

# NATIONAL

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Dalhousie University  
P.O. Box 3000  
Halifax, NS B3H 4R2  
Canada

Attn. Catherine Bagnell Styles

**Invoice 680400243**

**Project No.** 68020146  
**Project Name** School of Dentistry

**Invoice Date** 31-03-2015  
**Client No.** 68010147  
**PO No.**

| Description         | Price    |
|---------------------|----------|
| Period: March, 2015 |          |
| Professional Fees   | 8,498.55 |

|                         |                     |
|-------------------------|---------------------|
| <b>Total before Tax</b> | <b>8,498.55</b>     |
| GST/HST                 | 1,274.78            |
| <b>Total</b>            | <b>CAD 9,773.33</b> |

**Terms:** Net 30 days  
Overdue invoices are subject to 1.5% interest per month (18% P.A.)

GST/HST # 86065 9135 RT0001

NATIONAL Public Relations Inc.  
Founders Square  
1701 Hollis Street, Suite L101  
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Canada

Attn. Catherine Bagnell Styles

**Invoice 680400244**

**Project No.** 68020145  
**Project Name** Difficult Conversation Session

**Invoice Date** 31-03-2015  
**Client No.** 68010147  
**PO No.**

| Description             | Price               |
|-------------------------|---------------------|
| Professional fees       | 1,900.00            |
| <b>Total before Tax</b> | <b>1,900.00</b>     |
| GST/HST                 | 285.00              |
| <b>Total</b>            | <b>CAD 2,185.00</b> |

Terms: Net 30 days

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Attn. Catherine Bagnell Styles

**Invoice 680400242**

**Project No.** 68020147  
**Project Name** Digital Alignment

**Invoice Date** 31-03-2015  
**Client No.** 68010147  
**PO No.**

| Description             | Price             |
|-------------------------|-------------------|
| Period: March, 2015     |                   |
| Professional Fees       | 397.50            |
| <hr/>                   |                   |
| <b>Total before Tax</b> | <b>397.50</b>     |
| <b>GST/HST</b>          | <b>59.63</b>      |
| <b>Total</b>            | <b>CAD 457.13</b> |

**Terms:** Net 30 days  
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PO Box 3000  
Halifax, NS B3H 4R2

**Invoice 680400250**

Invoice Date March 31, 2015  
Client No. 68010147

Attn: Catherine Bagnell Styles

Project No. 68020171  
Project Name Fifth Estate prep

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Description

Period: March 2015

Professional fees 2,250.00

Travel expenses 577.93

<< Total before taxes >> 2,827.93

**Taxes**

GST/HST 424.18

<<< TOTAL DUE >>> \$3,252.11

**Terms:** Net 30 days  
Overdue invoices are subject to a 1.5% interest per month (18% P.A.)

GST/HST# 86065 9135 RT0001

NATIONAL Public Relations  
1701 Hollis Street, Suite L101  
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# N | A | T | I | O | N | A | L

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P.O. Box 3000  
Halifax, NS B3H 4R2  
Canada

Attn. Catherine Bagnell Styles

**Invoice 680400248**

**Project No.** 68020144  
**Project Name** Strategic Communications

**Invoice Date** 31-03-2015  
**Client No.** 68010147  
**PO No.**

| Description                      | Price                |
|----------------------------------|----------------------|
| Period: March 2015               |                      |
| Professional Fees                | 22,361.26            |
| Production Expenses:             |                      |
| Taxi charges February            | 160.15               |
| <b>Production Expenses Total</b> | <b>160.15</b>        |
| <b>Total before Tax</b>          | <b>22,521.41</b>     |
| GST/HST                          | 3,378.21             |
| <b>Total</b>                     | <b>CAD 25,899.62</b> |

**Terms:** Net 30 days

Overdue invoices are subject to 1.5% interest per month (18% P.A.)

GST/HST # 86065 9135 RT0001

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*Catherine Marchais*

# N | A | T | I | O | N | A | L

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|                  |  |
|------------------|--|
| <b>To:</b>       | Catherine Bagnell Styles                                   |
| <b>From:</b>     | Kevin McCann   |
| <b>CC:</b>       | Ned Perry  |
| <b>Date:</b>     | April 13, 2015   |
| <b>Subject:</b>  | NATIONAL invoice notes, March 2015                         |
| <b>Job Code:</b> | 68020146, 68020147, 68020145, 68020171, 68020148, 68020144 |

Hi Catherine,

Please see the date, hour, and cost breakdowns for work completed in March, re the Faculty of Dentistry issue. The projects are broken out as such:

- Dentistry support
- Difficult Conversations
- Digital Alignment
- Fifth Estate Prep
- [REDACTED]
- Strategic communications

If you have any questions or would like the information in another format, don't hesitate to call.

