Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act (File # NR-210-2018)

On October 12, 2018, the Department of Natural Resources received your request for access to the following records/information:

Any reports, studies or briefing materials relating to Fracking.

Subsequently on October 26, 2018 you narrowed the search time frame to two years preceding the request. Again, on November 2, 2018 you confirmed that you were not looking for draft versions of records.

I am pleased to inform you that a decision has been made by the Department of Natural Resources, confirmed by the Deputy Minister, to provide access to the requested records. The records are attached.

We are providing access to the most information possible but have made redactions in accordance with Sections 22(1)(a) of ATIPPA, 2015 as follows:

22. (1)(a) The head of a public body may refuse to disclose a record or part of a record that is published and is available to the public whether without cost or for purchase.

The Panel report is contained in the following folder http://nlhfrp.ca/

Hydraulic Fracturing Forum: 2017

Thursday, October 19, 2017 10:00 AM

As set out in section 42 of the Act you may ask the Information and Privacy Commissioner to review the department’s decision to provide access to the requested information. A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner. Your request should identify your concerns with the department’s response and why you are requesting a review.

The request for review may be addressed to the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P.O. Box 13004, Stn. A
St. John’s, NL A1B 3V8

Telephone: (709) 729-6309
Toll-Free: 1-877-729-6309
Facsimile: (709) 729-6500

Pursuant to section 52 of the Act, you may also appeal directly to the Supreme Court Trial Division within 15 business days after receiving the department’s decision.

Please be advised that responsive records will be published following a 72 hour period after the response is sent electronically to you or five business days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Completed Access to Information Requests website within one business day following the applicable period of time. Please note that requests for personal information will not be posted online.

For further details about how an access to information request is processed, please refer to the Access to Information Policy and Procedures Manual at

If you have any questions, please feel free to contact me at 709-729-0463 or rhynes@gov.nl.ca.

Sincerely,

Rod Hynes

Rod Hynes
ATIPP Coordinator
Title: Newfoundland and Labrador Hydraulic Fracturing Review Panel Report – Unconventional Opportunities and Challenges

Issue: A request by the Minister for an update on the progress of the internal review.

Background and Current Status:
- On November 4, 2013, NL announced it would not accept any applications for petroleum exploration using hydraulic fracturing. On October 10, 2014, Government announced the appointment of a Panel to undertake an independent review of hydraulic fracturing in western Newfoundland. The Panel was provided with a terms of reference and the work completed as part of the internal review that was conducted. The Panel was comprised of Dr. Ray Gosine (Chair), Dr. Graham Gagnon, Dr. Maurice Dusseauult, Dr. Wade Locke and Dr. Kevin Keough representing the fields of environment, engineering and geology, economics and public health.

- The Panel completed its report in a three volume set consisting of an Executive Summary containing 85 recommendations; a Final Report; and, Appendices containing the Panel Members and Subject Matter Experts detailed reports on the various topics considered.

- The Report contained a Primary Recommendation to continue a ‘pause’ on hydraulic fracturing until certain recommendations are implemented. Government accepted this recommendation.

Analysis:
- There are 85 Supplementary Recommendations to advise the Minister about the actions to be taken if further consideration is to be given to permitting unconventional oil and gas exploration and development. These recommendations are sub-divided into six headings related to Public Policy, Planning and Science Considerations; Socio-Economic Considerations; Environmental Considerations; Health Considerations; Regulatory Considerations; and, Other Scientific and Technical. Each heading contains a number of recommendations.

- In presenting these recommendations, the Panel developed a colour-coded format (red, yellow and green) to indicate the stage at which the recommendations should be implemented. The 17 red stage recommendations, which are primarily related to public policy and processes, must be implemented before lifting the pause on accepting applications. A summary of these recommendations is attached. If a decision is made to proceed to the yellow stage, the recommendations will relate to more site-specific considerations and actions and will allow for the acceptance of applications from proponents. If a decision is made to proceed to the green stage, these recommendations will describe operational processes and practices that must be implemented before industrial activities commence. Certain of the recommendations have decision-gates designated by a question mark. Recommendations that include decision-gates could lead to a determination that a ‘pause’ in accepting applications involving hydraulic fracturing remain in effect.
In response to the Panel's Report, the Minister assembled a Review Team to assess and analyze the recommendations, document the gaps and deficiencies identified and prepare a way forward to determine an appropriate course of action respecting hydraulic fracturing in the NL context. Resources within Natural Resources from regulatory affairs, economics, policy and petroleum resource development were tasked to report to the Minister on its research and findings. Since the Panel had recommended that the red stage recommendations must first be implemented before lifting the ‘pause’ on hydraulic fracturing, the initial focus has been on reviewing these recommendations.

