

From: anthonyjackman@lowerchurchillproject.ca
To: edover@lowerchurchillproject.ca
Subject: CD0502 Construction of AC Substations - Alstom Bid Clarification Meeting Minutes
Date: Thursday, May 1, 2014 11:43:27 AM
Attachments: [.png](#)
[.png](#)
[CD0502 Bid Clarification Meeting Minutes Technical - Alstom \(11 & 12-Mar-2014\).pdf](#)
[CD0502 Bid Clarification Meeting Minutes Commercial - Alstom REV1 \(13-Mar-2014\).pdf](#)

Ed,

Attached are the technical and commercial minutes from our bid clarification meetings held with Alstom back in March.

Thanks,



CD0502 Bid Clarification Meeting Minutes Technical - Alstom (11 & 12-Mar-2014).pdf



CD0502 Bid Clarification Meeting Minutes Commercial - Alstom REV1 (13-Mar-2014).pdf

Anthony Jackman, P.Eng.

Senior Contract Coordinator

PROJECT DELIVERY TEAM

Lower Churchill Project

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Minutes of Meeting

Project:	Lower Churchill Project	Package No.:	CD0502
Purpose:	Bid Clarification Meeting (Technical)	Package Title:	Construction of ac Substations
Location:	350 Torbay Road, St. John's, NL – Turbine Room	Date / Time:	11-Mar-2014 and 12-Mar-2014

Attendees:	Company:	Anthony Jackman	Darren DeBourke	Trina Troke	Mohamad Makky	Steven Crane
		Luis Chavez	Ovidio Ascencio	Sheng Yuan	Ricardo Quijada	Ray Butler
		Raj Kaushik	Nick Keough	Bill Otter	Ken Morrison	Tanya Power
		Satish Sud	Ron Power	Malcolm Jennings		
	Alstom:	Samy Gennaoui	Thierry Martin	Yvette Lynch	Jean-Francois Dube	Claude Lauzon
		Claude Mandeville	Cedric Bouchet			
Distribution:	All Attendees					
Recorded by:	Ovidio Ascencio/Steven Crane			Signature:		

Item	Description
1.0	Day 1 - Safety Moment
1.1	Talked about the importance of getting a good night's sleep. Also discussed building emergency evacuation procedure.
2.0	Bidder's Presentation of Execution Plan
2.1	<p>Preamble</p> <ul style="list-style-type: none"> Alstom indicated that, if CD0501 Contract is awarded to Alstom, CD0502 package will benefit in terms of shared resources. Package CD0502 will be managed by Alstom's Canadian Division.
2.2	<p>Health and Safety</p> <ul style="list-style-type: none"> Alstom provided information on Zero Tolerance Plan, Life Saving rules and Lock Out-Tag Out procedure. Alstom explained the Injury Frequency Rate (Alstom employees + contractors). Five fatalities have occurred worldwide in all divisions of Alstom between 2012 and 2013. SBC Managers completed 19 Hierarchical Safety Visits in 2013. An EH&S Manager will be dedicated to the Project, and each site will have a safety officer.
2.3	<p>Project Management/Controls</p> <ul style="list-style-type: none"> Alstom has an internal certification requirement for each level which is reviewed each year. Level of certification defined in Alstom's Project Management Handbook refers to level of complexity of each project. Each project manager is also assigned a project management level, part of the Employee's evaluation and development review. Alstom explained the integration process from the proposal to the execution phase (from Bid Manager to the Project Execution Manager). They will work with the Company, structuring relationships and key objectives of the Project Team. For document control, the project document list is based on the SDRL. Alstom assumes that the approval process is 15 business days maximum from the Company. Alstom has a One Team concept with regular project meetings, project schedule, project management plan, correspondence, reporting, as well as change management. Project review is internal however, key data will be provided to the Company.

