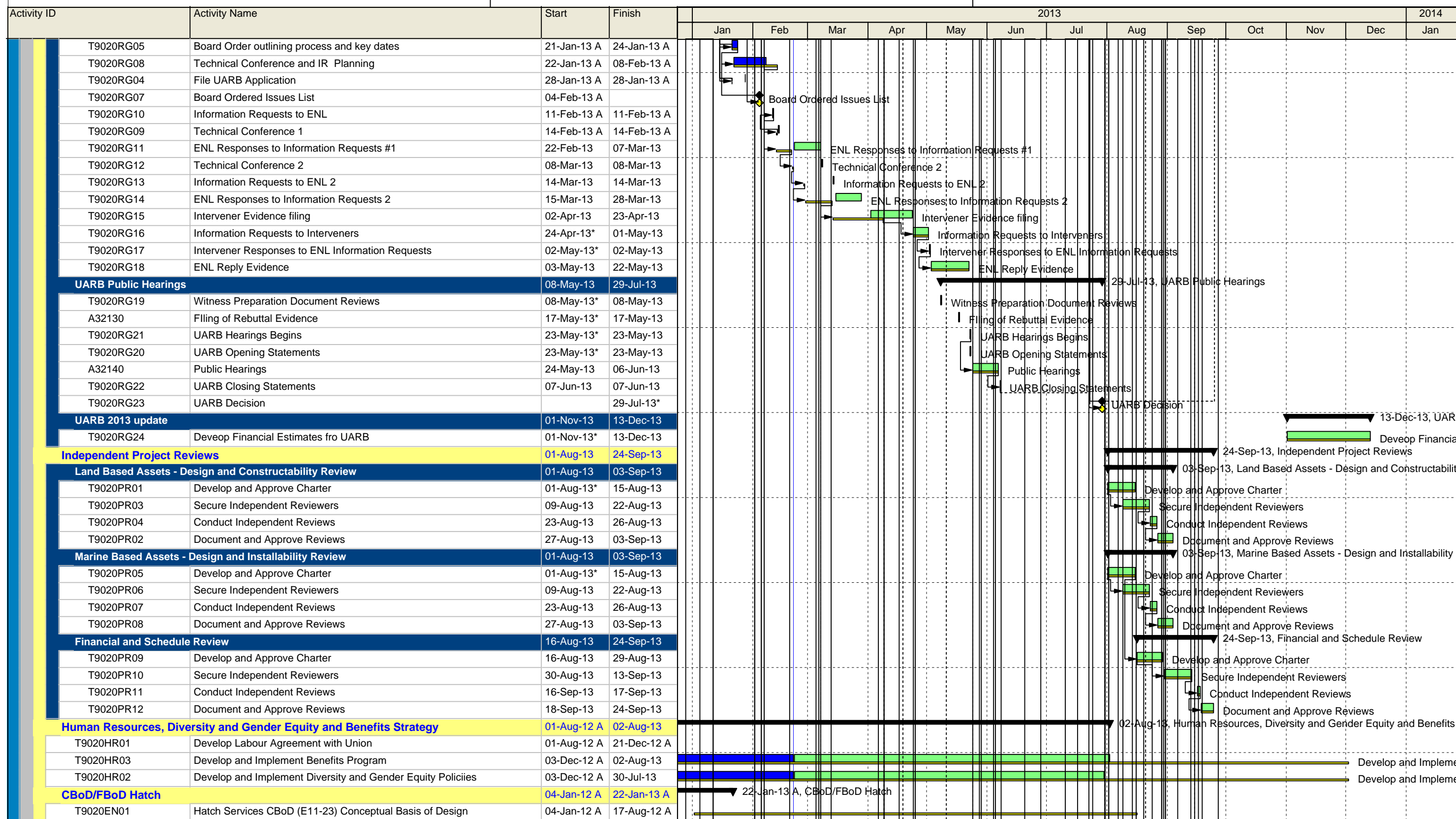


Activity ID	Activity Name	Start	Finish	2013												2014
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
<b>14100 - Municipal Issues</b>				03-Sep-13, 14100 - Municipal Issues												
T1410LG50	Exercise Legal Options - Easement / Fee Simple / Other	26-Aug-13	30-Aug-13	Exercise Legal Options - Easement / Fee Simple / Other												
T1410LG60	Notify Construction Team of Legal Approval for Construction	03-Sep-13	03-Sep-13	Notify Construction Team of Legal Approval for Construction												
<b>14100 - Crossings</b>				03-Sep-13, 14100 - Crossings												
T1410LG70	Exercise Legal Options - Easement / Fee Simple / Other	26-Aug-13	30-Aug-13	Exercise Legal Options - Easement / Fee Simple / Other												
T1410LG80	Notify Construction Team of Legal Approval for Construction	03-Sep-13	03-Sep-13	Notify Construction Team of Legal Approval for Construction												
<b>21100 - 103NL - 230 kV New Switchyard at Granite Canal</b>				07-Oct-13, 21100 - 103NL - 230 kV New Switchyard												
T2110LG10	Exercise Legal Options - Easement / Fee Simple / Other	23-Sep-13	04-Oct-13	Exercise Legal Options - Easement / Fee Simple / Other												
T2110LG20	Notify Construction Team of Legal Approval for Construction	07-Oct-13	07-Oct-13	Notify Construction Team of Legal Approval for Construction												
<b>22000 - 101NL - 230 kV Switchyard at Bottom Brook</b>				01-Oct-13, 22000 - 101NL - 230 kV Switchyard												
T2200LG10	Exercise Legal Options - Easement / Fee Simple / Other	17-Sep-13	30-Sep-13	Exercise Legal Options - Easement / Fee Simple / Other												
T2200LG20	Notify Construction Team of Legal Approval for Construction	01-Oct-13	01-Oct-13	Notify Construction Team of Legal Approval for Construction												
<b>31000 - 901NL - Grounding Site Newfoundland</b>				29-Jul-13, 31000 - 901NL - Grounding Site Newfoundland												
T3100LG10	Exercise Legal Options - Easement / Fee Simple / Other	15-Jul-13	26-Jul-13	Exercise Legal Options - Easement / Fee Simple / Other												
T3100LG20	Notify Construction Team of Legal Approval for Construct	29-Jul-13	29-Jul-13	Notify Construction Team of Legal Approval for Construct												
<b>41000 - 301NL - +/-200 kV HVDC Bottom Brook Converter Station</b>				25-Sep-13, 41000 - 301NL - +/-200 kV HVDC Bot												
T4100LG10	Exercise Legal Options - Easement / Fee Simple / Other	11-Sep-13	24-Sep-13	Exercise Legal Options - Easement / Fee Simple / Other												
T4100LG20	Notify Construction Team of Legal Approval for Construct	25-Sep-13	25-Sep-13	Notify Construction Team of Legal Approval for Construct												
<b>52000 - 701NL - Overhead to Underground Transition Compound at Cape Ray</b>				27-Aug-13, 52000 - 701NL - Overhead to Underground Transi												
T5200LG50	Exercise Legal Options - Easement / Fee Simple /Other	13-Aug-13	26-Aug-13	Exercise Legal Options - Easement / Fee Simple /Other												
T5200LG60	Notify Construction Team of Legal Approval for Construct	27-Aug-13	27-Aug-13	Notify Construction Team of Legal Approval for Construct												
<b>58000 - Improvement of Road Infrastructure (e.g. bridges)</b>				30-Jul-13, 58000 - Improvement of Road Infrastructure (e.g. bridges)												
T5800LG10	Exercise Legal Options - Easement / Fee Simple / Other	15-Jul-13	29-Jul-13	Exercise Legal Options - Easement / Fee Simple / Other												
T5800LG20	Notify Construction Team of Legal Approval for Construct	29-Jul-13	30-Jul-13	Notify Construction Team of Legal Approval for Construct												
<b>12000 - X20005/6 - +/- 200 kV HVDC Overhead transmission line from Bottom Brook to ...</b>				01-Oct-13, 12000 - X20005/6 - +/- 200 kV HVDC												
<b>Private Properties</b>				01-Oct-13, Private Properties												
T1200LG10	Exercise Legal Options - Easement / Fee Simple	17-Sep-13	30-Sep-13	Exercise Legal Options - Easement / Fee Simple												
T1200LG20	Notify Construction Team of Legal Approval for Construction	01-Oct-13	01-Oct-13	Notify Construction Team of Legal Approval for Construction												
<b>Crown Properties</b>				30-Sep-13, Crown Properties												
T1200LG30	Exercise Legal Options - Easement / Fee Simple / Other	16-Sep-13	27-Sep-13	Exercise Legal Options - Easement / Fee Simple / Other												
T1200LG40	Notify Construction Team of Legal Approval for Construction	30-Sep-13	30-Sep-13	Notify Construction Team of Legal Approval for Construction												
<b>Municipal Issues</b>				03-Sep-13, Municipal Issues												
T1200LG50	Exercise Legal Options - Easement / Fee Simple / Other	19-Aug-13	30-Aug-13	Exercise Legal Options - Easement / Fee Simple / Other												
T1200LG60	Notify Construction Team of Legal Approval for Construction	03-Sep-13	03-Sep-13	Notify Construction Team of Legal Approval for Construction												
<b>Crossings</b>				03-Sep-13, Crossings												
T1200LG70	Exercise Legal Options - Easement / Fee Simple / Other	19-Aug-13	30-Aug-13	Exercise Legal Options - Easement / Fee Simple / Other												
T1200LG80	Notify Construction Team of Legal Approval for Construction	03-Sep-13	03-Sep-13	Notify Construction Team of Legal Approval for Construction												
<b>Insurance Services</b>				17-Apr-13, Insurance Services												
T9020IS01	Develop Insurance Scope and Requirements	03-Jul-12 A	17-Apr-13	Develop Insurance Scope and Requirements												
T9020IS02	Contract Insurance Policy		17-Apr-13	Contract Insurance Policy												
<b>Regulatory (UARB) Affairs</b>				13-Dec-13, Regu												
<b>Regulatory (UARB) Affairs Application and Reviews</b>				22-May-13, Regulatory (UARB) Affairs Application and Reviews												
T9020RG01	Develop UARB Application	02-Jan-13 A	15-Jan-13 A	Develop UARB Application												
T9020RG02	Final Review UARB Application	15-Jan-13 A	16-Jan-13 A	Final Review UARB Application												
T9020RG03	Final Updates to UARB Application	16-Jan-13 A	21-Jan-13 A	Final Updates to UARB Application												
T9020RG06	Notices of Intervention	21-Jan-13 A	01-Feb-13 A	Notices of Intervention												

