

RioTinto
Alcan

Blueprint

Kitimat Modernization Project

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Welcome to the first
edition of the Kitimat
Modernization Project
Blueprint. We hope that
this magazine will be an
informative, interesting
read as we ramp up
project construction.



There is something really incredible about being involved in a \$2.5 billion construction project with a scope and scale as large as KMP. Each day that I arrive at the Kitimat smelter, I'm reminded that the buildings we see and the environment we work in will be very, very different in a matter of three short years.

As Bechtel's Dave Marl says in his interview (Page 8, Global Village) everything we see now will be gone and soon it will be a shiny new smelter. It will be a smelter that reduces greenhouse gas emissions by close to 50 per cent; a smelter that uses state-of-the-art AP40 technology creating a safer, healthier work environment for employees; and a smelter that will create long term sustainability of employment for about 1,000 employees for decades to come.

As early works get under way this construction season, the excitement will start to build. As the KMP Construction Village is prepared to house up to roughly 440 workers and more of the engineering employees already working on the project from the Montreal office begin to move to Kitimat with their families, we will see pot lines 7 & 8 come down and a massive utilities loop built around the new smelter footprint.

All of this translates to more people coming to the Kitimat area, contributing to the local economy and becoming part of our larger community.

Enjoy this first issue of the KMP Blueprint and look forward to it on a bi-monthly basis where you'll find construction updates, interesting profiles, fun factoids and, in every issue, a tribute to the pioneering spirit of the folks that built the existing smelter more than 55 years ago (see back cover).

Sarah Zimmerman
Editor, KMP Blueprint

WHAT'S IN A NAME?

KMP Blueprint

Who knew naming a magazine could evoke so many ideas and concepts?

When the call went out to solicit suggestions to name the Kitimat Modernization Project news magazine, we received nearly 50 suggestions.

The name was to be simple, strong and evoke a sense of growth and renewal. The magazine will reflect the scope of what will be one of the largest construction projects in British Columbia over the next three

years. So, Debbie Smyth, a long-time resident of Kitimat and Kemano who started with the company in 1991, broke it down to the basics.

"My thought process was, we're building a new plant; we have engineered drawings and the whole foundation of the project is the blueprint," says Debbie, who coined the name Blueprint.

We hope you enjoy learning about this project and the people who are making it happen in each issue of the KMP Blueprint.

BRIEFS



Andy Lederman

Bechtel's Andy Lederman has returned to the Kitimat Modernization Project as the Environment, Procurement, Construction and Engineering firm's project director.

Lederman was in Kitimat 23 March for the signing of the two significant contracts for the KMP Construction Village and the cleaning and demolition of pot lines 7 & 8. (See story on Page 10).

Prince George contractors learn about KMP opportunities

KMP project manager Richard Blais and a team of representatives from Bechtel and Rio Tinto Alcan attended the Prince George Construction Association's annual general meeting 28 March. Blais was the keynote speaker and the session focused on how suppliers and contractors across the region can access opportunities to work on the Kitimat Modernization Project.



Members of First Line Security complete a STARTR card exercise at one of Bechtel's safety inductions. The inductions are a necessary requirement of any contractor working on KMP. The six hour detailed inductions cover health, safety and environment regulations required on the construction site. STARTR cards are used while conducting a risk assessment prior to starting a new task on site.

KMP Dictionary

DID YOU KNOW?

Since KMP will be partially constructed on existing operations, the following terms are important to distinguish who is responsible, access and the way HSE is managed.

Redfield:

Area where cleaning and demolition is being performed. Kitimat Operations hands over an area within its operation footprint. It is a restricted area occupied by KMP and its contractor.

Example: pot lines 7 & 8 demolition.

Brownfield:

Areas where KMP activities are taking place in order to perform relocations directly related to existing operation. Site access is required and Kitimat Operations procedures are applied through a Safe Work Plan.

Example: work being done in pot lines 1A and 1B for relocation of pine poles, bath crushing and others.