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Item	Description
2.4	<p><u>Schedule</u></p> <ul style="list-style-type: none"> Project schedule will include interfacing with other groups. Critical path hasn't been identified at this point. Milestones will respect the schedule. The Project schedule is linked to the Work Breakdown Structure (WBS) and the Division of Work (DOW).
2.5	<p><u>Engineering</u></p> <ul style="list-style-type: none"> Alstom explains they will have an office for engineering representation in St. John's for coordination with the Company. Alstom does not provide copies of its Engineering Management Handbook; however, a copy was shown to Company on March 13th during the Bid Clarification Meeting. Earned value method is used to track engineering progress. Alstom explained the WBS that will be implemented for engineering activities. Alstom confirms the delivery of engineering will be staged for each Substation and reflected in the Schedule as per Company's request. Company stated that there should be a Constructability Review at least twice by Alstom and Company. Alstom will confirm. Alstom to perform all engineering design, but for some specific minor design, will use external support. <p>ACTION: Company to provide the Constructability Review expectations.</p>
2.6	<p><u>Interfaces</u></p> <ul style="list-style-type: none"> Interface documents to be used for the Project will be customized. Any interface sheets will be placed in Alstom's data base. This includes interfaces with Suppliers. Alstom indicates that interface details will be reflected in the Supplier's information. During construction, interfaces will be captured at site. Changes will be captured in the NCR and data base depending on change level.
2.7	<p><u>Document Management</u></p> <ul style="list-style-type: none"> Alstom will have a dedicated document control person for the project and will use Aconex to interchange information with the Company.
2.8	<p><u>Risk Management</u></p> <ul style="list-style-type: none"> A risk register will be specific to the Project. An RFP risk register will be transferred to the Project Execution Team and there is a permanent review to validate the risks. One person will manage the risk register. Alstom identified the following risks: <ol style="list-style-type: none"> Interface with the Company other Packages. Lack of productivity during Winter conditions. Delay approval of the documentation/design. Alstom requested to limit the time of approval. (Alstom indicates that there will be high flow of documents). Unforeseen complications in implementing the labour agreement. Assumptions on concrete supply at Churchill Falls (Batch Plant at site or ship concrete from Wabush). Alstom's proposal is based on providing a Batch Plant.
2.9	<p><u>QA/QC</u></p> <ul style="list-style-type: none"> Alstom will manage the QA/QC and provide the performance indicators for each Substation. Quality management of subcontractors will be done in Montreal.

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Item	Description
	<ul style="list-style-type: none"> • A Project Quality Manager will be assigned to the Project and is expected to be shared with CD0501 Package. • Alstom has Non-Conforming Quality (NCQ) as an internal process to measure quality.
2.10	<p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Alstom’s CD0502 Team will be integrated with CD0501 Team. • Alstom will have a Project office in St. John’s. The local Project Manager will interface with the Company, local suppliers, subcontractors as well as each site.
2.11	<p><u>Organizational Chart</u></p> <ul style="list-style-type: none"> • Alstom Project Management will be located in Montreal and St. John's, and supported from Paris (Large Project Organization). • A Technical Coordinator will be in St. John's. • Lead Technical Director will be located in Montreal. A Deputy Technical Director will be on the project and will be travelling between Montreal and St. John's as required. • Company requested to have a dedicated Project Manager for the CD0502 (i.e. not shared with CD0501). • Company requested that Alstom explain why the Construction Project Manager is not reporting to the Project Manager. • A Completions Coordinator shall be appointed by Alstom from the design stage. • Alstom’s Contractors will report directly to the respective Managers on site. • Company asked Alstom to provide evidence of design experience of Montreal office for AC Substations. • Alstom indicated that the Engineering Team of 18 people will be supported from Paris for conceptual design work such as the 735kV substation design. • On each site, Alstom Grid will assign a Safety Officer who will lead the Subcontractors’ Safety Officers. • In the project office team, it is expected that the EHS manager and the Quality Manager would be shared between 501 and 502, but at the site, it is likely that individuals will be dedicated to each package. • Construction Manager will be responsible for all construction activities including civil, installation and commissioning of mechanical completion. • Contract and Risk Managers will be located in Montreal. <p>ACTION: Alstom will update the Organizational Chart identifying the location for each person including Engineering and Quality sections.</p> <p>ACTION: Alstom to provide CV’s of the following staff: Construction and Engineering Managers, Project Directors and lead designers (electrical, civil, control & protection).</p>
2.12	<p><u>Subcontractors</u></p> <ul style="list-style-type: none"> • Alstom foresees to have more than one subcontractor for civil and installation work. • At this stage no subcontractors have been selected for civil and electromechanical work. • Alstom has worked with a few of the Civil Contractors and Electrical Contractors listed in Appendix A16. • Building Subcontractor is not noted in Appendix A16 and may be different than those listed. • Some of the commissioning activities may be subcontracted. Alstom will determine requirements at a later stage. • Alstom stated that there will be a procedure for hand over the civil work to the Installation Contractor (ITP, civil as built drawings, etc.). This will be completed under direction of the Site Manager. • Alstom stated that oil filling and assembly of the transformer will be completed by the Installation Contractor.