**Action Being Taken:**
- The Review Team has been meeting bi-weekly to coordinate and assess the red code recommendations. Certain of these recommendations require input and analysis from other government departments, most notably Environment and Climate Change, Health and Community Services, Municipal Affairs, Justice and Public Safety. Furthermore, certain recommendations are multifaceted and potentially require significant resources, including funding, to implement (i.e. Panel Recommendation 44: Complete Health Impact Assessments) and thus require detailed research and studies that are both extensive and expensive. As such, these recommendations require a thorough analysis.

- The Review Team has developed a template in the form of an Advising Document to address these recommendations which, upon completion, will provide a detailed analysis of the recommendations and a potential way forward for Ministerial decision.

- Currently impacted government departments and agencies are being notified requesting their input into this process.

**Prepared/Approved by:** F. Allen, W. Foote/

**Ministerial Approval:** Received from Hon.

**January 23, 2017**
Summary of Red Code Recommendations
Newfoundland and Labrador Hydraulic Fracturing Review Panel

Public Policy, Planning & Science Considerations

Provincial and Regional Planning
• **Update the Regional Economic Development Plans (PR1)** – Update or develop economic development plans for regions that might be affected by unconventional oil and gas development and determine whether such development is consistent with the economic development priorities for specific regions.

• **Update the Provincial Energy Plan (PR2)** – Review and update the provincial energy plan to consider and articulate the role, if any, that unconventional oil and gas development will have among priorities related to energy developments in the province.

Climate Change
• **Evaluate the GHG Emissions Associated with Development (PR4)** – Engage the Office of Climate Change and Energy Efficiency to undertake a complete well-through-use assessment of the GHG emissions associated with unconventional oil and gas development.

Gros Morne National Park and UNESCO World Heritage
• **Confirm a Ban on Hydraulic Fracturing Operations in Gros Morne National Park (PR6)** – Confirm a ban on hydraulic fracturing operations in the Park including surface operations within the Park boundaries and operations under the Park.

• **Establish a Buffer Zone around Gros Morne National Park (PR7)** – Establish a buffer zone around the Park, including both onshore and offshore areas.

Understanding the Geology
• **Undertake a Modern Geoscience Study of the Green Point Shale (PR8)** – Initiate a geoscience program to collect the modern seismic and stratigraphic well data necessary to increase knowledge of the Green Point Shale.

• **Enhance Seismograph Network Coverage for Western Newfoundland (PR10)** – Enhance the seismograph network coverage in Western Newfoundland to improve monitoring capabilities for baseline seismicity.

• **Carry Out Baseline Seismicity Monitoring (PR11)** – Collect and analyze at least two years of baseline seismicity data from an enhanced seismograph network prior to development.

Socio-Economic Considerations

Community Engagement
• **Develop a Program of Public Education About the Benefits, Risks, and Scale of Development (PR15)** – Develop an ongoing program of public education with a focus on benefits, risks and scale of unconventional oil and gas operations.

• **Assess the Support for Public Investments Required to Understand and Mitigate Key Risks (PR16)** – Develop a process to determine whether there is sufficient public support to proceed with the public investment to undertake the work necessary to understand and mitigate outstanding key risks.

• **Review and Adopt Best Practices in Community Engagement (PR18)** – Review and adopt best practices in community engagement, supported by independent assessments and review to ensure that evidence-based decisions are made at key future decision points.
Environmental Considerations

Coastal Change and Erosion

- **Undertake a Study of Coastal Change near Potential Infrastructure Sites (PR38)** - Undertake a comprehensive study of coastal change at sites around Port au Port Bay, and other coastal areas, where temporary and permanent infrastructure associated with unconventional oil and gas development may be located.

Health Considerations

Health Impact Assessment

- **Complete Health Impact Assessments (PR44)*** – Undertake an independent Health Impact Assessment of any proposed unconventional oil and gas development in Western Newfoundland. The assessment should be for the local region involved in a potential development and must involve representatives of local residents, industry, government, together with appropriate experts. Government should provide financially for the assessment and provide access to content experts, but it should not perform or lead the assessment.

