

1 - Email - December 19 2016 - RE_ Expert Panel - Release Calendarization.pdf

From: [Ovenden, Erin \(TBS\)](#)
To: [Tam, Nelson \(TBS\)](#); [Sullivan, Bryant \(TBS\)](#)
Subject: RE: Expert Panel - Release Calendarization
Date: December-19-16 3:47:59 PM

Hi-

Thanks for this Nelson. Looking forward to tomorrow's chat.

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat

77 Wellesley Street West, Ferguson Block

Toronto, ON M7A 1N3

Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: December-19-16 3:04 PM
To: Ovenden, Erin (TBS); Sullivan, Bryant (TBS)
Subject: RE: Expert Panel - Release Calendarization

Erin

Attached is a draft of the calendar working backwards from the Minister's suggested release date.

At our discussion, we can determine if this is doable or create another calendar that is more realistic.

Thanks

Nelson
X20514

From: Tam, Nelson (TBS)
Sent: December-19-16 2:21 PM
To: Ovenden, Erin (TBS); Sullivan, Bryant (TBS)
Subject: RE: Expert Panel - Release Calendarization

Erin

Yes this works.

Thanks

Nelson
X20514

From: Ovenden, Erin (TBS)

Sent: December-19-16 2:20 PM
To: Tam, Nelson (TBS); Sullivan, Bryant (TBS)
Subject: RE: Expert Panel - Release Calendarization

Hi Nelson-

It looks like we're both free at 10:00 am tomorrow. Would that work?

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: December-19-16 2:14 PM
To: Sullivan, Bryant (TBS); Ovenden, Erin (TBS)
Subject: Expert Panel - Release Calendarization

Bryant, Erin

Cindy requested I draft a calendar of events to determine if we can meet the Minister's deadline as discussed today.

Do you have some time in the morning to discuss? The Associate DM will be away starting Wednesday and Cindy is hoping to determine the feasibility of meeting the deadline.

I am hoping for an hour so we can discuss and update the calendar. I will come over to your office.

If you can, please suggest a time or send an invite.

Thanks for your assistance.

Nelson
X20514

1 - Expert Panel Production Calendar.docx

January 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 Panel to Review 1 st Draft of final Report	2 Legal Holiday	3 Panel to Review 1 st Draft of final Report	4 Panel to Review 1 st Draft of final Report	5 Panel to Review 1 st Draft of final Report	6 Panel to Review 1 st Draft of final Report	7 Panel to Review 1 st Draft of final Report
8 Panel to Review 1 st Draft of final Report	9 Drafting of 2 nd Draft DM Briefing	10 2 nd Draft sent to Panel Send 2 nd Draft to Communications send for Translation Communications review of formatting	11 Panel Meeting to discuss 2 nd Draft and HOOP/CAAT Report at Translation Communications review of formatting	12 Report at Translation	13 Report at Translation	14 Report at Translation
15 Report at Translation	16 Final Report Delivered Tracked Changed copy sent to Translation Report at Translation	17 Report at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair?	18 Report at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair?	19 Report at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair?	20 Report at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair?	21 Report at Translation
22 Report at Translation	23 Report at Translation Communication – House/Issue Note, Q&As	24 Review French Translation Communication – House/Issue Note, Q&As	25 Review French Translation Communication – House/Issue Note, Q&As	26 Report Released	27	28
29	30	31				

February 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

2 - Email - December 20 2016 - RE_ Expert Panel Production Calendar Options.pdf

From: [Ovenden, Erin \(TBS\)](#)
To: [Tam, Nelson \(TBS\)](#)
Cc: [Sullivan, Bryant \(TBS\)](#); [Candon, Tara \(TBS\)](#); [Smith, Emilie \(TBS\)](#)
Subject: RE: Expert Panel Production Calendar Options
Date: December-20-16 1:05:21 PM
Attachments: [PAEAP Report_40 pgs_Production Calendar A_Early Feb release_v2_20161220.....docx](#)
[PAEAP Report_40 pgs_Production Calendar B_Jan 26 release_v2_20161220.docx](#)

Hi Nelson-

My advice is to provide two calendars, one for January 26 release and another for February release. In both instances Comms would request the early draft of the report, which we would treat as embargoed. In the interest of time, I'm sending you my drafts now. Bryant and Tara may have feedback on these, which I will get to you by tomorrow am.

I also chatted with Correspondence about translation and proofreading.