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Item	Description
	<p>ACTION: Alstom to provide list of propose Building Subcontractor.</p> <p>ACTION: Alstom to provide experience of transformer dressing and oil-filling of proposed electrical contractors.</p>
2.13	<p><u>Interface Management</u></p> <ul style="list-style-type: none"> Alstom explained that the interfaces will be managed along with all team under the supervision of Lead technical project Director. Company requested that Alstom consider having an Interface Manager or Coordinator, since there will be many internal and external interfaces to manage. <p>ACTION: Company to provide updated Interface Drawings for CD0502 Package.</p> <p>ACTION: Alstom to integrate an Interface Manager or Coordinator in the Organizational Chart.</p>
2.14	<p><u>Schedule</u></p> <ul style="list-style-type: none"> Company noted that Award Date will not be 1-April-2014. Alstom’s Project Team will attend factory acceptance testing. The quality inspection of Supplier’s factories belongs to the Alstom Project Team. Alstom’s noted that part of civil design will be subcontracted. Alstom is targeting to complete all foundation work in 2015 subject to the Contract Award date. Mechanical design will be differentiated from structural design. Company noted that Alstom shall implement the terminology defined by Company in the Commissioning Technical Specification. Alstom will use same vocabulary in their documents related to Company’s Testing and Commissioning Specification and shall be reflected in detail within the schedule. Company noted that the Completions schedule shall consider that certain transmission line work and other system work will require outages, and will be subject to the Company's Operations condition. <p>ACTION: Company to provide updated Exhibit 9: Schedule.</p> <p>ACTION: Alstom to revise their Schedule, which shall include the indication of the Critical Path, date when information from PD0537 is required, as well as details on Completions.</p> <p>ACTION: Alstom to provide feedback of the Completion dates indicated in updated Exhibit 9.</p>
2.15	<p><u>Procurement</u></p> <ul style="list-style-type: none"> Alstom will provide further details of Procurement and the procedure to evaluate Suppliers. Alstom have not completed the Criticality Report for Procurement, but plans on completing one.
2.16	<p><u>Site Mobilization</u></p> <ul style="list-style-type: none"> Company noted that construction power available is indicated in the RFP documents (Exhibit 12). The laydown areas provided by Company will be close to the Substation. Alstom requires a laydown area of approximately 100m x 100m. <p>ACTION: Alstom to define the construction power requirements at each site.</p>

