

Thanks,
Katie

From: Walsh, Matt <[REDACTED]>
Sent: October 8, 2025 3:51 AM
To: Katie Archer <[REDACTED]>; Hooper, Tony <[REDACTED]>
Cc: Scott Buchanan <[REDACTED]>; Maria Jose Pria Ramos <[REDACTED]>
Subject: RE: Statement of Work and Cost Estimate

****External Email****

Hi Katie,

Thanks for this, I actually sent Hines a PO for the work a while back. Can you please discuss with them who will be invoicing for the work and advise.

Thanks

Matt Walsh, CPA, CMA

Director, Marine Operations



Connors Bros. a Division of Clover Leaf Seafoods Corp.

[180 Brunswick Street](#)

Blacks Harbour, NB [E5H 1G6](#)

Phone: [REDACTED]

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[REDACTED]
Sent: Tuesday, October 7, 2025 3:53 PM
To: Hooper, Tony <[REDACTED]>; Walsh, Matt <[REDACTED]>
Cc: Scott Buchanan <[REDACTED]>; Maria Jose Pria Ramos <[REDACTED]>
Subject: Statement of Work and Cost Estimate

Hi Tony and Matt,

I hope you're doing well and today's installation is going smoothly.

Please find attached the statement of work and cost estimate for your review.

The cost estimate includes both one-time startup costs and ongoing services. The one-time startup costs — which cover initial EM support and training, installation of the EM system by Hines, and setup of our data analysis and reporting software and procedures for this project's requirements — account for approximately [REDACTED] of the total.

Once these setup activities are completed, future surveys could be delivered at a lower cost, as these startup components would not need to be repeated. In the longer term, if a commercial fishery is opened with EM, much of this foundational work would also support that rollout.

Please let me know when you've had a chance to review so we can have a call to answer any questions and discuss next steps.

All the best,
Katie



Katie Archer (she/her)

Operations Manager, Fisheries Monitoring Services

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