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MLP 2013 Detail Schedule

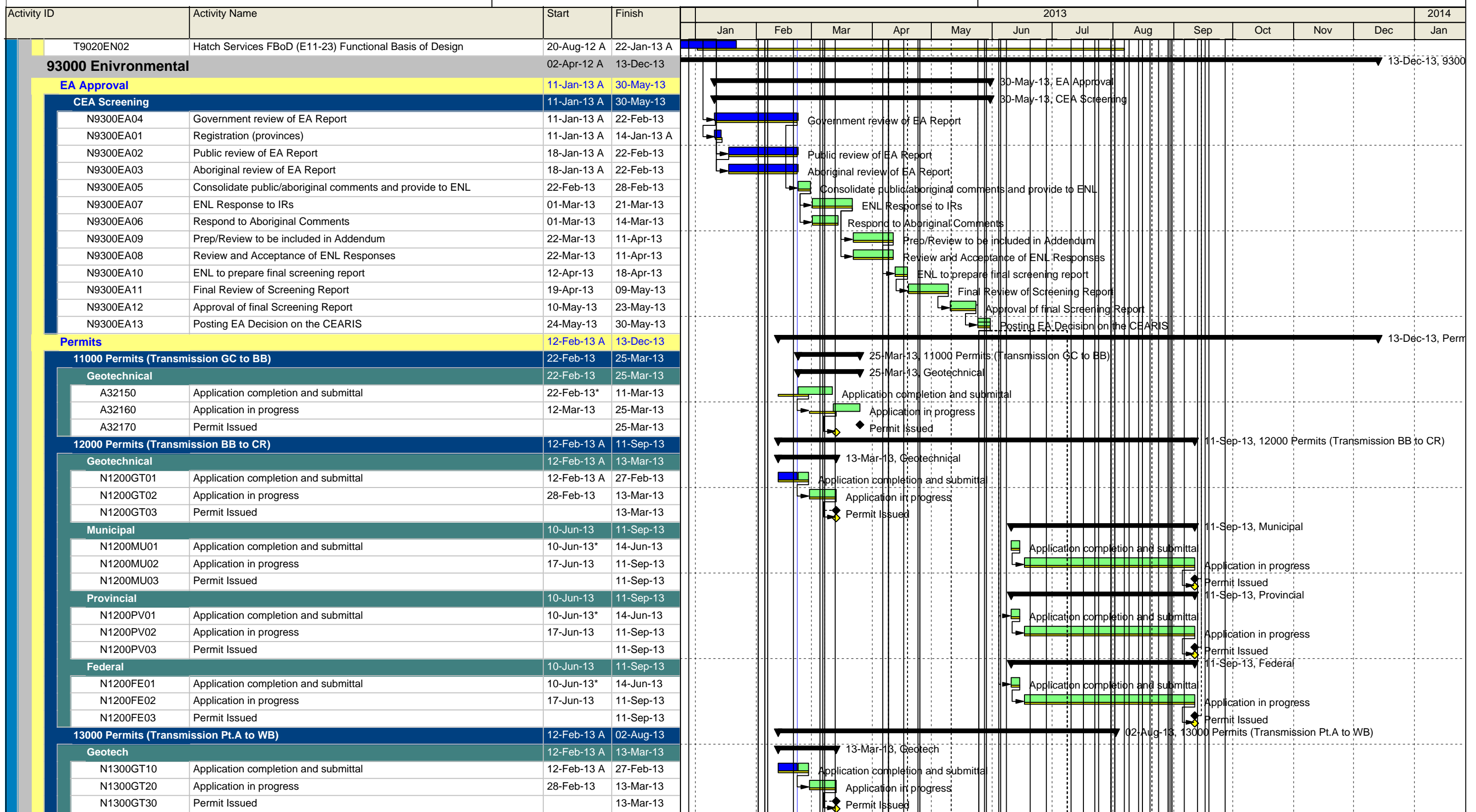




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MLP 2013 Detail Schedule





MLP 2013 Detail Schedule



Activity ID	Activity Name	Start	Finish	2013												2014
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
<b>Municipal</b>				13-Jun-13, Municipal												
N1300MU01	Application completion and submittal	12-Mar-13*	18-Mar-13	Application completion and submittal												
N1300MU02	Application in progress	19-Mar-13	13-Jun-13	Application in progress												
N1300MU03	Permit Issued		13-Jun-13	Permit Issued												
<b>Provincial</b>				02-Aug-13, Provincial												
N1300PV01	Application completion and submittal	31-May-13*	06-Jun-13	Application completion and submittal												
N1300PV02	Application in progress	07-Jun-13	02-Aug-13	Application in progress												
N1300PV03	Permit Issued		02-Aug-13	Permit Issued												
<b>Federal</b>				02-Aug-13, Federal												
N1300FE01	Application completion and submittal	31-May-13*	06-Jun-13	Application completion and submittal												
N1300FE02	Application in progress	07-Jun-13	02-Aug-13	Application in progress												
N1300FE03	Permit Issued		02-Aug-13	Permit Issued												
<b>14100 Permits (Grounding Line BB to ESA#2)</b>				16-Oct-13, 14100 Permits (Grounding Line BB to ESA#2)												
<b>Municipal</b>				16-Oct-13, Municipal												
N1410MU01	Application completion and submittal	15-Jul-13*	19-Jul-13	Application completion and submittal												
N1410MU02	Application in progress	22-Jul-13	16-Oct-13	Application in progress												
N1410MU03	Permit Issued		16-Oct-13	Permit Issued												
<b>Provincial</b>				16-Oct-13, Provincial												
N1410PV01	Application completion and submittal	15-Jul-13*	19-Jul-13	Application completion and submittal												
N1410PV02	Application in progress	22-Jul-13	16-Oct-13	Application in progress												
N1410PV03	Permit Issued		16-Oct-13	Permit Issued												
<b>Federal</b>				16-Oct-13, Federal												
N1410FE01	Application completion and submittal	15-Jul-13*	19-Jul-13	Application completion and submittal												
N1410FE02	Application in progress	22-Jul-13	16-Oct-13	Application in progress												
N1410FE03	Permit Issued		16-Oct-13	Permit Issued												
<b>14200 Permits (Grounding Line WB to GS#11)</b>				16-Oct-13, 14200 Permits (Grounding Line WB to GS#11)												
<b>Municipal</b>				16-Oct-13, Municipal												
N1420MU01	Application completion and submittal	15-Jul-13*	19-Jul-13	Application completion and submittal												
N1420MU02	Application in progress	22-Jul-13	16-Oct-13	Application in progress												
N1420MU03	Permit Issued		16-Oct-13	Permit Issued												
<b>Provincial</b>				16-Oct-13, Provincial												
N1420PV01	Application completion and submittal	15-Jul-13*	19-Jul-13	Application completion and submittal												
N1420PV02	Application in progress	22-Jul-13	16-Oct-13	Application in progress												
N1420PV03	Permit Issued		16-Oct-13	Permit Issued												
<b>Federal</b>				16-Oct-13, Federal												
N1420FE01	Application completion and submittal	15-Jul-13*	19-Jul-13	Application completion and submittal												
N1420FE02	Application in progress	22-Jul-13	16-Oct-13	Application in progress												
N1420FE03	Permit Issued		16-Oct-13	Permit Issued												
<b>22000 Permits (BB Switchyard)</b>				21-Oct-13, 22000 Permits (BB Switchyard)												
<b>Municipal</b>				21-Oct-13, Municipal												
N2200MU01	Application completion and submittal	15-Oct-13*	21-Oct-13	Application completion and submittal												
<b>Provincial</b>				21-Oct-13, Provincial												
N2200PV01	Application completion and submittal	15-Oct-13*	21-Oct-13	Application completion and submittal												
<b>Federal</b>				21-Oct-13, Federal												
N2200FE01	Application completion and submittal	15-Oct-13*	21-Oct-13	Application completion and submittal												
<b>31000 Permits (Grounding Site NL)</b>				11-Oct-13, 31000 Permits (Grounding Site NL)												

█ Primary Baseline    █ Critical Remaining Work    ▾ Summary  
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MLP 2013 Detail Schedule