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Item	Description
	ACTION: Company to provide latest interface drawings outlining laydown areas.
2.17	<p>Commissioning</p> <p>Alstom stated the following:</p> <ul style="list-style-type: none"> • Commissioning plan will be submitted to Company prior to start of construction. • The inspection and QC tests of installation will be performed along with the progress of the construction. • The inspection and commissioning documents will be submitted to Company via DCM. • All records of commissioning will be available at site. • A certified factory representative will be on site during commissioning of the main equipment. • Alstom will use its own Work Protection Code during construction. • Company defined terms will be used in commissioning plan and schedule • Inspection and test plan process for site works will be explained in commissioning plan. • Alstom to revise the commissioning schedule using Company defined terms. <p>ACTION: Alstom to provide a typical commissioning plan.</p>
2.18	<p>Close-out Activities</p> <p>Alstom explained that they have a standardized close-out procedure, including as-builts, which will be handed over to the Company.</p>
3.0	Technical Discussion of Execution Plan
3.1	<p>Organizational Chart and Experience</p> <ul style="list-style-type: none"> • Alstom provided experience of the following projects in Canada. <ul style="list-style-type: none"> ➢ Manitoba Hydro: 500kV Substation (design, procurement, and supervision of construction). ➢ Rio Tinto Alcan: including design up to civil guide plans, procurement, Mechanical and Electrical Installation, and commissioning. ➢ Churchill Falls: 735kV circuit breaker replacement. (procurement, dismantling and installation) • Alstom explain that for project execution capability, they have 65-68 people in Canada. <p>ACTION: Alstom will provide further information of the Automation Design team in Montreal and Panel Supplier.</p>
3.2	<p>Interface</p> <ul style="list-style-type: none"> • Company asked at which stage of the Civil Design will the Civil Contractor be engaged, considering that the selection and process to engage a Contractor is extensive prior the site work. <p>Alstom indicated that the selection of Civil Contractor will be provided at the early stage of the Civil Design.</p>
3.3	<p>Project Controls and Quality Plans</p> <ul style="list-style-type: none"> • Alstom stated that approximately 3,000 deliverable documents will be provided per substation. <p>ACTION: Phone conversation or meeting to be set up between Company's and Alstom's Quality Managers.</p>
	<p>Note:</p> <p>Most of Company's Technical-Project Execution Agenda was highlighted and discussed during Alstom's Project Execution presentation.</p>
	END of DAY 1

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Item	Description
4.0	Day 2 - Safety Moment
4.1	Discussed driving in slippery road in St. John's. 70% accidents on roads happen because of the moose. Careful driving where kids are close to roadways. Parking lot close to Torbay road office should be driven carefully.
5.0	Technical Discussion of Bidder Assumptions
5.1	<p><u>Bidder Assumptions of Foundations:</u></p> <p>Based on geotechnical report provided in RFP, Alstom stated the following:</p> <ul style="list-style-type: none"> • Preliminary drawings have been prepared and load calculations have been performed. • Shallow foundations will be used for all 3 substations. No deep foundations are expected. Conditions show that overburden and soil conditions are favorable, thus no requirement for deep foundations. • At Churchill Falls, bedrock is shallow. Foundations to be located over bedrock or over overburden. At Muskrat Falls, till provides good bearing capacity. Some over excavation may be required. • At Soldiers Pond, there are more favorable soil conditions. Till layer is dense and sits on top of overburden. Where bedrock is above frost levels, rock anchors will be used. • Three contractors have been contacted to provide pricing for all three sites. • A gravity-relative-densities type cast-in-place concrete oil/water separator will be built. • At SP, concrete will be supplied from ready-mix. • At MF, concrete supply will come from third party. • At CF, temporary batch plant will be built. Cement to be procured. Alstom expects that concrete will be supplied in sufficient quantities. • Alstom assumed that aggregates to be provided from remainder of waste rock from CD0503 site grading project. Company stated that this assumption is inaccurate, since waste rock is not available. • Stockpiling distance to be reviewed by Alstom (assumes to be 0.5 km or less). • Alstom assumed that sewage and potable systems are being used. This has been changed as part of optimization. • Alstom stated that they take exception to providing clean agent to electrical room (only P&C room & Telecoms room). Company stated that this exception is not accepted. Clean agent system to be provided to rooms as noted on drawings. Alstom shall comply with the Specification. • Alstom stated that Soldiers Pond layout has changed as notified to Alstom prior to CD0502 RFP submittal date. • Company noted that slopes of CF and SP Substations have changed. Company also noted that general use cement is to be used instead of sulphate-resistant cement. <p>ACTION: Alstom to provide list of RFP civil assumptions, clarifications and limitations as one document.</p> <p>ACTION: Alstom to clarify what its assumptions for subsurface rock conditions.</p> <p>ACTION: Alstom to review its concrete requirements for transformer foundations (including spill containment) firewalls, as well as high voltage equipment at Muskrat Falls.</p> <p>ACTION: Company to provide updated earthworks drawings for CF, MF and SP.</p> <p><u>Drainage:</u></p>

