

1 Q. Provide a copy of the Joint Utilities Communications Plan established with
2 Newfoundland Power that outlines notification protocol during a system event.

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5 A. A copy of the Joint Storm/Outage Communications Plan for Newfoundland Power
6 and Newfoundland and Labrador Hydro is attached as PUB-NLH-304 Attachment 1.



June | 14

DRAFT of September 16, 2014

Draft

Joint Storm/Outage Communications Plan

Newfoundland Power and Newfoundland and Labrador Hydro

This plan reflects the cooperation and coordination between Newfoundland Power and Newfoundland and Labrador Hydro with respect to Storm/Outage Communications.

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INTRODUCTION

Authority of the plan

This joint Storm/Outage Communications Plan (the Plan) is derived from Liberty Consulting Group Recommendation #44 which states: *“Hydro and Newfoundland Power should jointly develop a coordinated, robust, well-tested and up-to-date Storm/Outage Communications Plan documenting protocols, plans, and templates to guide communications during major events, beginning with preparation by June 15, 2014 of a detailed plan and schedule for doing so.”*

This Plan directs Newfoundland Power’s and Newfoundland and Labrador Hydro’s (the Utilities) communications activities during a major event that results in damage or interruption of power supply to the island interconnected electricity system. It is intended to ensure that the Utilities are the primary authoritative voice during a critical incident that affects either Company’s operations. It enables both Corporate Communications Teams to quickly activate, and provides strategies, tools and templates to effectively communicate to customers, employees, media and key stakeholders during outage situations.

Plan Administration

Execution of the Plan is the joint responsibility of the Manager of Corporate Affairs and Communications, Newfoundland Power, and the Senior Communications Advisor, Newfoundland and Labrador Hydro (Hydro).

The Director, Public Affairs, Newfoundland Power, and the Senior Communications Advisor, Hydro, is responsible for ongoing changes and ensuring plan maintenance. They will ensure that this Plan is reviewed and tested annually. The overall plan will be updated on an annual basis, with contact lists updated quarterly. In addition, communications debriefing sessions will be conducted after each major incident to evaluate the effectiveness of the Plan and the Utilities’ response with a focus to identifying areas of improvement.

Statement of Joint Utility Cooperation

Newfoundland Power and Hydro generally play different roles with respect to the electricity system on the Island portion of the Province. Newfoundland Power’s predominant role is to deliver to end-use customers the energy that Hydro generates and transmits. However, Hydro has a small number of end-use customers on the island portion of the province and serves all customers in Labrador, and Newfoundland Power has a small amount of generating resources.

Accurate and timely communication of information is critical when dealing effectively with outage situations and the restoration process. Both Utilities understand and respect the important role each plays in providing safe, reliable electricity to the people of the Province. Newfoundland Power and Hydro are committed to strengthening their

existing intra-utility and inter-utility communications protocols and practices. This will ensure the timely and accurate sharing of information required to provide the most effective and consistent messaging possible to customers, key stakeholders and the public during outage events.

OBJECTIVES

- To provide a joint storm/outage communications plan that addresses the steps to be taken during a large scale outage event, one which is actionable and accessible.
- To identify the appropriate communications response based on the outage impact to customers and degree of severity of the storm or outage.
- To follow a well thought out strategic plan that identifies the outage communications team, roles and responsibilities.
- To provide a checklist of actions and templates of key communications.
- To develop messaging that reassures the public that the Utilities are capable of managing the event and will fully cooperate to restore power as safely and quickly as possible.
- To provide accurate and timely updates that demonstrates empathy and concern for customers.

GUIDING PRINCIPLES

The Utilities will adhere to conduct that advocates transparency for all stakeholders, stays true to corporate core values and underscores the importance of ethical behavior during periods of outage communications.

During outage events, the Utilities are committed to facilitating communications to reach the appropriate internal and external target audiences based on the following overarching guiding principles:

- Safety first
- Customer-focused
- Open/honest/transparent
- Timely/accurate/consistent
- Empathetic/caring/professional

Outage situations can cause immense pressure and uncertainty for employees and people connected to them. Whenever possible, internal communication should precede external communication; at a minimum, internal and external communication should be simultaneous and provide consistent messages.

BACKGROUND

Newfoundland Power and Hydro are committed to protecting the safety of its employees, the public and the communities in which we live and work. This Plan will provide public and media responses in the event of any outage situation that significantly impacts the Utilities, its customers, stakeholders and its employees. Its role is to also preserve corporate reputation during and after an incident in order to maintain confidence in the electricity system.

Overview of the Provincial Electricity System

The Province is served by two electric utilities, Newfoundland Power and Hydro.

Newfoundland Power is an investor-owned utility that operates an integrated generation, transmission and distribution system throughout the island portion of Newfoundland and Labrador. The Company serves over 256,000 customers, making up approximately 87 per cent of all electricity consumers in the province. The Company purchases approximately 93 per cent of its energy needs from Hydro, and generates the balance from its own smaller hydroelectric stations.

Hydro, a Nalcor Energy company, is a crown corporation, and the primary generator and transmitter of electricity in Newfoundland and Labrador. The Company serves three distinct customer groups: Newfoundland Power; over 37,000 customers in rural Newfoundland and Labrador; and, major industrial customers mainly in the pulp and paper, mining and oil refining industries.

The electricity system in the province is unique with the following characteristics that present significant challenges:

- it is an isolated, stand-alone electricity system that is not connected to the North American electricity grid and must therefore be self-sufficient;
- according to Environment Canada, the province experiences some of the harshest weather conditions in North America, and a significant amount of infrastructure is located along the coastline and is subject to high winds, salt spray and ice;
- customers are widely dispersed across the province; and,
- many customers heat their homes electrically which makes system management challenging due to the seasonal variations with this type of usage.

Integration and Coordination with Other Plans

This Plan is aligned with, and meant to complement, the Utilities' other emergency response and business continuity plans. It should be read and executed in conjunction with applicable plans in the event of an interruption to operations, or an event impacting business continuity processes.

This Plan is designed to work in tandem with the following:

- Service Restoration Plan (NP)
- Emergency Preparedness and Response Plan (NP)
- Business Continuity Plans (NP)
- Outage Communications Protocol (NLH)
- Notification of Generation Reserves (NLH)
- Corporate Emergency Response Plan (NLH)
- Emergency Communications Plan (NLH)
- Business Continuity Plan (NLH)
- Emergency Plan for Generation, Transmission and Distribution (NLH)
- Restoration Plan for East Coast (NLH/NP)

Inter-Utility Operation Coordination

Newfoundland Power's System Control Centre (SCC) and Hydro's Energy Control Centre (ECC) are central to the Utilities' response to major electricity system events, including severe weather events, failure of major system components and/or loss of supply.

Operation coordination and scheduling of work between the two utilities is integral to the safe and reliable delivery of service to customers. This ensures that: one utility's actions will not unnecessarily affect the other utility's provision of service to its customers; and, that the joint actions of the two utilities are undertaken in a way which is least disruptive to the reliable delivery of electricity to customers.

Efficient and timely information flow between the Utilities is critical to the reliable operation of the electricity system. Improving the availability of information and establishing clear guidelines for customer communications between the Utilities will ensure customers receive timely, accurate and consistent messaging on the overall status of power disruptions and restoration efforts.

In addition, the Inter-utility System Planning and Reliability Committee, which includes senior operations and engineering management from Newfoundland Power and Hydro, meets monthly to consider matters related to system reliability, including reliability targets, system contingency and restoration planning, review system additions and major capital projects, generation availability and peak load management preparedness. This committee provides a forum that allows for frequent discussion and action on matters of operational importance between the Utilities that has the potential for service disruptions for customers.

TARGET AUDIENCE/KEY STAKEHOLDERS

This Plan addresses the information and communications needs of:

- customers (residential/commercial)
- employees/contractors
- media
- government (provincial/municipal/federal)
- first responders (FES/fire/police)
- Board of Commissioners of Public Utilities (PUB)
- Boards of Directors

Forthright, Simple Tone

The tone of messaging should be a confident one that leads the customer and key stakeholders to understand the Utilities as authoritative, credible, knowledgeable, engaging, respectful and caring/empathetic. The language must be understandable to the masses.

The Public, Customers and Stakeholders

One of the most critical aspects of any power restoration process is communicating with the public, and in particular with customers that are affected by the outages, in a timely manner. Residential and Commercial customers are interested in the cause of the outage, the areas affected, what the Utilities are doing to respond, and when power will be restored. It is the responsibility of the Utilities to keep the public informed in order to ensure public safety, and to allow customers and government officials to make informed decisions about the safety and well-being of their families and residents.

Employees and Contractors

Employees and contractors can be the Utilities' greatest asset during times of outages. Their visibility helps restore customer and public confidence that everything possible is being done to restore power. A strategic focus on demonstrating the Company's core values and beliefs through internal communications will assist with maintaining a positive work environment during what can be a long and challenging process—depending on the weather and extent of system damage. Providing timely updates and establishing external communications expectations protocols is important to maintaining a positive corporate image. If possible, providing a forum for employee engagement and feedback to gauge the effectiveness of external messaging can be helpful in refining and/or developing ongoing messaging.

Media

The media will get the story, with or without the Utilities help. Members of one or both of the Utilities' Communication Teams will interact with the media in a timely, open and honest manner. When dealing with members of the media, it is important to:

- demonstrate professionalism and be completely transparent, accurate, and factual at all times;
- be available for comment and response;
- be timely, and respect the increasingly fast pace of the news cycle; and,
- communicate with empathy by demonstrating understanding of the public's concerns.

IDENTIFICATION OF TYPE AND SEVERITY OF OUTAGE

There are a number of probable events that can have a significant impact on the ability of the electricity system to provide service to customers, with the vast majority of damages being caused by severe weather events. The magnitude and duration of the impact on the electricity system is directly related to the severity of the weather event, the particular section(s) of the electrical system affected and the extent of damages incurred.

Events impacting the electricity system generally fall into the following categories:

Weather-related	System Disruption	Supply Shortfall
<ul style="list-style-type: none"> freezing rain blizzard/winter storm high wind lightning flooding or coastal storm surges hurricanes or tropical storms erosion and landslides 	<ul style="list-style-type: none"> distribution or transmission rights-of-way fires electrical equipment failure vandalism and sabotage 	<ul style="list-style-type: none"> loss of power supply rotating outages load shedding

Types of Major Outages

The different scenarios that could impact the electricity system can be broadly categorized as follows:

- **Major outage on either Newfoundland Power's or Hydro's system** – as a result of a natural disaster/severe weather or equipment failure (generally managed by the individual utility affected)
- **Major outage province wide** – as a result of a natural disaster/severe weather or equipment failure (requires a coordinated utility outage communications approach)
- **Loss of power supply by Hydro** – load shedding or rolling blackouts as a result of a provincial electricity system supply shortfall (requires a coordinated utility outage communications approach per the Island Interconnected System Supply Shortfall Customer and Stakeholder Advance Notice Protocol-see Appendix X)

Severity of Outages

The operational damage assessment, number of customers affected and the duration of outages will be used to determine the severity of outages as well as restoration efforts.

The Utilities categorize the severity of outages as follows:

Level	Common Characteristics	
	Newfoundland Power	Hydro*
Level One	<p style="text-align: center;">Low</p> <p>System – multiple lines and facilities affected.</p> <p>Resources - a single area is involved in the restoration and requires no support from other areas or regions.</p> <p>Customer impact – 2,000 customers or less without power.</p> <p>Health and safety - potential impact on customers and environment minimal.</p> <p>Level of interest - little or no interest/attention of the public or media beyond the local area.</p> <p>Restoration –within 24 hours.</p>	<p style="text-align: center;">Minor</p> <p>Local emergencies are managed on-scene and in coordination with local response agencies.</p> <p>Support from Corporate Emergency Operations Centre (CEOC) is not required.</p>
	<p style="text-align: center;">Medium</p> <p>System – multiple lines and facilities affected, likely including transmission lines and substations. Significant weather related damage.</p> <p>Resources – requires external support from other areas or regions and possibly Hydro but the impact of the event is limited to Newfoundland Power.</p> <p>Customer impact – between 2,000 and 10,000 customers without power.</p> <p>Health and safety – potential impact on customers and the environment is moderate.</p> <p>Level of interest - involves senior management, the PUB, media and the public.</p> <p>Restoration – expected to exceed 24 hours.</p>	<p style="text-align: center;">Major</p> <p>Local emergencies are managed on-scene and in coordination with local response agencies.</p> <p>Full or partial support from the CEOC is required.</p>
Level Three	<p style="text-align: center;">High</p> <p>System – multiple lines and facilities affected including transmission lines and substations over a large geographical area and/or supply shortfall. Widespread weather related damage. State(s) of emergency may be declared. Hydro’s system may also be impacted.</p> <p>Resources - requires significant external resources that extend beyond Newfoundland Power.</p> <p>Customer impact - greater than 10,000 customers without power.</p> <p>Health and safety – protective measures may be required for customers and the environment.</p> <p>Level of interest – significant interest by executive/senior management, the PUB, government, FES, media and the general public.</p> <p>Restoration - expected to exceed 72 hours.</p>	<p style="text-align: center;">Catastrophic</p> <p>Emergencies cannot be managed on-scene even with support from local agencies.</p> <p>Full support from the CEOC is required.</p>

* From Nalcor Energy Emergency Communications Plan.

Outage Severity Levels and Communications Response Strategies

The severity of the outage will determine the appropriate communications response. The following chart profiles normal operations and the three severity levels, and the corresponding level of communications response. The joint communications plan would typically be activated in response to a Level 2 or 3 event.