Proofreading:

Public Accounts translation was sent to a professional proofreader. This was a separate contract.

There is a limited number of proofreaders so for the January release we're going to pay the premium price in order to secure someone. a 40 page document could take 8 hours of work. Here are the cost breakdowns:

- Rush: \$60/hr + standby charge \$40/hr = \$800
- Normal: \$50/hour = \$400

Translation

Best advice is to send the final report to translation, rather than sending draft copy and then sending tracked changes. The latter option actually adds time and costs to the work. A 5 business day turnaround on a 40 page document is unprecedented and will require approval from Government Translation Services, who will also have to coordinate the job. I've accounted for their timelines in the attached calendar b. Here is the cost breakdown:

- Rush: \$3,390 (at \$0.30 per word plus tax) + 24/7 availability rate of \$727.96 per week = \$4117.96
- Normal: \$2,825 (at \$0.25 per word plus tax)

Thanks,

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: December-20-16 11:22 AM
To: Ovenden, Erin (TBS)
Subject: Expert Panel Production Calendar Options

Erin

Thanks for the discussion this morning. Attached are the following:

- Option (didn't know what to call this) – no Embargo, release during week of February 12th
- Best Advice – Embargo, release during week of February 5th
- Janaury 26 – this version is updated.

Please review and add/edit/move the items around as required.

Please send back by 1:30 the latest. I mentioned to Cindy for 2PM. This way I can make some formating if needed.

Thanks for your assistance.

Nelson
X20514

PAEAP Report_40 pgs_Production Calendar A_Ear.pdf

January 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Holiday	3 Panel begins review of first draft Draft report to Comms for formatting	4	5	6 Formatted draft to Panel	7
8 Panel submits comments on first draft	9 Drafting of 2 nd Draft Panel drafts TBS DM	10 2 nd Draft sent to Panel	11 Panel Meeting to discuss 2 nd Draft and HOOP/CAAT Chair begins drafting Exec Summary	12	13	14
15	16 Final Report submitted to TBS Report sent to translation Formatting review begins on English	17 Brief MOF and TBS Ministers TBD Communications products into approvals	18	19	20 Formatting review on English complete & HTML coding begins	21
22	23 English HTML coding begins	24	25	26	27 English HTML coding complete French report back from translation	28
29	30 French report proofreading complete	31 Comms products to DMO for approval French formatting begins	Translation: Estimated cost of services is \$2,825. This allows 10 business days for a 40 page document. Proofreading: Estimated cost of services is \$400. Formatting & HTML: Requires at least 4-5 business days to ensure format is appropriate and accessibility requirements are met.			

February 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3 Comms products to MO for approval	4
5	6	7 French formatting complete & HTML begins	8	9 Comms products to CO/PO for approval	10	11
12	13 French HTML coding complete Web & Accessibility testing Final CO/PO approved Comms products returned to TBS	14 Comms products translated	15 Report Released	16	17	18
19	20	21	22	23	24	25
26	27	28				

PAEAP Report_40 pgs_Production Calendar B_Jan.pdf

January 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Holiday	3 Panel begins review of first draft Draft report to Comms for formatting	4	5	6 Formatted draft to Panel	7
8	9 Panel submits comments on first draft	10 2 nd Draft sent to Panel	11 Panel Meeting to discuss 2 nd Draft and HOOP/CAAT Chair begins drafting Exec Summary	12 Government Translation Services approves rush translation request	13	14
15	16 Final Report Delivered to TBS Report translation begins Final formatting of English begins	17 Brief MOF and TBS Ministers TBD Comms products into approvals	18	19 Final formatting of English complete English HTML coding begins Comms products to DMO	20 Report translation complete Comms products to MO	21 Proofread French report
22 English HTML coding complete Formatting & HTML coding of French begins	23 Comms products to CO/PO	24	25 Formatting & HTML coding of French complete Web & Accessibility English and French CO/PO approved Comms products to translation	26 Report Released	27	28
29	30	31	Translation: Estimated cost of rush services is \$4,200. Note that 5 business days for 40 page document of this nature is unprecedented and will require Government Translation Services to coordinate. Proofreading: Estimated cost of weekend services is \$800. Formatting & HTML: Normally we advise at least 4-5 business days for a 40 page document to ensure format is appropriate and accessibility requirements are met.			