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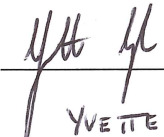
Item	Description
	<ul style="list-style-type: none"> Company asked Alstom to assess the need of drainage inside the yard, since there may be a concern with cable trenches. Alstom states that a drainage assessment will be completed after Award. <p>ACTION: Alstom to provide current drainage assumptions.</p> <p>Grounding:</p> <ul style="list-style-type: none"> Alstom assumed a mesh spacing of 20m x 20m. Company stated that expectation for grid spacing to be much less than 20m x 20m. Company expressed concern over change orders due to grounding once actual study is completed, and stated that assumptions are not acceptable. Company understands that there may be issues with resistivity level requirements. Alstom is confident preliminary design will meet touch and step potentials, but there may be issues with potential rise. No assumptions shall be made on interconnection with other stations at this time. <p>ACTION: Alstom to perform preliminary studies, using more realistic assumptions.</p> <p>Other:</p> <p>Control Building</p> <ul style="list-style-type: none"> To reduce costs, modular buildings will be used (Canam). Efficient time saving as well. Walls will withstand minimum requirements for fire protection (2 hour fire resistance). This is not part of the structure itself and will need to be added. Alstom has used for 2 Canadian wind farms. Suitable to be used in Northern regions. Alstom states that more concrete will be required for these types of buildings. The building comes as a shell (i.e., no internal electrical or mechanical work is done beforehand). Company recommended to keep adequate clearance between building and station service transformer, which is oil filled. Alstom confirmed that they will follow regulations and Specifications.
6.0	Review Technical Clarifications, Exceptions and Cost Saving Alternatives
6.1	<p>Technical Clarification</p> <ul style="list-style-type: none"> Technical Clarification #1 was discussed between Company and Alstom. Based on outcome, a clarification #2 with reference to the meeting on 12-Mar-2014 will be issued. Alstom had provided some responses to Technical Clarification #1 on 14-February-2014. These items were discussed during the meeting, and further review will be made by the Company, and will part of Technical Clarification #2. This discussion covered <i>Technical-Equipment & Systems</i> Agenda as well. <p>ACTION: Company to issue Technical Clarification #2.</p>
6.2	<p>Potential Cost-Savings</p> <ul style="list-style-type: none"> Alstom presented an E0 class BCVB 800kV disconnecting switch. Alstom to provide technical and commercial information, and Company to review. Alstom could supply 245kV dead tank circuit breakers at Soldiers Pond. Company commented that the circuit breaker for CD0502 shall also be coordinated with CD0501, as it's not defined yet to have Live Tank or Dead Tank. Alstom and Company to further review. Alstom proposal to locate the control building to the middle of Substation yard is not acceptable by the



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Item	Description
	Company. <ul style="list-style-type: none"> Gas Insulated Switchgear alternative was suggested. Alstom will present a technical and commercial offer for Company evaluation. GIS is not an option for 735kV at CF. It is also not an option at SP because of high cost.
7.0	Miscellaneous
7.1	<ul style="list-style-type: none"> Alstom confirmed that preservation of equipment is part of the execution plan, which includes the preservation of the power transformers pre-assembly and post-assembly, and the storage of sensitive equipment inside a temporary warehouse. Alstom provided a sample of engineering progress that included S-curves, which will be implemented for the Project.
	END of DAY 2

Alstom hereby agrees that it has reviewed and agrees with the content and accuracy of these Minutes of Meeting.