Regulatory Considerations

Regulatory Oversight

- **Require Licenced Professionals and Companies for all Engineering and Geoscience Work (PR61)** – Require that all future engineering and geoscience work be carried out by individuals and companies that are licenced to practice and operate in Newfoundland and Labrador.

Regulatory Jurisdiction

- **Establish a Single Regulator (PR76)** – Establish a single regulator for unconventional oil and gas development, including onshore-to-offshore operations, in Newfoundland and Labrador.

Financial Security

- **Assess the Potential Impacts of Spills or other Incidents (PR79)*** - Undertake a thorough assessment of the potential damage that could result from spills, leaks, or other incidents in Port au Port, or in any other offshore areas that may be affected by development.

Other Scientific & Technical Considerations

Well Integrity

- **Participate in Research Activities Related to Well Integrity (PR84)** – The province should actively participate in regional, national and international research efforts to increase long term well integrity through advances in well construction, monitoring and remediation techniques and technologies.

*Decision-gate recommendations. The implementation of recommendations that include decision-gates could lead to a determination that, from a public policy, public health and safety, environmental, socio-economic, or fiscal perspective, the ‘pause’ in accepting applications involving hydraulic fracturing in Western Newfoundland should remain in effect.

Issue: Provide overview of updated approach to internal review

Background and Current Status:

- In response to the panel’s report, on June 2, 2016 the Department of Natural Resources assembled a six person team to review the information and recommendations. This note provides an update on the Information note dated January 23, 2017 (TRIM reference: BN-8949).

- Following changes to the Provincial Government’s organizational structure and a number of staff changes; reconfirmation of the Review team and associated department stakeholders has been complete. Wes Foote who was the panel chair of the internal review team retired in October 2017 and his responsibilities as panel chair have been assumed by the Petroleum Engineering Director, David Corkey who joined DNR in December 2017.

Analysis:

- Preliminary work from the review team identified the key stakeholders and number of meetings were held to request input. As part of this early review it was identified that a significant amount of incremental resources and cost would be required to implement a number of the panel recommendations. In order to determine the best approach to satisfactorily address the red recommendations:
  - Determine high level scope of work required for each recommendation (priority given to those with decision-gate)
  - Confirm high-level funding and timeframe requirements for implementation
  - Develop an overall strategy and roadmap to address the gaps, including rationalization and prioritization

- The Project will be structured into Working Groups based on the identified responsible Departments. Each Group will have work streams aligned with the panel recommendations (the Working Groups and associated gated red recommendations below):
  - Tourism, Industry and Innovation
    - PR1- Update the Regional Economic Development Plans
  - Natural Resources
    - PR2- Update the Provincial Energy Plan
    - PR8- Undertake a Modern Geoscience Study of the Green Point Shale
    - PR11- Carry Out Baseline Seismicity Monitoring
  - Municipal Affairs and Environment
    - PR4- Evaluate the GHG Emissions Associated with Development
    - PR6- Confirm a ban on Hydraulic Fracturing Operations in Gros Morne National Park
    - PR79- Assess the Potential Impacts of Spills or Other Incidents
  - Communications and Public Engagement (no gated reds)
  - Health and Community Services
    - PR44- Complete Health Impact Assessments
• Each Working Group will be headed by a Group sponsor, typically an Assistant Deputy Minister (ADM).

• Advisory documents were developed for each red recommendation; and as of November 2, 2017, 10 out of 17 documents have been drafted. The intent is to rationalize these into one final document to be submitted along with a decision direction note.

• The following project high-level milestones and timeline as below:
  o Project charter approved (Departmental Sponsors)     March 30
  o Project charter approved (Executive Sponsor)    April 13
  o Project resources secured and available (Kick-off)   April 27
  o Advisory document finalized                        Aug 3
  o Decision note submitted to the minister           Aug 31

**Action Being Taken:**
• The Project Manager is in the process of finalizing the project charter, and scheduling internal consultations with identified project resource sponsors/owners.

**Prepared/Approved by:** J. Agbakwuru, D. Corkey

**Ministerial Approval:**

March 5, 2018
Information Note
Department of Natural Resources


Issue: Provide overview of updated approach to internal review.