Regards,  
Kevin McCann

NATIONAL Public Relations  
1701 Hollis Street, Suite 4101  
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Fax: 906-672-1821

NATIONAL Public Relations  
1<sup>st</sup> Floor, Baine Jefferson Centre  
50 John's St., Canada A1C 1R4  
Telephone: 709-764-9614

**School of Dentistry  
 Job Code 68020146  
 Total: \$8,498.55**

| Employee       | Transaction |      |   | Amount |              |               |
|----------------|-------------|------|---|--------|--------------|---------------|
|                | Name        | Date | Description   | Hours  | Billing Rate | Billing Price |
| Eleanor Bramah | 11/03/2015  |      | Prep for meeting with DDS team (agenda / brainstorm narrative direction); meeting with EF | 3.00   | 169.60       | 508.80        |
| Eleanor Bramah | 12/03/2015  |      | Meeting with Brian + DDS team; internal regroup meeting                                   | 3.00   | 169.60       | 508.80        |
| Eleanor Bramah | 23/03/2015  |      | Meeting with Jon/Kate/Brian   | 1.50   | 169.60       | 254.40        |
| Eleanor Bramah | 24/03/2015  |      | DDS update meeting  | 0.50   | 169.60       | 84.80         |
| Eleanor Bramah | 30/03/2015  |      | Call with Kevin + review and edit content hub narrative                                   | 0.75   | 169.60       | 127.20        |
| Emily Farlow   | 08/03/2015  |      | briefing with kevin re: DDS rebuild comms strategy  | 0.50   | 169.60       | 84.80         |
| Emily Farlow   | 08/03/2015  |      | DDS brainstorm: content hub   | 2.00   | 169.60       | 339.20        |
| Emily Farlow   | 08/03/2015  |      | DDS content hub: brainstorm planning  | 1.50   | 169.60       | 254.40        |
| Emily Farlow   | 08/03/2015  |      | dds rebuild: content hub narrative + chat with kevin re: dds meeting prep                 | 2.50   | 169.60       | 424.00        |
| Emily Farlow   | 08/03/2015  |      | DDS rebuild planning: meeting re: content hub execution + meeting prep                    | 2.00   | 169.60       | 339.20        |
| Emily Farlow   | 08/03/2015  |      | dds rebuild plan: updates   | 0.50   | 169.60       | 84.80         |
| Emily Farlow   | 08/03/2015  |      | dds rebuild regroup: review of actions and next steps (meeting + prep)                    | 2.00   | 169.60       | 339.20        |
| Emily Farlow   | 08/03/2015  |      | DDS weekly meeting and status report update   | 1.00   | 169.60       | 169.60        |

|              |            |   |      |        |        |
|--------------|------------|---|------|--------|--------|
| Emily Farlow | 08/03/2015 | reviewing DDS rebuild comms plan                                | 0.75 | 169.60 | 127.20 |
| Emily Farlow | 08/03/2015 | updating DDS rebuild comms plan                                 | 1.00 | 169.60 | 169.60 |
| Emily Farlow | 08/03/2015 | Internal discussion + DDS comms plan update                     | 2.50 | 169.60 | 424.00 |
| Emily Farlow | 08/03/2015 | Internal meeting  | 1.00 | 169.60 | 169.60 |
| Kevin McCann | 04/03/2015 | Project Management  | 0.25 | 265.00 | 66.25  |
| Kevin McCann | 05/03/2015 | Call with Dal on DDS regroup, prep, reviewing where we left off | 1.75 | 265.00 | 463.75 |
| Kevin McCann | 09/03/2015 | DDS planning and prep   | 0.75 | 265.00 | 198.75 |
| Kevin McCann | 10/03/2015 | DDS planning and prep, meeting with Brian at Dal, updating plan | 3.00 | 265.00 | 795.00 |
| Kevin McCann | 11/03/2015 | Revising DDS plan   | 2.00 | 265.00 | 530.00 |
| Kevin McCann | 12/03/2015 | Meeting w Brian, Katie, Jon at National                         | 3.00 | 265.00 | 795.00 |
| Kevin McCann | 13/03/2015 | Project Management  | 0.25 | 265.00 | 66.25  |
| Kevin McCann | 27/03/2015 | Meeting with Brian and planning.                                | 1.50 | 265.00 | 397.50 |
| Kevin McCann | 30/03/2015 | Prep for meeting on Tuesday at DDS.                             | 0.50 | 265.00 | 132.50 |
| Kevin McCann | 31/03/2015 | Meeting at DDS -- comms plan, narrative, content, etc.          | 2.00 | 265.00 | 530.00 |



