



**Labrador-Island Link Limited Partnership**  
Lower Churchill Project  
350 Torbay Road Plaza, Suite No. 2  
St. John's, NL  
Canada A1A 4E1

To the attention of Mr. Darren DeBourke

Date: 18-May-2016

**O/Ref:** LTR-CD0501-AG-LILLP-0244  
**Y/Ref:** Exhibit 12 – Camp accommodations issues

**Agreement No:** CD0501 – Converter Stations and Transition Compounds

**Subject:** MFA Site – MFA– Camp accommodations non-availability

Dear Mr. DeBourke,

Company has recently confirmed to Contractor that the camp facilities provided by Company are at full capacity. Contractor and CWC are now facing difficulties in getting accommodations on site for its staff and workers.

The Contractor has provided the Company with a preliminary forecast of the staffing to the end of 2016 to assist in your overall planning for accommodation, ref LTR-CD0501-AG-LILLP-0243 dated 16-May-2016.

In addition Contractor is also having difficulties finding accommodations for its own personnel due to the full camp and overloaded facilities in town arising from the overflow of workers from camp staying in the town's private accommodation facilities. This uncertainty and overloaded facilities is hindering Contractor's efforts to add additional management resources.

Turning to the CWC, following the Company's instruction to cancel the mobilization of additional resources due to the camp constraints Contractor has now also received formal notice from the CWC that their activities are being impacted and they intend to pursue extra costs ref LTR-CD0504002-POM-ALS-0124 dated 10-May-2016 attached.

Contractor reserves its rights under the Agreement to provide a Change Request to Company to recover the impacts of the events. Contractor will provide such impacts once the situation is resolved and the full impacts are known.

Should Company have any other question, Contractor remains at Company's disposal.

Alstom Grid Canada ULC

1400, Industrielle

La Prairie, Quebec

J5R 5Z5 CANADA

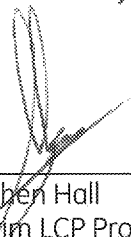
T 450 659 8921  
F 450 659 3371  
www.gealstom.com



Letter to **Labrador-Island Link Limited Partnership**  
18-May-2016

Page 2 of 2

Yours Faithfully,

  
\_\_\_\_\_

Stephen Hall  
Interim LCP Project Director

Encl.:

- Emails from Company & CWC's
- LTR-CD0504002-POM-ALS-0124 dated 10-May-2016

# POMERLEAU



521, 6<sup>e</sup> AVENUE, SAINT-GEORGES, QC G5Y 5H1 CANADA T\_418 228 8688 F\_418 228 8694  
 500, RUE SAINT-JACQUES, 11<sup>e</sup> ÉTAGE, MONTRÉAL, QC H2Y 6A2 CANADA T\_514 795-2728 F\_514 789-2288  
 1175, AVENUE LAVIGERIE, BUREAU 50, QUÉBEC, QC G1V 4P1 CANADA T\_418 625-2314 F\_418 625-0241  
 220-843 PRESTON STREET, OTTAWA, ON K1S 1N4 CANADA T\_613 244-4328 F\_613 244-4327  
 10 MURRIS DRIVE, UNIT 37, DARTMOUTH, NS B5B 1N8 CANADA T\_902 468-3685 F\_902 468-3649  
 3300 BLOOR STREET WEST, CENTRE TOWER (6<sup>th</sup> FLOOR), SUITE 3050, TORONTO, ON M8X 2X3 CANADA T\_416 297-0648 F\_416 297-8838  
 REQ\_2743-1162-70 ISO\_9001-2008 WWW.POMERLEAU.CA

Muskrat Falls, May 10, 2016

LTR-CD0504002-POM-ALS-0124

Thierry Martin, CW Engineer Representative  
 1400 rue Industrielle  
 Alstom Grid Canada Inc.  
 La Prairie, QC, J5R 2E5

email: [thierry.martin@alstom.com](mailto:thierry.martin@alstom.com)