Severity Level	Communications Response Strategy	Strategy	Corresponding Operational Response Levels
Normal	Low Level Reactive	“Normal” is indicative of day-to-day operations. Corporate Communications will engage in daily, ongoing media and social media monitoring, and ensures that the storm/outage communications plan remains up-to-date and accurate.	Day-to-day operations No corresponding response levels.
Level One	High Level Reactive	A Level 1 event may not warrant proactive communications efforts. However key members of the team will be activated to heighten media and social media monitoring and be prepared to respond to inquiries from the media with pre-determined statements and key messages as required. Specific customer service mechanisms in place to handle small scale outages.	NP – Level 1 - Low NLH – Level 1 - Minor
Level Two	Low Level Proactive	A Level 2 event would warrant a targeted, proactive approach. Corporate Communications will proactively communicate with impacted key stakeholders and local and/or regional media if interest is evident. The decision to issue a news release or hold a news conference for a Level 2 event will be made in consultation with the affected Regional Manager and the Vice President and/or the President and CEO. Consideration will be given to activating NPs Communications HUB.	NP – Level 2 - Medium NLH – Level 2 - Major
Level Three	High Level Proactive	A Level 3 event would warrant a broad, high-level, proactive approach. Corporate Communications will proactively communicate with all stakeholders (internal and external) as well as all local/provincial/national media as required. Not only actively distribute information to media and public, but would consider holding press conferences to provide updates which may involve other stakeholders. NPs Communication HUB activated.	NP – Level 3 - High NLH – Level 3 - Catastrophic

Communications Approach and Tactics

Level One:

Strategy	High Level Reactive Response	
Traditional Media	Monitoring	Heighten media monitoring. Receive regular monitoring updates.
	Production	Develop initial messaging and prepare media materials (media holding statements) to be used reactively.
	Engagement	Provide media interviews as requested.
Social Media	Monitoring	Heighten social media monitoring to determine number of mentions and level of engagement.
	Production	Develop social media key messages and standby statements to be used in the event of interest.
	Engagement	Respond to social media concerns as needed/use discretion (ensuring not to enflame a non-issue). If incident is acknowledged on social media channels, commit to providing timely updates as information becomes available.
Internal	Monitoring	Rely on affected area to determine if employee feedback warrants broader communication.
	Production	Prepare FAQ sheet in the event that employees ask about what has occurred.
	Engagement	Targeted internal communications as deemed appropriate. Rely on face-to-face communication from leaders to employees in the affected areas.
Website	Engagement	Ongoing updates to website.
Stakeholder	Engagement	Notify local municipal leaders as required.
Broadcast/Text	Engagement	Use outbound text where possible (once available)

Level Two:

Strategy	Low Level Proactive Response	
Traditional Media	Monitoring	Heighten media monitoring. Receive regular monitoring updates.
	Production	Using discretion, prepare and disseminate media materials (news release and media holding statements) to local outlets near affected areas.
	Engagement	Do follow-up media calls to outlets reporting on the incident offering interviews. Do one-on-one media interviews as requested. Commit to ongoing formal updates, as deemed necessary.
Social Media	Monitoring	Heighten social media monitoring to determine number of mentions and level of engagement.
	Production	Develop social media holding statements.
	Engagement	Acknowledge the incident on appropriate social media channels and commit to providing timely updates and information becomes available. Proactively engage on social media channels that are actively discussing problems or concerns relevant to the incident. Correct misinformation where appropriate. Commit to ongoing updates in the absence of concrete information.
Internal	Monitoring	Monitor feedback from employees. Use feedback to revise messaging externally and internally, as appropriate.
	Production	Prepare employee releases with regular updates as appropriate. Provide direction for employees on what to do if they are approached by the media.
	Engagement	Open two-way communication through the Executive/Managers

		blog to allow for feedback from employees.
Website	Engagement	Targeted messaging on outage page of website; ongoing updates (by Communications HUB if activated)
Stakeholder	Engagement	Notify municipal, provincial reps as required as well as PUB and FES (as a courtesy)
Broadcast/Text	Engagement	Use outbound text where possible (once available)

Level Three:

Strategy	High Level Proactive Response	
Traditional Media	Monitoring	Heighten media monitoring. Use the findings to appropriately update messaging.
	Production	Prepare and disseminate media materials (media holding statements, news release and advisories where appropriate) to media outlets (television, radio, print, etc.).
	Engagement	Perform follow-up calls to all news outlets, offering either invitation to news conference or interviews with appropriate spokesperson or executive/subject matter expert as deemed appropriate. Consider holding news conference (within first business day) and for sustained crises, hold daily news or teleconference press updates/briefings. Commit to ongoing updates (every 6-10 hours) for formal updates for as long as the event requires. Record and respond to all media requests.
Social Media	Monitoring	Heighten social media monitoring. Ensure frequent reports and updates.
	Production	Develop social media key messages and engagement strategy, determining which tools would be appropriate to use.
	Engagement	Engage in all major social media channels actively discussing the incident. Answer questions, correct misinformation and provide links to website or other credible sources of information. Reach out to any previously identified social media influencers offering context or explaining the incident.
Internal	Monitoring	Monitor feedback from employees. Use feedback to revise messaging externally and internally, as appropriate.
	Production	Create internal information updates for managers to disseminate to their teams and use appropriate internal communication tools such as employee releases and the blog.
	Engagement	Disseminate critical information updates on the intranet and post fact sheets. Consider using regular internal conference calls and briefings with senior management.
Website	Engagement	Takeover front page of website (dark website); ongoing updates by Communications HUB.
Stakeholder	Engagement	Notify municipal, provincial reps as required as well as PUB and FES.
Broadcast/Text	Engagement	Use outbound text where possible (once available)
Advertising	Engagement	Consider use of advertising to supplement all other mediums

Newfoundland Power's Communications HUB

One of the most critical aspects of any restoration process is communicating effectively with customers that are affected by the outage in a timely manner. Depending on the outage level the delivery method for notifying and updating customers will vary. Strong linkages exist between Corporate Communications and Customer Service to allow for the seamless sharing of information to ensure up to date, consistent and meaningful updates are provided to customers and key stakeholders.

Newfoundland Power's primary methods of communication with its customers include:

- "Informer" telephone-based outage messaging system
- digital media (website, twitter, facebook, youtube)
- customer contact centre
- media
- broadcast messaging/texting (effective late fall 2014)

For level 2 and 3 events which involve significantly more customers with restoration times that can extend to days rather than hours, Newfoundland Power's Communications HUB will be activated (see Appendix A; page 23-24). The role of the Communications HUB during the restoration process is to ensure customers receive accurate, consistent and timely updates. Regular updates should be provided at set intervals until power is restored. For level 2 events the goal is to provide updates every 2-4 hours, and for level 3 events every 4-6 hours. During level 2 and 3 outage events, Corporate Communications take the lead role with communications with Government, Fire and Emergency Services and the media.

Communications Timelines/Targets

The Utilities will, to the highest degree possible, adhere to a standard of timely communications. Balancing speed and accuracy is an important consideration when responding to outage situations. The following points should be considered when following the communications timeline policy below:

- While initial messages should outline as much information about the event as possible, not all the details will be known immediately. This shouldn't hinder the dissemination of high level messaging that indicates to the media and the public that the Utilities are aware a situation has occurred, and the situation is being handled/mitigated, fixed and/or investigated.
- Communications tools and tactics, such as media holding statements, are mechanisms through which the Utilities have the opportunity to: acknowledge an incident; demonstrate to concerned stakeholders understanding and care about the impact the outages may have; assure the public that everything is being done to restore power as safely and quickly as possible; and, show commitment to transparent and timely updates as more information becomes available.

The following table outlines the minimum communications timeline targets to which the Utilities will strive to adhere:

Communication	Target
Initial social media acknowledgment	Within 30 minutes for a confirmed Level 2 or Level 3 event.
Media holding statement	Within 1 hour for a Level 3 event. For Level 2, use discretion.
Internal communication	Within 1 hour for a confirmed Level 2 or 3 event if required.
Media release	Within 1.5 hours of mobilizing the communication team for a Level 3 crisis. For a Level 2 crisis, use discretion.
Media conference (if required)	Before end of business day for a Level 3 event (use discretion). <i>Ideal timing would be prior to the noon news (11:00 a.m.) or early afternoon.</i>
Formal updates for prolonged events (as required) <ul style="list-style-type: none"> News releases, internal updates, media conferences, social media 	As new information comes in: <ul style="list-style-type: none"> Media updates via interviews or media release as substantial information changes are confirmed – use discretion. Internal updates (as needed). Social media/website (ongoing).
Stakeholder relations (as required)	Minimum of twice daily in the a.m. and p.m.

ACTIVATION OF JOINT UTILITY PROTOCOL

In the event of a pending weather-related system that has the potential to impact the infrastructure of both Utilities, or an anticipated supply shortfall, a coordinated approach to communications will be essential. This coordination should commence a minimum of one to two days prior to the anticipated event to ensure lines of communications are open and any joint preparation or advance messaging is prepared and ready to go.

The following steps should be taken by the Utilities to share information and effectively communicate with customers and key stakeholders:

- Prior to Storm/Major Event (minimum two days prior to event)
 - Director, Public Affairs, Newfoundland Power, and Senior Communications Advisor, Hydro, will connect to review operational preparations and communications plans

- the Utilities will provide advance customer/stakeholder notification messaging to the public and its customers to ensure they are aware of the impending event and are making the necessary preparations (see Appendix F)
 - Utilities will directly contact key customers, government (municipal and provincial) and FES as required depending on the severity of the pending event
- Requests for customer conservation (following the Island Interconnected System Forecast Supply Shortfall Customer and Stakeholder Advance Notification Protocol- see Appendix F)
 - conservation messaging will also be used during cold load pick up situations to assist operations in restoring power to as many customers as possible Where there has been system or weather-related outages affecting a small number of customers
- Information sharing (during and after outage)
 - Once the level of severity is determined and initial assessments of the outages an customer impact has been made, the Utilities will immediately begin joint coordination
 - Hydro will generally take the lead on messaging related to provincial generation or transmission problems as well as issues related to its infrastructure, facilities and customers
 - Newfoundland Power will generally take the lead on messaging related to the distribution system as well as issues related to its electricity system, facilities and customers
 - To ensure timely, accurate and consistent messaging, each Utility will provide the other with media releases and key messages at least one hour prior to release to the public to allow for review and feedback as required
 - A joint lessons learned session will be held within two weeks after each Level 2 or 3 event to review communications efforts and response to make any necessary improvements on a go forward basis
- Joint communications (internal and external)
 - Where appropriate, joint communications through media releases, media advisories, news conferences, etc. will be used to provide consistent messaging and instill confidence in the public that the Utilities are working together to restore power
 - Where appropriate, joint media interviews will be arranged to include both Utilities to ensure the full system perspective is provided
 - Joint communications will be prepared by the lead Utility and provided to the other Utility, a minimum of one hour in advance, to allow adequate time for review, feedback and approval

- Feedback/approval process
 - Individual Utility messaging will be shared and an opportunity provided for feedback to ensure its accuracy and consistency
 - Messaging that has the potential to impact both Utilities must be reviewed and approved by the Manager of Corporate Affairs and Communications, and/or the Director of Public Affairs, Newfoundland Power, and the Manager of Corporate Communications, and/or the Senior Communications Advisor, Hydro

KEY MESSAGES

Messaging Priorities

Outage events go through a series of phases that are characterized by distinct priorities. Each of these priorities is based on expectations from the public during periods of heightened public scrutiny and uncertainty.

Advance

The majority of outage events are weather or environment related when there is generally advance notice or warning through weather forecasting and FES. Pending an event, messaging will focus on encouraging customers and the public to be prepared and reassure them that the Utilities are prepared to respond if required as well as remind them to always keep safety top of mind.

Initial Phase

The initial phase is that narrow period of time when the Utilities are conducting damage assessments and may not be in a position to provide specific details or to mobilize its forces to begin bringing the situation under control. It is important that the Utilities get in front of the situation as soon as possible, acknowledging the event with an appropriate tone of concern, and providing as much information as possible about what has happened and how they are working to restore power to restore confidence.

Maintenance Phase

The maintenance phase begins when the Utilities have a concrete understanding of the scope of the damage and resulting outages. The problem has been identified and the public is aware of what has happened, but uncertainty remains around what caused the problem, how the organization is restoring the situation and the full extent of impact or damages. During this phase, media outlets and recognized opinion leaders are actively providing their opinions on the situation, the company's response to it, the emergency response effort itself, the plight of those affected, and who they believe is ultimately to blame. Specifically in the maintenance phase, the Utilities must commit to timely and accurate information updates.

Resolution Phase

The resolution phase comes after the event is under control. The narrative around the entire event will be largely shaped by the Utilities response and communications efforts during the initial and maintenance phases. Much of the public will have formed an opinion about the situation so this phase remains important for the reputation recovery and overall assessment of the overall handling of the restoration effort.

Types of Messages

Event specific messaging will be developed based on the type and severity of the outage, with a focus on the specific damage to the electricity system, the areas affected, the restoration plan and estimated time for restoration.