|               |            |  |              |               |                 |
|---------------|------------|--|--------------|---------------|-----------------|
| Leo Artalejo  | 05/03/2015 | Conf call with CBS and June to review recommendations with DDS school - with KM; | 0.50         | 227.90        | 113.95          |
| <b>Total:</b> |            |  | <b>41.50</b> | <b>204.78</b> | <b>8,498.55</b> |

**Difficult Conversation Sessions**  
**Job Code 68020145**  
**Total: \$1,900.00**

| Employee      |            | Transaction                             |             | Amount       |                 |
|---------------|------------|---|-------------|--------------|-----------------|
| Name          | Date       | Description                             | Hours       | Billing Rate | Billing Price   |
| Leo Artalejo  | 04/03/2015 | Conduct session for Ancillary Services; | 1 session   | 1,900.00     | 1,900.00        |
| <b>Total:</b> |            |   | <b>1.00</b> |              | <b>1,900.00</b> |

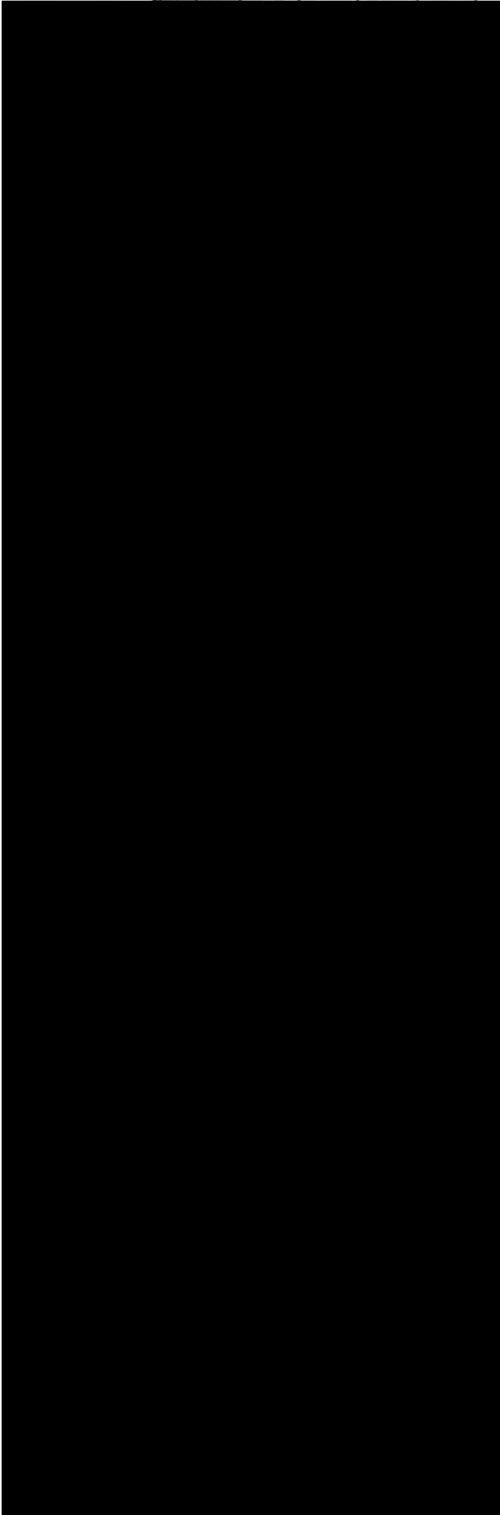
**Digital Alignment**  
**Job Code 68020147**  
**Total: \$397.50**