**PROJECT:** *Civil Works for HVdc Specialties at Muskrat Falls and Churchill Falls*  
 Agreement No. CD0504-002

**Subject:** Availability of Camp Accommodation  
**Reference:** Notice from CWE by e-mail received May 7, 2016  
**Response:** Y

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Mr. Martin,

As per Section 5 of Exhibit 12 of the Agreement: *"An accommodation Complex will be made available to the CW Contractor at the Muskrat Falls site. The Accommodation Complex is located approximately 10 km from the Muskrat Falls site. Company will provide room and board free of charge at the Muskrat Falls Accommodation Complex for the use by CW Contractor's Personnel, as Approved by CW Engineer"*

On May 7, 2016 CWC received a notice that as of Monday May 9, 2016, the camp will be at full occupation: *"We are not able at this time to confirm all of your reservations for next week. Accordingly, within 24 hours we will advise you the name of your guests that we cannot provide a reservation for."* Despite this notice we were instructed May 8, 2016, by CWE to continue our mobilization as per schedule.

On the evening of Sunday May 8, 2016 CWC was obligated to send workers to the town of Happy Valley – Goose Bay because no rooms were available at camp. Presently due to the non-availability of camp accommodations and appropriate lodging in the area, CWC had no other choice than to postpone the arrival of our roofing subcontractor's 2<sup>nd</sup> crew, electricians for conduit installation at the Valve Hall and Control Building, and other trades needed on site as per CWC's planned activities. Furthermore, other critical trades such as reinforcing steel are currently lodged in hotel rooms in HV-GB but hotel rooms are no longer available starting mid-week. These workers will be demobilized from site. These demobilizations and mobilization cancellations have a snowball effect on all activities.

Despite the fact that we raised our concerns consistently since the notice was received, no contingency action plan, nor instruction was provided in order to address the situation.

The rotation and turn around system in place cannot work with a 24-hour notice. Presently this situation is causing delays on planned activities and it is also impacting productivity of CWC's crews. CWC expect that it will take us a minimum of 2 weeks to get back on track with the planned rotations.

CWC would like to inform CWE that the total cost incurred by CWC for accommodations, transport and nutrition will be computed and billed to the Company.

Finally, an action plan by CWE and Company with clear instructions is essential in order to resume our activities as per the Agreement.

CWC remains available for any discussions to support and assist CWE and Company in resolving the situation. We remain committed to put all efforts for the successful completion of the project.

Yours truly,

**POMERLEAU INC.**



Joel Laflamme, P.Eng.  
Project Manager

Encl. Copy of Notice by E-mail

- |      |   |           |
|------|---|-----------|
| c.c. | Mr. Andre Lambert – Construction Project Manager              | ALSTOM    |
|      | Mr. Walter Feletto - Construction Manager                     | ALSTOM    |
|      | Mr. Ernest D'aoust – Site Manager                             | ALSTOM    |
|      | Mr. Mazhar Khan - Project Contract & Risk Manager             | ALSTOM    |
|      | Mr. Darren DeBourke, Project Manager – HVdc Specialties       | NALCOR    |
|      | Mr. Daniel Lessard - Vice-President Construction, Heavy Civil | POMERLEAU |
|      | Mr. Denis Lépinay – Vice-President Construction, Heavy Civil  | POMERLEAU |
|      | Mr. Joel Laflamme – Project Manager                           | POMERLEAU |
|      | Mr. Bernard Roy, Project Manager                              | POMERLEAU |
|      | Mr. Zouheir Chebl – Contract Administrator                    | POMERLEAU |

**Joel Laflamme**

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**From:** HR Muskrat  
**Sent:** May 7, 2016 4:22 PM  
**To:** Joel Laflamme  
**Cc:** Christian Hebert; Kyron Laffan; Martine Cyr; Victoria Humby  
**Subject:** FW: To all Contracor - Urgent (sic)

**Importance:** High

CHRISTIAN BRADLEY  
GÉRANT DE BUREAU | OFFICE MANAGER  
T (709) 765 1740 F (418) 831-8059  
578, CHEMIN OLIVIER, LÉVIS, QC, G7A 2N6, CANADA, WWW.POMERLEAU.CA