However, the following generalities may be utilized throughout the process:

- **Safety:** Nothing is more important to us than ensuring the safety of our employees, our contractors, our customers and the public. We are committed to safe work practices and public safety education. Share links to safety sections of the Utilities websites.
- **Customer Service:** Our customers are at the centre of everything we do. They deserve the best and we deliver – everyday. Share links to outage information sections of the Utilities websites.
- **Reliability:** For our customers, it's about keeping the lights on. We are committed to increasing our reliability by upgrading our infrastructure and continuing maintenance work.
- **Conservation/Energy Efficiency:** It is important for customers to conserve...saving energy means saving money, and using resources wisely is the right thing to do from an environmental perspective.
 - takeCHARGE has rebate programs to assist customers manage their energy usage and save money on their electricity bills.
 - Reduces cold load pickup and helps us get more customers back on more quickly
- **Be Prepared:** Share links to preparation information sections of the Utilities websites as well as other appropriate websites such as the government.
- **Contact info/how to report an outage/how to report an emergency situation**

ONGOING AND POST EVALUATION

Evaluation methods will include media monitoring, social media metrics, public sentiment, calls to contact centre and website analysis. The number of requests for media interviews will also be used as a gauge of public interest as well as tone and interest on various radio call-in shows. Ongoing discussions and feedback from stakeholders as well as a post-event review will be used to identify potential areas for improvement. All tracking activities and logs must be completed and filed for post-event evaluation.

Utilities will undertake joint research with the assistance of an external research supplier at their discretion. The research would allow for more intensive input from customers into communications and customer service activities with a view to making improvements.

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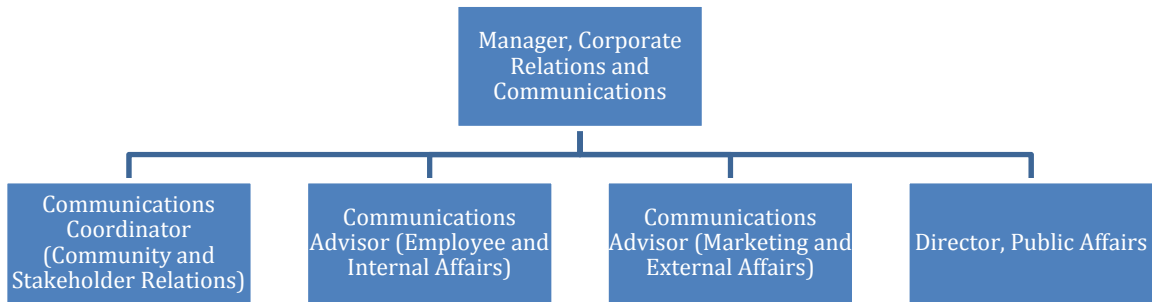
APPENDICES

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Appendix A – Roles and Responsibilities

Outage Communications Responsibilities

Newfoundland Power



Manager, Corporate Affairs and Communications (Karen McCarthy)

- government relations (provincial and municipal)
- key stakeholder engagement
- outage spokesperson
- liaison with FES
- provides ongoing updates to Board of Directors and PUB as required
- notify executive and corporate communications team of communications issues as they arise
- corporate counsel for executive

Director, Public Affairs (Michele Coughlan)

- media liaison
- outage spokesperson
- liaison with Communications HUB
- liaison with Senior Communications Advisor, Hydro
- press conference planning
- keep Manager, Corporate Affairs and Communications informed of Hydro messaging and system issues

Communications Advisor (Marketing and External Affairs) (Kristine Hamlyn)

- digital media (social media and website)
- Communications HUB representative
- Assist with media releases, media advisories, key messages
- social media monitoring

- liaise with Director, Public Affairs, Newfoundland Power to ensure consistent messaging between traditional and social media

Communications Advisor (Employee and Internal Affairs) (Jessica Fisher)

- internal communications including employee release, blog and webster
- Communications HUB representative (backup)
- social media monitoring (backup)
- liaise with Director, Public Affairs, Newfoundland Power to ensure consistent messaging between traditional and social media as well as employee communications

Communications Coordinator (Community and Stakeholder Relations) (Lee Ann Surette)

- media monitoring
- assist with stakeholder engagement as required
- maintain media and outreach logs
- record keeping and document control
- contact centre backup as required
- liaise with Director, Public Affairs, Newfoundland Power

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Newfoundland Power's Communications Hub

The role of the Communication Hub Team (CHT) during the company's power restoration effort is to ensure we update customers with accurate, consistent and timely communication updates using the following suite of outage communication tools;

- Informer – Newfoundland Power Website updates and automated recorded phone messages
- Newfoundland Power Website – Outage Maps and Outage Listing , Storm Mode
- Outage Blog- updates contact center agents to assist in processing calls
- Social Media – Twitter/Facebook/YouTube
- Broadcast/texting (effective late fall 2014)

Communication Hub Team Contact Information Email Address- <u>CHT@NewfoundlandPower.com</u> Location: Meter Reading Area – Duffy Place	
Team Member	Back up Support
Kevin Power – Team Lead 737- 2811(o)682-2146(C) 744-1105(h)	Chris Acreman 725-3672 Customer Relations
Chris Acreman 725-3672 Customer Relations	Keith Barrett 725-6220 Customer Relations
Frank Flynn 693-4823 Information Services	Barry Murphy 693-8229 Information Services
Kristine Hamlyn 690-0186 Corporate Communications	Jessica Fisher 725-9457 Corporate Communications
Bill Styles 690-2438 Operation Liaison St John's	Peter Upshall 727-9126 Operation Liaison St John's

Manager Liaisons for Communication Hub

Manager Liaisons will decide if and when the CHT are required to support the System Control Center and the Contact Center to manage and operate the technologies used to communicate updates to customers on the status of power restoration efforts. The trigger point will be that the contact center has opened to handle customer outage calls and the manager liaisons have assessed the situation and decided to elevate the company's response and invoke the communication hub protocol.

The Communication Hub Team will contact the following manager liaisons for support and direction on the status of power restoration efforts.

Peter Collins – Manager, Customer Relations	737-5723/682-4713
Gary Murray- Manager, St. John's Region	737-5393/727-1958
Michele Coughlan- Director, Public Affairs	737-2821/682-1470

Operations Liaisons for Communications Hub

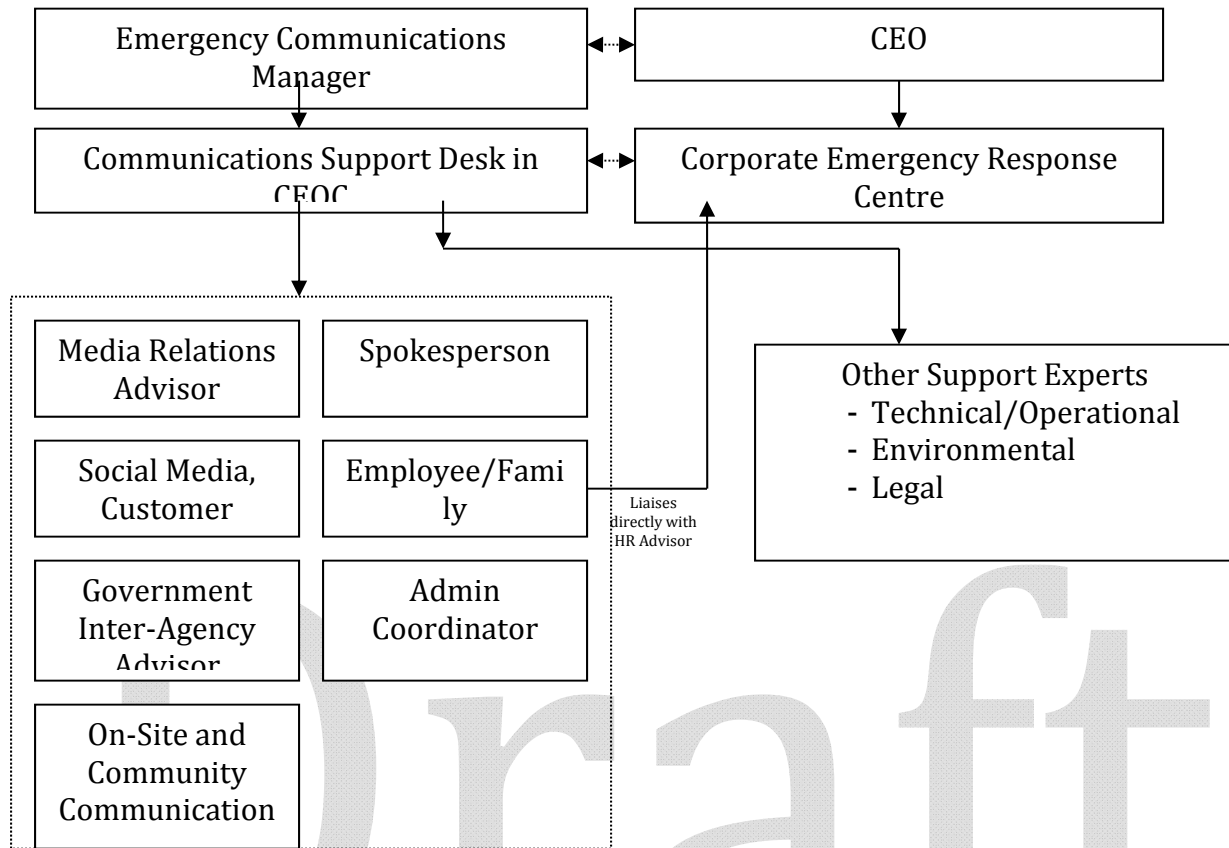
The role of the Operations Liaison is to be the primary contact in the Operations Dept. / Area Office for the CHT & provide them with regular updates(2 hours) using the Communication Hub Outage Update Form.

St. John's Area – Bill Styles is the current Operations Liaison for the St John's Region and Glenn Turpin has been named as the back-up/ vacation relief.

Area Offices – the Superintendent of Area Operations or their designate will be asked to name an operations liaison for each area office. Due to limited resources, the operations liaison can be different for each event or they can schedule employees on a rotational basis. Once identified the CHT will initiate contact with the operations liaison and explain the role of the team and the expectation regarding regular updates on the status of power restoration efforts in their area.

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Newfoundland and Labrador Hydro



Outage Communications

For low level severity or “normal” operations outages and Level one (minor):

This is the responsibility of the Senior Communications Advisor, Newfoundland and Labrador Hydro (Erin Squires). Responsibilities include:

- Liaise with Energy Control Centre, field operations team and customer service
- Social media monitoring and updates as required
- Public advisories as required
- Media interviews as required
- Liaise with VP, Corporate Relations and VP, Hydro as necessary
- Government relations as necessary (provincial and municipal)
- Key stakeholder engagement as necessary
- Updates to Board of Directors as necessary
- Internal communications if required
- Liaison with executive and corporate communications team on issues as they arise

Emergency Communications

For level two (major) or three (catastrophic) events, Nalcor’s Energy’s Emergency Communications Plan (ECP) will be activated.

Nalcor ECP is a reference guide to assist leadership and communication staff in making decisions with respect to handling crises and emergencies.

All emergency roles and responsibilities for Newfoundland and Labrador Hydro are clearly detailed in Nalcor's ECP.

Roles are as follows:

- Emergency Communications Manager
- Communications Advisor
- Media Relations Advisor
- Social Media and Customer Relations Advisor
- Employee/Family Advisor
- Shareholder/Government/Inter-Agency Advisor
- On-Site and Community Communications Advisor
- Administrative Coordinator
- Support Experts (Technical, Environmental, Legal)
- Spokesperson

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Appendix B – Contact Lists

Emergency Contacts

DEPARTMENT/REGION	CONTACT PERSON	TELEPHONE NUMBER (W)	TELEPHONE NUMBER (C)
CORPORATE OFFICES			
<i>Executive</i>	Gary Smith Peter Alteen Jocelyn Perry	737-5280 737-5859 737-2812	727-6010 727-5791 728-6723
<i>Engineering & Operations</i>	Jack Casey Byron Chubbs Ralph Mugford	737-5652 737-5297 737-5608	687-0886 727-2769 685-9187
<i>Executive Assistants</i>	Rose Chafe Whitney Noel Kimberley Pardy Michelle Young	737-5304 737-5704 737-5263 737-5819	
CORPORATE COMMUNICATIONS	Michele Coughlan Kristine Hamlyn Karen McCarthy Lee Ann Surette Jessica Fisher	737-2821 737-5306 737-5674 737-5646 737-5319	682-1470 690-0186 725-6419 682-1067 725-9457
CUSTOMER RELATIONS	Peter Collins Kevin Green Melvin Osmond	737-5723 737-5846 737-5605	682-4713 687-0466 727-5496

DEPARTMENT/REGION	CONTACT PERSON	TELEPHONE NUMBER (W)	TELEPHONE NUMBER (C)
	Kevin Power Sherina Wall Power Outage Coordinator Cell Phone Power Outages	737-2811 737-5450 1-800-474-5711 737-5711 (St. John's)	682-2146 682-3822 682-4230
ENGINEERING ENGINEERING (Cont'd) <i>Transmission</i>	Mike Jardine Dennis Byrne Bob Cahill Jeremy Decker Tony Hancock Ted Noftall John Pardy Lorne Thompson Trina White Brian Combden Mike Murphy	737-5653 945-4409 737-2842 651-6618 737-2853 737-5672 737-5696 737-5648 737-5351 737-5270 737-2966	697-0588 685-7118 690-5339 424-1165 689-1322 687-6189 690-0801 687-1164 727-5735 727-4552 699-7417
FINANCE/RISK MANAGEMENT <i>Stores</i>	Wade Hiscock Julie Avery Scott Ainsworth Alex Knight Pat Ryan Jill Parsons Wanda Brown Ralph Payne	 737-5329 737-5397 737-5745 737-5664 737-5240 737-2955 643-7016	690-3825 725-1061 631-9839 685-9908 687-3983 725-8223 730-4196 649-0842