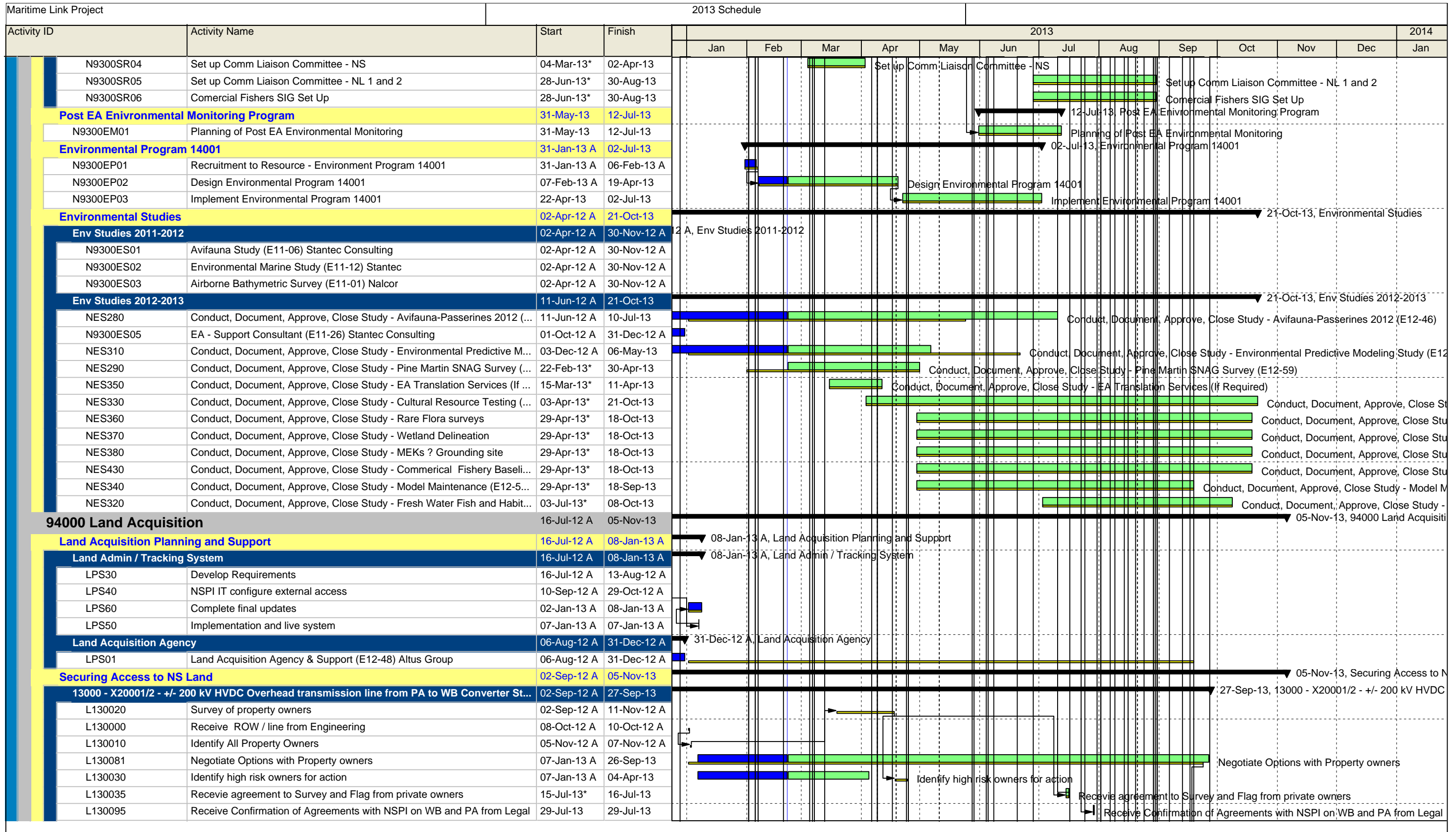


Activity ID	Activity Name	Start	Finish	2013												2014		
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
<b>Municipal</b>																	▼ 11-Oct-13, Municipal	
N3100MU01	Application completion and submittal	07-Oct-13*	11-Oct-13														■ Application completion and submittal	
<b>Provincial</b>																	▼ 11-Oct-13, Provincial	
N3100PV01	Application completion and submittal	07-Oct-13*	11-Oct-13														■ Application completion and submittal	
<b>Federal</b>																	▼ 11-Oct-13, Federal	
N3100FE01	Application completion and submittal	07-Oct-13*	11-Oct-13														■ Application completion and submittal	
<b>52000 Permits (Overhead to U/G Transition Pt.A)</b>																	▼ 13-Dec-13, 52000	
<b>Municipal</b>																	▼ 13-Dec-13, Muni	
N5200MU01	Application completion and submittal	09-Dec-13*	13-Dec-13														■ Application comp	
<b>Provincial</b>																	▼ 13-Dec-13, Prov	
N5200PV01	Application completion and submittal	09-Dec-13*	13-Dec-13														■ Application comp	
<b>Federal</b>																	▼ 13-Dec-13, Fede	
N5200FE01	Application completion and submittal	09-Dec-13*	13-Dec-13														■ Application comp	
<b>58000 Permits (Road Infrastructure Improvements)</b>																	▼ 10-Dec-13, 58000	
<b>Municipal</b>																	▼ 10-Dec-13, Munic	
N5800MU01	Application completion and submittal	09-Sep-13*	13-Sep-13														■ Application completion and submittal	
N5800MU02	Application in progress	16-Sep-13	10-Dec-13														■ Application in prog	
N5800MU03	Permit Issued		10-Dec-13														◆ Permit Issued	
<b>Provincial</b>																	▼ 10-Dec-13, Provin	
N5800PV01	Application completion and submittal	09-Sep-13*	13-Sep-13														■ Application completion and submittal	
N5800PV02	Application in progress	16-Sep-13	10-Dec-13														■ Application in prog	
N5800PV03	Permit Issued		10-Dec-13														◆ Permit Issued	
<b>Federal</b>																	▼ 10-Dec-13, Fede	
N5800FE01	Application completion and submittal	09-Sep-13*	13-Sep-13														■ Application completion and submittal	
N5800FE02	Application in progress	16-Sep-13	10-Dec-13														■ Application in prog	
N5800FE03	Permit Issued		10-Dec-13														◆ Permit Issued	
<b>62000 Permits (NS &amp; NF Landfall HDD)</b>																	▼ 08-Nov-13, 62000 Permits (NS	
<b>Municipal</b>																	▼ 08-Nov-13, Municipal	
N6200MU01	Application completion and submittal	04-Nov-13*	08-Nov-13														■ Application completion and sub	
<b>Provincial</b>																	▼ 08-Nov-13, Provincial	
N6200PV01	Application completion and submittal	04-Nov-13*	08-Nov-13														■ Application completion and sub	
<b>Federal</b>																	▼ 08-Nov-13, Federal	
N6200FE01	Application completion and submittal	04-Nov-13*	08-Nov-13														■ Application completion and sub	
<b>Permits Planning</b>																		
N9300PP01	Implementation of Control Processes	08-Apr-13*	12-Apr-13														■ Implementation of Control Processes	
N9300PP02	Input from EA Decision	15-Apr-13	19-Apr-13														■ Input from EA Decision	
N9300PP03	Identification of Permit Requirements	22-Apr-13	26-Apr-13														■ Identification of Permit Requirements	
<b>Aboriginal Relations</b>																	▼ 01-Oct-13, Aboriginal Relations	
N9300AB10	MOU Agreement with ANSMC/KMKNO	11-Jun-12 A	15-Aug-13														■ MOU Agreement with AN	
N9300SR02	Open Houses for for NS Mi'kmaq	28-Jan-13 A	13-Feb-13 A														■ Open Houses for for NS Mi'kmaq	
N9300AB20	Benefits Agreement with ANSMC/KMKNO	01-Mar-13*	01-Oct-13														■ Benefits Agreement with ANSMC/KMKNO	
N9300SR03	Open Houses for Qalipu	02-Apr-13*	30-Apr-13														■ Open Houses for Qalipu	
<b>Other Stakeholder Relations</b>																	▼ 01-Oct-13, Other Stakeholder Relations	
<b>2013 - Stakeholder Communication Activities</b>																		▼ 01-Oct-13, 2013 - Stakeholder Communication
N9300SR01	Open Houses for Public	28-Jan-13 A	13-Feb-13 A														■ Open Houses for Public	
N9300SR07	Other Special Interest Groups (SIG)	04-Feb-13 A	01-Oct-13														■ Other Special Interest Groups (SIG)	

■ Primary Baseline    ■ Critical Remaining Work    ▼ Summary  
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■ Remaining Work    ◆ Milestone

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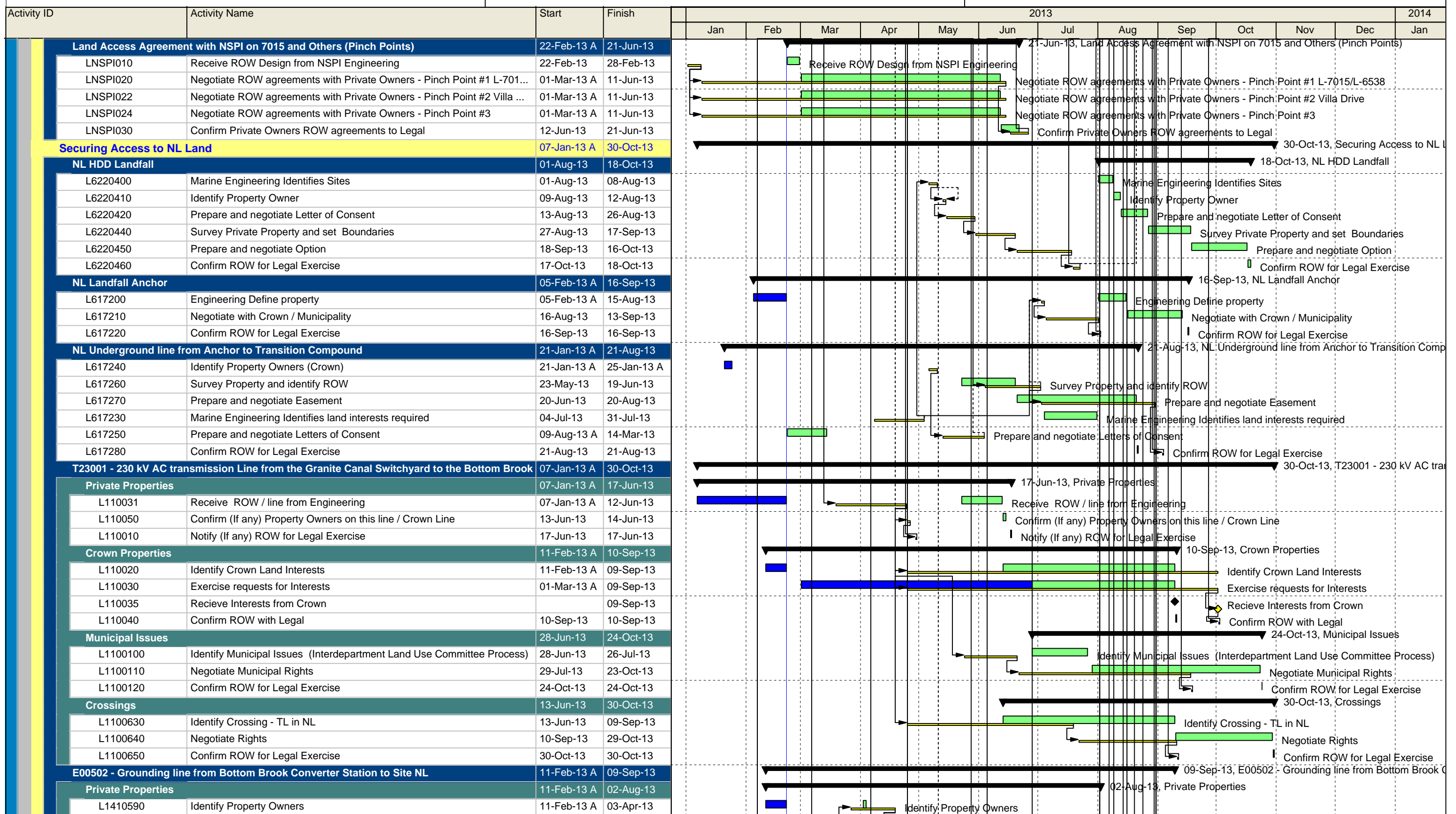