**POMERLEAU**

---

**From:** j.dube@labcatering.ca [mailto:j.dube@labcatering.ca]  
**Sent:** May-07-16 4:15 PM  
**To:** Leslie Noel <LeslieNoel@lowerchurchillproject.ca>; j.carew@astaldi.com; S.hillier@astaldi.com; Burse Sherrie <S.Bursey@Astaldi.com>; clane@horizonohs.com; Carla.brazil@pennecon.com; Melissa.wrathell@andritz.com; joanne.samoszewski@andritz.com; Nadine Hoskins <NadineHoskins@lowerchurchillproject.ca>; hrideout@cahill.ca; joy.roberts@alstom.com; Fergus Carbery <FergusCarbery@lowerchurchillproject.ca>; Mike Deley <MDeley@eccltd.ca>; Carlos Presado <labcatering1@gmail.com>; Stephanie <s.saunders@labcatering.ca>; HR Muskrat <hr.Muskrat@pomerleau.ca>; Wayne Mahoney <w.mahoney@labcatering.ca>; Bruno Sieberath <b.sieberath@labcatering.ca>  
**Cc:** Dave Parady <DaveParady@lowerchurchillproject.ca>; MichaelHarris@lowerchurchillproject.ca; nemf.reception1@lcompass-canada.com  
**Subject:** To all Contracor - Urgent  
**Importance:** High

Hi

Please be advised that as of Monday 9 May 2016, the camp will be at full occupation.

We are not able at this time to confirm all of your reservations for next week. Accordingly within 24 hours we will advise you the name of your guests that we cannot provide a reservation for.

Regard

Jean Dube  
General Manager  
Labrador Catering Limited Partnership  
C- (514) 817-7845  
Email [J.Dube@labcatering.ca](mailto:J.Dube@labcatering.ca)  
Email [J.Dube@labcatering.ca](mailto:J.Dube@labcatering.ca)

**ARAB Kenza**

---

**De:** Christian Hebert <christian.hebert@pomerleau.ca>  
**Envoyé:** Sunday, May 08, 2016 6:20 PM  
**À:** PeterSturge@lowerchurchillproject.ca  
**Cc:** Benoit Thomassin; Joel Laflamme; LAMBERT Andre  
**Objet:** RE: Lodging situation update

Ok i found a room for him but make sure tomorow morning someone have to give me instruction on this matter we need minimum 6 rooms for those people

---

**De :** [PeterSturge@lowerchurchillproject.ca](mailto:PeterSturge@lowerchurchillproject.ca) [<mailto:PeterSturge@lowerchurchillproject.ca>]  
**Envoyé :** May-08-16 7:08 PM  
**À :** Christian Hebert <[christian.hebert@pomerleau.ca](mailto:christian.hebert@pomerleau.ca)>  
**Cc :** [RayButler@lowerchurchillproject.ca](mailto:RayButler@lowerchurchillproject.ca); [DonLewis@lowerchurchillproject.ca](mailto:DonLewis@lowerchurchillproject.ca); [TrinaTroke@lowerchurchillproject.ca](mailto:TrinaTroke@lowerchurchillproject.ca); [DarrenDebourke@lowerchurchillproject.ca](mailto:DarrenDebourke@lowerchurchillproject.ca)  
**Objet :** Re: Lodging situation update

Christian

The nalcor camp manager just indicated to me the camp is at full capacity and there are no rooms available tonight.

I suggest you try to get Kevin a room as well .