Background and Current Status:
- In response to the panel’s report, on June 2, 2016 the Department of Natural Resources assembled a six person team to review the information and recommendations. This note provides an update on the Information note dated January 23, 2017 (TRIM reference: BN-8949).

- Following changes to the Provincial Government’s organizational structure and a number of staff changes; reconfirmation of the Review team and associated department stakeholders has been complete. Wes Foote who was the panel chair of the internal review team retired in October 2017 and his responsibilities as panel chair have been assumed by the Petroleum Engineering Director, David Corkey, who joined DNR in December 2017.

Analysis:
- Preliminary work from the review team identified the key stakeholders and a number of meetings were held to request input. As part of this early review it was identified that a significant amount of incremental resources and cost would be required to implement a number of the panel recommendations. A Project based approach has been adopted to identify the gaps and associated closure plans for the Panel recommendations. The objectives of the Project are as follows:
  o Determine high level scope of work required for each recommendation (priority given to those with decision-gate)
  o Confirm high-level funding and timeframe requirements for implementation
  o Develop an overall strategy and roadmap to address the gaps, including rationalization and prioritization

- The Project will be structured into Working Groups based on the identified responsible Departments. Each Group will have work streams aligned with the panel recommendations (the Working Groups and associated gated red recommendations below)
  o Tourism, Industry and Innovation
    ▪ PR1- Update the Regional Economic Development Plans
  o Natural Resources
    ▪ PR2- Update the Provincial Energy Plan
    ▪ PR8- Undertake a Modern Geoscience Study of the Green Point Shale
    ▪ PR11- Carry Out Baseline Seismicity Monitoring
  o Municipal Affairs and Environment
    ▪ PR4- Evaluate the GHG Emissions Associated with Development
    ▪ PR6- Confirm a ban on Hydraulic Fracturing Operations in Gros Morne National Park
    ▪ PR79- Assess the Potential Impacts of Spills or Other Incidents
  o Communications and Public Engagement (no gated reds)
  o Health and Community Services
    ▪ PR44- Complete Health Impact Assessments
• Each Working Group will be headed by a Group sponsor, typically an Assistant Deputy Minister (ADM).

• Advisory documents were developed for each red recommendation; and as of November 2, 2017, 10 out of 17 documents have been drafted. The intent is to rationalize these into one final document to be submitted along with a decision direction note.

• The following project high-level milestones and timelines as below:
  o Project charter approved (Departmental Sponsors)     March 30
  o Project charter approved (Executive Sponsor)    April 13
  o Project resources secured and available (Kick-off)   April 27
  o Advisory document finalized                        Aug 3
  o Decision note submitted to the Minister          Aug 31

**Action Being Taken:**
• The Project Manager is in the process of finalizing the project charter and scheduling internal consultations with identified project resource sponsors/owners.

**Prepared/Approved by:** J. Agbakwuru / D. Corkey
**Ministerial Approval:** Received from Hon. Siobhan Coady

**March 5, 2018**
Decision/Direction Note
Department of Natural Resources

Title:  Project Charter - Hydraulic Fracturing Panel Recommendations Internal Review

Decision/Direction Required:
- Whether to sign the project charter and participate in the internal review of Panel recommendations.

Background and Current Status:
- In October 2014, the Minister of Natural Resources appointed an independent five-member panel to undertake a review of the socio-economic and environmental implications of hydraulic fracturing in western Newfoundland.

- In May 2016, the final report of the NL Hydraulic Fracturing Panel was released. The report contained a primary recommendation supporting the existing “pause” and hydraulic fracturing applications, as well as 85 supplementary recommendations.

- Recommendations were divided into three categories – red, yellow, and green. Red stage recommendations describe actions related mostly to public policy and processes that must be undertaken prior to the pause being lifted. Yellow and Green stage recommendations can be implemented once decisions regarding red stage recommendations have been made.

- In November 2017, the Premier gave the Minister of Natural Resources the mandate to ensure that any future decisions regarding hydraulic fracturing in Newfoundland and Labrador are based on scientific evidence.

- To support this mandate, the Department of Natural Resources initiated a project to review the report and to estimate the scope of work and budget associated with implementing the panel’s recommendations. The project is being led by the Petroleum Engineering Division of NR.