Activity ID	Activity Name	Start	Finish	2013												2014				
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan				
L130092	Confirm Private Owners ROW Options for Legal Exercise for tree clearing	27-Sep-13	27-Sep-13																	
<b>14200 - E00501 - Grounding line from Woodbine Converter Station to Big Loraine</b>		22-Feb-13	05-Nov-13																	
L142020	Engineering Identifies land interests required	22-Feb-13	25-Mar-13																	
L142030	Identify Property Owners	26-Mar-13	10-Apr-13																	
L142040	Prepare and negotiate Letters of Consent	11-Apr-13	01-May-13																	
L142050	Survey Property and identify ROW	06-Jun-13	08-Jul-13																	
L142060	Prepare and negotiate Option - Grounding Line NS	09-Jul-13	04-Nov-13																	
L142070	Confirm ROW for Legal Exercise of Easement/Fee Simple	05-Nov-13	05-Nov-13																	
<b>61000 - NS Underground line from Anchor to Transition Compound</b>		29-May-13	09-Sep-13																	
L6171980	Engineering Define Property Confirm with NSPI	29-May-13	06-Sep-13																	
L6171990	Confirm for Legal to Negotiate with NSPI	09-Sep-13	09-Sep-13																	
<b>23100 - 301NS - Connect 345 kV Substation at Woodbine to Converter Station</b>		22-Feb-13	25-Feb-13																	
L2310020	Engineering Define property Confirm NSPI Property	22-Feb-13*	22-Feb-13																	
L2310040	Confirm for Legal to Negotiate with NSPI	25-Feb-13	25-Feb-13																	
<b>23200 - 301NS - Extension of 345 kV Substation at Woodbine</b>		05-Nov-12 A	03-Sep-13																	
L2320079	Engineering Define property Confirm NSPI Property	05-Nov-12 A	20-Nov-12 A																	
L2320080	Confirm for Legal to Negotiate with NSPI	03-Sep-13*	03-Sep-13																	
<b>42000 - 301NS - +/- 200 kV HVDC Woodbine Converter Station</b>		03-Dec-12 A	06-Dec-12 A																	
L42000090	Engineering Define property Confirm NSPI Property	03-Dec-12 A	05-Dec-12 A																	
L42000110	Confirm for Legal to Negotiate with NSPI	03-Dec-12 A	06-Dec-12 A																	
<b>52000 - 701NS - Overhead to Underground Transition Compound at Point Aconi</b>		05-Nov-12 A	05-Dec-12 A																	
L5200170	Confirm for Legal to Negotiate with NSPI	05-Nov-12 A	07-Nov-12 A																	
L5200150	Engineering Define property Confirm NSPI Property	03-Dec-12 A	05-Dec-12 A																	
<b>52000 - 702NS - Overhead to Underground Transition Compound at Woodbine</b>		05-Nov-12 A	07-Nov-12 A																	
L5201180	Engineering Define property Confirm NSPI Property	05-Nov-12 A	06-Nov-12 A																	
L5201200	Confirm for Legal to Negotiate with NSPI	05-Nov-12 A	07-Nov-12 A																	
<b>61000 - NS HDD Landfall</b>		05-Nov-12 A	07-Nov-12 A																	
L6210290	Engineering Define property Confirm NSPI Property	05-Nov-12 A	07-Nov-12 A																	
L6210310	Confirm for Legal to Negotiate with NSPI	05-Nov-12 A	06-Nov-12 A																	
<b>61000 - NS Landfall Anchor</b>		05-Nov-12 A	07-Nov-12 A																	
L6171320	Engineering Define property Confirm NSPI Property	05-Nov-12 A	07-Nov-12 A																	
L6171345	Confirm for Legal to Negotiate with NSPI	05-Nov-12 A	06-Nov-12 A																	
<b>32000 - 901NS - Grounding Site Nova Scotia</b>		05-Nov-12 A	23-Jul-13																	
L3200220	Identify Property Owner - Crown Land	05-Nov-12 A	07-Nov-12 A																	
L3200230	Prepare and negotiate Access Agreement with Crown for Eng Purposes	07-Jan-13 A	28-Mar-13																	
L3200210	Env and Eng Identifies Big Lorraine as Grounding Site	07-Jan-13 A	11-Jan-13 A																	
L3200270	Prepare and negotiate ROW Option with Crown	04-Feb-13 A	21-Jun-13																	
L3200050	Identify Owners	06-Feb-13 A	12-Feb-13 A																	
L3200250	Confirm in Principle with DNR	11-Feb-13 A	15-Feb-13 A																	
L3200060	Negotiate Letters of Consent for access, study	22-Feb-13 A	20-Mar-13																	
L3200040	Engineering Consultant to Identify Access Route	02-Apr-13	18-Jun-13																	
L3200260	Survey G Site and identify ROW	23-May-13	21-Jun-13																	
L3200070	Survey of Access Route Properties	23-May-13	21-Jun-13																	
L3200080	Negotiate ROW options with private land owners	24-Jun-13	22-Jul-13																	
L3200280	Notify legal Crown Access is granted	24-Jun-13	24-Jun-13																	
L3200090	Notify Legal to Exercise ROW options with Private Land Owners	23-Jul-13	23-Jul-13																	

█ Primary Baseline 
 █ Critical Remaining Work 
 ▶ Summary 
 █ Actual Work 
 ◆ Baseline Milestone 
 █ Remaining Work 
 ◆ Milestone

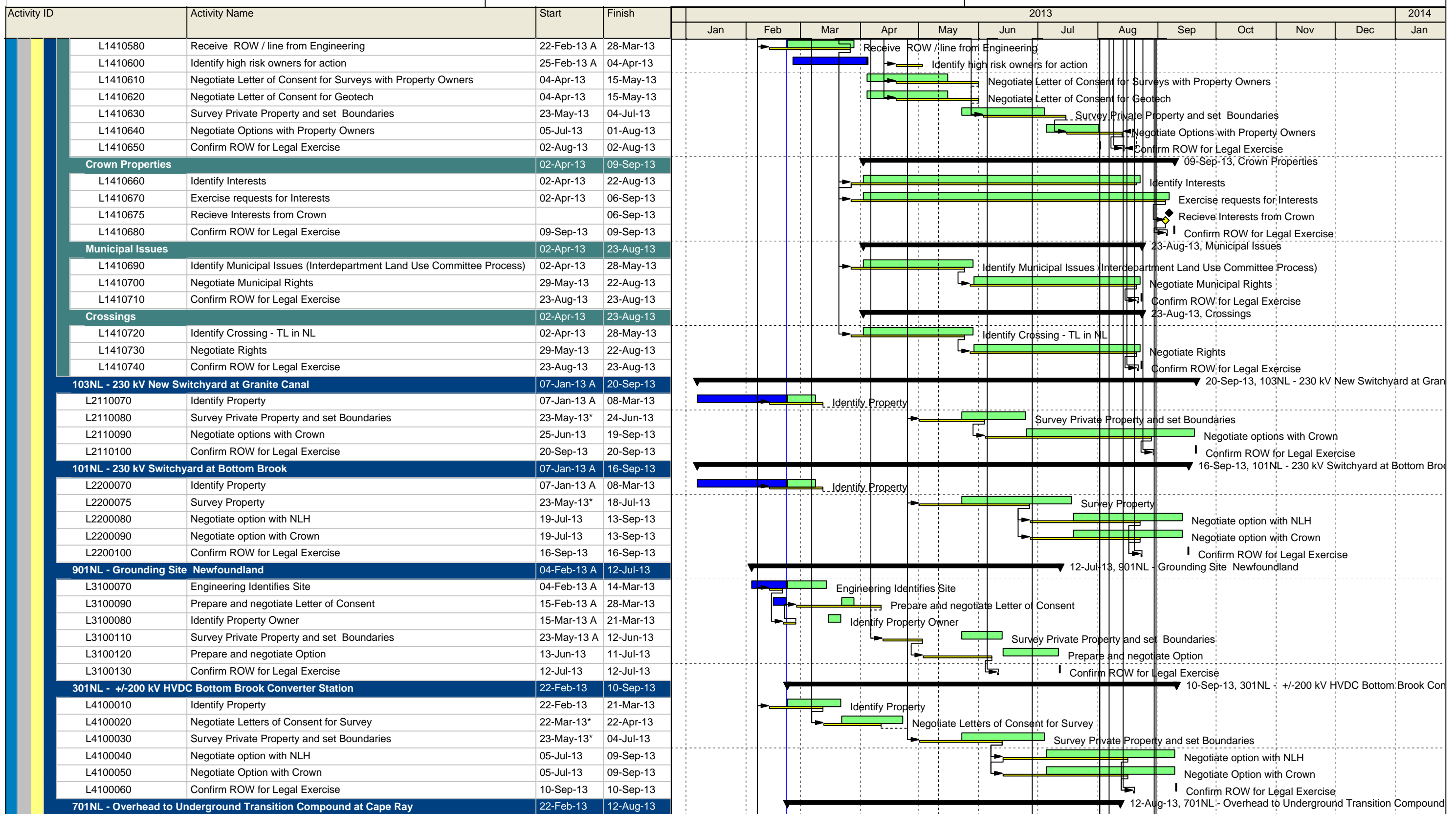
MLP 2013 Detail Schedule





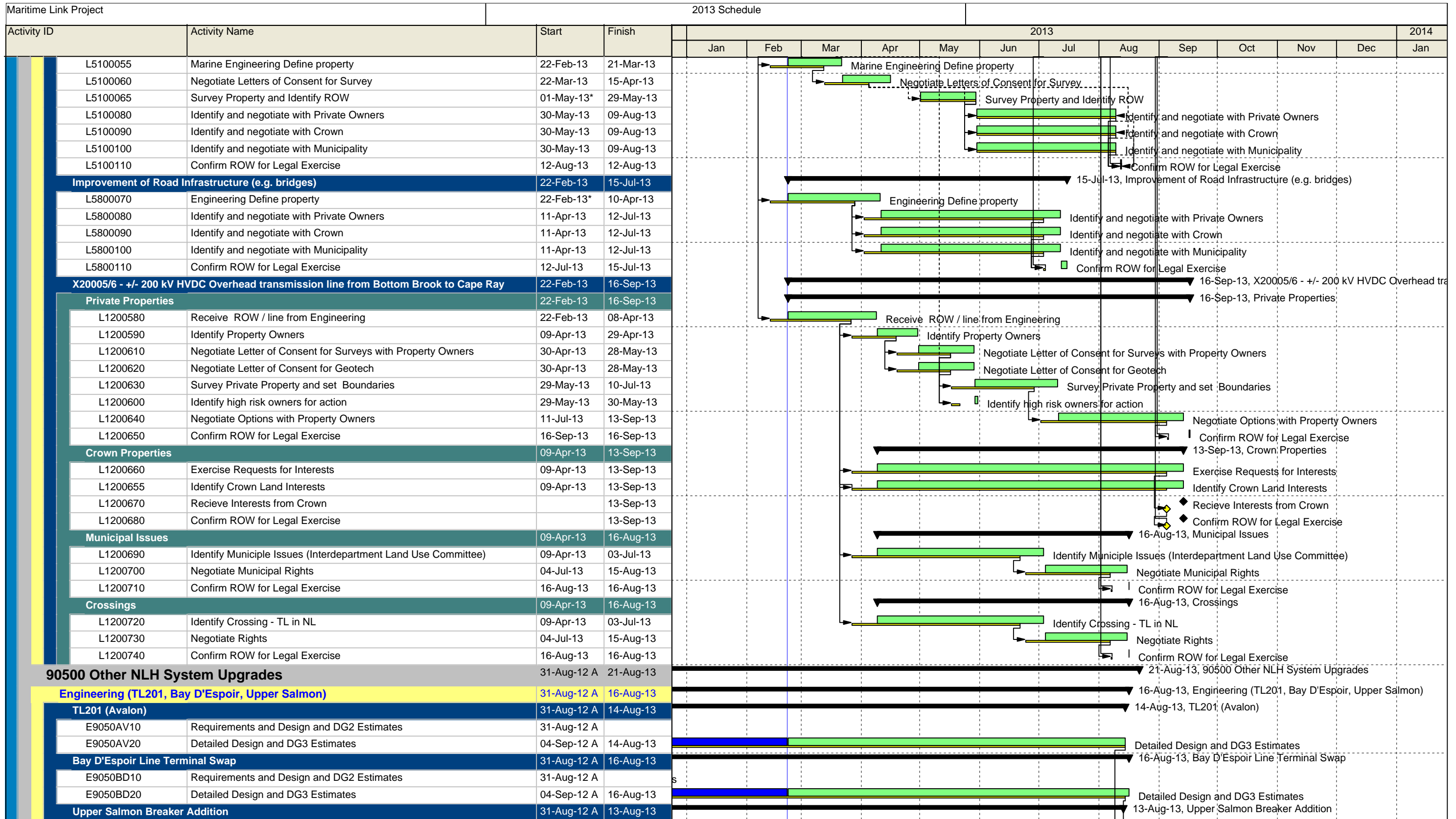
MLP 2013 Detail Schedule





MLP 2013 Detail Schedule





— Primary Baseline    — Critical Remaining Work    ▶ Summary  
— Actual Work    ◆ Baseline Milestone  
— Remaining Work    ◆ Milestone