DEPARTMENT/REGION	CONTACT PERSON	TELEPHONE NUMBER (W)	TELEPHONE NUMBER (C)
HUMAN RESOURCES	Juliet O'Brien Chari Bishop Lynn Mowbray Marie Wall Liz Whitten Storm Line	737-5761 737-5725 737-5896 737-5640 737-2947 737-5555	727-6572 727-0892 728-4651 727-7429 631-8804
INFORMATION SERVICES	Peter Collins Robert Blackmore Chris Wells Help Desk (Business Hours)	737-5723 737-2816 737-5317 737-5727	682-4713 727-6255 685-2580
INTERNAL AUDIT	Fred Colbourne	737-5823	728-2825
LEGAL	Gerard Hayes	737-5609	
OPERATIONS	Sean LaCour	737-5621	685-5697
<i>Electrical Maintenance</i>	Glenn Samms Don Barnes Mick Ellsworth Bill Guy John Power	737-5702 737-5796 643-7018 651-6615 737-5376	685-0793 685-1559 632-0005 424-3738 728-4323
OPERATIONS (Cont'd)			
<i>Environment</i>	Jason Dalton	737-2868	691-4631
<i>Generation</i>	John Budgell Gary Humby	737-5689 737-2826	682-3836 685-3988
<i>Safety</i>	Noel Bishop	737-5668	691-2207

DEPARTMENT/REGION	CONTACT PERSON	TELEPHONE NUMBER (W)	TELEPHONE NUMBER (C)
<i>System Control</i>	Sean Budgell John Curran Bob Murdoch	737-2950 737-5207 737-5385	685-5345 682-6580 685-2860
	Glenn Samms Neville Collins SCC Operators	737-5702 737-5416 737-5993	685-0793 690-8325
RATES & REGULATION	Lorne Henderson Mike Comerford Ron Crane Kevin Fagan	737-2829 737-5895 737-5839 737-2871	682-5375 697-5304 730-4631
EASTERN REGION	Bob Pike	945-4454	685-4242
<i>Avalon</i>	Barry Hogan Darryl Butt Dennis Byrne Owen Green Brian Pinsent Ken Walsh Lisa Young	945-4453 945-4403 945-4409 945-4422 945-4461 759-3619 945-4420	685-1601 589-7723 589-7745 589-7750 589-7742 589-7746 683-2642
<i>Burin</i>	Barry Keating Albert Anstey Walter Scott	891-4000 891-4021 891-4023	427-0133 277-6090 277-1485

DEPARTMENT/REGION	CONTACT PERSON	TELEPHONE NUMBER (W)	TELEPHONE NUMBER (C)
EASTERN REGION (Cont'd)			
<i>Clarenville/Port Union</i>	Barry Keating Theresa Critch Geoff Moore Dave Gullage Bob Keough	466-8305 466-8312 466-8333 466-8328 469-3501	427-0133 427-0884 427-7080 427-0058 468-6410
<i>Trouble Call Dispatch</i>	Lynne Priddle	945-4400	
Avalon	Rhoda Brushett	891-4008	
Burin	Audrey Rideout	891-4014	
Clarenville	Linda Hillier-Smith Sylvia Blackmore	466-8313 466-8313	
ST. JOHN'S REGION			
	Gary Murray Doug Chafe Dave Manning Derek Mercer	737-5393 737-5775 737-2727 737-5529	727-1958 685-4693 685-1931 330-3445
	Ed Corrigan Gerard Curtis Lewis Greenland Glen Turpin Larry Wall	737-5285 737-5613 737-5357 737-5472 737-5523	727-2996 682-5851 685-2955 727-6136 690-3282
<i>Line Supervisors</i>	Derrick Chaulk Doug Greenslade Jeff Janes Darryl Tucker	737-5805 737-5889 737-5321 737-2914	631-8503 682-7821 691-2177 682-1246

DEPARTMENT/REGION	CONTACT PERSON	TELEPHONE NUMBER (W)	TELEPHONE NUMBER (C)
	Dave White	737-5654	727-0140
WESTERN REGION	Peter Feehan	637-7801	640-7407
<i>Gander</i>	Bob Daye William Guy Matt Hynes	651-6600 651-6615 651-6608	486-4425 424-3738 424-7376
<i>Grand Falls</i>	Bob Daye Glenn Langdon	292-8016 292-8023	486-4425 486-0431
<i>Corner Brook</i>	Carl Bishop Chris Collier	637-7817 637-7845	632-0281 632-1157
<i>Stephenville</i>	Mick Ellsworth Ralph Payne	643-7018 643-7016	632-0005 649-0842
<i>Port aux Basques</i>	Wayne Green	695-4808	695-6440
<i>Trouble Call Dispatch</i>			
Gander	Lillian Decker	651-6610	424-2521
Grand Falls	Glenn Fisher	292-8048	486-8048
Corner Brook	Dianne Drover	637-7805	639-3760
Stephenville	Bernice Whalen	643-7036	649-0014
TRANSPORTATION	Gary Tulk Trevor Philpott	737-5202 292-8014	685-8119 486-4234

Newfoundland and Labrador Hydro

Emergency Contacts - From CERP V 1.6			
	CEOC	WORK	CELL
Incident Commander President and CEO	737-1291	737-1291	682-6684
VP, Finance and CFO	737-1920	737-1292	690-2545
VP, Lower Churchill Project	737-1920	737-1836	691-7500
VP, Oil and Gas	727-1920	737-1239	685-5394
VP, Strategic Planning and Business Development	737-1920	737-1853	685-3897
VP System Operations & Planning	727-1920	737-1211	631-8533
VP, Corporate Relations	737-1303	737-1315	727-7715
General Counsel and Corporate Secretary	737-1920	737-1443	685-3029
Fax:	737-1782	-	-
VP, NLH (Deputy Incident Commander)	737-4201	737-1752	682-3190
Manager, System Operations and Customer Service	737-4202	737-1752	682-3190
Manager, Safety and Health	737-4203	737-1415	682-7452
Manager, Environment	737-4204	737-1708	687-8809
VP, Project Execution & Technical Service	737-4205	737-1263	725-8449
Manager, Supply Chain	737-4206	737-1428	691-1614
VP, Human Resources and Organizational Effectiveness	737-4207	737-1796	682-1042
Senior Communications Advisor	737-4208	737.1427	690.2012
Spare	737-4210	-	-
Fax	737-4209	-	-
CEOC General "Green Line"	737-1749	-	-
CEOC Broadcast Page	-	-	-
CEOC Alert Line	737-4242	-	-

Data Recorder / Runner K. Butler	-	737-1272	-
Data Recorder / Runner A. Brophy	-	737-1828	-
Data Recorder / Runner B. Lane	-	737-1278	-
Data Recorder / Runner K. Petley	-	737-1859	727-4884
Data Recorder / Runner K. Winsor	-	737-1805	-
Data Recorder / Runner M. McDonald	-	737-4640	
Data Recorder / Runner M. Denine	-	737-1347	
Data Recorder / Runner C. Hillier	-	737-1215	
Media / Family Telephone Support Centre Coordinator	TBD	TBD	TBD
Media Telephone Responder	TBD	TBD	TBD
Media Telephone Responder	TBD	TBD	TBD
Family Telephone Responder	TBD	TBD	TBD
Control Desk	737-1957, 737-1958, 737-1959		
ECC Emergency Line	1 (709) 745-3123		
Building Security	737-1400	-	
Switchboard	737-1400	-	
Building Supervisor (Nick Gale)	737-1756	782-1602	
Building Custodian (Richard Murrin)	737-3151		
	737-4252 (business hrs) 737-1376 (after hrs)		
Nalcor IS Department Emerg On-call		-	

System On Call			
Robert Henderson	737-1752	722-9768	
Bob Butler	737-1270	739-0552	
Terry Ledrew	229-2110	834-3447	
Art Bursey	737-1395	747-4782	
Kevin Goulding	737-1409	834-4891	
Darren Moore	258-2359	489-9908	
Hughie Ireland	258-2367	489-8827	
Rob Cater	258-2357	489-7277	

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Joint Communications Contact List

Newfoundland Power

Karen McCarthy

Manager Corporate Affairs and Communications

Work: 737-5674

Cell: 725-6419

Email: kmccarthy@newfoundlandpower.com

Michele Coughlan

Director, Public Affairs

Work: 737-2821

Cell: 682-1470

Email: mcoughlan@newfoundlandpower.com

Kristine Hamlyn

Communications Advisor (Marketing and External Affairs)

Work: 737-5306

Cell: 690-0186

Email: khamlyn@newfoundlandpower.com

Jessica Fisher

Communications Advisor (Employee and Internal Affairs)

Work: 737-5319

Cell: 725-9457

Email: jfisher@newfoundlandpower.com

Lee Ann Surette

Communications Coordinator (Community and Stakeholder Relations)

Work: 737-5646

Cell: 682-1067

Email: lsurette@newfoundlandpower.com

Newfoundland and Labrador Hydro

Dawn Dalley

VP Corporate Relations
Work: 737-1315
Cell: 727-7715

Erin Squires

Senior Communications Advisor
Newfoundland and Labrador Hydro
Work: 737-1311
Cell: 697-1186

Karen O'Neill

Senior Communications Advisor
Nalcor Energy
Work: 737-1427
Cell: 690-2012

Cara Pike

Senior Communications Advisor
Nalcor Energy
Work: 737-1446
Cell: 685-9290

Janine McCarthy

Communications Advisor
Work: 737-4255
Cell: 631-0056

Aimee Igloliorte

Communications Advisor
Work: 570-5953
Cell: 631-9914

Provincial Media Contact List

Media Press Release E-Mail List		
last updated March 18, 2014		
Region	E-mail address	Notes
TRO Western	cbrookradio@cbc.ca	
TRO Northern	cfsx.news@vocm.com	
TRO Central	chcm.newsroom@vocm.com	
TRO Central	editor@advertisernl.ca	
Avalon	editor@cbncompass.ca	
TRO Northern	editor@gulfnews.ca	
TRO Northern	info@northernpen.ca	
TRO Central	editor@pilotnl.ca	
TRO Central	editor@southerngazette.ca	
Labrador	editor@theaurora.ca	Reporter: Danielle Higdon
Avalon	editor@thecharter.ca	
TRO Central	editor@thecoaster.ca	Editor: Clayton Hunt / Reporter: Cindy Cox
TRO Northern	editor@thegeorgian.ca	
Labrador	editor@thelabradorian.ca	
TRO Central	editor@thenorwester.ca	
TRO Central	rnorman@thenorwester.ca	Reporter: Rudy Norman
Avalon	editor@thepacket.ca	
Provincial	feedback@vocm.com	
TRO Central	gandernews@cbc.ca	
TRO Central	grandfallsnews@cbc.ca	
Provincial	hereandnawnl@cbc.ca	
Provincial	hitsmail@991hitsfm.com	
TRO Central	info@ganderbeacon.ca	
Avalon	info@bot.nf.ca	
Labrador	labradormorning@cbc.ca	
	peter.cowan@cbc.ca	CBC HVGB
Provincial	marc.genuist@cbc.ca	
Provincial	marilyn.boone@cbc.ca	
Provincial	Mike.Power@CBC.CA	
Provincial	mike.rossiter@cbc.ca	
Provincial	news@ntv.ca	
TRO Northern	newsroom@thewesternstar.com	
Provincial	onair@coast1011.com	
Avalon	outofthefog@rci.rogers.com	
Provincial	ozfm@ozfm.com	
Provincial	radionews@cbc.ca	
Provincial	Ramona.Dearing@cbc.ca	
Provincial	roger.robinson@rci.rogers.com	
Provincial	afitzpatrick@thetelegram.com	The Telegram
Provincial	pframpton@thetelegram.com>	The Telegram
Provincial	telegram@thetelegram.com	
Provincial	thart@vocm.com	

Avalon	wendy.woodland@rci.rogers.com	
Corner Brook	chvo@vocm.com	
Labrador	westcoast@ntv.ca	
Labrador	cjrm@crstv.net	
Labrador	okradio@oksociety.com	
Burin Peninsula	reporter@thelabradorian.ca	Ross Tilly
	rtiley1@nf.sympatico.ca	
	martine@dreamshakemedia.com	
Provincial	editorial@downhomelife.com	
Provincial	mail@downhomelife.com	
Provincial	mdwyer@nfldherald.com	
Provincial	tjotta@telegraphjournal.com	The Muse
	chief@themuse.ca	
	tsnews@nf.aibn.com	
	editor@theaurora.ca	
	julien.lafille@radio-canada.ca	
	snelson@snl.com	
	jennifer.henderson@cbc.ca	
	phutchings@thewesternstar.com	
	Curtis.Rumbolt@CBC.CA	Curtis Rumbolt, CBC
	daniel.boily@radio-canada.ca	The Telegram
National	vik.adhopia@cbc.ca	CBC
Provincial	mconnors@ntv.ca	NTV
National	Sue.Bailey@TheCanadianPress.com	Canadian Press
CP Halifax	halifax@thecanadianpress.com	
	jmcleod@thetelegram.com	The Telegram
	hgillis@ntv.ca	NTV News
	Chris Knight	
	<chris.knight@argusmedia.com>	
	Bernice.Hillier@CBC.CA	
Provincial	rob.antle@cbc.ca	CBC news
	David.Cochrane@CBC.CA	CBC news
	ROBYN.MILLER@CBC.CA,	
	arobinson@thetelegram.com ,	
	LISA.GUSHUE@CBC.CA	
	bailey.white@cbc.ca	CBC HVGB
	Jay.Legere@CBC.CA	
	matt.mccann@cbc.ca	
	derek.montague@thelabradorian.ca	
	John.Furlong@cbc.ca	
	Francesca.Swann@cbc.ca	
	reporter@gulfnews.ca	
	gwhiffen@thetelegram.com	The Telegram
Bart Fraize	bfraize@ntv.ca	NTV

Provincial Government Contact List

(Note: The most up-to-date contact list from government's website will be used during an event.)