Peter

Sent from my iPad

On May 8, 2016, at 7:03 PM, Christian Hebert <[christian.hebert@pomerleau.ca](mailto:christian.hebert@pomerleau.ca)> wrote:

**Redacted** is at the front desk and his cell phone is **Redacted**  
Please confirm he will have a room and for my staff **Redacted** i m book her at the hotel

---

**De :** [PeterSturge@lowerchurchillproject.ca](mailto:PeterSturge@lowerchurchillproject.ca) [<mailto:PeterSturge@lowerchurchillproject.ca>]  
**Envoyé :** May-08-16 7:00 PM  
**À :** Christian Hebert <[christian.hebert@pomerleau.ca](mailto:christian.hebert@pomerleau.ca)>  
**Objet :** Re: Lodging situation update

What are their names

Sent from my iPad

On May 8, 2016, at 6:49 PM, Christian Hebert <[christian.hebert@pomerleau.ca](mailto:christian.hebert@pomerleau.ca)> wrote:

I have 1 worker at the camp right now waiting for a room and one staff and they don't have a room for them and i cant find them a room in town so what can I do about this?

---

**De :** [PeterSturge@lowerchurchillproject.ca](mailto:PeterSturge@lowerchurchillproject.ca)  
[<mailto:PeterSturge@lowerchurchillproject.ca>]

Envoyé : May-08-16 6:26 PM

À : Christian Hebert <[christian.hebert@pomerleau.ca](mailto:christian.hebert@pomerleau.ca)>

Cc : [RayButler@lowerchurchillproject.ca](mailto:RayButler@lowerchurchillproject.ca); [DonLewis@lowerchurchillproject.ca](mailto:DonLewis@lowerchurchillproject.ca)

Objet : Re: Lodging situation update

Christian,

If lab catering indicated to you they would not have rooms for the workers that have not yet arrived. I suggest you cancel their flights and keep them home.

As for the workers staying in Goose Bay. I will talk with our counterparts with C1 tomorrow.

Peter

Sent from my iPad

On May 8, 2016, at 5:40 PM, Christian Hebert <[christian.hebert@pomerleau.ca](mailto:christian.hebert@pomerleau.ca)> wrote:

As you know, André Lambert is not on site. So I'm looking to you for an answer tonight.

Currently, the following workers and subcontractor workers are lodged in town.

We have rooms in town for tonight, but the hotels we have them booked into cannot ensure a stay for the following days

Pomerleau:

**Redacted**

Tomorrow, we also have 5 G7 workers needing accommodations for which we expect to have issues.

**Redacted**

thanks

**ARAB Kenza**

---

**Objet:** TR: To all Contracor - Urgent (sic)**From:** Christian Hebert [<mailto:christian.hebert@pomerleau.ca>]**Sent:** Saturday, May 07, 2016 5:04 PM**To:** LAMBERT Andre**Subject:** Fwd: FW: To all Contracor - Urgent (sic)Envoyé d'[Outlook Mobile](#)

----- Forwarded message -----

**From:** "HR Muskrat" <[hr.Muskrat@pomerleau.ca](mailto:hr.Muskrat@pomerleau.ca)>**Date:** Sat, May 7, 2016 at 12:21 PM -0700**Subject:** FW: To all Contracor - Urgent (sic)**To:** "Joel Laflamme" <[joel.laflamme@pomerleau.ca](mailto:joel.laflamme@pomerleau.ca)>**Cc:** "Christian Hebert" <[christian.hebert@pomerleau.ca](mailto:christian.hebert@pomerleau.ca)>, "Kyron Laffan" <[kyron.laffan@pomerleau.ca](mailto:kyron.laffan@pomerleau.ca)>, "Martine Cyr" <[martine.cyr@pomerleau.ca](mailto:martine.cyr@pomerleau.ca)>, "Victoria Humby" <[vdhumby@](mailto:vdhumby@)>

Brace yourselves.