MLP 2013 Detail Schedule



Maritime Link Project		2013 Schedule												2014			
Activity ID	Activity Name	Start	Finish	2013												2014	
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Jan
E9050US10	Requirements and Design and DG2 Estimates	31-Aug-12 A															
E9050US20	Detailed Design and DG3 Estimates	04-Sep-12 A	13-Aug-13	[Gantt bar from Sep to Aug]													
<b>Procurement (Materials &amp; Fabrication)</b>		<b>13-Aug-13</b>	<b>20-Aug-13</b>														
<b>Procurement - TL201 (Avalon)</b>		<b>14-Aug-13</b>	<b>14-Aug-13</b>														
P9050AV10	Materials and Fab (placeholder)		14-Aug-13														
<b>Procurement - Bay D'Espoir Line Terminal Swap</b>		<b>20-Aug-13</b>	<b>20-Aug-13</b>														
P9050BD10	Materials and Fab (placeholder)		20-Aug-13														
<b>Procurement - Upper Salmon Breaker Addition</b>		<b>13-Aug-13</b>	<b>13-Aug-13</b>														
P9050US10	Materials and Fab (placeholder)		13-Aug-13														
<b>Construction</b>		<b>15-Aug-13</b>	<b>21-Aug-13</b>														
<b>Construction - TL201 (Avalon)</b>		<b>16-Aug-13</b>	<b>16-Aug-13</b>														
S9050AV10	Constuction of TL201 (Avalon)		16-Aug-13														
<b>Construction - Bay D'Espoir Line Terminal Swap</b>		<b>21-Aug-13</b>	<b>21-Aug-13</b>														
S9050BD10	Construction of Bay D'Espoir Line Terminal Swap		21-Aug-13														
<b>Construction - Upper Salmon Breaker Addition</b>		<b>15-Aug-13</b>	<b>15-Aug-13</b>														
S9050US10	Construction of Upper Salmon Breaker Addition		15-Aug-13														
<b>Commissioning</b>		<b>16-Aug-13</b>	<b>21-Aug-13</b>														
C9050US10	Commissioning Upper Salmon Breaker Addition		16-Aug-13														
C9050AV10	Commissioning TL201 (Avalon)		19-Aug-13														
C9050BD10	Commissioning Bay D'Espoir Line Terminal Swap		21-Aug-13														

- ▼ Detailed Design and DG3 Estimates
- ▼ 20-Aug-13, Procurement (Materials & Fabrication)
- ▼ 14-Aug-13, Procurement - TL201 (Avalon)
- ▼ Materials and Fab (placeholder)
- ▼ 20-Aug-13, Procurement - Bay D'Espoir Line Terminal Swap
- ▼ Materials and Fab (placeholder)
- ▼ 13-Aug-13, Procurement - Upper Salmon Breaker Addition
- ▼ Materials and Fab (placeholder)
- ▼ 21-Aug-13, Construction
- ▼ 16-Aug-13, Construction - TL201 (Avalon)
- ▼ Construction of TL201 (Avalon)
- ▼ 21-Aug-13, Construction - Bay D'Espoir Line Terminal Swap
- ▼ Construction of Bay D'Espoir Line Terminal Swap
- ▼ 15-Aug-13, Construction - Upper Salmon Breaker Addition
- ▼ Construction of Upper Salmon Breaker Addition
- ▼ 21-Aug-13, Commissioning
- ▼ Commissioning Upper Salmon Breaker Addition
- ▼ Commissioning TL201 (Avalon)
- ▼ Commissioning Bay D'Espoir Line Terminal Swap

■ Primary Baseline    ■ Critical Remaining Work    ▼ Summary  
■ Actual Work    ◆ Baseline Milestone  
■ Remaining Work    ◆ Milestone

MLP 2013 Detail Schedule



**NON-CONFIDENTIAL**

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1 **Request IR-13:**

2

3 **With respect to page 97, line 17:**

4

5 (a) **Who is carrying out due diligence reviews?**

6

7 (b) **What are the terms of reference of the due diligence review team?**

8

9 (c) **Are the members of the due diligence team independent from the project team?**

10

11 Response IR-13:

12

13 (a) Due diligence reviews have been led by internal NSPML employees to date, with the  
14 assistance and advice as required from external experts and consultants. Specific  
15 expertise is retained or added as required for matters that are the subject of due diligence  
16 review.

17

18 (b) No single terms of reference has been adopted as no single due diligence review team has  
19 been established.

20

21 (c) As required, NSPML seeks assistance and advice that is independent from the project  
22 team.



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1 **Request IR-14:**

2

3 **With respect to page 94, line 5, please give the list of external industry experts who have**  
4 **performed cost and schedule reviews.**

5

6 Response IR-14:

7

8 The following external industry experts have participated in NSPML's work on costs and  
9 schedules:

10

- 11 • Intertec Motec, IntecSea (Worley Parsons), JP Kenny, Allen MacPhail
- 12 • Parsons Brinkerhoff
- 13 • Gordon Beanlands
- 14 • Gordon Fader
- 15 • Skadden LLP
- 16 • Westney Consulting

**NON-CONFIDENTIAL**

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1 **Request IR-15:**

2

3 **With respect to page 137, line 10, please provide:**

4

5 (a) a copy of the "summary of findings and project readiness" from the "Independent  
6 Project Review"; and

7

8 (b) Identify the review team.

9

10 Response IR-15:

11

12 (a) See the attached reports in Att 1 and Att 2:

- 13 • IPR Final Presentation with Schedule  
14 • IPR Summary

15

16 (b) Derek Owen (RDO Consulting Ltd)

- 17 • Over 40 years of Project Management onshore and offshore with Mobil and Exxon  
18 Mobil.  
19 • Has conducted and participated in IPR's for Mobil, Exxon Mobil, Husky, Petro  
20 Canada Projects, Nalcor.  
21 • Bachelor degree in Mechanical Engineering, Fellow of the Institute of Mechanical  
22 Engineers and a Chartered Engineer UK, Professional Engineer (Life member  
23 APENS).

24

25 Robert Reed (Shaw Stone and Webster The Shaw Group INC)

- 26 • Over 40 years' experience in electric power and marine industry.  
27 • Independent Engineer on Neptune and Hudson (Back to Back) HVDC projects.  
28 • Conducted hundreds of technical, programmatic and condition assessments of  
29 nuclear, fossil, hydro and transmission facilities worldwide.

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- 1           • Bachelor degree in Marine and Electrical Engineering.  
2  
3           Colin Campbell (Intertek / Matoc)  
4           • Over 35 years’ experience in marine operations and management of subsea  
5           construction and submarine power cable projects.  
6           • Master Mariner.  
7           • Conducted numerous due diligence exercises for marine power project developers,  
8           sponsors and lenders.  
9           • Involved in numerous aspects of submarine power cable projects including  
10          procurement, EPC contract negotiations, scheduling, contractor management and  
11          consenting.

# GATE 2 INDEPENDENT PROJECT REVIEW

## Maritime Link Project

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Derek Owen  
Colin Campbell  
Robert Reed

October 12, 2012

# Table of Contents

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- Background
- Functions Reviewed
- IPR Team Overview of Experience
- IPR Objectives – Gate 2 / Phase 3
- Summary of Findings – Gate 2 Decision Readiness
- Summary of Findings – Phase 3 Work Readiness
- IPR Observations and Recommendations
- Recognition
- Interview Schedule / Interviewees

# Background

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- IPR is part of the phase-gate process.
- Helps ensure decision-makers understand the completeness and issues associated with the Phase 2 deliverables on which they will base their decision.
- IPR Charter defined the Areas of Focus.
- 1 week effort, 3-person team with complementary and relevant backgrounds.
- Primary activities: document reviews, interviews.

*IPR IS: a high-level independent expert assessment*

*IPR IS NOT: an audit or validation of the work product*

# Functions Reviewed

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- Project Execution
- Technical
  - Transmission and Converter Stations
  - Marine
- Procurement / Contracting
- Project Controls
  - Cost
  - Schedule
- Health, Safety, Security
- Environmental / Stakeholders
- Benefits
- Labour Relations
- Insurance
- Project Financing
- Management of Change
- Communications
- Document Management
- Excludes Muskrat Falls, Labrador Transmission Assets and Labrador-Island Link

# IPR Team Overview of Experience

- The IPR Team consisted of Project Management, Engineering, Construction & Commissioning experts from Canada, the UK, and the US. With over 100 years of experience to call on.
- Derek Owen
  - Over 40 years of Project Management onshore and offshore with Mobil and Exxon Mobil.
  - Has conducted and participated in IPR's for Mobil, Exxon Mobil, Husky, Petro Canada Projects, Nalcor.
  - Bachelor degree in Mechanical Engineering, Fellow of the Institute of Mechanical Engineers and a Chartered Engineer UK, Professional Engineer (Life member APENS).
- Robert Reed
  - Over 40 years experience in electric power and marine industry.
  - Independent Engineer on Neptune and Hudson (Back to Back) HVDC projects.
  - Conducted hundreds of technical, programmatic and condition assessments of nuclear, fossil, hydro and transmission facilities worldwide.
  - Bachelor degree in Marine and Electrical Engineering.
- Colin Campbell
  - Over 35 years experience in marine operations and management of subsea construction and submarine power cable projects.
  - Master Mariner.
  - Conducted numerous due diligence exercises for marine power project developers, sponsors and lenders.
  - Involved in numerous aspects of submarine power cable projects including procurement, EPC contract negotiations, scheduling, contractor management and consenting.