Executive Directory

East Block, Confederation Building		Tel: (709)	Fax: (709)
Premier	Hon. Tom Marshall	729-3570	729-5875
Chief of Staff		729-3966	729-5875
Deputy Chief of Staff		729-3570	729-5875
Director of Communications	Milly Brown	729-3570	729-5875
Executive Council			
<i>Executive Council</i>			
East Block, Confederation Building		Tel: (709)	Fax: (709)
Clerk of the Executive Council and Secretary to Cabinet	Julia Mullaley	729-2853	729-5218
Deputy Clerk of the Executive Council and Associate Secretary to Cabinet	Paula Burt	729-2845	729-5218
Assistant Deputy Clerk of the Executive Council	Cindy Hussey	729-1118	729-5218
Cabinet Secretariat			
East Block, Confederation Building		Tel: (709)	Fax: (709)

Assistant Secretaries to Cabinet			
Social Policy	Tracy King	729-2850	729-5218
Economic Policy		729-2845	729-5218
Executive Director - Planning and Co-ordination	Michael Harvey	729-4340	729-5218
<i>Communications Branch</i>			
East Block, Confederation Building		Tel: (709)	Fax: (709)
Associate Secretary to Cabinet Communications	Jacquelyn Howard	729-4781	729-5645
<i>Labrador and Aboriginal Affairs</i>			
Happy Valley-Goose Bay NL AOP 1EO		Tel: (709)	Fax: (709)
Minister Responsible:	Hon. Nick McGrath	896-5670	896-7283
Assistant Deputy Minister:	Ron Bowles	896-4449	896-0045
Executive Director (Labrador West):	Janice Barnes	944-7940	944-7961
<i>Office of Public Engagement</i>			
Main Floor, West Block,		Tel: (709)	Fax: (709)

Confederation Building			
Minister Responsible	Hon. Steve Kent	729-4729 729-1069	729-0654 729-1425
Deputy Minister	Rachelle Cochrane	729-3555	729-2226
Assistant Deputy Minister	Bruce Gilbert	729-1611	729-1673
<i>Human Resource Secretariat</i>			
Main Floor, East Block, Confederation Building		Tel: (709)	Fax: (709)
Minister Responsible for Human Resource Secretariat	Hon. Charlene Johnson	729-3775	729-2232
Deputy Minister	Geoff Williams	729-2633	729-1746
Assistant Deputy Ministers			
Labour Relations (Acting)	Brian Miller	729-3559	729-1746
Human Resources	Chantelle MacDonald Newhook	729-3106	729-1746
Client Services (Acting)	Wanda Penney	729-1585	729-1746
Compensation and Staffing	Tina Follett	729-5820	729-6737
<i>Office of the Chief Information Officer</i>			

40 Higgins Line		Tel: (709)	Fax: (709)
Minister Responsible for the Office of the Chief Information Officer	Hon. Dan Crummell	729-4712	729-6791
Chief Information Officer	Ellen MacDonald	729-2617	729-1464
Executive Director, Application Services	Craig Slaney	729-5694	729-6767
Executive Director, Solution Delivery	Natalie Templeman	729-1981	729-6767
Executive Director, Operations	Randy Moulard	729-5227	729-6767
Executive Director, Corporate and Information Management	Shelley Smith	729-6260	729-6767
<i>Women's Policy Office</i>			
4th Floor, West Block, Confederation Building		Tel: (709)	Fax: (709)
Minister Responsible for the Status of Women (Acting)	Hon. Joan Shea	729-0173	729-1049
Deputy Minister	Marilyn Field	729-1125	729-2331
<i>Public Service Commission</i>			
50 Mundy Pond Road St. John's, NL		Tel: (709)	Fax: (709)

Chair and CEO	Bruce Hollett	729-2650	729-3178
Vice-Chair			
Commissioner	Ann Chafe	729-2659	729-3178
<i>Office of Climate Change and Energy Efficiency</i>			
5th Floor, West Block, Confederation Building St. John's, NL		Tel: (709)	Fax: (709)
Minister Responsible	Hon. Joan Shea	729-2574	729-0112
Assistant Deputy Minister	Jackie Janes	729-7971	729-1119
<i>Research and Development Corporation</i>			
187 Kenmount Rd. A1B 3VH		Tel: (709)	Fax: (709)
CEO	Glenn Janes	758-0913	758-0927
Advanced Education and Skills			
3rd Floor, West Block, Confederation Building		Tel: (709)	Fax: (709)
Minister	Hon. Kevin O'Brien	729-3580	729-6996
Deputy Minister	Lori Anne Companion	729-3582	729-6996

Assistant Deputy Ministers			
Post-Secondary and Skills Development	Bob Gardiner	729-3026	729-2828
Community and Social Development	Jean Tilley	729-5151	729-5139
Corporate Services	David Pike	729-3594	729-5139
Workforce Development and Immigration	Dennis Hogan	729-0217	729-5139
Service Delivery	Roxie Wheaton	729-2320	729-5139
Child, Youth and Family Services			
95 Elizabeth Avenue		Tel: (709)	Fax: (709)
Minister	Hon. Clyde Jackman	729-0173	729-1049
Deputy Minister	Genevieve (Gig) Dooling	729-0958	729-1049
Assistant Deputy Minister			
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Lands	Peter Howe	729-3236	729-1930
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Charlottetown (Labrador)	Labrador	Ina Jefferies	Stewart Macnab	(709) 949-0299		(709) 949-0377	ctown@nf.aibn.com
Clareville	Eastern	Frazer Russell	Marie Blackmore	(709) 466-7937		(709) 466-2276	info@clareville.net
Clarke's Beach	Eastern	Betty Moore	Joan Wilcox	(709) 786-3993		(709) 786-4065	joanwilcox@nf.aibn.com
Coachman's Cove	Central	Martin Breen Sr.	Johanna Breen (Joan)	(709) 253-5161		(709) 253-5161	

Colinet	Eastern	William Gambin	Maureen Didham	(709) 521-2300		(709) 521-2300	
Colliers	Eastern	Michael Moriarity	Mariette Holly	(709) 229-4333		(709) 229-4033	townofcolliers@eastlink.ca
Come By Chance	Eastern	Joan Cleary	Stephanie Eddy	(709) 542-3240	(709) 542-3198	(709) 542-3121	townofcbc@eastlink.ca
Comfort Cove-Newstead	Central	Randy White	Lloyd Brenton	(709) 244-4125		(709) 244-4122	ccntown@eastlink.ca
Conception Bay South	Eastern	Ken McDonald	Gail Pomroy	(709) 834-6500		(709) 834-8337	jmiller@conceptionbaysouth.ca
Conception Harbour	Eastern	Craig Williams	Lillian Connors	(709) 229-4781		(709) 229-0432	charbour@eastlink.ca
Conche	Western	Doris Carroll	Alice Flynn	(709) 622-4531		(709) 622-4491	townofconche@nf.aibn.com
Cook's Harbour	Western	Barry Decker	Regina Short	(709) 249-3111	(709) 249-4171	(709) 249-4105	r.short@nf.aibn.com
		Melvin Rideout					
Cormack	Western	Sr.	Tracey Hewitt	(709) 635-7025		(709) 635-7363	townofcormack@nf.aibn.com
Corner Brook	Western	Charles Pender	Marina Redmond	(709) 637-1500	(709) 637-1534	(709) 637-1625	mredmond@cornerbrook.com
		Rodney					
Cottlesville	Central	Wheeler	Shelly Abbott	(709) 629-3505		(709) 629-7411	towncottlesville@eastlink.ca
		Garland					
Cow Head	Western	Hutchings	Terri-Lynn Payne	(709) 243-2446		(709) 243-2590	townofcowhead@bellalliant.com
Cox's Cove	Western	Tony Oxford	Tina Sheppard	(709) 688-2900		(709) 688-2929	coxscove@eastlink.ca
Crow Head	Central	John Hamlyn	Meta J. Hamlyn	(709) 884-5651		(709) 884-2344	
		Harold Akerman					
Cupids	Eastern	528-4383	Ivy King	(709) 528-4428		(709) 528-4430	townofcupids@eastlink.ca
Daniel's Harbour	Western	Ross Humber	Melda Hann	(709) 898-2300		(709) 898-2311	townofdanielsharbour@nf.aibn.com
Deer Lake	Western	Dean Ball	Lori Humphrey	(709) 635-2451	(709) 635-3551	(709) 635-5857	deerlake@nf.aibn.com
Dover	Central	Tony Keats	Yvonne Collins	(709) 537-2139		(709) 537-2190	townofdover@persona.ca
Duntara	Eastern		Crystal Martin				
		Genevieve					
Eastport	Central	Squire	Cynthia Bull	(709) 677-2161		(709) 677-2144	info@eastport.ca
Elliston	Eastern	Derek Martin	Donna Chaulk	(709) 468-2649		(709) 468-2867	town_elliston@yahoo.ca
		Wayne					
Embree	Central	Purchase	Maxine Lane	(709) 535-8712		(709) 535-8716	
Englee	Western	Rudy Porter	Doris Randell	(709) 866-2711	(709) 457-7492	(709) 866-2357	dorisenglee@nf.aibn.com
English Harbour East	Eastern	Maxine Hackett	Barbara Byrd	(709) 245-4556		(709) 245-4556	

Fermeuse	Eastern	Perry Oates	Marsha Kenny	(709) 363-2400	(709) 363-2918	(709) 363-2308	townoffermeuse@gmail.com
Ferryland	Eastern	Roddy Paul	Doris Kavanagh	(709) 432-2127		(709) 432-2209	town.ferryland@nf.aibn.com
Flatrock	Eastern	Darrin Thorne	Dianne Stamp	(709) 437-6312	(709) 437-6334	(709) 437-6311	info@townofflatrock.com
Fleur de Lys	Central	Millie Walsh	Ester Lewis	(709) 253-3131		(709) 253-2146	fleurdelys@xplornet.ca
Flower's Cove	Western	Keith Billard	Bruce Way	(709) 456-2124		(709) 456-2124	townofflowerscove@nf.aibn.com
Fogo Island	Central	Andrew Shea	Blanche Bennett	(709) 266-1320	(709) 266-1321	(709) 266-1323	info@townoffogoisland.ca
Forteau	Labrador	Wilson Belbin	Gail Flynn	(709) 931-2241		(709) 931-2037	gflynn2006@hotmail.com
Fortune	Eastern	Charles Penwell	Debbie Hillier	(709) 832-2810		(709) 832-2210	fortune@nf.aibn.com
Fox Cove- Mortier	Eastern	Wanda Antle	Gladys Kavanagh	(709) 891-1500		(709) 891-1999	
Fox Harbour	Eastern	John Whiffen	Audrey Rolls	(709) 227-2271		(709) 227-2817	
Frenchman's Cove	Eastern	Donna Cluett	Marsha Anderson Georgina	(709) 826-2190		(709) 826-2190	townoffrenchmanscove@persona.ca
Gallants	Western	Todd Brake	Robinson	(709) 646-5353	(709) 646-3883	(709) 646-2840	
Gambo	Central	Peter Lush	Jean Blackwood	(709) 674-4476	(709) 674-4932	(709) 674-5399	Jean.blackwood@townofgambo.com
Gander	Central	Claude Elliott Reuben	Garry Brown	(709) 651-2930	(709) 651-5900	(709) 256-5809	info@gandercanada.com
Garnish	Eastern	Noseworthy	Ruth Cluett	(709) 826-2330		(709) 826-2173	townclerk@eastlink.ca
Gaskiers-Point	Eastern	Pearl Kielly	Jeanette Critch	(709) 525-2430		(709) 525-2431	townofgaskiers@nf.aibn.com
La Haye	Central	Gordon Hunt	Marcella Drover	(709) 841-6546		(709) 841-3521	townofgaultois@hotmail.com
Gaultois	Western	Joy Burt	Shelly Penney	(709) 783-2800		(709) 783-2671	townofgillams@nf.aibn.com
Gillams							
Glenburnie- Birchy Head- Shoal Brook	Western	Clarice Bursey	Myrna Hynes	(709) 453-7220		(709) 453-7220	gbstownoffice@eastlink.ca
Glenwood	Central	Darren Bursey Douglas	Susan Gillingham	(709) 679-2159		(709) 679-5470	townofglenwood@hotmail.com
Glovertown	Central	Churchill	Joanne Perry	(709) 533-2351	(709) 533-6770	(709) 533-2225	glovertowncounc@eastlink.ca
Goose Cove East	Western	Marie Reardon Rex C.	Patricia Reardon	(709) 454-8393		(709) 454-8393	
Grand Bank	Eastern	Matthews	Cathy Follett	(709) 832-1600	(709) 832-1601	(709) 832-1636	townofgrandbank@townofgrandbank.net
Grand Falls- Windsor	Central	Allan Hawkins	Michael Pinsent	(709) 489-0407	(709) 489-0418	(709) 489-0465	jrowsell@grandfallswindsor.com