**CHRISTIAN BRADLEY**

GÉRANT DE BUREAU / OFFICE MANAGER

T (709) 765 1740 F (418) 831-8059

578, CHEMIN OLIVIER, LÉVIS, QC, G7A 2N6, CANADA, [WWW.POMERLEAU.CA](http://WWW.POMERLEAU.CA)

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**Email [J.Dube@labcatering.ca](mailto:J.Dube@labcatering.ca)**  
<image003.jpg>

**ARAB Kenza**

---

**Objet:** TR: Lodging situation update

---

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**Sent:** Sunday, May 08, 2016 7:20 PM  
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**Redacted**

thanks

**ARAB Kenza**

---

**Objet:** TR: Accommodation issue (URGENT)

---

**From:** Christian Hebert <[christian.hebert@pomerleau.ca](mailto:christian.hebert@pomerleau.ca)>

**Sent:** Monday, May 9, 2016 5:57 AM

**To:** [GeorgeKean@lowerchurchillproject.ca](mailto:GeorgeKean@lowerchurchillproject.ca); [PeterSturge@lowerchurchillproject.ca](mailto:PeterSturge@lowerchurchillproject.ca); [DonLewis@lowerchurchillproject.ca](mailto:DonLewis@lowerchurchillproject.ca)

**Cc:** LAMBERT Andre; FELETTO Walter; Benoit Thomassin; Joel Laflamme; Denis Lepinay; HAGE Daniel

**Subject:** Accommodation issue (URGENT)

I don't know if you are aware George, yesterday we received a email by camp manager said they don't have a room for some workers , we advise Nalcor on this issue and I was instructed by Nalcor to keep going bringing people on site .But yesterday I spend my day trying book hotel room for them . So I don t have hotel room for them today I will bring those workers in my trailer this morning and I need someone off Nalcor taking care of those workers or find accommodation for them this morning ( we need around 9 rooms ) .And I been instructed by Nalcor yesterday to cancel one crew off G7 on roofing because they don't have room for them .

Please set up a meeting by 8 am this morning to resolve this issue

Thanks for your help

**ARAB Kenza**

---

**Objet:** TR: Camp accomodation

**From:** Benoit Thomassin [<mailto:benoit.thomassin@pomerleau.ca>]

**Sent:** Monday, May 09, 2016 2:58 PM

**To:** LAMBERT Andre

**Cc:** MARTIN Thierry; HAGE Daniel; Joel Laflamme; Christian Hebert; Denis Lepinay; Daniel Lessard; [don.lewis@lowerchurchillproject.ca](mailto:don.lewis@lowerchurchillproject.ca); [ed.kennedy@lowerchurchillproject.ca](mailto:ed.kennedy@lowerchurchillproject.ca); [petersturge@lowerchurchillproject.ca](mailto:petersturge@lowerchurchillproject.ca); [edkennedy@lowerchurchillproject.ca](mailto:edkennedy@lowerchurchillproject.ca); Zouheir Chebl; [DarrenDebourke@lowerchurchillproject.ca](mailto:DarrenDebourke@lowerchurchillproject.ca); [georgekean@lowerchurchillproject.ca](mailto:georgekean@lowerchurchillproject.ca)

**Subject:** Camp accomodation

André,

Can you please provide an update of Nalcor's plan to move forward with the camp situation? Although we were instructed to continue our mobilization, we stopped the second roofing crew and we are sending back workers at home tonight due to accommodation availability. We are presently sourcing accommodation downtown but as you are aware there is not much left. The best we can do is to try to send some of our management downtown but this is quite expensive. We have workers coming to site this week and we haven't received any confirmation of camp availability for them. A 24 hour notice from camp manager is surely not enough to manage the situation. I guess everyone understand that flying people in Goose Bay prior to have camp availability confirmation doesn't make sense.

As mentioned by Christian earlier today, for now the best solution to move forward would be to allow a fixed and guaranteed quantity of room so we can properly manage the situation and work on site priorities.

Let us know

Regards

**BENOIT THOMASSIN**

DIRECTEUR DE PROJETS | PROJECT DIRECTOR

T (418) 831-2141 #4122 F (418) 831-8059 C (581) 999-2319

578, CHEMIN OLIVIER, LEVIS, QC, G7A 2N6, CANADA, [WWW.POMERLEAU.CA](http://WWW.POMERLEAU.CA)

The logo for Pomerleau consists of the word "POMERLEAU" in a bold, sans-serif font. The letters are white and set against a dark, textured background that is shaped like a parallelogram with a diagonal cut. The background has a fine, grid-like pattern.