# IPR Objectives – Gate 2 / Phase 3

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- Gate 2 Decision Readiness addresses the Project readiness of deliverables required to pass through Gate 2.
- Phase 3 Work Readiness addresses the planning and preparation work required to be completed after Gate 2 and before the start of Phase 3.

# Summary of Findings – Gate 2 Decision Readiness

- Gate 2 Decision Readiness: The quality, quantity and completeness of the work in each project function is a sufficient basis for the Gate 2 decision.

*Overall, the project is ready for a Gate 2 Decision, provided the High (A) category recommendations are addressed:*

- *Complies with applicable best practices;*
- *Consistent with the project charter.*

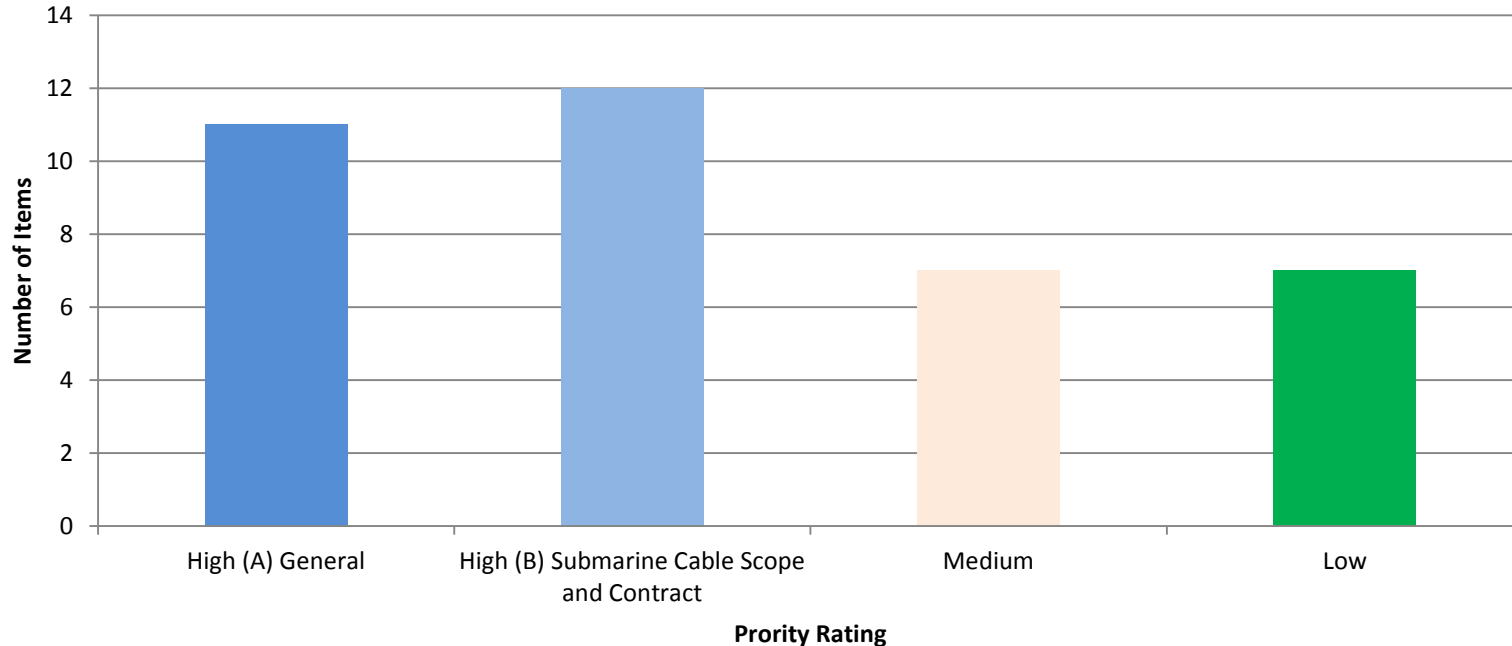
# Summary of Findings – Phase 3 Work Readiness

- The Phase 3 work readiness addresses the planning and preparation work required after Gate 2 to ensure effective execution of Phase 3.
- IPR has identified High (A), High (B), Medium and Low priority recommendations.

*The project is in a state of readiness to proceed to the next phase, provided that the priority recommendations proposed by the IPR are addressed.*

# Observations and Recommendations

## Priority Distribution



- High (A)** Requirement to pass DG2 and/or needed to move to next phase to meet project goals.
- High (B)** To be considered in the submarine cable scope and contract.
- Medium** In place within 90 days of starting Phase 3.
- Low** In place to meet DG3 requirements.

**\*Note: See provided spreadsheet for further details.**

# Observations and Recommendations

- High (A) General
- Comprises a total of 11 recommendations:
  - Project Execution / Organization (2)
    - Item # 4, 5
  - Project Controls (6)
    - Item # 23, 25, 26, 27, 30, 31
  - Project Financing (2)
    - Item # 33, 34
  - Document Management (1)
    - Item # 42

# Observations and Recommendations

- High (B) Submarine Cable Scope and Contract
- Comprises a total of 12 recommendations:
  - Documentation (1)
    - Item # 2
  - Procurement and Contracting (2)
    - Item # 21, 22
  - Technical Marine (9)
    - Item # 10, 11, 12, 13, 14, 15, 16, 17, 18

# Observations and Recommendations

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- Medium
- Comprises a total of 7 recommendations:
  - Documentation
    - Item # 1, 3
  - Technical – Transmission and Converter Stations
    - Item # 6
  - Technical – Marine
    - Item # 9
  - Project Controls
    - Item # 28
  - Project Financing
    - Item # 32
  - Environmental / Stakeholders
    - Item # 35

# Observations and Recommendations

- Low
- Comprises a total of 7 recommendations:
  - Technical – Transmission and Converter Stations
    - Item # 7, 8
  - Technical – Marine
    - Item # 19, 20
  - Project Controls
    - Item # 24, 29
  - Interface Management
    - Item # 41



# Observations and Recommendations

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- Corporate Functional Support
  - Impressed with the support that has been provided from the corporate organization while the project team builds its staff.
  - Through this support, high quality work is being performed in key areas.
  - Has allowed the project team to hit the ground running.

# Observations and Recommendations

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- Project Team
  - Outstanding knowledge and understanding of the scope and requirements of a very complex project.
  - Has made excellent progress considering the size of the team.
  - Demonstrated to be a cohesive and effective team and show excellent interpersonal skills.

# Recognition

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- The IPR Team wishes to thank the ENL – ML team for their extraordinary level of cooperation, openness and professionalism that was displayed by all parties and in all interview sessions.
- Provision of documentation was timely and efficient, i.e. FTP site worked extremely well.

# Interview Schedule / Interviewees

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- Attached is the IPR interview schedule including list of interviewees.

ML Project  
Internal Project Review (IPR) Schedule

Dates	Topics	Duration	Times (NL)	Invitees	Notes
Tuesday AM (Oct 9)	IPR Team Kickoff		8:00 to 9:00	IPR, BS, D McL	
	Project Execution	180 min	9:00 to 12:30		
	Project Overview Presentation (include Corporate Engagement)		9:00 to 10:00	GB, BR, BS	RJ available throughout the day
	Project Financing		10:30 to 11:45	GB, BR	
	Insurance			GB, BR	
	Benefits, Gender Equity, Diversity / Labour Relations			PB, BR	PB may not be available but BR will participate. Follow up Thursday if required
Tuesday PM (Oct 9)	Project Technical				
	Transmission and Construction (30 min overview 90 min Q&A)	120 min	1:00 to 3:00	DB, SC, TH, CS	
	Communications		10:00 to 10:30	JM, BR	
	Daily Report to PM and others	30 min	4:00 to 4:30	IPR, GB	
	IPR Observations consolidation / documentation	90 min	4:30 to 6:00	IPR, D McL	
Wednesday AM (Oct 10)	Marine (30 min overview/ 90 min Q & A)(include QMP)	120 min	8:30 - 10:30	PM, AW, HP	
	Procurement and contracts /Legal	75 min	10:45 to 12:15	AF, MEG	
Wednesday PM (Oct 10)	Environment / Stakeholders	60 min	1:00 to 2:00	KM,	May require a change / to be confirmed
	Land Access		2:15- 3:00	DM, MEG	
	Project Controls	90 min	3:15 to 4:45	GB, BS	
	DG2 Costs and Schedule/ Opex			GB, AF CS, BS	
	Risk, Interfaces, Orientation, Issues lessons, learned			GB, BS	
	Management of Change			GB, BS	
	Daily Report to PM and others	30 min	5:00 to 5:30	GB, IPR, Dan	
	IPR Observations consolidation / documentation	90 min	5:30 to 7:00	IPR, D McL	
Thursday AM (Oct 11)	Follow up discussions as required.	150 min	8:30 - 12:00	IPR, Others as required	
	Hatch	45 min	10:00 to 10:45	I Kahn	Ifti Kahn, Number to be confirmed
	Health, Safety, Security (HSS)	45 min	10:45- 11:30	HM	
Thursday PM (Oct 11)	IPR Report Preparation	240 min	12:30 - 5:30	IPR, Dan	

ML Project  
Internal Project Review (IPR) Schedule

	Daily Report to PM and others	30 min	5:30 to 6:00	GB, IPR, Dan	
Friday AM (Oct 12)	IPR Observations consolidation / documentation / Final Draft	180 min	8:00 to 11:00	IPR, Dan	
	Presentation validation to PMT	60 min	11:15 to 12:15	GB, DB, KM, PM, CS, BS, AF, BR, Meg, DM	
Friday PM (Oct 12)	IPR Final Report	120 min	1:00 to 3:00	IPR, Dan	
	Review team to ENL President / PM	90 min	3:00 to 4:30	RJ, GB, BR, IPR,	
<b>List of Interviewees</b>					
Interviewee	Title				
Richard Janega	President				
Gerry Brennan	Project Manager				
Bill Stapleton	Project Management Office Coordinator				
Brian Rendell	VP, Corporate Affairs				
Jeff Myrick	Sr. Communications Advisor				
Don Berringer	Engineering Sr. Technical Specialist				
Steve Coates	Overland Transmission Crossing Engineer				
Timothy Holland	Converter Station, Transition Compounds, Grounding Sites Engineer				
Craig Snelgrove	Construction Team Leader				
Peter Murray	Landfall and Protection Project Engineer				
Hamid Poorzargar	Offshore Installation Advisor				
Andrew Webb	Cable Engineer				
Allison Fagan	Cost Specialist				
Allan Fraser	Sr. Procurement Specialist				
Mary Ellen Greenough	Solicitor				
Duncan Morum	Lands Specialist				
Ken Meade	Sr. Manager, Environment				
Marc Macdougall	Environmental Engineer				
Ifti Kahn	Technical Project Manager (Hatch)				
Miles Godfrey	Project/Engagement Manager (Hatch)				
Harris McNamara	Health, Safety and Security Specialist				