Grand Le Pierre	Eastern	Willoughby Bolt Kevin	Rhonda Bolt	(709) 662-2702		(709) 662-2076	towncouncilglp@hotmail.ca
Greenspond	Central	Blackwood Jamie	Derrick Bragg	(709) 269-3111		(709) 269-3191	greenspond@eastlink.ca
Hampden	Western	Goodyear	Ruth Jenkins	(709) 455-4212		(709) 455-2117	townofhampden@eastlink.ca
Hant's Harbour Happy	Eastern	Judy King	Betty Tuck	(709) 586-2741		(709) 586-2680	townofhantsharbour@hotmail.ca
Adventure	Central	James Warren	Judy Powell	(709) 677-2593		(709) 677-2594	happyadventure@nf.aibn.com
Happy Valley- Goose Bay	Labrador	Jamie Snook	Hayward Broomfield	(709) 896-3321	(709) 896-3322	(709) 896-9454	townclerk@happyvalley-goosebay.com
Harbour Breton	Central	Roy Drake	Bernice Herritt	(709) 885-2354	(709) 885-2410	(709) 885-2095	bernice@harbourbreton.com
Harbour Grace	Eastern	Terry Barnes	Sean O'Brien (A)	(709) 596-3631	(709) 596-2413	(709) 596-1991	thg@nf.sympatico.ca
Harbour Main- Chapel's Cove- Lakeview	Eastern	Raymond Parsley	Marion Hawco	(709) 229-6822	(709) 229-6887	(709) 229-6234	hmcouncil@eastlink.ca
Hare Bay	Central	James Payne	George R. Collins	(709) 537-2187		(709) 537-2987	harebaytowncouncil@bellaliant.com
Hawke's Bay	Western	Lloyd Bennett	Emily Smith	(709) 248-5216		(709) 248-5201	hbcouncil@nf.aibn.com
Heart's Content	Eastern	Fred Cumby	Alice Cumby	(709) 583-2491		(709) 583-2226	heartcontent@persona.ca
Heart's Delight- Islington	Eastern	Denzil Sheppard Francis St.	Emily Harnum	(709) 588-2708		(709) 588-2235	heartsdelightislington@persona.ca
Heart's Desire	Eastern	George	Eleanor Andrews	(709) 588-2280		(709) 588-2343	townofheartdesire@persona.ca
Hermitage- Sandyville	Central	Stephen Crewe	Josie Rideout Simms	(709) 883-2343		(709) 883-2150	jsimms@nf.aibn.com
Holyrood	Eastern	Gary Goobie	Marie Searle	(709) 229-7252	(709) 229-7822	(709) 229-7269	gary.corbett@holyrood.ca
Hopedale	Labrador	Wayne Piercey	Jillian Mitsuk	(709) 933-3864	(709) 933-3871	(709) 933-3800	towncouncilhopedale@nf.aibn.com
Howley	Western	Calvin Samms Vaughan	Blanche Gilley	(709) 635-5555		(709) 635-5850	
Hughes Brook Humber Arm	Western	Hefford	Gloria Loder	(709) 783-2921		(709) 783-3039	info@hughesbrook.com
South	Western	Arch Mitchell	Marion Evoy	(709) 789-2981		(709) 789-2918	townofhumberarmsouth@hotmail.com
Indian Bay	Central	Maxwell Pickett	Elaine Feltham	(709) 678-2727		(709) 678-2727	townofindianbay@hotmail.com
Irishtown- Summerside	Western	Tony Blanchard Stephen	Rita Blanchard	(709) 783-2146		(709) 783-3220	irishtownsummerside@persona.ca
Isle aux Morts	Western	LeFrence	Lydia Francis	(709) 698-3441		(709) 698-3449	townhalliam@nf.aibn.com

Jackson's Arm	Western	Vincent Parsons	Carmel Wicks	(709) 459-5151		(709) 459-3173	townofjackson@explornet.ca
Keels	Eastern	Annie Fitzgerald	Crystal Taylor	(709) 447-3127		(709) 447-3155	
King's Cove	Eastern	Tom Maddox					
		Perry					
King's Point	Central	Gillingham	Marie Cumming	(709) 268-3838		(709) 268-3856	kpcouncil@eastlink.ca
		Paul					
Kippens	Western	Noseworthy	Debbie Cormier	(709) 643-5281		(709) 643-9773	kippens@nf.aibn.com
La Scie	Central	Paul Toms	Chasity Andrews	(709) 675-2266	(709) 675-2460	(709) 675-2168	townoflascie@eastlink.ca
Labrador City	Labrador	Karen Oldford	Cathy Coish	(709) 944-5537	(709) 944-2622	(709) 944-2810	diane.gear@labcity.nf.ca
		Maureen					
Lamaline	Eastern	Fleming	Barb King	(709) 857-2341		(709) 857-2210	barbking70@hotmail.com
L'Anse au Clair	Labrador	Nath Moores	Loretta Griffin	(709) 931-2481		(709) 931-2488	townoflanseaulclair@hotmail.com
L'Anse au Loup	Labrador	Hedley Ryland	Janice Normore	(709) 927-5573	(709) 927-5103	(709) 927-5263	lanseauloup@nf.aibn.com
			Peggy				
			Sheppard/Joanne				
Lark Harbour	Western	John Parsons	Pot	(709) 681-2270		(709) 681-2900	larkharbourtowncouncil@nf.aibn.com
Lawn	Eastern	John Strang	Wendy Jarvis	(709) 873-2439	(709) 873-3131	(709) 873-3006	townoflawn@eastlink.ca
Leading Ticks	Central	Fabian Chippett	Doreen Haggett	(709) 483-2180	(709) 483-2182	(709) 483-2185	leadingticks@nf.aibn.com
Lewin's Cove	Eastern	John Moore	Barbara Mullett	(709) 894-4777		(709) 894-4952	townoflewinscove@bellaliant.com
Lewisporte	Central	Brian Sceviour	Elaine Bursey	(709) 535-2737	(709) 535-2874	(709) 535-2695	info@lewisportecanada.com
Little Bay	Central	Phyllis Simms	Linda Grothe	(709) 267-3200		(709) 267-3200	townoflittlebay@gmail.com
Little Bay East	Eastern	William Bungay	Gail Clarke	(709) 461-2724		(709) 461-2724	
Little Bay							
Islands	Central		Maxine Oxford	(709) 626-3511		(709) 626-3511	lbitowncouncil@eastlink.ca
Little Burnt Bay	Central	Laverne Suppa	Maisie Wells	(709) 535-6415		(709) 535-6490	lbbtowncouncil@bellaliant.com
Logy Bay-							
Middle Cove-							
Outer Cove	Eastern	John Kennedy	Richard Roche	(709) 726-7930		(709) 726-2178	office@lbmcoc.ca
Long Harbour-							
Mount Arlington							
Heights	Eastern	Gary Keating	Kathleen Griffiths	(709) 228-2920	(709) 228-2921/22	(709) 228-2900	towncouncil@longharbour.net
		Natasha					
Lord's Cove	Eastern	Fitzpatrick	Eileen Harnett	(709) 857-2316			
Lourdes	Western	Henry Gaudon	Angela Young	(709) 642-5812		(709) 642-5558	townoflourdes@yahoo.ca
Lumsden	Central	Rosalind	Jeanie Stokes	(709) 530-2309	(709) 530-2330	(709) 530-2144	townoflumsden@nf.aibn.com

		Gibbons					
Lushes Bight- Beaumont- Beaumont North Main Brook	Central	Barbara Colbourne	Jacqueline Morgan	(709) 264-3271		(709) 264-3191	beaumont@xplornet.ca
	Western	Leander Pilgrim Herbert R.	Sherry Reid	(709) 865-6561		(709) 865-3279	townofmainbrook@nf.aibn.com
Makkovik	Labrador	Jacque	Doreen Winters	(709) 923-2221	(709) 923-2299	(709) 923-2126	townmanager@makkovik.ca
Mary's Harbour	Labrador	Larry Rumbolt	Glenys Rumbolt Dennis P. Kelly - CAO	(709) 921-6281	(709) 921-6913	(709) 921-6255	maryshbr@nf.aibn.com
Marystown	Eastern	Sam Synard		(709) 279-1661		(709) 279-2862	info@townofmarystown.ca
Massey Drive	Western	Gordon Davis Warren	Rodger Hunt Bernice E.	(709) 634-2742	(709) 634-2214	(709) 634-2899	townmasseydr@nf.aibn.com
Mclver's	Western	Blanchard	Parsons	(709) 688-2603	(709) 688-2025	(709) 688-2680	mciverscouncil@eastlink.ca
Meadows	Western	Kenneth March Neville	Joy Taylor	(709) 783-2339		(709) 783-2501	townofmeadows@nf.aibn.com
Middle Arm	Central	Robinson	Loretta Budgell	(709) 252-2521		(709) 252-2400	townofmiddlearm@nf.aibn.com
Miles Cove	Central	Melvin Morey	Grace Burton	(709) 652-3685		(709) 652-3695	mctownhall@hotmail.com
Millertown	Central	Charlie Fost	Bonnie Warr	(709) 852-6216		(709) 852-5431	townofmillertown@nf.aibn.com
Milltown-Head of Bay D'Espoir	Central	Jerry Kearley	Kimberly Kendell	(709) 882-2232		(709) 882-2636	townofmill@bellaliant.com
Ming's Bight	Central	Danny Regular	Lacey Sacrey	(709) 254-6516		(709) 254-7461	townmingsbight@xplornet.ca
Morrisville	Central	Shawn Nash	Karl Kendell	(709) 538-3138	(709) 882-2831	(709) 882-2831	karl.kendell@nf.sympatico.ca
Mount Carmel- Mitchells Brook- St. Catherine's	Eastern	David Sorenson	Susan Parrott	(709) 521-2040		(709) 521-2258	mountcarmeltowncouncil@hotmail.com
Mount Moriah	Western	James Park	Carol Skeard Michelle Peach, CAO	(709) 785-5232		(709) 785-5332	mtmoriahtownoffice@nf.aibn.com
Mount Pearl	Eastern	Randy Simms		(709) 748-1000	709-748-1006	(709) 748-1150	info@mountpearl.ca
Musgrave	Central	Raymond Stokes	Kim Osbourne	(709) 655-2119		(709) 655-2064	musgravetowncouncil@nf.aibn.com
Harbour	Eastern	Jim Brown	Linda Fitzgerald	(709) 467-2726		(709) 467-2109	townofmusg@nf.aibn.com
Musgravetown	Labrador	Tony Andersen	Karen Dicker Shelly Burrage	(709) 922-2842	(709) 922-2209	(709) 922-2295	nainicg@nf.aibn.com
Nain			(Temp.)	(709) 583-2500		(709) 583-2554	townofnewperlican@persona.ca
New Perlican	Eastern	Linda Moyles		(709) 583-2500		(709) 583-2554	townofnewperlican@persona.ca
New-Wes-Valley	Central	Grant Burry	Harry Winter	(709) 536-2010		(709) 536-3481	new-wes-valley@nf.aibn.com
Nippers Harbour	Central	Ted Noble	Beth Prole	(709) 255-4583	(709) 255-3286	(709) 255-4583	towncouncil@aibn.nf.com

Norman's Cove-Long Cove	Eastern	Barry Drake	Dianne Hudson	(709) 592-2490	(709) 592-2491	(709) 592-2106	townofnclc@eastlink.ca
Norris Arm	Central	Chris Manuel	Beverly Peyton	(709) 653-2519		(709) 653-2163	townofnorrisarm@gmail.com
Norris Point	Western	Joseph Reid	Regina Organ	(709) 458-2896		(709) 458-2883	info@norrispoint.ca
North River	Eastern	Blair Hurley	Sheila Hall	(709) 786-6216		(709) 786-1955	townofnorthriver@persona.ca
North West River	Labrador	Arthur Williams	Alica Penashue	(709) 497-8533		(709) 497-8228	manager@townofnwr.ca
Northern Arm	Central	Peter Chayter	Valie Pelley	(709) 257-3482		(709) 257-3482	ella@townofnorthernarm.ca
Old Perlican	Eastern	Bruce Button Morris	Margie Hopkins	(709) 587-2266	(709) 587-2639	(709) 587-2261	townofoldperlican@persona.ca
Pacquet	Central	Greenham	Janet Sacrey	(709) 251-5496		(709) 251-5497	pacquet@eastlink.ca
Paradise	Eastern	Dan Bobbett	TerryLynn Smith	(709) 782-1400	(709) 782-1414	(709) 782-3603	mpretty@townofparadise.ca
Parker's Cove	Eastern	Harold Murphy	Jennifer Murphy	(709) 443-2216		(709) 443-2216	council@eastlink.ca
Parsons Pond	Western	Brenda Biggin	Keough	(709) 243-2564	(709) 243-2254	(709) 243-2500	towncouncilpp@nf.aibn.com
Pasadena	Western	Otto Goulding	Brian Hudson	(709) 686-2075		(709) 686-2507	bhudson@pasadena.ca
Peterview	Central	James Samson	Venus Samson	(709) 257-2926		(709) 257-2926	townofpeterview@nf.aibn.com
Petty Harbour-Maddox Cove	Eastern	Nat Hutchings	Stephanie Stack	(709) 368-3959		(709) 368-3994	ncostello@phmc.nf.net / sstack@phmc.nf.net
Pilley's Island	Central	Dennis Vincent	Heather Ivany	(709) 652-3555		(709) 652-3852	pilleysisland@eastlink.ca
Pinware	Labrador	Joanne Dorey Wayne D.					j_dorey@hotmail.com
Placentia	Eastern	Power	Ed O'Keefe	(709) 227-2151		(709) 227-2323	townofplacentia@placentia.ca
Point Au Gaul	Eastern	Paul Lockyer	Candy Lockyear (personal)	709-857-2021			
Point Lance Point	Eastern	Melvin Careen	Jane Power	(709) 338-2186		(709) 338-2186	'j_power@xplornet.ca'
Leamington	Central	Wilf Mercer	Wanda Ryan	(709) 484-3421		(709) 484-3556	ptleamington@nf.aibn.com
Point May	Eastern	Muriel Cousins	Janice Haley	(709) 857-2640	(709) 857-2113	(709) 857-2640	janicehaley@hotmail.com
Point of Bay	Central	Edward Cameron	Sybil Boone	(709) 257-3171		(709) 257-3192	
Pool's Cove	Central	Dwayne Williams	Branda Williams	(709) 665-3371		(709) 665-3372	d_bwilliams@hotmail.com
Port Anson	Central	Shawn Burton	Grace Burton	(709) 652-3683		(709) 652-3680	townofportanson@hotmail.com
Port au Choix	Western	Carolyn Lavers	Annette Payne	(709) 861-3409	(709) 861-3406	(709) 861-3061	portauxchoix@nf.aibn.com