2 - Expert Panel Production Calendar - Best Advice.docx

January 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Legal Holiday	3 Panel to Review 1st Draft of final Report Embargo Report to Communications for formatting review	4 Panel to Review 1st Draft of final Report Embargo Report to Communications for formatting review	5 Panel to Review 1st Draft of final Report Embargo Report to Communications for formatting review	6 Panel to Review 1st Draft of final Report Embargo Report with formatting review completed returned by 3PM to Nelson	7 Panel to Review 1st Draft of final Report
8 Panel to Review 1st Draft of final Report	9 Drafting of 2nd Draft DM Briefing	10 2nd Draft sent to Panel Send 2nd Draft to	11 Panel Meeting to discuss 2nd Draft and HOOP/CAAT	12	13	14
15	16 Final Report and Executive Summary Delivered Report sent for Translation	17 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair?	18 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As Cabinet Meeting discussion Minister Briefing by Chair?	19 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair?	20 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair?	21
22	23 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As	24 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As	25 Report and Executive Summary at Translation Cabinet Meeting discussion Communication – House/Issue Note, Q&As	26 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As	27 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As	28
29	30 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	31 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion				

February 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	2 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	3 Report and Executive Summary Received from Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	4
5	6 Communication – House/Issue Note, Q&As CAB Communications Discussion	7 Communication – House/Issue Note, Q&As CAB Communications Discussion	8 Communication – House/Issue Note, Q&As CAB Communications Discussion	9 Report Release	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

2 - Expert Panel Production Calendar - January 26.docx

January 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Legal Holiday	3 Panel to Review 1 st Draft of final Report	4 Panel to Review 1 st Draft of final Report	5 Panel to Review 1 st Draft of final Report	6 Panel to Review 1 st Draft of final Report	7 Panel to Review 1 st Draft of final Report
8 Panel to Review 1 st Draft of final Report	9 Drafting of 2 nd Draft DM Briefing	10 2 nd Draft sent to Panel Send 2 nd Draft to Communications send for Translation Communications review of formatting	11 Panel Meeting to discuss 2 nd Draft and HOOP/CAAT Communications review of formatting	12 Report at Translation	13 Report at Translation	14
15	16 Final Report Delivered Tracked Changed copy sent to Translation	17 Report at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair? CAB Communications Discussion	18 Report at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair? Cabinet Meeting Discussions CAB Communications Discussion	19 Report at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair? CAB Communications Discussion	20 Report at Translation Communication – House/Issue Note, Q&As Minister Briefing by Chair? CAB Communications Discussion	21
22	23 Report at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	24 Report at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	25 Report at Translation Communication – House/Issue Note, Q&As Cabinet Meeting Discussions CAB Communications Discussion	26 Report Released	27	28
29	30	31	Translation – 10 Business Days not feasible. Require at least 15 business days to ensure translation is accurate. Formatting – 2 Business Days not feasible. Require at least 4 business days to ensure format is appropriate and accessibility requirements met.			

February 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

2 - Expert Panel Production Calendar - Option.docx

January 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Legal Holiday	3 Panel to Review 1st Draft of final Report	4 Panel to Review 1st Draft of final Report	5 Panel to Review 1st Draft of final Report	6 Panel to Review 1st Draft of final Report	7 Panel to Review 1st Draft of final Report
8 Panel to Review 1 st Draft of final Report	9 Drafting of 2 nd Draft DM Briefing	10 2 nd Draft sent to Panel Send 2 nd Draft to	11 Panel Meeting to discuss 2 nd Draft and HOOP/CAAT	12	13	14
15	16 Final Report and Executive Summary Delivered Report and Executive Summary to Communications for formatting review	17 Report and Executive Summary to Communications for formatting review Communication – House/Issue Note, Q&As Minister Briefing by Chair?	18 Report and Executive Summary to Communications for formatting review Communication – House/Issue Note, Q&As Cabinet Meeting discussion Minister Briefing by Chair?	19 Report and Executive Summary to Communications for formatting review Communication – House/Issue Note, Q&As Minister Briefing by Chair?	20 Report and Executive Summary to Communications for formatting review Communication – House/Issue Note, Q&As Minister Briefing by Chair?	21
22	23 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As	24 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As	25 Report and Executive Summary at Translation Cabinet Meeting discussion Communication – House/Issue Note, Q&As	26 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As	27 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As	28
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February 2017						
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			1 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	2 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	3 Report and Executive Summary Received from Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	4
5	6 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	7 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	8 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	9 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	10 Report and Executive Summary at Translation Communication – House/Issue Note, Q&As CAB Communications Discussion	11
12	13 Communication – House/Issue Note, Q&As CAB Communications Discussion	14 Communication – House/Issue Note, Q&As CAB Communications Discussion	15 Communication – House/Issue Note, Q&As CAB Communications Discussion	16 Report Release	17	18
19	20	21	22	23	24	25
26	27	28				