**IPR SUMMARY OF FINDINGS BY FOCUS AREA**

Item	Focus Area	Observations	Priority	Required Completion Date by IPR	Status of Actions / March 4, 2013
1	Documentation	Out of 56 documents/activities required for DG2, 44 are complete and 12 are in advanced stage of development. However, many of the documents are strategies at this stage, which is appropriate for this DG2 stage. Project will need to develop more detailed plans for the subsequent phase.	Medium	In place within 90 days of starting Phase 3.	All documents for DG2 were completed. Strategies for DG 2 will be converted to implementation plans for DG3 as per the Decision Gate process. Documents have been identified and assigned to each team lead. A schedule to complete has been developed and is in progress.
2	Documentation	WBS (Ref. 8002). Coordination between marine EPC contractor and HDD contractor is still to be defined.	High (B)	To be considered in the submarine cable scope and contract.	Contract structures are as follows : 1)One EPC contact for cable design/supply and installation E-11-18 2) One contract for HDD design E-12-51 3)One Contract for HDD Construction Interface between HDD designer and cable supplier/installer, and between HDD construction company and cable supplier/installer will be clearly identified in the contracts. Interfaces will be managed according to "Maritime Link Project Technical Interface Management Pan". Dialogue held with Nalcor for Lessons Learned from the test drilling program for 2012. Another lessons learned with Project manager of similar project was conducted. Will continue discussions with Nalcor as project progresses.
3	Documentation	Preliminary Operations Philosophy (Ref. 4004). Current documentation appears not to address fully operations input into engineering and design.	Medium	In place within 90 days of starting Phase 3.	Integrated Operations Committee established with NLH and NSP and documents identified and in development for DG3.

**IPR SUMMARY OF FINDINGS BY FOCUS AREA**

Item	Focus Area	Observations	Priority	Required Completion Date by IPR	Status of Actions / March 4, 2013
4	Project Organization	The organizational planning for the various stages of execution is a good basis at this time. However, the project have identified gaps in four out of nine key positions, such as marine engineering team lead; project controls team lead; health, safety and security specialist; quality management specialist. In addition, there are several gaps in the individual project teams.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	Recruitment progress was achieved in key areas. The Marine Lead and Engineer Lead were filled. The Project Controls Lead, the Quality Management specialist were filled. The HR Associate and 2 purchasing associates have been hired. Chief Legal and Regulatory Counsel and Director of Regulatory Affairs have been appointed. Supplementary resources to assist in the permit identification process was added. Recruitment continues in key areas for the next phase of the project per the staffing plan.
5	Project Execution	It is understood that the intent is to release a separate RFP for detailed design and procurement services.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	The RFP was issued, closed in February, proposals received and are being evaluated. Currently negotiating with proponents for an award recommendation.
6	Technical - Transmission and Converter Stations	30 km of new Right of Way through virgin territory has potential for environmental risk.	Medium	In place within 90 days of starting Phase 3.	In accordance with access information in EA Report, the intent is to have 2 potential access routes for heavy equipment. Work continues to evolve around mapping of travel routes for materials transfer in this 30 KM area. All known environment effects were addressed in the EA report and are currently under evaluation.
7	Technical - Transmission and Converter Stations	It is not evident that revenue metering arrangements are appropriate to support commercial agreements of the project.	Low	In place to meet DG3 requirements.	Will be addressed in ML Detail Design by the Engineering Team in advance of DG3.
8	Technical - Transmission and Converter Stations	Control architecture between converter stations and utility entities is not well defined.	Low	In place to meet DG3 requirements.	Will be addressed in ML Detail Design by the Engineering Team in advance of DG3.
9	Technical - Marine	50-year design life validation may be difficult to achieve for submarine cable, especially for XLPE insulation.	Medium	In place within 90 days of starting Phase 3.	Proposals received from proponents and under evaluation.
10	Technical - Marine	5 km length of spare submarine cable is a contract deliverable.	High (B)	To be considered in the submarine cable scope and contract.	Requirement to deliver 5 km of spare submarine cable in one single length following completion of offshore campaign will form part of the signed contract.



**IPR SUMMARY OF FINDINGS BY FOCUS AREA**

Item	Focus Area	Observations	Priority	Required Completion Date by IPR	Status of Actions / March 4, 2013
11	Technical - Marine	Target cable burial depths as currently defined are challenging.	High (B)	To be considered in the submarine cable scope and contract.	Target burial profile has been optimized and meets cable protection requirements. Clear burial acceptance criteria will be defined in contact with selected proponent.
12	Technical - Marine	Size and mobility of mega ripples represent a challenge to maintain burial depth during operation.	High (B)	To be considered in the submarine cable scope and contract.	Mega ripples are considered as a factor in determining cable burial requirements (cable to be buried to a depth to eliminate the effect of mega ripples). O&M manual will include a visual survey in those areas.
13	Technical - Marine	Analysis of MetOcean data to obtain Spells analysis and exceedance charts is currently outstanding.	High (B)	To be considered in the submarine cable scope and contract.	Spell analysis and exceedance charts were completed. Estimate of weather standby dates were completed.
14	Technical - Marine	Rock trenching is a significant risk to program. The ability to trench in the anticipated soil/rock conditions is near the upper limit of trenching machinery capabilities.	High (B)	To be considered in the submarine cable scope and contract.	Rock trenching has been eliminated as a cable protection technology. Cable burial profile has been updated and will use the following mitigations: 1)Micro routing 2)Potential extension of HDD 3)Remedial work by rock dumping/mattresses where feasible.
15	Technical - Marine	Actual cable burial performance with proposed burial tools may be inferior to nameplate performance.	High (B)	To be considered in the submarine cable scope and contract.	Performance of proposed methods will form part of contract negotiations, and signed contract. Remedial protection works to be agreed upon during contract negotiations.
16	Technical - Marine	Availability of suitable cable installation vessels and burial tools may be a schedule risk.	High (B)	To be considered in the submarine cable scope and contract.	Proponents have committed to primary vessels in the RFP. Commitment to vessel will be confirmed during contract negotiations and form part of the signed contract. Cable burial acceptance and potential of multipass procedure will be part of contract negotiations as it has schedule and cost impacts.

**IPR SUMMARY OF FINDINGS BY FOCUS AREA**

Item	Focus Area	Observations	Priority	Required Completion Date by IPR	Status of Actions / March 4, 2013
17	Technical - Marine	The current re-evaluation of target cable burial depth, including criteria to address pack-ice impact, is incomplete.	High (B)	To be considered in the submarine cable scope and contract.	Pack ice impact and cable burial have been optimized through additional studies. New cable burial profile has been created and discussed with proponents.
18	Technical - Marine	Given the rapid expansion of the submarine cable industry, potential risk of quality issues arising from new cable production facility.	High (B)	To be considered in the submarine cable scope and contract.	During the evaluation process the Cable team have been reviewing the nominated submarine cable facilities from each of the potential vendors to ensure the facilities are able to meet our requirements.
19	Technical - Marine	Proximate sea bed developments may adversely impact cable integrity.	Low	In place to meet DG3 requirements.	Once the cables are installed, their location will be added to nautical charts.
20	Technical - Marine	The marine cable repair contingency plan is currently under development.	Low	In place to meet DG3 requirements.	Proponents have presented repair methodology in the RFP process and is under evaluation.
21	Procurement and Contracting	Securing of the cable manufacturing window is scheduled before project sanction date.	High (B)	To be considered in the submarine cable scope and contract.	The submarine cable contract is schedule to be finalized early in 2013. Discussions has confirmed with proponents that manufacturing slot is still available to meet the project schedule
22	Procurement and Contracting	Cable contract negotiations timeline indicated as two months seems ambitious.	High (B)	To be considered in the submarine cable scope and contract.	Negotiations expect to be completed in Q2 with an award recommendation.
23	Project Controls	Support the project decision to have a risk analysis performed by an external consultant to support risk analysis work already performed in house. This ensures transparency in vulnerabilities and opportunities.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	Completed independent Cost and Schedule Risk Assessment
24	Project Controls	Good level of consistencies between the cost probability and schedule probability was observed.	Low	In place to meet DG3 requirements.	Will continue the same level of reviews in advance of DG3.
25	Project Controls - Cost Estimate	It is understood that decommissioning costs are covered under the Nalcor estimate.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	Confirmed
26	Project Controls - Cost Estimate	We concur with the manner in which the cost estimate has been prepared, i.e. a bottom-up estimate. However, current project contingency is lower than expectations for a typical Gate 2 estimate.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	Validated in Cost and Schedule Risk Assessment for P50 Total Cost

**IPR SUMMARY OF FINDINGS BY FOCUS AREA**

Item	Focus Area	Observations	Priority	Required Completion Date by IPR	Status of Actions / March 4, 2013
27	Project Controls - Cost Estimate	Global risks had been quantified, however cost reduction opportunities had not been explored.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	Validated in Cost and Schedule Risk Assessment for P50 Total Cost. This will be revisited in Phase 3 activities leading to Gate 3.
28	Project Controls - Schedule	Advised that a Level 2 schedule is in place with approximately 1600 activities included. Currently developed in MS Project, with planned conversion to Primavera.	Medium	In place within 90 days of starting Phase 3.	Primavera installed, baselined, fully implemented within the project.
29	Project Controls - Schedule	Experience with primary contractors has shown that their ability to provide adequate scheduling and control the project, including identification of critical path, can be limited.	Low	In place to meet DG3 requirements.	Full project control team in place including planners. Each RFP and contract will include status and schedule update procedures as part of the progress reporting.
30	Project Controls - Schedule	The UARB review and approval is on the critical path and is preceded by the Federal Loan Guarantee.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	Current UARB schedule shows decision to be completed prior to DG3.
31	Project Controls - Schedule	The schedule has the Maritime Link project to be completed by the end of 2016.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	Integrated planning sessions have started with NLH and NSPI and will continue through the life of project.
32	Project Financing	Understood that advanced funding in between Gate 2 and 3 has been identified, which includes an allocation for the submarine cable contract. Any requirements for further expenditures associated with the submarine cable contract will be subject to an additional advanced funding request.	Medium	In place within 90 days of starting Phase 3.	The current approved plan recognizes additional funding may be required in advance of DG3. If required, this will be approved through the existing governance structure and decision process.
33	Project Financing	Rating Agency fee is not included in project estimate (potential for significant cost).	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	Not required
34	Project Financing	There is a potential for the Federal Loan Guarantee finalization to be delayed.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	Federal Loan negotiations in progress and progressing as scheduled. Not required until DG3