- The recommendations of the report are varied and require cooperation from various divisions within NR, as well as numerous other government departments. To secure this cooperation, a project charter has been developed requiring the signature of project “sponsors.” (Attached as Annex A)

Analysis:
- The primary objective of the project is to analyze the Panel’s recommendations, determining a high level scope of work and providing a “ball park” estimate (-50% / +100%) of funding required to address each recommendation.

- The project will be conducted in phases with the first phase focusing primarily on 17 red recommendations of the Panel, prioritizing those that have decision gates. A decision gate could lead to a determination that, from a public policy, public health and safety, environmental, socio-economic, or fiscal perspective, the pause on hydraulic fracturing in Western Newfoundland should remain in effect.

- The project charter identifies two of the Panel’s recommendations (“Update the Provincial Energy Plan” and “Establish a Single Regulator”) as having the ADM of Energy Policy acting as project sponsor. As such, the project charter seeks the signature of the ADM of Energy Policy as well as a commitment that the ADM of Energy Policy will assign resources to participate and
help bring the project to completion. The recommendation “Update the Provincial Energy Plan” will be prioritized as it includes a decision gate.

- A project kick-off meeting for all project sponsors is scheduled for May 28, 2018.
- As of now, the Deputy Minister of NR has not signed off on the Project Charter.

**Alternatives:**
1. The ADM of Energy Policy sign the Project Charter attached in Annex A (upon approval of the Deputy Minister), assign resources to participate in the internal review of Panel recommendations, and attend a Project kick-off meeting on May 28, 2018. *(Recommended)*

   **Advantages:**
   - Is consistent with the goals outlined in the Minister’s mandate letter
   - Enhances collaboration with other divisions and departments

   **Disadvantages:**
   - Uses resources to address recommendations that could be utilized in other priority areas

2. Do not approve.

   **Advantages:**
   - Reserves resources for use in other priority areas

   **Disadvantages:**
   - Is not consistent with the goals outlined in the Minister’s mandate letter
   - Foregoes the opportunity to establish additional collaborative relationships with other divisions and departments

Prepared/Approved by: R. Bates / Ministry Approval: May 1, 2018

Annex A – Project Charter
Project Charter

Newfoundland and Labrador (NL)

Hydraulic Fracturing Panel Recommendations

Internal Review

2018-03-08
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Section 1. Charter Introduction

1.1 Document change control

<table>
<thead>
<tr>
<th>Revision Number</th>
<th>Date of Issue</th>
<th>Author(s)</th>
<th>Brief Description of Change</th>
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<tr>
<td>1.0</td>
<td>March 8, 2018</td>
<td>Justin Agbakwuru, David Corkey</td>
<td>Creation of document.</td>
</tr>
</tbody>
</table>

1.2 Executive summary

In November 2017, one of the mandates given to the Minister of Natural Resources, Honourable Siobhan Coady, by the Premier of Newfoundland & Labrador (NL), was to ensure that any future decisions regarding hydraulic fracturing are based on scientific evidence [1]. In line with this mandate, the Department of Natural Resources (DNR) initiated this project to review the NL Hydraulic Fracturing Review Panel (the Panel) 2016 final report. This report contained a Primary Recommendation supporting the current “pause” on hydraulic fracturing applications and 85 Supplementary Recommendations.

The primary objective of this project is to analyze the Panel's recommendations and determine the scope of work and the budget required to address the recommendations. This first phase of the project will focus primarily on the red recommendations, with priority on those with decision-gates. The red-stage recommendations describe actions, primarily related to public policy and processes, that must be undertaken before the “pause” can be lifted. The outputs from this project will enable the province to make informed decisions on the way forward with hydraulic fracturing in the province of NL.

1.3 Authorization

This project charter formally authorizes the existence of the project, NL Hydraulic Fracturing Panel Recommendations Internal Review, and provides the project manager with the authority to apply
organizational resources to the project activities described herein. Changes to the charter will be documented only by adding appendices to the original project charter.