3 - Email - December 20 2016 - RE_ Draft Communication Calendarization - Subject to Update.pdf

From: [Veinot, Cindy \(TBS\)](#)
To: [Tam, Nelson \(TBS\)](#)
Cc: [Hosick, Sarah \(TBS\)](#)
Subject: RE: Draft Communication Calendarization - Subject to Update
Date: December-20-16 3:08:35 PM

Thanks Nelson – I took a copy to Karen and let he know that in either case, the doc needs to go to communications before the briefings scheduled in early January in order to make the timing work.

I'll let you know what I hear back.

Cindy

From: Tam, Nelson (TBS)
Sent: December-20-16 1:21 PM
To: Veinot, Cindy (TBS)
Cc: Hosick, Sarah (TBS)
Subject: Draft Communication Calendarization - Subject to Update

Cindy

Attached is Communication's draft calendarization for:

- January 26 Release
- Early February Release

This has not been reviewed and there may be some additional changes by the Associate Director.

The documents will provide you with expected work effort in the event you have a chance to speak with the Associate DM. Both options include the request of an embargo copy of the report the first week of January.

If you don't have a chance to review with the Associate DM, the Associate DM's agreement/non agreement to the Embargo release is important to know.

Thanks

Nelson
X20514

3 - PAEAP Report_40 pgs_Production Calendar A_Early Feb release_v2_20161220.docx

January 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Holiday	3 Panel begins review of first draft Draft report to Comms for formatting	4	5	6 Formatted draft to Panel	7
8 Panel submits comments on first draft	9 Drafting of 2 nd Draft Panel briefs TBS DM	10 2 nd Draft sent to Panel	11 Panel Meeting to discuss 2 nd Draft and HOOP/CAAT Chair begins drafting Exec Summary	12	13	14
15	16 Final Report submitted to TBS Report sent to translation Formatting review begins on English	17 Brief MOF and TBS Ministers TBD Communications products into approvals	18	19	20 Formatting review on English complete & HTML coding begins	21
22	23 English HTML coding begins	24	25	26	27 English HTML coding complete French report back from translation	28
29	30 French report proofreading complete	31 Comms products to DMO for approval French formatting begins	Translation: Estimated cost of services is \$2,825. This allows 10 business days for a 40 page document. Proofreading: Estimated cost of services is \$400. Formatting & HTML: Requires at least 4-5 business days to ensure format is appropriate and accessibility requirements are met.			

February 2017						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3 Comms products to MO for approval	4
5	6	7 French formatting complete & HTML begins	8	9 Comms products to CO/PO for approval	10	11
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19	20	21	22	23	24	25
26	27	28				

3 - PAEAP Report_40 pgs_Production Calendar B_Jan 26 release_v2_20161220.docx

January 2017

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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8 Panel submits comments on first draft	9 Drafting of 2 nd Draft Panel briefs TBS DM	10 2 nd Draft sent to Panel	11 Panel Meeting to discuss 2 nd Draft and HOOP/CAAT Chair begins drafting Exec Summary	12 Government Translation Services approves rush translation request	13	14
15	16 Final Report Delivered to TBS Report translation begins Final formatting of English begins	17 Brief MOF and TBS Ministers TBD Comms products into approvals	18	19 Final formatting of English complete English HTML coding begins Comms products to DMO	20 Report translation complete Comms products to MO	21 Proofread French report
22 English HTML coding complete Formatting & HTML coding of French begins	23 Comms products to CO/PO	24	25 Formatting & HTML coding of French complete Web & Accessibility English and French CO/PO approved Comms products to translation	26 Report Released	27	28
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4 - Email - January 13 2017 - RE_ Expert Panel - Revised Timeline.pdf

From: [Ovenden, Erin \(TBS\)](#)
To: [Tam, Nelson \(TBS\)](#)
Subject: RE: Expert Panel - Revised Timeline
Date: January-13-17 12:05:57 PM

Hi Nelson-

Thank you for this. I'm going to use Jan 25 TBD as the submission date for the report, just to be on the safe side. I'll have an updated production timeline ready for our 2:00 pm meeting.

