

1 Q. **Reference:** 2016 - 2020 Capital Plan, Volume I, Appendix B, Page B5 *“Given the*
2 *synergies between the execution of the TL 267 Project and the Lower Churchill*
3 *Project, the Lower Churchill Management Corporation will provide all project*
4 *management, engineering and construction management services for this Project.”*

5 Provide the analysis completed by Hydro that confirms provision of all project
6 management, engineering and construction management services for this project
7 by the Lower Churchill Management Corporation will result in the project being
8 completed at the lowest possible cost consistent with safe, reliable electric service.

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11 A. The \$23 million of budget services being provided to Hydro by the Lower Churchill
12 Management Corporation for project management, engineering and construction
13 management of the \$291 million Bay d’Espoir to Western Avalon transmission line
14 capital project are similar to those already being executed for the Lower Churchill
15 Project.

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17 The team completing this project are designing and executing using Hydro’s
18 standards that follow Hydro’s project management practices, which include:

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- cost control;
- change management;
- regular and consistent tracking against schedule;
- project team meetings for project issues and solves;
- compliance with the Public Tender Act; and
- Hydro inter-company costing guidelines.

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- 1 The capital project also includes engagement and oversight from Hydro's Project
- 2 Execution and Technical Services department to ensure that the project is
- 3 completed at the lowest cost consistent with safe, reliable electric service.