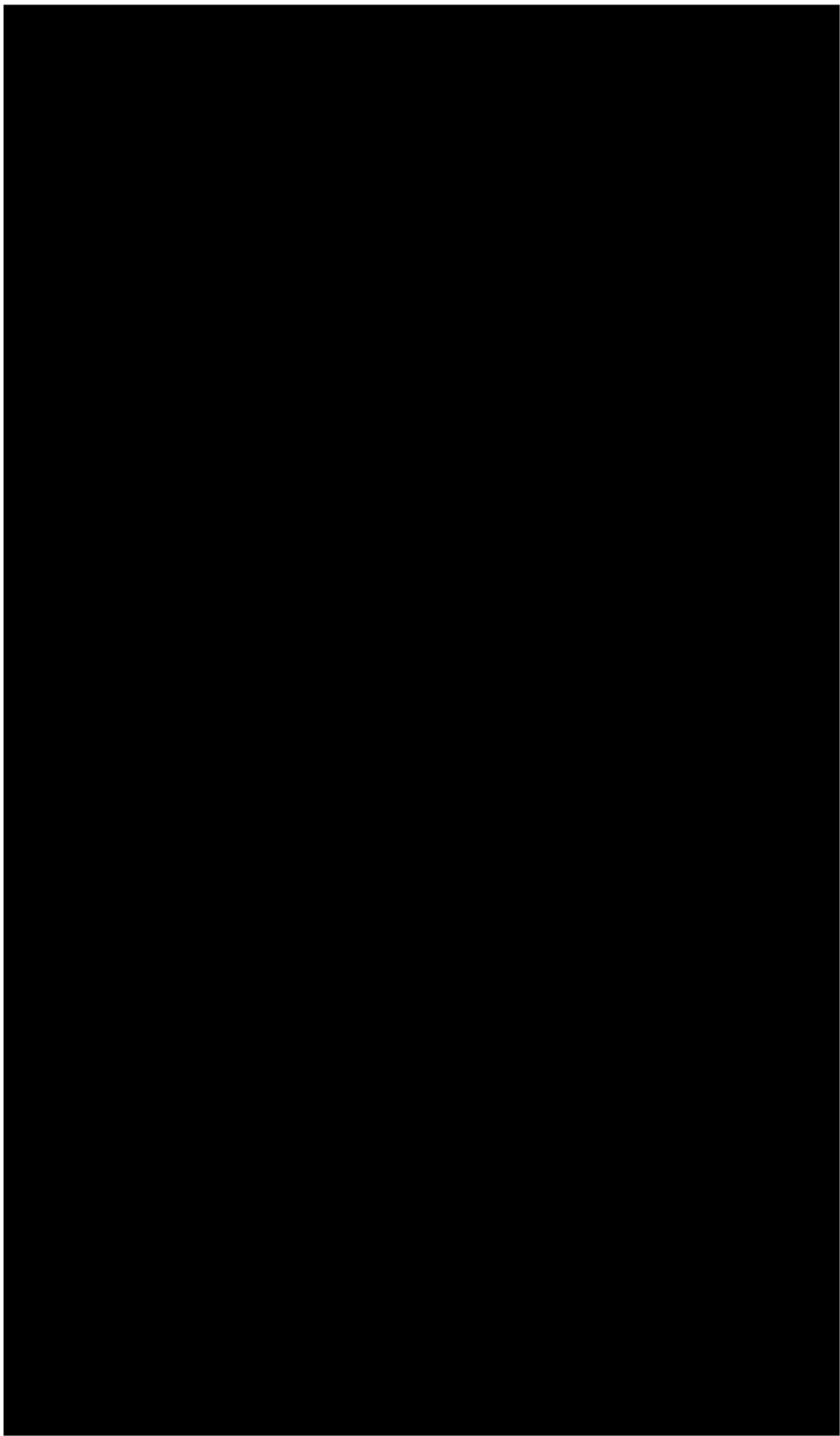
| Employee     |            | Transaction               |       | Amount       |               |
|--------------|------------|---------------------------|-------|--------------|---------------|
| Name         | Date       | Description               | Hours | Billing Rate | Billing Price |
| Kevin McCann | 02/03/2015 | Review of digital content | 0.75  | 265.00       | 198.75        |
| Kevin McCann | 03/03/2015 | Check in with Erin        | 0.25  | 265.00       | 66.25         |
| Kevin McCann | 04/03/2015 | Project management        | 0.25  | 265.00       | 66.25         |

|               |            |                                      |             |               |               |
|---------------|------------|--------------------------------------|-------------|---------------|---------------|
| Kevin McCann  | 12/03/2015 | Call with Erin on DDS and next steps | 0.25        | 265.00        | 66.25         |
| <b>Total:</b> |            |                                      | <b>1.50</b> | <b>265.00</b> | <b>397.50</b> |