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: January-13-17 8:43 AM
To: Ovenden, Erin (TBS)
Subject: Expert Panel - Revised Timeline

Erin

As discussed, below is the timeline I sent to the Panel confirming the agreed sequence of events as discussed on January 11th. Also, there is a SOC meeting scheduled today – I don't know the time.

Report

January 13 or 14 – Lucy to send an updated draft of the report based on today's discussion to the Panel for comments and final review.
January 16 – Nelson to send report to Communications for review
January 17 or 18 – Panel to provide comments/edits to Lucy for report finalization.
January 20 – Lucy to send Final report to Chair for final review and approval.
Depending on the comments from above, the Panel may also be requested to review.
January 23 or 24 – Chair to approve the final report and send approved version to Nelson. Nelson to send to Communications for translation.

Executive Summary

January 12 or 13 – Chair to send Executive Summary to Panel for review. Nelson to send to Communications for review. **Chair sent yesterday to the Panel. This was sent to Bryant yesterday.**
January 13 or 16 – The Panel to send feedback on the Executive Summary to the Chair. **Two of the Panel members provided feedback as of this morning.**
January 23 or 24 – Chair to finalize the Executive Summary and to circulate back to

Panel members if required. If not, Chair to send approved version to Nelson to forward to Communications for translation.

Thank you for your patience as this whole project is a learning experience for me.

Nelson
X20514

4A - Email - January 16 2017 - RE_ Expert Panel - Revised Timeline.pdf

From: [Ovenden, Erin \(TBS\)](#)
To: [Tam, Nelson \(TBS\)](#)
Subject: RE: Expert Panel - Revised Timeline
Date: January-16-17 10:21:02 AM

Okay thank you. Any chance you can flip me the briefing deck for tomorrow's meeting with the Ministers? I want to make sure I'm working of the latest and greatest.

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: January-16-17 10:11 AM
To: Ovenden, Erin (TBS)
Subject: RE: Expert Panel - Revised Timeline

Erin

Yes. It is expected to be short maybe 3 – 5 pages.

Thanks

Nelson
X20514

From: Ovenden, Erin (TBS)
Sent: January-16-17 10:09 AM
To: Tam, Nelson (TBS)
Subject: RE: Expert Panel - Revised Timeline

Hi-

To be clear, we will receive the final supplemental report February 14 or 15. Correct?

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: January-16-17 10:07 AM
To: Ovenden, Erin (TBS)
Subject: RE: Expert Panel - Revised Timeline

Erin

Not definite. In the slide deck we are proposing early February. Suggest sometime around 14 or 15 for now.

Thanks

Nelson
X20514

From: Ovenden, Erin (TBS)
Sent: January-16-17 10:01 AM
To: Tam, Nelson (TBS)
Subject: RE: Expert Panel - Revised Timeline

Hi Nelson-

Do you have a timeline for the supplemental report, similar to the one below? I'd like to have the key dates in order to make a calendar. Thanks!

Erin Ovenden
Senior Communications Consultant
Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: January-13-17 9:08 AM
To: Ovenden, Erin (TBS)
Subject: RE: Expert Panel - Revised Timeline

Erin

Not that I am aware of. I am not informed of any other meetings unless Cindy needs me to prepare something.

Thanks

Nelson
X20514

From: Ovenden, Erin (TBS)
Sent: January-13-17 9:01 AM
To: Tam, Nelson (TBS)
Subject: RE: Expert Panel - Revised Timeline

Hi Nelson-

Thank you for this timeline. Can you also provide me with a list of briefings? Are there any others beyond today's briefing with the SOC and the Jan 17 MOF and TBS Minister's briefing.

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat

77 Wellesley Street West, Ferguson Block

Toronto, ON M7A 1N3

Tel: 416-326-7727

From: Tam, Nelson (TBS)

Sent: January-13-17 8:43 AM

To: Ovenden, Erin (TBS)

Subject: Expert Panel - Revised Timeline

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Thank you for your patience as this whole project is a learning experience for me.

Nelson

X20514

4B - Email - January 16 2017 - RE_ Expert Panel - Revised Timeline.pdf

From: [Ovenden, Erin \(TBS\)](#)
To: [Tam, Nelson \(TBS\)](#)
Subject: RE: Expert Panel - Revised Timeline
Date: January-16-17 11:20:03 AM

Hi Nelson-

To be consistent, I suggest updating the submission dates of the supplemental report to Feb 14/15 in your materials too.