Port au Port East	Western	Eileen Hann	Joanne Ryan	(709) 648-2731	(709) 648-9481	townofpape@hotmail.com
Port au Port West-						
Aguathuna-Felix Cove	Western	Melina Bennett	Vanessa Glasgow	(709) 648-2891	(709) 648-9292	papwaf@nf.aibn.com
Port Blandford	Central	Chad Holloway	Vida Greening	(709) 543-2170	(709) 543-2153	vgreening@nf.aibn.com
Port Hope Simpson	Labrador	Margaret Burden	Joyce Clarke	(709) 960-0236	(709) 960-0387	porthopesimpson@nf.aibn.com
		Eugene Brothers				
Port Kirwan	Eastern		Dana Boland		(709) 363-2114	dana.boland@yahoo.ca
Port Rexton	Eastern	Alvin Piercey	Lois Long	(709) 464-2006	(709) 464-2581	portrexton@bellaliant.com
			Judy Quinlan/Helen Hamlyn			
Port Saunders	Western	Tony Ryan		(709) 861-3105	(709) 861-3106	townofportsaunders@nf.aibn.com
Portugal Cove South	Eastern	Clarence Molloy	Ida Perry	(709) 438-2092	(709) 438-2090	townofpcs@live.ca
Portugal Cove-St. Philip's	Eastern	Moses Tucker	Judy Squires	(709) 895-8000	(709) 895-3780	pcsp@pcsp.ca
Postville	Labrador	Diane Gear	Melanie Gear	(709) 479-9830	(709) 479-9888	communitycouncil@nf.aibn.com
			Jacqueline Berkshire			
Pouch Cove	Eastern	Joedy Wall		(709) 335-2848	(709) 335-2849	pouchcove@nf.aibn.com
Raleigh	Western	Millicent Taylor	Angela Taylor	(709) 452-4461	(709) 452-2135	townofraleigh@nf.aibn.com
Ramea	Western	Clyde Dominie	Minnie Organ	(709) 625-2280	(709) 625-2010	rameatowncouncil@gmail.com
Red Bay	Labrador	Wanita Stone	Liz Yetman	(709) 920-2197	(709) 920-2103	redbaytowncouncil@nf.aibn.com
Red Harbour	Eastern	Patsy Badcock	Kevin Paddle	(709) 443-2599	(709) 443-2599	townofredharbour@yahoo.ca
Reidville	Western	Roger Barrett	Connie Reid	(709) 635-5232	(709) 635-4498	townofreidville@nf.aibn.com
Rencontre East	Central	Tom Caines	Barbara Caines	(709) 848-3171	(709) 848-3546	(709) 848-4194
Renews-Cappahayden	Eastern	Donna Dinn	Susan Sheehan	(709) 363-2500	(709) 363-2143	townofrenewscappahayden@nf.aibn.com
		Charlotte				
Rigolet	Labrador	Wolfrey	Sherry Wolfrey	(709) 947-3382	(709) 947-3379	townmanager@rigolet.ca
River of Ponds	Western	Eric Patey	Valerie House	(709) 225-3161	(709) 225-3162	townofriverofponds@nf.aibn.com
Riverhead	Eastern	Sheila Lee	Janet Barron	(709) 525-2600	(709) 525-2106	
			Stephanie Ryan			
Robert's Arm	Central	Lloyd Colbourne	(PT Clerk)	(709) 652-3331	(709) 652-3079	townofrobertsarm@eastlink.ca

Rocky Harbour	Western	Walter Nicolle	Debbie Reid	(709) 458-2376	(709) 458-2293	rockyharbour@msn.com
Roddickton-Bide Arm	Western	Shelia Fitzgerald	Denise Adams	(709) 457-2413	(709) 457-2663	roddickton@nf.aibn.com
Rose Blanche-Harbour Le Cou	Western	Clayton Durnford	Tammy Farrell	(709) 956-2540	(709) 956-2541	townofroseblanche@nf.aibn.com
Rushoon	Eastern	Jill Mulrooney	Jackie Gaulton	(709) 443-2572	(709) 443-2572	townofrushoon@bellaliant.com
Salmon Cove	Eastern	Nathan Graham	Donette Morris	(709) 596-2101	(709) 596-1170	townofsalmoncove@nf.aibn.com
Salvage	Central	Gordon Janes	Beverly Hunter	(709) 677-3535	(709) 677-3535	bev.salvage@hotmail.com
Sandringham	Central	Glenn Arnold	Audrey Penney	(709) 677-2317	(709) 677-3836	townofsandringham@yahoo.ca
Sandy Cove	Central	Tony Parsons	Anne Bengier	(709) 677-2731	(709) 677-2731	sandycove@bellaliant.com
Seal Cove, F.B	Central	Junior Abbott	Emily Loveless	(709) 851-4431	(709) 851-6174	sealcovecc@nf.aibn.com
Seal Cove, W.B	Central	Elizabeth Rice	Patricia Rice	(709) 531-2550	(709) 531-2551	sealcovewb@nf.aibn.com
Small Point-Adam's Cove-Blackhead-						
Broad Cove	Eastern	Ernest Gosney	Dana Fagner	(709) 598-2610	(709) 598-2618	towncouncil@eastlink.ca
South Brook	Central	Paul Mills	Michelle Kelly	(709) 657-2206	(709) 673-8635	townofsbrk@yahoo.ca
			Terrie Lynn			
South River	Eastern	Arthur Petten	Hussey-Aisien	(709) 786-6761	(709) 786-6760	townofsouthriver@persona.ca
Southern Harbour	Eastern	Joseph Brewer	Renee Hickey	(709) 463-2329	(709) 463-2208	twnsouthernhr@nf.aibn.com
Spaniard's Bay	Eastern	Wayne Smith	Tony Ryan	(709) 786-3568	(709) 786-7273	spaniardsbay@persona.ca
Springdale	Central	Harvey Tizzard	Daphne Earle	(709) 673-3439	(709) 673-4365	info@townofspringdale.ca
			Genevieve			
St. Alban's	Central	Jamie LeRoux	Tremblett	(709) 538-3132	(709) 538-3683	st.albans@nf.aibn.com
St. Anthony	Western	Ernest Simms	Judy Patey	(709) 454-3454	(709) 454-3454	stanthony@nf.aibn.com
St. Bernard's-Jacques						
Fontaine	Eastern	Clifford Allen	Pauline Smith	(709) 461-2257	(709) 461-2179	townofsbjf@eastlink.ca
		Veronica				
St. Brendan's	Central	Broomfield	Rita White	(709) 669-4271	(709) 669-4271	
		Eugene				
St. Bride's	Eastern	Manning	Joan Morrissey	(709) 337-2160	(709) 337-2160	joanmorrissey01@yahoo.ca
		Fintan	Debbie			
St. George's	Western	Alexander	Woolridge	(709) 647-3283	(709) 647-1367	townofstgeorges@nf.aibn.com
St. Jacques-	Central	Hubert Langdon	Joan Sheppard	(709) 888-6141	(709) 888-6102	sjcctc@gmail.com

Coomb's Cove							
St. John's	Eastern	Dennis O'Keefe	Neil Martin	(709) 576-8446		(709) 576-8474	cityclerk@stjohns.ca
St. Joseph's	Eastern	Mary Moyland	Tony Reardon	(709) 521-2440	(709) 521-2938	(709) 521-2440	tony_reardon@yahoo.com
St. Lawrence	Eastern	Paul Pike	Gregory Quirke	(709) 873-2222	(709) 873-6177	(709) 873-3352	townofstlawrence@nf.aibn.com
St. Lewis	Labrador	Gerald Chubbs	Loraine Poole	(709) 939-2282	(000) 000-0000	(709) 939-2210	stlewistownoffice@nf.aibn.com
St. Lunaire- Griquet	Western	Dale Colbourne	Linda Hillier	(709) 623-2323		(709) 623-2170	stlunaire.griquet@nf.aibn.com
St. Mary's	Eastern	Keith Bowen	Patricia Walsh	(709) 525-2586	(709) 525-2587		townofstmarys@nf.aibn.com
St. Paul's	Western	Cyril Hutchings	Monica Pittman	(709) 243-2279		(709) 243-2299	townofstpauls@nf.aibn.com
St. Shott's	Eastern	Elizabeth Molloy	Elizabeth Hewitt			(709) 438-2617	
St. Vincent's-St. Stephen's-							
Peter's River	Eastern	Daniel St. Croix	Marilyn Gibbons	(709) 525-2540		(709) 525-2110	svstpr@nf.aibn.com
Steady Brook	Western	Peter Rowsell	Tracey Caines	(709) 634-7601		(709) 634-7547	townoffice@steadybrook.com
Stephenville	Western	Tom O'Brien	Carolyn Lidstone	(709) 643-8360		(709) 643-2770	manager@town.stephenville.nf.ca
Stephenville Crossing	Western	Brian Joy	Yvonne Young	(709) 646-2600	(709) 646-2086	(709) 646-2065	yyoung@nf.aibn.com
Summerford	Central	Kevin Barnes	Vicky Anstey	(709) 629-3419		(709) 629-7532	townofsummerford@nf.aibn.com
Sunnyside							
(Trinity Bay)	Eastern	Robert Snook	G. Philip Smith	(709) 472-4506	709.472.4510	(709) 472-4182	townofsunnyside@eastlink.ca
Terra Nova	Central	Grant Barnes Cornelius	Thelma Greening Jessica Baker	(709) 265-6543 662-2204		(709) 265-6533	townofterranova@nf.aibn.com
Terrenceville	Eastern	Clarke	662-2204	(709) 662-2204		(709) 662-2071	terrencevilletownoffice@nf.aibn.com
Tilt Cove	Central	Donald Collins	Margaret Collins	(709) 675-2641			
Torbay	Eastern	Ralph Tapper	Dawn Chaplin	(709) 437-6532	(709) 437-6542	(709) 437-1309	dchaplin@torbay.ca
Traytown	Central	John Baird	Sarah Patten	(709) 533-2156		(709) 533-2155	townoftraytown@yahoo.ca
Trepassey	Eastern	Con Finlay	Sharon Topping	(709) 438-2641		(709) 438-2749	townoftrepassey@hotmail.com
Trinity	Eastern	Jim Miller	Linda Sweet	(709) 464-3836		(709) 464-3836	counciltrinity@netscape.net
Trinity Bay							
North	Eastern	Donald Burt	Valerie Rogers	(709) 469-2571		(709) 469-3444	tbn@personainternet.com
Triton	Central	Jason Roberts	Marcus Vincent Shelly Emily	(709) 263-2264	(709) 263-2250	(709) 263-2381	townoftriton@eastlink.ca
Trout River	Western	Paul Matthews Gordon	Butler	(709) 451-5376		(709) 451-2127	townoftroutriver@nf.aibn.com
Twillingate	Central	Noseworthy	David Burton	(709) 884-2438	(709) 884-2433	(709) 884-5278	townoftwillingate@bellaliant.com

Upper Island Cove	Eastern	George Adams	Dorothy Mercer	(709) 589-2503	(709) 589-2560	(709) 589-2522	townoffice@upperislandcove.ca
Victoria	Eastern	Barry Dooley	Shelly Butt	(709) 596-3783		(709) 596-5020	townofvictoria@nf.aibn.com
Wabana	Eastern	Gary Gosine	Ben Noseworthy	(709) 488-2990	(709) 488-2025	(709) 488-3181	info@townofwabana.net
Wabush	Labrador	Colin Vardy		(709) 282-5696		(709) 282-5142	townmanager@wabush.ca
West St. Modeste	Labrador	Agnes Pike	Sandra O'Dell	(709) 927-5583		(709) 927-5898	townofweststmodeste@hotmail.ca
Westport	Central	Maxwell Warren	Peggy Randell	(709) 224-5501		(709) 224-5501	
Whitbourne	Eastern	Hilda Whalen	Crystal Peddle	(709) 759-2780		(709) 759-2016	whit.towncouncil@eastlink.ca
Whiteway	Eastern	Craig Whalen	Erica Jackson	(709) 588-2948	(709) 588-2898	(709) 588-2985	townofwhiteway@eastlink.ca
Winterland	Eastern	Ches Kenway	Marlyese Simms Stephanie	(709) 279-3701		(709) 279-3702	townofwinterland@hotmail.com
Winterton	Eastern	Mark Sheppard Sebastien	Crocker	(709) 583-2010		(709) 583-2099	info@winterton.ca
Witless Bay	Eastern	Despres Rosalyn	Geraldine Caul	(709) 334-3407		(709) 334-2377	
Woodstock	Central	Arnaldo	Tracey Decker Jacqueline	(709) 251-3176		(709) 251-3176	townofwoodstock@nf.aibn.com
Woody Point	Western	Ken Thomas	Blanchard Michelle	(709) 453-2273	(709) 453-2274	(709) 453-2270	townmanagerwoodypoint@bellaliant.net
York Harbour	Western	Florence Lombard	SheppardSharon C	(709) 681-2280		(709) 681-2799	yorkharbourcouncil@nf.aibn.com

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Appendix C – Checklists

Press Conference Checklist

Set Up Required:

- ☐ Theatre style (most common). Make sure the centre aisle is wide enough to accommodate camera people.
- ☐ View premises as a TV camera would; ensure the background image will not distract from speakers or reflect badly on the company.
- ☐ Podium plus company logo or sign if available.
- ☐ Head table with skirting if possible.
- ☐ Tent cards identifying all spokespeople.
- ☐ Rise for head table if required.
- ☐ Retain an area with appropriate background for follow-up one-on-one TV and radio interviews.
- ☐ Media sign-in table outside or inside doorway
- ☐ Directional signage for facility to simply direct to the news conference location.
- ☐ Have coffee/water available if possible.