**Fifth Estate Prep**  
**Job Code 68020171**  
**Total: \$2,827.93 (including travel time)**

| Employee      |            | Transaction                    |              | Amount        |                 |  |
|---------------|------------|--------------------------------|--------------|---------------|-----------------|--|
| Name          | Date       | Description                    | Hours        | Billing Rate  | Billing Price   |  |
| David Scott   | 12/03/2015 | Session in Toronto w President | 2.50         | 450.00        | 1,125.00        |  |
| David Scott   | 15/03/2015 | Meeting with President         | 2.50         | 450.00        | 1,125.00        |  |
| David Scott   | 14/03/2015 | <b>TRAVEL</b>                  | 11.50        |               | 577.93          |  |
| <b>Total:</b> |            |                                | <b>16.50</b> | <b>136.36</b> | <b>2,827.93</b> |  |





**Strategic Communications**  
**Job Code 68020144**  
**Total: \$22,521.41**

Dalhousie University ; 68020144-005 (Toronto) Counsel - Corporate/Communication corporative

| Employee      |            | Transaction   |              |               | Amount          |  |  |
|---------------|------------|---|--------------|---------------|-----------------|--|--|
| Name          | Date       | Description   | Hours        | Billing Rate  | Billing Price   |  |  |
| Kim West      | 02/03/2015 | Client Meetings   | 2.00         | 270.00        | 540.00          |  |  |
| Kim West      | 03/03/2015 | calls, emails re: Millet  | 1.00         | 270.00        | 270.00          |  |  |
| Kim West      | 04/03/2015 | Calls, emails   | 1.50         | 270.00        | 405.00          |  |  |
| Kim West      | 05/03/2015 | calls, emails   | 0.50         | 270.00        | 135.00          |  |  |
| Kim West      | 09/03/2015 | Steering Committee - emails, calls                                | 1.00         | 270.00        | 270.00          |  |  |
| Kim West      | 10/03/2015 | Calls, emails   | 0.50         | 270.00        | 135.00          |  |  |
| Kim West      | 11/03/2015 | Review and comment on research                                    | 0.50         | 270.00        | 135.00          |  |  |
| Kim West      | 12/03/2015 | Meet with Richard, revise 5th Estate document and conference call | 2.50         | 270.00        | 675.00          |  |  |
| Kim West      | 13/03/2015 | Calls, emails   | 0.50         | 270.00        | 135.00          |  |  |
| Kim West      | 18/03/2015 | Emails and articles   | 0.50         | 270.00        | 135.00          |  |  |
| Kim West      | 23/03/2015 | Calls and emails  | 0.50         | 270.00        | 135.00          |  |  |
| Kim West      | 26/03/2015 | [REDACTED]  | 1.50         | 270.00        | 405.00          |  |  |
| Kim West      | 27/03/2015 | [REDACTED]  | 1.00         | 270.00        | 270.00          |  |  |
| Kim West      | 31/03/2015 | [REDACTED]  | 1.00         | 270.00        | 270.00          |  |  |
| Kim West      | 01/03/2015 | Meetings, board meeting   | 8.00         | 270.00        | 2,160.00        |  |  |
| <b>Total:</b> |            |   | <b>22.50</b> | <b>270.00</b> | <b>6,075.00</b> |  |  |