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: January-16-17 10:11 AM
To: Ovenden, Erin (TBS)
Subject: RE: Expert Panel - Revised Timeline

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X20514

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Sent: January-16-17 10:09 AM
To: Tam, Nelson (TBS)
Subject: RE: Expert Panel - Revised Timeline

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Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: January-16-17 10:07 AM

To: Ovenden, Erin (TBS)
Subject: RE: Expert Panel - Revised Timeline

Erin

Not definite. In the slide deck we are proposing early February. Suggest sometime around 14 or 15 for now.

Thanks

Nelson
X20514

From: Ovenden, Erin (TBS)
Sent: January-16-17 10:01 AM
To: Tam, Nelson (TBS)
Subject: RE: Expert Panel - Revised Timeline

Hi Nelson-

Do you have a timeline for the supplemental report, similar to the one below? I'd like to have the key dates in order to make a calendar. Thanks!

Erin Ovenden
Senior Communications Consultant
Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: January-13-17 9:08 AM
To: Ovenden, Erin (TBS)
Subject: RE: Expert Panel - Revised Timeline

Erin

Not that I am aware of. I am not informed of any other meetings unless Cindy needs me to prepare something.

Thanks

Nelson
X20514

From: Ovenden, Erin (TBS)
Sent: January-13-17 9:01 AM
To: Tam, Nelson (TBS)
Subject: RE: Expert Panel - Revised Timeline

Hi Nelson-

Thank you for this timeline. Can you also provide me with a list of briefings? Are there any others beyond today's briefing with the SOC and the Jan 17 MOF and TBS Minister's briefing.

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat

77 Wellesley Street West, Ferguson Block

Toronto, ON M7A 1N3

Tel: 416-326-7727

From: Tam, Nelson (TBS)

Sent: January-13-17 8:43 AM

To: Ovenden, Erin (TBS)

Subject: Expert Panel - Revised Timeline

Erin

As discussed, below is the timeline I sent to the Panel confirming the agreed sequence of events as discussed on January 11th. Also, there is a SOC meeting scheduled today – I don't know the time.

Report

January 13 or 14 – Lucy to send an updated draft of the report based on today's discussion to the Panel for comments and final review.

January 16 – Nelson to send report to Communications for review

January 17 or 18 – Panel to provide comments/edits to Lucy for report finalization.

January 20 – Lucy to send Final report to Chair for final review and approval.

Depending on the comments from above, the Panel may also be requested to review.

January 23 or 24 – Chair to approve the final report and send approved version to Nelson. Nelson to send to Communications for translation.

Executive Summary

January 12 or 13 – Chair to send Executive Summary to Panel for review. Nelson to send to Communications for review. **Chair sent yesterday to the Panel. This was sent to Bryant yesterday.**

January 13 or 16 – The Panel to send feedback on the Executive Summary to the Chair. **Two of the Panel members provided feedback as of this morning.**

January 23 or 24 – Chair to finalize the Executive Summary and to circulate back to Panel members if required. If not, Chair to send approved version to Nelson to forward to Communications for translation.

Thank you for your patience as this whole project is a learning experience for me.

Nelson
X20514

5 - Email - January 16 2017 - FW_ Scenarios.pdf

From: [Veinot, Cindy \(TBS\)](#)
To: [Tam, Nelson \(TBS\)](#)
Cc: [Hosick, Sarah \(TBS\)](#)
Subject: FW: Scenarios
Date: January-16-17 12:15:38 PM

What we talked about this morning

From: Hosick, Sarah (TBS)
Sent: January-16-17 11:54 AM
To: Veinot, Cindy (TBS)
Subject: Scenarios

Hi Cindy

At Friday's evening meeting, Karen mentioned she wanted different pension scenarios put together (e.g., what if the reports come out together, timing and sharing with AG, etc) Karen has now asked if we could bring this to the meeting at the end of the day, but if that isn't possible I can let Patrick know.

I've also confirmed that tonight's meeting is as a result of the FPC workshop where there were some discussions around addressing the major accounting issues such IFRS, Pensions, Cap and Trade proceeds etc. and developing a strategy of how these would be handled with the AG.