Audio Visual Requirements:

- ☐ Microphones for podium and/or head table depending on the number of participants and availability of equipment.
- ☐ Laptop computer and projector if used.

Preparing for the Media:

- ☐ Send out a media advisory. Do this as far in advance as possible. Give the date, time and place of the news conference as well as the topic and the spokespeople if these are known.
- ☐ Provide a media sign-in sheet (copy provided) to report back who attended the news conference.
- ☐ Arrange media monitoring.

News Conference:

- ☐ Prepare media kit containing:
 - News release with contact names(s) and numbers
 - Backgrounders and fact sheets as available
 - List of all participating spokespeople with titles
 - Copies of any presentation given
- ☐ Always try to convince participants to have a dry-run in advance. It helps iron out kinks and prepares them for questions and answers.
- ☐ Have a member of Corporate Communications act as moderator to: set the agenda, introduce the head table and facilitate the question and answer period.
- ☐ Set time parameters from the start and limit the time for questions and answers.

Media Sign-In Sheet

Name	Media Outlet	Phone #	Email Address

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Appendix D – Templates/Forms

MEDIA RELEASE TEMPLATE

MEDIA RELEASE



Utilities Working on Power Restoration

For Immediate Release:

(Month, Day, Year)

(PLACE): Newfoundland Power and Newfoundland and Labrador Hydro are currently assessing system damage resulting from (INSERT REASON).

Provide update on current situation, include:

- X customers have been impacted (include Region/Communities most affected)
- Estimate restoration times, if available
- Crew updates (i.e. assessing damage, on the way to the site, on site, restoring power)
- Safety messages/warnings

Newfoundland Power and Newfoundland and Labrador Hydro would like to thank customers for their patience during this outage. Remember to put safety first: to report downed lines or an emergency situation call Newfoundland Power at 1-800-474-5711 or Hydro at (Hydro to insert #).

With a customer base of over 256,000 accounts, Newfoundland Power Inc. is committed to safety and dedicated to providing the highest level of customer service and reliability of electricity in the most cost-efficient manner possible. For more information on Newfoundland Power's programs, services and community partnerships, please visit newfoundlandpower.com.

Hydro to INSERT BOILERPLATE HERE

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For further information, please contact:

Erin Squires
Senior Communications Advisor
Newfoundland and Labrador Hydro
Phone: (709) 737-1311
Cell: (709) 697-1186

Michele Coughlan
Director, Public Affairs
Newfoundland Power Inc.
Phone: (709) 737-2821
Cell: (709) 682-1470

MEDIA ADVISORY TEMPLATE

MEDIA ADVISORY



For Immediate Release:

(Month, Day, Year)

'Subject Title'

Re: *(Specifics of the incident)*

Date: *(Day, Month date, Year)*

Location: *(Building name, Exact Address, Parking Considerations)*

Reason: *(Specific details regarding areas of public interest that will be addressed)*

Who: *(Key speakers, Newfoundland Power and Hydro representatives, etc.)*

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For further information, please contact:

Erin Squires
Senior Communications Advisor
Newfoundland and Labrador Hydro
Phone: (709) 737-1311
Cell: (709) 697-1186

Michele Coughlan
Director, Public Affairs
Newfoundland Power Inc.
Phone: (709) 737-2821
Cell: (709) 682-1470

Media Request Log

Prepared by: _____

Date: _____

Time	Contact Name/Media Outlet	Contact Information	Details of request	Status of Request (Request met? Still waiting?)

Stakeholder Contact/Outreach Log

During a crisis situation, Newfoundland Power will be required to communicate with a variety of stakeholders, depending on the type of crisis and those affected. To help prioritize and identify specific affected stakeholders for targeted communications outreach, refer to this tool.

STAKEHOLDER COMMUNICATIONS LOG						
INCIDENT:				DATE:		
Stakeholder	Strategic Considerations	Key Messages	Communications Tactics	Owner	Actions Planned/Taken	Results/Remarks/Coordination with Corporate Communications Team
Regulatory Agencies						
Government Officials						
Employees and Families						

STAKEHOLDER COMMUNICATIONS LOG						
INCIDENT:				DATE:		
Stakeholder	Strategic Considerations	Key Messages	Communications Tactics	Owner	Actions Planned/Taken	Results/Remarks/ Coordination with Corporate Communications Team
Contractors and Suppliers						
Community Residents and other impacted stakeholders						
Multi-Stakeholder Organizations						

STAKEHOLDER COMMUNICATIONS LOG						
INCIDENT:				DATE:		
Stakeholder	Strategic Considerations	Key Messages	Communications Tactics	Owner	Actions Planned/Taken	Results/Remarks/ Coordination with Corporate Communications Team
Environmental and Other Special Interest Groups						
Media						
Others						

STAKEHOLDER COMMUNICATIONS LOG						
INCIDENT:				DATE:		
Stakeholder	Strategic Considerations	Key Messages	Communications Tactics	Owner	Actions Planned/Taken	Results/Remarks/ Coordination with Corporate Communications Team

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Appendix E – Sample Messaging

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Sample Messaging

Preparedness

- We are ready and prepared be to respond to any power interruptions or emergency situation.
- We focus on maintaining two critical functions in the face of disasters:
 1. Delivering reliable electrical service to our customers; and,
 2. Maintaining communications with our customers, stakeholders and employees.
- We have contingency plans in place to deal with any type of a disaster. In fact, we have Business Continuity Management Plans for every aspect of our operations, from electrical system failures to loss of technology, to a fire at one of our buildings.
- These plans are tested on a regular basis to ensure that employees are fully aware of their roles, to ensure that our equipment, technology and communications devices are working properly, and to ensure that we are as familiar as possible with our continuity plans so that we can respond immediately and efficiently.
- For example:
 - We have back-up generation for all of our offices;
 - We have materials and equipment strategically located throughout the island should inventory become an issue;
 - We have back-up communication and computer systems;
 - We have a very mobile workforce; and,
 - We have key contacts in other utilities, should we require the extra assistance or materials.
- As bad weather approaches...Plan ahead. Be prepared AND be safe! Check out our tips on how to prepare
<http://www.newfoundlandpower.com/Outages/HowToPrepare.aspx>
- To report outages or damage to the electricity system visit [newfoundlandpower.com](http://www.newfoundlandpower.com) or 18004745711. Hydro customers can call **INSERT # HERE**.

Conservation

- Conservation/Energy Efficiency: It is important for customers to continue to conserve...saving energy means saving money, and using resources wisely is the right thing to do from an environmental perspective.

- takeCHARGE has rebate programs to assist customers manage their energy usage and save money on their electricity bills.
- As your power is restored please try to reduce usage to assist with restoration to all customers as safely & quickly as possible.
- Customers are being asked to avoid unnecessary electricity usage, particularly during peak use times: 7:00 a.m. to 10:00 a.m. and from 4:00 p.m. to 8:00 p.m.
- Residential customers can reduce electric heat by a few degrees, avoid drying clothes, and conserve hot water by not running dishwashers, washers, and showers.
- Businesses can help by reducing temperatures, only heating necessary spaces, reducing equipment use during peak periods, and turning off turning non-essential indoor lights and outdoor signs and billboards.

Safety

- Safety of our customers and employees is our first and foremost priority
- Crews will work around the clock to restore customers' power unless it is determined that conditions (such as weather) pose a risk to safety.
- We are working directly with FES, and other emergency service providers.
- Priority to respond immediately to all emergency and safety calls.
- When an outage occurs:
 - Check lights in your home to see if they are working, and check to see if your neighbours have power. If others still have power, it may be a tripped breaker or a blown fuse that has caused the outage.
 - If there are no lights on in the neighbourhood, please report online or call Newfoundland Power's outage reporting service (1-800-474-5711) to receive outage information, or to report downed wires, trees or broken poles.
 - To avoid damage to your appliances and equipment, and to reduce the load on the electricity system when power is restored, we recommend you:
 - unplug all electronic equipment and appliances such as TVs, computers, microwaves and stereo equipment;
 - turn off your range, washer, dryer and water heater;
 - turn your thermostats to the lowest setting or switch them off; and
 - keep only one light on to let you know when power has been restored.

- If your basement floods, don't enter unless you're sure the water is not in contact with a source of electricity such as an appliance or heater, electrical outlet or extension cord. Call an electrician to disconnect the power before entering if you are unsure. Never touch a circuit breaker with wet hands or while standing on a wet floor.
- Turn on your battery powered radio to get information about the outage.

Assessment/System Damage

- It is not always possible to determine a problem or damage immediately
- Crews often have to patrol a line. This means sometimes having to go into back country to locate a problem. Helicopters are sometimes needed to fly crews and materials in to the problem area.
- Severe weather conditions such as ice, sleet, snow and high winds can often make a problem area inaccessible. This week our crews had difficulty getting to some locations because of impassable roads.
- When needed, crews from other areas of the province (or other provinces if necessary) are used to assist with restoration efforts

Customer Appreciation

- The Company appreciates customers' patience
- We realize any outage is an inconvenience -- and that extended outages are especially difficult.
- We thank our customers for their patience.
- We also thank the many customers who have provided kind words of praise to our line crews for their efforts.

Situation Specific

- Provide regular updates on:
 - Regions/Communities/Areas/ affected
 - Number of customers affected
 - Restoration efforts
 - Realistic timelines
 - Safety concerns/warnings
 - How to get in touch with us

**Appendix F –Island Interconnected System Forecast Supply Shortfall - Customer
and Stakeholder Advance Notification Protocol**

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Island Interconnected System Forecast Supply Shortfall¹ Customer and Stakeholder Advance Notification Protocol



Emergency Levels	Generation Reserves ²	Stakeholder Notifications	NLH Actions	NP Actions	Customer Notifications
Normal Conditions (T-001³ Level 0)	5-Day Generation Reserve Forecast indicates available reserves greater than the largest generating unit plus minimum spinning reserves	Daily Supply and Demand Status Report and 5-Day Forecast for the <i>Island Interconnected System</i> sent to Public Utilities Board (PUB) and Newfoundland Power.	Normal Operations	Normal Operations	None
Stage 1 Power Advisory (T-001 Level 1)	5-Day Generation Reserve Forecast indicates available reserves less than the largest generating unit plus minimum spinning reserves	Hydro sends Stage 1 - Power Advisory notification email to Newfoundland Power.	Follow System Operating Instruction T-001 as required to maintain minimum spinning reserves	Support Hydro with implementing T-001 measures	Any time between Stage 1 (5 days) and Stage 2 (24 hours) the Utilities may elect to advance its notification to the PUB, FES, customers and key stakeholders as outlined in Stages 2-4. This is dependent on joint utility assessment of system capacity during this period.
Stage 2 Power Watch (T-001 Level 2)	24-Hour Generation Reserve Forecast indicates available reserves less than the largest generating unit	Hydro sends Stage 2 - Power Watch notification email to Newfoundland Power, the PUB, and FES.	Follow System Operating Instruction T-001	Support Hydro with implementing T-001 measures	NP gives advance notification to its curtailable customers Utilities may issue ⁴ press release, update website, engage social media (or other communications tools) stating: "Power Watch in Effect - Conservation Request Likely" - Specify when conservation may be required. - Indicate what is the most effective ways for customers to conserve.
Stage 3 Power Warning (T-001 Level 3)	Current Day Generation Reserve Margin less than half the largest generating unit	Hydro sends Stage 3 - Power Warning notification to Newfoundland Power, the PUB, and FES.	Follow System Operating Instruction T-001	Support Hydro with implementing T-001 measures	Utilities will issue press release, update website, engage social media (or other communications tools) stating: "Power Warning in Effect - Customers Requested to Conserve Electricity; Rotating Outages Highly Likely" - Request NP curtailable customers to curtail. - Specify when conservation is required. - Indicate the most effective ways for customers to conserve.
Stage 4 Power Emergency (T-001 Level 4)	⁵ Generation Shortfall Imminent - No reserves margin	Hydro sends Stage 4 - Power Emergency notification to Newfoundland Power, the PUB and FES.	Follow System Operating Instruction T-001	Support Hydro with implementing T-001 measures and implement Newfoundland Power SRP-001 ⁶ for Rotating Power Outages	Customers to be notified immediately if a generation shortfall is anticipated. Utilities will issue press release, update website, engage social media (or other communications tools) stating: "Power Emergency in Effect - Conserve Electricity - Rotating Power Outages in Effect" - Inform customers of the actual impact (MW) conservation efforts are having on the electricity system. - Indicate what are the most effective ways for customers to conserve.

¹ Island Interconnected Supply Shortfall refers to **all** Firm Generating Capacity on the Island Electricity System.

² Operating Reserves = ((Island Interconnected System Available Generation / Island Interconnected System Forecast Peak) - 1) x 100%

³ NLH System Operating Instructions for Generation Reserves

⁴ Where desirable, utilities may undertake joint communications; however, each utility will communicate with its respective customers and key stakeholders directly according to its established protocols.

⁵ In the event of an immediate loss of supply (unanticipated and unable to be forecast) this protocol will eliminate Stages 1-3 and begin with Stage 4: this applies to both a generation and transmission issue.

⁶ NP System Restoration Plan for Rotating Power Outages