**Dalhousie University ; 68020144-003 Monitoring - Corporate/Communication corporate**

| Employee      |            | Transaction           |       |              | Amount        |  |  |
|---------------|------------|-----------------------|-------|--------------|---------------|--|--|
| Name          | Date       | Description           | Hours | Billing Rate | Billing Price |  |  |
| Curtis Sutton | 02/03/2015 | Media report          | 5.00  | 121.90       | 609.50        |  |  |
| Curtis Sutton | 03/03/2015 | Media report          | 4.50  | 121.90       | 548.55        |  |  |
| Curtis Sutton | 04/03/2015 | Media report          | 4.50  | 121.90       | 548.55        |  |  |
| Curtis Sutton | 05/03/2015 | Media report          | 3.50  | 121.90       | 426.65        |  |  |
| Curtis Sutton | 06/03/2015 | Media report          | 3.50  | 121.90       | 426.65        |  |  |
| Curtis Sutton | 07/03/2015 | Monitoring            | 3.00  | 121.90       | 365.70        |  |  |
| Curtis Sutton | 09/03/2015 | Monitoring            | 2.00  | 121.90       | 243.80        |  |  |
| Curtis Sutton | 10/03/2015 | media report analysis | 0.50  | 121.90       | 60.95         |  |  |
| Curtis Sutton | 11/03/2015 | media report analysis | 0.50  | 121.90       | 60.95         |  |  |
| Curtis Sutton | 12/03/2015 | media report analysis | 0.50  | 121.90       | 60.95         |  |  |
| Curtis Sutton | 13/03/2015 | media report analysis | 0.75  | 121.91       | 91.43         |  |  |

|               |            |   |  |      |        |        |
|---------------|------------|---|--|------|--------|--------|
| Curtis Sutton | 16/03/2015 | dal media analysis  |  | 0.50 | 121.90 | 60.95  |
| Curtis Sutton | 18/03/2015 | dal media analysis  |  | 0.75 | 121.91 | 91.43  |
| Curtis Sutton | 23/03/2015 | media report analysis   |  | 0.50 | 121.90 | 60.95  |
| Curtis Sutton | 26/03/2015 | dal media report analysis   |  | 0.75 | 121.91 | 91.43  |
| Curtis Sutton | 10/03/2015 | media report  |  | 1.50 | 121.90 | 182.85 |
| Curtis Sutton | 11/03/2015 | media report  |  | 1.50 | 121.90 | 182.85 |
| Curtis Sutton | 12/03/2015 | media report  |  | 1.50 | 121.90 | 182.85 |
| Curtis Sutton | 13/03/2015 | media report  |  | 1.50 | 121.90 | 182.85 |
| Curtis Sutton | 16/03/2015 | dal media report  |  | 1.50 | 121.90 | 182.85 |
| Curtis Sutton | 18/03/2015 | dal media report  |  | 1.75 | 121.90 | 213.33 |
| Curtis Sutton | 23/03/2015 | media report  |  | 2.00 | 121.90 | 243.80 |
| Curtis Sutton | 26/03/2015 | dal media report  |  | 1.50 | 121.90 | 182.85 |
| Edward Perry  | 02/03/2015 | set up monitoring for the week and ensure monitor team is briefed as to what is coming / check-in with BL re: 2 X day scans for Tuesday and Wednesday |  | 0.75 | 227.91 | 170.93 |
| Edward Perry  | 03/03/2015 | Review mid day report and provide edits for incorporating (comparison to previous milestone dates)  |  | 0.50 | 227.90 | 113.95 |
| Edward Perry  | 06/03/2015 | Call with BL re: monitoring sched over the weekend and this evening re: Millet announcement   |  | 0.50 | 227.90 | 113.95 |
| Edward Perry  | 16/03/2015 | emails re: conversations online re: Dal / decisions etc.  |  | 0.75 | 227.91 | 170.93 |
| Edward Perry  | 18/03/2015 | Dal reporting and inquiry about scaling these back.   |  | 0.50 | 227.90 | 113.95 |
| Edward Perry  | 26/03/2015 | coordinating media report for next week (resourcing) and editing the report for today   |  | 0.75 | 227.91 | 170.93 |