Signature: 

Name (please print): YVETTE LYNCH

Date: 09.04.2014



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Project:	Lower Churchill Project	Package No.:	CD0502
Purpose:	Bid Clarification Meeting – Commercial	Package Title:	Construction of AC Substations
Location:	350 Torbay Road, St. John's, NL Turbine Room	Date / Time:	13-Mar-2014 (9:00 am to 11:30 am)

Attendees:	Company (LCP)			Alstom
	Anthony Jackman	Steven Crane	Ray Butler	Samy Gennaoui
	Tanya Power	Raj Kaushik	Mohamad Makky	Thierry Martin
	Trina Troke			Yves Sonzogni
Distribution:	Attendees + Pat Hussey, Jason Kean, Darren DeBourke			
Recorded by:	Anthony Jackman	Signature:		

Item	Description	Action	Date
1.0	Safety Moment		
1.1	Fire alarms – check the batteries in your fire alarms after returning from vacation / business trip. The battery in the fire alarm may have died while you were away. Although fire alarms emit a beeping sound when the battery is low, if no one is around to hear it, the battery may be completely dead by the time you return from vacation / business trip (and the fire alarm may no longer emit a beeping sound).	Info	
2.0	Review Pricing Proposal		
2.1	Company asked Alstom about the clarification that was inserted on the front page of the Schedule of Price Breakdown which read: <i>“Alstom Grid’s offer is for the total lump sum price indicated above and in our Proposal Form Letter. This schedule of Price Breakdown is approximate and for information purposes only. Individual quantities may not be removed by Nalcor/SNC-Lavalin without prior agreement by Alstom Grid. Removal of scope may affect total lump sum price”.</i> Company interpreted this statement to mean that Alstom was offering a lump sum price only and the individual pay items / breakdown was not applicable. Alstom disagreed and said the statement meant that Alstom’s price is based on getting the entire scope. Alstom will reword the clarification accordingly to reduce ambiguity.	Alstom	3-Apr-2014
2.2	Company reviewed Alstom’s pricing proposal and identified the following items where Company considered Alstom to be over-budget: <ul style="list-style-type: none"> • Engineering • Civil Works – Foundations, Final Grading, and Structural Steel Works (CF and MF) • Electromechanical Installation Works (CF and MF) 	Info	



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Item	Description	Action	Date
2.3	Engineering – Alstom was over budget on this pay item. In addition, the engineering hours provided by Alstom seemed low. Alstom clarified that the engineering hours provided in the RFP were for site engineering and not home office engineering. Company requested Alstom review its engineering estimate as well as provide an estimate for home office engineering.	Alstom	3-Apr-2014
2.4	Protection and Control – Company noted that Alstom changed some of the quantities (i.e., item 1.2.2.1 the quantity was changed from 5 to 7). Company asked Alstom to resubmit its pricing table adding a column for notes indicating why quantities were changed. Also, for any items that had no price or had the words “included”, Company asked Alstom to further clarify these items with notes explaining the reason.	Alstom	3-Apr-2014
2.5	CF & MF Civil Works and Electromechanical Installation Works – Alstom was over budget on these items. Alstom indicated that concrete pricing was much higher in CF and MF. Company requested Alstom review its pricing proposal for Civil Works and Electromechanical Installation Works and make any adjustments, if possible.	Alstom	3-Apr-2014
2.6	Alstom asked if Company would consider removing the Civil Works scope from the package (Alstom indicated that Civil Works makes up approximately 40% of the value of the work). Alstom said they would still do the civil design; however, Company would be responsible for contracting with a civil works contractor to complete the scope. Company said they would consider an optional price from Alstom with the civil works scope removed.	Info	
2.7	Fencing, all sites – this item currently reads “included”. Alstom to provide a separate price for fencing as indicated in the Schedule of Price Breakdown.	Alstom	3-Apr-2014
2.8	Building Services (Lights, HVAC, Fire Prot, Plumbing, etc.) – Company noted this item seemed high compared to the overall price of the building and asked Alstom to review what is included in this pay item.	Alstom	3-Apr-2014
2.9	Alstom was requested to provide feedback if it found anything in Company’s specifications that was uncommon (or anything that is not considered normal) and that may be driving prices up.	Info	
2.10	Final Grading – Alstom was significantly over budget on this item. Alstom said it may include other items (such as fencing). Company will provide new drawings for each site clarifying the amount of finish gravels required for each site. Company asked Alstom to review its pricing for this item and provide its assumptions and estimated quantities for granular fill.	Alstom	3-Apr-2014