Greenfield:

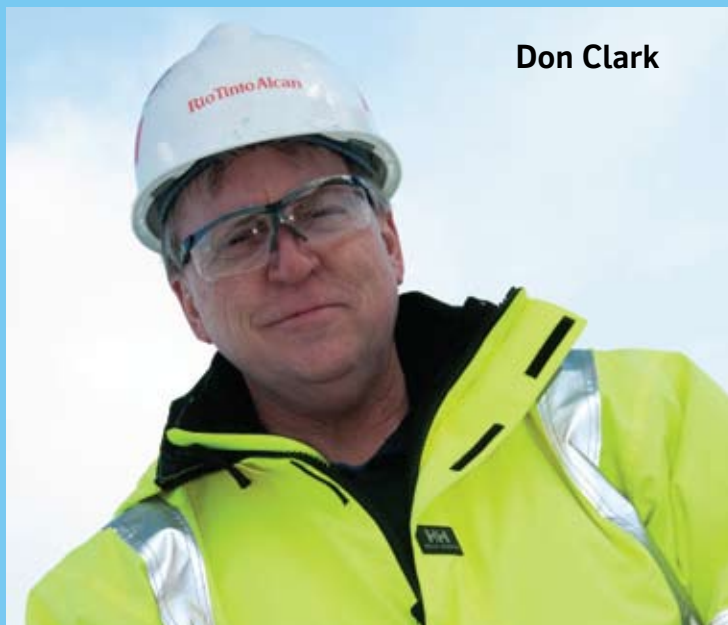
An area where KMP activities inside the fence line have no impact on Kitimat Operations activities. The control of activities is exclusive to Bechtel (procedures, permits, access security). The issues across the fence line (ie. environmental, access) are managed by existing operation and KMP.

Example: New Pallet Storage building

Early works: a look at the 2011 construction season

Shown here is what the KMP construction village will look like once complete.
Photo courtesy of Atco Structures & Logistics.

When Rio Tinto Alcan's construction manager for the Kitimat Modernization Project, Don Clark, looks at the now mothballed pot lines 7 & 8, he sees the future that will come with the Kitimat Modernization Project – a cleaner, greener, more efficient smelter. The Kitimat Modernization Project, affectionately called KMP for short, will at its peak require in the neighbourhood of 2,000 temporary construction workers representing dozens of skilled trades and labourers.



Don Clark

It's a complex construction project because unlike other major projects, the new smelter is being built while the existing smelter continues to operate and will overlap into parts of the existing footprint.

"A lot of coordination and planning is required by the contractor, suppliers and the existing operating plant to make this happen," says Don. "There is a lot of interfacing, a lot of communication required - we are going to be in a continual state of change management."

With the announcement 14 December 2010 that Rio Tinto Alcan is investing an additional US\$300 million in the project, construction is picking up pace quickly.

Among the many construction works happening this year are the cleaning and demolishing of pot lines 7 & 8, building a giant underground utilities corridor and the building of the KMP Construction Village.

Pot lines 7 & 8 are located on the northern end of the existing smelter site. They were shut down in 2010 in anticipation of the KMP construction cycle beginning. Workers have already been trained in how to clean the buildings which have years of industrial residue covering them. The work is being carried out by a partnership between Quantum Murray and Northwest Demolition Canada, ULC.

After the buildings are cleaned, reusable parts such as mechanical equipment will be handed over for use at the existing smelter. Hazardous materials will be shipped out for treatment and salvageable steel and other products will be recycled, says Don.

2011 will also see the building of an underground utilities



corridor that will provide essential services to the new smelter. From natural gas, industrial water, sewage, potable water, high voltage power cables and fibre-optics communication cables - the corridor is a critical piece of infrastructure that will be laid underground in a massive loop around the new smelter footprint.

"The underground utility corridor will necessitate the temporary closure of operational roads so there, again, a lot of coordination is required," explains Don. To that end, members of the KMP team have been meeting periodically with the existing operations team to discuss the logistical requirements of closing roads that are currently being used in the smelter.

