

**From:** [ClarenceHewitt@nalcorenergy.com](mailto:ClarenceHewitt@nalcorenergy.com)  
**To:** [Bechard, Normand](mailto:Bechard_Normand)  
**Cc:** [LCP\\_LCG002@nalcorenergy.com](mailto:LCP_LCG002@nalcorenergy.com); [PF Document Control - Lower Churchill](#)  
**Subject:** Project Control Schedule - Stage 3 Rec. No. L010-S011-200-170331-00128  
**Date:** Thursday, November 24, 2011 2:53:11 PM  
**Attachments:** [ATT792438.jpg](#)  
[ATT792439.jpg](#)  
[ATT792440.jpg](#)  
[L010-S011-200-170331-00128 - Project Control Schedule - Stage 3.pdf](#)

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Project Control Schedule - Stage 3  
Rec. No. L010-S011-200-170331-00128

Normand,

Please refer to attached letter regarding the Project Control Schedule - Stage 3.

Regards  
Clarence



**Clarence Hewitt**

Senior Contract Coordinator (Consultant)

Nalcor Energy - Lower Churchill Project

t. 709 737-1385 f. 709 754-0787

e. [ClarenceHewitt@nalcorenergy.com](mailto:ClarenceHewitt@nalcorenergy.com)

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1.888.576.5454

From: Clarence Hewitt/NLHydro  
To: Normand.Bechard@snclavalin.com  
Cc: LCP - SNC, PF\_Document Control - Lower Churchill <LowerChurchill@snclavalin.com>, "Gillis, Nick" <Nick.Gillis@snclavalin.com>  
Date: 11/18/2011 02:51 PM  
Subject: AC Switchyard and Associated Works at Soldiers Pond  
Rec. No. L010-S011-200-170331-00123

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AC Switchyard and Associated Works at Soldiers Pond  
Rec. No. L010-S011-200-170331-00123

Normand,

Please refer to attached letter regarding Change Request No. LC-G-002-CR-001 - AC Switchyard and Associated Works at Soldiers Pond.

Regards

Clarence

[attachment "L010-S011-200-170331-00123 - Change Request # LC-G-002-CR-001.pdf" deleted by Clarence Hewitt/NLHydro]



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From: Clarence Hewitt/NLHydro  
To: Normand.Bechard@snclavalin.com  
Cc: LCP - SNC, PF\_Document Control - Lower Churchill <LowerChurchill@snclavalin.com>, "Gillis, Nick" <Nick.Gillis@snclavalin.com>, Julia Hiscock/NLHydro@NLHydro  
Date: 11/04/2011 04:28 PM  
Subject: 2011 - 2012 Ice Observation Program  
Rec. No. L010-S011-200-170331-00122

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2011 - 2012 Ice Observation Program  
Rec. No. L010-S011-200-170331-00122

Normand,

Please refer to attached letter regarding proposed 2011 - 2012 Ice Observation Program.

Regards

Clarence

[attachment "L010-S011-200-170331-00122 - 2011 - 2012 Ice Observation Program.pdf"]

deleted by Clarence Hewitt/NLHydro]



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Rec. No.: L010-S011-200-170331-00128

November 24, 2011

SNC-Lavalin Inc.  
 272 Torbay Road  
 St. John's, NL A1A 4E1

Attention: Mr. Normand Bechard

**Subject: Lower Churchill Phase 1 Development  
 Agreement LC-G-002  
 Engineering, Procurement and Construction Management (EPCM) Services**

**Project Control Schedule – Stage 3**

Dear Normand:

Exhibit 5, Section 18 – Schedule Management details the requirements for SNC-Lavalin Inc. (SLI) to produce a Project Control Schedule (PCS) to facilitate effective control of the Project, which when accepted by Nalcor will form a key component of the Baseline for Stage 3.

Recent discussions between Nalcor and SLI on the strategy for development of the Project Control Schedule for Stage 3 have indicated alignment on both the approach and effort required (reference SLI Memo S011-L010-200-170330-00119 dated 17-Nov-2011). The development of one (1) fully integrated engineering, procurement and construction network schedule encompassing all three (3) components, supported by detailed Level 4 plans in PM+ (e.g. Master Document Register, Contract Package Network, Engineering Work Packs, etc.), is at the core of this approach. Given the substantial amount of effort required to ensure this critical Project deliverable is available for the target date of 15-December-2011, along with the requirements for Nalcor to accept the final PCS, reaffirms our desire to work in a collaborative manner, fully leveraging available SLI / Nalcor planning / scheduling functional expertise to ensure a quality deliverable is produced.

In addition to the Target Dates contained in Exhibit 7 – Project Milestone Schedule of the EPCM Services Agreement, the PCS should reflect the following Key Dates.

Key Date	Date
Ready to Start Construction – Muskrat Falls	15-Feb-2012
Ready to Start Construction – MF to CF Transmission Link (now referred to as	15-Feb-2012

Rec. No.: L010-S011-200-170331-00128

Mr. Normand Bechard  
 SNC-Lavalin Inc.  
 24-Nov-2011

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Labrador Transmission Assets)	
Ready to Start Construction – Labrador-Island Transmission Link	15-Nov-2012

It should be noted that “Ready to Start Construction” signifies a state of readiness has been achieved with respect to organization, processes, contracts, permit preparation, etc. to commence construction pending release from Environmental Assessment (EA). Current indications are that EA release for Muskrat Falls and Labrador Transmission Assets (i.e. MF to CF transmission link) is 31-December-2011; however Nalcor will revisit this date before approving PAAs for construction management field resources. Nalcor further advises that this revised forecast EA release does not in any way result in an adjustment to the Target Dates for the Milestones described in Exhibit 7 of the Agreement.

With respect to Exhibit 7 – Project Milestone Schedule, Milestone 4 – “Muskrat Falls to Churchill Falls Transmission Interconnect – First 345kV HVac Transmission Line Ready for Power Transmission”, the Target Date of 31-August-2014 may be subject to change based upon final agreement between the parties regarding construction power requirements.

If you require any further clarification regarding this request, feel free to discuss with me or Jason Kean.

Sincerely,



Ron Power  
 Project Manager, Generation – Island Link  
 JK/jk

cc. Jason Kean  
 Dave Pardy