|                |            |  |              |               |                  |
|----------------|------------|--|--------------|---------------|------------------|
| Eleanor Bramah | 06/03/2015 | Reviewing media report   | 0.25         | 169.60        | 42.40            |
| Eleanor Bramah | 10/03/2015 | Review/send daily report   | 0.50         | 169.60        | 84.80            |
| Eleanor Bramah | 11/03/2015 | Daily monitoring report  | 1.50         | 169.60        | 254.40           |
| Eleanor Bramah | 12/03/2015 | Review + send daily report   | 0.50         | 169.60        | 84.80            |
| Eleanor Bramah | 17/03/2015 | Media report   | 1.25         | 169.60        | 212.00           |
| Eleanor Bramah | 26/03/2015 | Review and send Thursday report  | 0.75         | 169.60        | 127.20           |
| Emily Farlow   | 27/03/2015 | monitoring report + scan - instagram issue   | 3.00         | 169.60        | 508.80           |
| Kevin McCann   | 27/03/2015 |  | 0.25         | 265.00        | 66.25            |
| Kevin McCann   | 28/03/2015 |  | 1.00         | 265.00        | 265.00           |
| Sarah Sullivan | 02/03/2015 | 2 reports, review, revise and send   | 2.00         | 206.70        | 413.40           |
| Sarah Sullivan | 03/03/2015 | touch base with CS, NP   | 0.25         | 206.72        | 51.68            |
| Sarah Sullivan | 04/03/2015 | 2 reports, review, revise and send +call with Kim and third night report with new lens | 4.00         | 206.70        | 826.80           |
| Sarah Sullivan | 05/03/2015 | report and proofing  | 1.50         | 206.70        | 310.05           |
| Sarah Sullivan | 06/03/2015 | team mtg   | 0.25         | 206.72        | 51.68            |
| Sean Payne     | 28/03/2015 | Media monitoring report  | 2.50         | 159.00        | 397.50           |
|                |            | Media monitoring software usage costs  | 15.25        | 50.00         | 762.50           |
| Sean Payne     | 30/03/2015 | dalhousie media monitoring report  | 2.50         | 159.00        | 397.50           |
| <b>Total:</b>  |            |  | <b>69.25</b> | <b>148.04</b> | <b>11,014.07</b> |

Dalhousie University : 68020144-001 Issues Management - Corporate/Communication corporate

| Employee       | Transaction |   |             | Amount |              |               |
|----------------|-------------|---|-------------|--------|--------------|---------------|
|                | Name        | Date  | Description | Hours  | Billing Rate | Billing Price |
| Darcie Muise   | 05/03/2015  | proofing document   |             | 0.50   | 143.10       | 71.55         |
| Edward Perry   | 02/03/2015  | From Sat. Feb. 28: Call with RJ reps - 1:00 hr. / Call with KW .30 / Call with BL .30 / Follow up with KW, KMc / emails / MON: Share globe story and set up team for week to come/call with BL re: heads up Florizone statement |             | 3.50   | 227.90       | 797.65        |
| Edward Perry   | 06/03/2015  | CBC info morning re: Francoise Baylis speaking in Ontario re: DDS / internal regroup and update of status in prep for Monday status with client   |             | 1.25   | 227.90       | 284.88        |
| Edward Perry   | 09/03/2015  | Status call with client and NATIONAL team / proj management/internal meeting  |             | 2.50   | 227.90       | 569.75        |
| Edward Perry   | 10/03/2015  | call with David Scott   |             | 1.00   | 227.90       | 227.90        |
| Edward Perry   | 11/03/2015  | weekly internal regroup   |             | 1.00   | 227.90       | 227.90        |
| Edward Perry   | 12/03/2015  | Project management  |             | 1.00   | 227.90       | 227.90        |
| Edward Perry   | 16/03/2015  | Project management  |             | 0.50   | 227.90       | 113.95        |
| Edward Perry   | 23/03/2015  | Internal discussion and attend last half of update call   |             | 0.75   | 227.91       | 170.93        |
| Edward Perry   | 26/03/2015  |   |             | 1.75   | 227.90       | 398.83        |
| Eleanor Bramah | 06/03/2015  | Weekly internal meeting   |             | 1.00   | 169.60       | 169.60        |



|                      |            |                                 |              |               |                 |
|----------------------|------------|---------------------------------|--------------|---------------|-----------------|
| Eleanor Bramah       | 27/03/2015 | Weekly team meeting             | 0.50         | 169.60        | 84.80           |
| John Deans<br>(Iain) | 31/03/2015 |                                 | 2.00         | 217.30        | 434.60          |
| Kathryn Tector       | 31/03/2015 | Status call and prep            | 1.50         | 243.80        | 365.70          |
| Kevin McCann         | 31/03/2015 | Internal pm                     | 0.50         | 265.00        | 132.50          |
| Kevin McCann         | 31/03/2015 | Planning and review of projects | 1.00         | 265.00        | 265.00          |
| Kevin McCann         | 31/03/2015 | PM across projects              | 0.50         | 265.00        | 132.50          |
| Kevin McCann         | 31/03/2015 | Project management, hourly prep | 1.25         | 265.00        | 331.25          |
| Kevin McCann         | 31/03/2015 | Status meeting                  | 1.00         | 265.00        | 265.00          |
| <b>Total:</b>        |            |                                 | <b>23.00</b> | <b>229.23</b> | <b>5,272.19</b> |