Sarah

6 - Email - January 16 2017 - RE_ Calendarization.pdf

From: [Ovenden, Erin \(TBS\)](#)
To: [Tam, Nelson \(TBS\)](#)
Cc: [Sullivan, Bryant \(TBS\)](#)
Subject: RE: Calendarization
Date: January-16-17 4:13:12 PM

Hi Nelson-

We streamlined everything down to the following timeline. Please note that most of these dates are hypothetical and should be treated as TBD

Date	Item	Lead
January 17	PAEAP briefs TBS & MOF Ministers	OPCD/PAEAP
January 25	Final Report submitted to TBS	PAEAP
January 25	Embargoed Final Report shared with MOF & OFA	OPCD
January TBD	Letter from PAEAP Chair to Auditor General, with embargoed Final Report	OPCD/PAEAP
w/o January 30	PAEAP Chair briefs Auditor General on report findings	PAEAP
w/o February 6	Outreach to PSAB	PAEAP
w/o February 6	Outreach to OPSEU, OTPPB	OPCD
February 13	Report is ready for public release	Comms
w/o February 13	Public release of report	Comms/OPCD/PAEAP
February 15 TBC	Supplemental report submitted to TBS	PAEAP
February 23 TBC	Supplemental report is ready for public release	Comms

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat
77 Wellesley Street West, Ferguson Block
Toronto, ON M7A 1N3
Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: January-16-17 4:10 PM
To: Ovenden, Erin (TBS)
Subject: RE: Calendarization

Erin

The meeting this afternoon at 5:30 has been cancelled in my calendar. Please send Sofie's approved options to me anyways in preparation for tomorrow's Minister briefing.

Thanks

Nelson
X20514

From: Ovenden, Erin (TBS)
Sent: January-16-17 1:15 PM
To: Tam, Nelson (TBS); Sullivan, Bryant (TBS)
Subject: RE: Calendarization

Hi Nelson-

I'm just back at my desk and it looks like Bryant is in a meeting. Is there anything specific you'd like to get clarification on now via email?

Erin Ovenden

Senior Communications Consultant

Communications Branch | Treasury Board Secretariat

77 Wellesley Street West, Ferguson Block

Toronto, ON M7A 1N3

Tel: 416-326-7727

From: Tam, Nelson (TBS)
Sent: January-16-17 12:42 PM
To: Ovenden, Erin (TBS); Sullivan, Bryant (TBS)
Subject: Calendarization

Erin, Bryant

There is a meeting this afternoon at 5:30 and the Associate Deputy Minister wants to see the potential scenarios for the release the report. I noticed in your calendars that both of you are free at 1PM.

Can we meet to discuss and update?

Sofie is invited to the 5:30 meeting this afternoon.

Thanks

Nelson
X20514

7 - Email - January 16 2017 - RE_ Communications Best Advice on Release of Report.pdf

From: [Veinot, Cindy \(TBS\)](#)
To: [Tam, Nelson \(TBS\)](#)
Cc: [Hosick, Sarah \(TBS\)](#)
Subject: RE: Communications Best Advice on Release of Report
Date: January-16-17 5:50:52 PM

Ok – thanks,

From: Tam, Nelson (TBS)
Sent: January-16-17 4:25 PM
To: Veinot, Cindy (TBS)
Cc: Hosick, Sarah (TBS)
Subject: Communications Best Advice on Release of Report

Cindy

Below is the information received from Communications regarding the release of the report and approved by the Communications Director. It represents the best advice to be provided to the Minister(s) on the release and is intended to streamline the conversation tomorrow instead of presenting different options as discussed earlier.

The dates are best estimates and subject to change. Communications is working towards a release prior to the Legislature reconvening on February 21st (day after Family Day)

Thanks

Nelson
X20514

Date	Item	Lead
January 17	PAEAP briefs TBS & MOF Ministers	OPCD/PAEAP
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January 25	Embargoed Final Report shared with MOF & OFA	OPCD
January TBD	Letter from PAEAP Chair to Auditor General, with embargoed Final Report	OPCD/PAEAP
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w/o February 6	Outreach to PSAB	PAEAP
w/o February 6	Outreach to OPSEU, OTPPB	OPCD
February 13	Report is ready for public release	Comms
w/o February 13	Public release of report	Comms/OPCD/PAEAP

February 15 TBC	Supplemental report submitted to TBS	PAEAP
February 23 TBC	Supplemental report is ready for public release	Comms