**IPR SUMMARY OF FINDINGS BY FOCUS AREA**

Item	Focus Area	Observations	Priority	Required Completion Date by IPR	Status of Actions / March 4, 2013
35	Environmental / Stakeholders	The project activity relating to the regulatory matters was reviewed and the requirements are well understood, have been addressed, and appear satisfactory. The process for identifying and tracking permits is established and appears appropriate.	Medium	In place within 90 days of starting Phase 3.	Identified permits (including approvals, agreements, etc.) required for commercial financing include: 1) EA Release and 2) Subsea interests. Both are key deliverables currently being tracked.
36	Regulatory (UARB)	The project activity relating to the regulatory matters was reviewed and the requirements are well understood, have been addressed, and appear satisfactory.	N/A		
37	Benefits	It is understood that the requirement for local engineering (NS or NL) is under discussion with the respective provincial government.	N/A		
38	Labour Relations	The strategy of negotiating with the IBEW for all craft labour for land assets, if successful, will optimize productivity, labour relations, and health and safety.	N/A		
39	Communications	The project activity relating to communication matters was reviewed and the requirements are well understood, have been addressed, and appear satisfactory.	N/A		
40	Project Quality	The project activity relating to project quality matters was reviewed and the requirements are well understood, have been addressed, and appear satisfactory.	N/A		
41	Interface Management	The interface management plan is in place and the interface management role will be a dual function.	Low	In place to meet DG3 requirements.	Interface register drafted. Plan updated. Procedures included with each RFP and future contracts. Project team responsibilities assigned.
42	Document Management	It is understood that three systems are currently under review.	High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.	System has been selected and implementation underway.
43	Lessons Learned	The project activity relating to lessons learned matters was reviewed and the requirements are well understood, have been addressed, and appear satisfactory.	N/A		

**IPR SUMMARY OF FINDINGS BY FOCUS AREA**

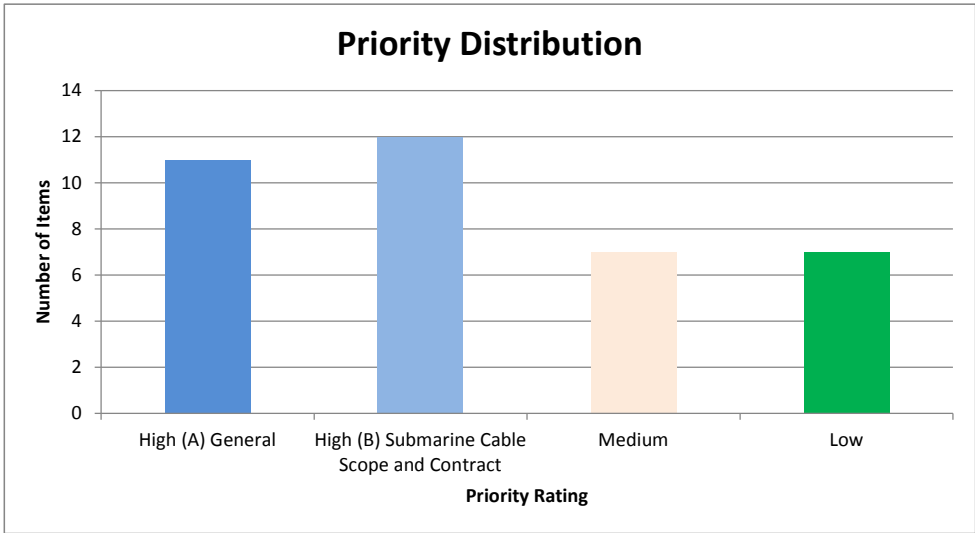
Item	Focus Area	Observations	Priority	Required Completion Date by IPR	Status of Actions / March 4, 2013
44	Orientation	The project activity relating to orientation procedures was reviewed and the requirements are well understood, have been addressed, and appear satisfactory.	N/A		
45	Management of Change	The project activity relating to the management of change system was reviewed and the requirements are well understood, have been addressed, and appear satisfactory.	N/A		
46	Land Access	The project activity relating to land access matters was reviewed and the requirements are well understood, have been addressed, and appear satisfactory.	N/A		
47	Health, Safety and Security	The project activity relating to health, safety and security matters was reviewed and the requirements are well understood, have been addressed, and appear satisfactory.	N/A		

High (A)	Requirement to pass DG2 and/or needed to move to next phase to meet project goals.
High (B)	To be considered in the submarine cable scope and contract.
Medium	In place within 90 days of starting Phase 3.
Low	In place to meet DG3 requirements.

**Totals**

**IPR SUMMARY OF FINDINGS BY FOCUS AREA**

Item	Focus Area	Observations	Priority	Required Completion Date by IPR	Status of Actions / March 4, 2013
High (A) General			11		
High (B) Submarine Cable Scope a			12		
Medium			7		
Low			7		



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1 **Request IR-16:**

2

3 **With respect to page 138, line 5, responses to issues of concern in the Environmental**  
4 **Assessment Report (EAS) are directly related to scheduling activities and have "provided**  
5 **input to this Nova Scotia Regulatory Application". See below IR referring to Section**  
6 **2.6.7.11, P2.65 Bullet#6 of the EAS:**

7

8 **(a) Please give a list of Project activities that will be "coordinated through consultation**  
9 **with local fish harvesters and other stakeholders";**

10

11 **(b) Explain what kind of "best-efforts" will be made to minimize interferences; and**

12

13 **(c) How the remaining interferences may affect the construction schedule.**

14

15 **Response IR-16:**

16 .

17 (a) Project activities that will be coordinated through consultation with local fish harvesters  
18 and other stakeholders include cable installation and associated studies, as well as  
19 grounding site construction and associated studies.

20

21 (b) Specific opportunities will be determined through consultation with commercial fish  
22 harvesters in selection of the final cable route and may involve micro-routing to avoid  
23 sensitive areas or timing of specific activities in relation to fisheries harvest seasons.

24

25 (c) It is not anticipated that remaining interferences will affect the construction schedule.

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1 **Request IR-17:**

2

3 **(a) With respect to page 137, Fig 7., Env. Assessment, Screening and Land Access (Q2**  
4 **2012), and Right of Way Agreements (Q3 2013), are the most immediate critical 4**  
5 **milestones. Are there any concerns of potential delays?**

6

7 Response IR-17:

8

9 At this point the Environmental Assessment for the Maritime Link is proceeding on schedule  
10 with approximately 15 weeks remaining in the review process.

11

12 The respective processes for acquiring Land Access and Right of Way Agreements are also  
13 underway and proceeding on schedule.



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1 **Request IR-18:**

2

3 **Section 4.1.1**

4

5 **With respect to Table 4-1, page 57, have the specifications in the table, and more**  
6 **specifically the CSA figures, been reviewed to take into consideration the increase of**  
7 **hurricane force winds and storms that seems to be the result of climate change?**

8

9 Response IR-18:

10

11 The specifications in the table have been taken directly from CSA standards C22.3 and 60826. In  
12 addition to these values, two special cases have been used for high wind areas in Newfoundland,  
13 including a high wind case for wind speeds up to 110 miles per hour, and a case for the  
14 Wreckhouse area with wind speeds up to 125 miles per hour.

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1 **Request IR-19:**

2

3 **Section 4.1.2**

4

5 **With respect to page 60, are 4-km intervals for geotechnical soil investigation sufficient to**  
6 **justify the 65/20/15 distribution of soil conditions? Please elaborate.**

7

8 Response IR-19:

9

10 The proposed geotechnical testing program has not yet been completed, and the 60/20/15  
11 distribution of soil conditions was not based on the proposed geotechnical testing program. The  
12 distributions of soil conditions in each of the segments of the transmission line was based on  
13 available geotechnical information from nearby projects and and from preliminary site patrols.  
14 This level of information is consistent with project estimates prepared at DG2 level, and  
15 appropriate contingency has been allocated to accommodate the uncertainty in the soil conditions  
16 that will be found at the conclusion of the geotechnical testing program and subsequently during  
17 construction.

18

19 The geotechnical testing program was developed based on a 4-km testing interval, which is  
20 commonplace in the industry for validation of soil conditions at a level suitable for final design  
21 of the transmission line. A budget provision has been included in the DG2 estimate for the  
22 conduct of this geotechnical testing program, but the work will not commence until Spring of  
23 2013. Further refinement of the testing program will be undertaken to shorten the 4 km test  
24 interval in certain areas and increase it in other areas, according to the level of site-specific  
25 knowledge that exists and the anticipated variability of soil conditions.

26

27 The final determination of geotechnical conditions will only be known during the construction  
28 stage, when the selected contractor sends out advance teams to carry out test pits at each  
29 structure location chosen in the detailed design. The foundation types and sizes will be finalized  
30 after this test information is obtained, and it may vary from 60/20/15 distribution adopted.

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1 **Request IR-20:**

2

3 **Section 4.2.1**

4

5 **With respect to page 63 ref Ice and Icebergs, has the iceberg scouring depth been**  
6 **considered in the design? Please elaborate.**

7

8 Response IR-20:

9

10 Yes, the iceberg scouring depth has been considered in the design. Iceberg risks have been  
11 assessed and determined to be a much lower risk than ice pack. Details are available in the  
12 C-Core Ice Risk Study, see SBA IR-12.

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1 **Request IR-21:**

2

3 **The final design of many elements defined in the sections below will be completed later.**

4 **How will potential changes of cost and effects on schedule be evaluated? What**  
5 **contingencies have been adopted in the current cost estimates of the elements below?**

6

7 **(a) Section 4.31 P68 Transition Compounds;**

8

9 **(b) Section 4.4.2 P79 Newfoundland converter;**

10

11 **(c) Section 4.5.1 P83 Grounding systems; and**

12

13 **(d) Section 4.5.2 P88 Grounding systems.**

14

15 **Response IR-21:**

16

17 (a-d) Probabilistic modeling was used to arrive at an assessment of overall contingency. The  
18 outcome of the probabilistic modeling was not deterministic but rather a range of  
19 probabilities (that is, a distribution) of probable project costs (base plus contingency).  
20 The project will manage one fund of contingency. Potential changes to cost and schedule  
21 will be evaluated using the Management of Change Process. The project baseline was  
22 established at DG2 at which time the cost and schedule were locked in. Any significant  
23 changes to the baseline will follow the Management of Change Process. The  
24 Management of Change Process involves identification of the change, consolidation of all  
25 information pertaining to the change and approval of the change by the Management of  
26 Change Committee.