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Item	Description	Action	Date
2.11	To date, Alstom has not provided its Direct Person Hour estimate for Civil Works (even after requested by Company to do so via clarification process). This does not include indirect hours (i.e., management / overhead hours). This information is important in order for Company to evaluate Alstom's offer. Alstom to provide direct person hours.	Alstom	3-Apr-2014
2.12	<p>Company and Alstom briefly reviewed the Milestone Payment Schedule provided in the RFP. Further definition of the engineering milestone may be required in order to accurately track earned progress.</p> <p>Alstom noted that is has accepted the Milestone Payment Schedule included in the RFP, but it should not be compared with the Milestone Payment Schedule of package CD0501 which is under negotiation, as the scopes and the amount of engineering and the lead time for equipment are different.</p>	Company	TBD
2.13	Company clarified that the subsequent nine month O&M support as identified in the Schedule of Price Breakdown is only required for the SP site, as per Alstom's offer.	Info	
2.14	Cement – Company is removing the requirement for sulfate resistant cement. Company will remove this requirement via a Post Proposal Bulletin.	Company	Complete
3.0	Labour and Equipment Rates		
3.1	<p>Company reviewed Alstom's proposed Labour Rates provide in Appendix A2.4 and noted the following:</p> <ul style="list-style-type: none"> Alstom has not provided all rates for all applicable trade classifications in accordance with the transmission construction collective agreement. The base rates used in Alstom's rate tables are significantly higher than the base rates indicated in the labour agreements. Alstom said this is because Contractors are adding a premium to the base rates in order to attract labour. <p>Company would like Alstom to complete the following:</p> <ul style="list-style-type: none"> Confirm if the labour rates provided for CD0502 are consistent with labour rates currently being negotiated for CD0501, where applicable. Remove or reword the disclaimers included in the schedule. Remove column for travel rate. 	Alstom	3-Apr-2014



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Item	Description	Action	Date
3.2	Company reviewed Alstom's proposed Equipment Rates provided in Appendix A2.5 and noted the equipment rates seemed high compared to Company's historical data. Alstom to check if the equipment rates provided for CD0502 are consistent with equipment rates currently being negotiated for CD0501, where applicable. Also, Alstom should remove or reword the disclaimers included in this schedule.	Alstom	3-Apr-2014
4.0	Commercial Exceptions		
4.1	Company is reviewing Alstom's exceptions to the Agreement Articles. Since the same Articles was used for this package as CD0501, and Alstom is currently negotiating article exceptions for CD0501, Company will wait until that process is complete before sending its response back to Alstom	Info	
4.2	Company reviewed Alstom's exception to the Liquidated Damages (LDs) clause in Exhibit 2. Alstom proposed changing the limit of liability to 5% per site with an overall aggregate limit of 10% of the contract price. Using this calculation, the maximum LDs recoverable would total 5% of the contract price (10% is not achievable). Company considers 5% total LDs low and not practical.	Info	
5.0	Other Business		
5.1	Alstom will provide the following OPTIONAL pricing as listed below: <ul style="list-style-type: none"> • Gas Insulated Switchgear (GIS) option at MF and 315kV section of CF only • Base price excluding Civil Works • Dead Tank Design (as indicated in Post Proposal Bulletin #2) 	Alstom	3-Apr-2014

Alstom hereby agrees that it has reviewed and agrees with the content and accuracy of these Minutes of Meeting.

Signature: Samy Gennaoui
 Name (please print): SAMY GENNAOUI
 Date: April 3rd 2014