Gordon McIntosh
Executive Sponsor
Deputy Minister, Department of Natural Resources

John Cowan
Project Sponsor
ADM, Department of Natural Resources

<name>
Project Sponsor
ADM, Department

<name>
Project Sponsor
ADM, Department

<name>
Project Sponsor
ADM, Department

<name>
Project Sponsor
Title, Department

<name>
Project Sponsor
Title, Department
Government of Newfoundland and Labrador
Department of Natural Resources
Petroleum Development Section

Project Sponsor
Title, Department

Date

Project Sponsor
Title, Department

Date

David Corkey
Project Manager
Director, Petroleum Engineering, Department of Natural Resources

Date

Justin Agbakwuru
Project Coordinator
Manager, Petroleum Engineering, Department of Natural Resources

Date
Section 2. Project Overview

2.1 Project summary

Hydraulic fracturing is a well stimulation technique designed to enhance fluid flow and well productivity. In the course of this process, a fluid is mixed with sand and chemicals. This mixture is injected at high pressure into wellbore creating small fractures in the subsurface geological formations that have been isolated for hydraulic fracturing purposes. These fractures allow for an increased flow of hydrocarbons into the wellbore. This technique is very common in wells drilled for shale gas, shale oil, light gas, light oil, coal seam gas and hard rock wells.

A fracturing treatment occurred in the Flat Bay area in Western Newfoundland in 2004. No hydraulic fracturing has occurred on the west coast since 2004. Additional work has been proposed for several areas of Western Newfoundland where hydraulic fracturing potentially could be used. DNR has not received a formal application for these approvals to date. Due to the public concern with the potential use of hydraulic fracturing, government felt that it was important to evaluate whether hydraulic fracturing is an appropriate activity for oil and gas development in Western Newfoundland and whether it should be banned or approved with appropriate risk management and use of best industry practices. In November 2013, the Minister of Natural Resources announced that no applications for onshore and onshore-to-offshore petroleum exploration using hydraulic fracturing would be accepted until government could undertake a balanced review of regulations, rules and guidelines in other jurisdictions; complete the technical work necessary to fully assess the geological impact in Western Newfoundland; and following this process, undertake public consultations to ensure that residents can comment and are fully informed before any decisions relating to hydraulic fracturing are made.

In October 2014, the Minister of Natural Resources appointed an independent five-member panel to undertake a review of the socio-economic and environmental implications of hydraulic fracturing in western Newfoundland. The Panel’s final report was released on May 31, 2016. It contained a Primary Recommendation supporting the current “pause” on hydraulic fracturing applications and 85 Supplementary Recommendations. The Panel categorized their recommendations into three stages: Red, Yellow and Green. The red-stage recommendations describe actions, primarily related to public policy and processes, that must be undertaken before the “pause” can be lifted. Yellow and green stage recommendations can be implemented when decisions regarding the red-stage have been made.

On June 2, 2016 the DNR assembled a working group to undertake a project to review the information and recommendations in the Panel’s final report. The outcome due to this project will enable the Minister to make informed decisions on the way forward with the recommendations made by the Panel. In 2016 and 2017, the initial working group conducted some preliminary work on how to undertake the work. It was decided that the initial focus should be on the Red tagged recommendation since they
constitute the go or no-go decision states. The working group, developed high-level advisory document templates, and also identified initial key stakeholders.

This phase of the project will comprise a detailed analysis of the Panel’s recommendations with the aim of determining the scope of work and budget required to address the recommendations. See Attachment 1.

2.2 Project goals, business outcomes, and objectives

The primary goal of this project is to determine the best approach to satisfactorily address the recommendations made by the Panel. To achieve this goal, the key objectives will be to:

- Determine high level scope of work for each recommendation
- Provide “ball park” estimate of funding requirements to address the recommendations (-50% / +100%)
- Develop an overall strategy and roadmap to address the gaps (will include rationalization and prioritization)

The expected outcome of this project is a completed package comprising of a decision/direction briefing note supported with advisory documentation delivered to the Minister of Natural Resources.

2.3 Project scope

It is important to note that the intention at this stage is not to implement the recommendations (unless already as part of regular government activity) but to identify gaps and an associated closure plan. This is to allow for an approved, funded integrated plan to be progressed.

The primary focus of the project team will be on the 17 Red recommendations as shown in Attachment 1, with priority on those with decision-gates. However the other Yellow and Green recommendations may represent an opportunity for synergies in terms of total closure of all the 85 recommendations. As an example PR19 (Assess the Environmental and Public Health Risks) and PR44 (Complete Health Impact Assessment) could be more efficiently addressed at this stage.
2.4 Milestones

The key milestones identified are presented in the table below.

<table>
<thead>
<tr>
<th>Project Milestone</th>
<th>Description</th>
<th>Completion Date²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project charter approved</td>
<td>Individual consultations to be held to identify activity sponsors. Departmental (Branch) sponsor approval.</td>
<td>March 30, 2018</td>
</tr>
<tr>
<td></td>
<td>Executive sponsor review and approval</td>
<td>April 13, 2018</td>
</tr>
<tr>
<td>2. Project resources secured and available</td>
<td>Resource commitments required for all relevant Departments / Branches</td>
<td>April 27, 2018</td>
</tr>
<tr>
<td>3. Project kick-off meeting held</td>
<td>Ensure full understanding of the project scope, allowing cross-departmental engagement. Dependent on scale, and availability consideration may be given to conducting more than one kick-off</td>
<td>May 25, 2018</td>
</tr>
<tr>
<td>4. Advisory document finalized</td>
<td>A working template will be developed to support the activity and provide the inputs into the advisory document</td>
<td>August 3, 2018</td>
</tr>
<tr>
<td>5. Decision note submitted to the minister</td>
<td>Presentation material (if a presentation is required), including supporting documentation</td>
<td>August 31, 2018</td>
</tr>
</tbody>
</table>

2.5 Dependencies

The intent of this section to identify any dependencies for the project such as the following:

- A predecessor or successor relationship exists with another project (such as through a memorandum of understanding or partnerships);
- A related project expects a deliverable from this project;
- This project expects a deliverable from a related project; or

² These are preliminary dates that will be refined on completion of the charter. Timelines assume resources are part-time in nature.
This project delivers a product, service, or result that will be or that needs to be released with another new product, service, or result.

This project is not understood to have any dependencies. However, as part of the assessment of the recommendations, identifying any dependencies that are associated with the implementation of that recommendation is in the scope of work.

2.6 Project risks

Initial risks identified for this project are presented in the table below.

<table>
<thead>
<tr>
<th>No.</th>
<th>Risk Description</th>
<th>Planned Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Lack of continuous support from the project sponsors and executives</td>
<td>- Executive and project sponsor approval (Project charter)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Implement effective Communication plan</td>
</tr>
<tr>
<td>2.</td>
<td>Lack of resource commitment from stakeholder departments</td>
<td>- Project Sponsor approval (Project charter)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Management of change process to be followed in the event that resource availability changes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Implement effective Project Team Communication plan</td>
</tr>
<tr>
<td>3.</td>
<td>Knowledge and skill gap within the project team</td>
<td>- Engagement with other experts as required (Jurisdictions, Professional agencies, CAPP, PEGNL, NOIA etc.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Consider utilising professional services budget if available&lt;sup&gt;3&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

<sup>3</sup> There is limited budget for consultants in this project. All resources are expected to be government or government agency employees.
Section 3. Project Organization

3.2 Project team structure

The Project team structure is illustrated in Figure 1 below. The project will be structured into Working Groups as shown in Figure 1. Each Working Group will be headed by a Project sponsor (the Group Sponsor), typically an Assistant Deputy Minister (ADM). In each Working Group, there will be work streams (aligned with the panel recommendations).

Figure 1: Project Structure
3.1 Project governance

As this project is intended as an evaluation of the panel recommendations as opposed to an implementation, a full project governance structure is not envisaged. A facilitating committee consisting of the DNR representatives for Working Groups will be formed as follows:

- Director, Petroleum Engineering (Project Manager)
- Director, Regulatory Affairs
- Director, Petroleum Geoscience
- Manager of Petroleum Engineering (Drilling & Production)
- Manager, Petroleum Geoscience (Geophysics)
- Manager, Petroleum Geoscience (Geology)

The Purpose of the Facilitating Committee is to provide the organization, planning process, information services, engagement services, and record keeping that will enable the project effectively accomplish its goal.

3.3 Panel Recommendation contact list

A detailed list of the project sponsors and work stream primary contacts is contained in Attachment 1. This is a live document and will be updated as required.

References

1. The Honourable Siobhan Coady Minister of Natural Resources Mandate, November 15, 2017 http://www.nr.gov.nl.ca/nr/department/pdf/Mandate_MinisterCoady.pdf

Attachments

Attachment 1: Contact List

Attachment 1 - Contact List.pdf

Attachment 2: Briefing pack

HHF Briefing pack February 2018.pdf