To accommodate the many people working on the construction project, a KMP Construction Village is being built. The camp will include ATCO trailers that are being transformed into what is referred to in the construction world as Jack and Jill style accommodations. That means each trailer is divided into two private sleeping quarters equipped with a bed, desk and sitting area. A shared washroom and shower facility will be installed in each trailer. The KMP Construction Village will also have a convenience store, a cafeteria, a games room, gym and internet cafe. The first phase of the camp is under way and will accommodate 440 workers this year, and 1,500 workers at the peak of construction. "It's going to be a big year," says Don. And he's right.



WIC employees work on a STAART card on site.

KMP safety values shape contractory policies

Health, Safety and Environment (HSE) values are of primary importance and concern for the Kitimat Modernization Project. As such, the onsite requirements contractors must meet are rigorous and absolute. While this may often present challenges for some contractors, companies such as Western Industrial Contractors (WIC) rose to the challenge.

WIC Corporate Safety and Environmental manager, Rob Sherlock, said the company took the necessary steps to ensure that Rio Tinto Alcan and Bechtel's higher safety standards were embraced and incorporated into their management and operation regimes.

"We brought in an independent consultant Kent McDonald from Allman Safety Consulting Corporation to help them make sense of their new work environment," added Sherlock. Within three days they had a report from Kent that provided a succinct set of recommendations management could use to address the situation and WIC management immediately moved to implement Kent's suggestions, and the company's safety training took on a new and strong direction.

"The economic downturn actually helped us," says Rob. "It gave us some time to regroup."

And regroup they did. They embraced change, and found ready supporters in Bechtel and Rio Tinto Alcan. Their workers have now enthusiastically adapted to the new safety culture and subscribe to concepts such as field hazard assessments (Take 5 at Rio Tinto Alcan, and STARRT Card at Bechtel).


The successes of WIC in supporting a rigorous and uncompromising safety regime has had positive outcomes for them and their employees. Since 2008 their incidents have dropped from 36 to 7 and they are aiming at 0. Their scores on safety audits are much better and they feel prepared to manage any safety standards required on any job. They also have a new sense of accomplishment and direction.

The benefits of exacting safety standards go beyond WIC, however.

"Trades are beginning to get used to this environment," says Rob, "it has made a huge difference in the province."

WIC is to be applauded for their commitment to change. It has not been easy for them, but they have met the challenges and have now extended the lessons learned from the KMP site to all their projects.

One team

A photograph showing two men in safety gear (hard hats and high-visibility jackets) standing in a snowy industrial environment. They are looking at a large architectural plan or map spread out on the snow. The background shows industrial buildings and snow-covered mountains under a cloudy sky.

KMP project director Michel Lamarre and Bechtel's Stephen Cleary take a look at the conceptual design for the modernized smelter. In the background is the Anode Pallet Storage Facility built in 2010 and potlines 7 & 8 which will be cleaned and demolished this year, making way for the new smelter footprint. Bechtel and Rio Tinto Alcan are working together as one team on the massive project.

By Sarah Zimmerman

As Michel Lamarre and I are walking up the stairs to his office at the Kitimat Operations office building, he points to the bannister and reminds me, “always use the railing when you’re walking up or down the stairs. It’s a safety thing.”



Michel Lamarre

ZERO HARM BY CHOICE

As director of the Kitimat Modernization Project (KMP) for Rio Tinto Alcan, Michel is serious about safety – on the construction site and off. If he expects a culture of Zero Harm by Choice on the project, he believes he has to lead by example. The reminder to use the railing is our Safety Share for the morning and it’s something that everyone working on the project does before the start of any meeting.

Be it a contractors’ meeting, a gathering of project employees or a board room meeting, each one begins with a Safety Share – some piece of information that reminds everyone to be cognizant of the importance of safety.

“It’s a good way of starting a meeting,” says Michel. “It takes two minutes, three minutes or five minutes. The more we share and talk to each other the more we learn from each other and it’s good for leadership too.”

Safety is one of the main focuses of the Kitimat Modernization Project. No contractor or visitor is permitted on the construction site before completing a thorough safety induction conducted by Bechtel Canada Ltd, the project’s Engineering Procurement Construction Management (EPCM) firm. The induction covers everything from the types of ladders permitted on site, to how to do a job site risk assessment to what type of safety gear is required – it is clear that Health Safety and Environment (HSE) is essential and Michel says local contractors who have been working on the project

over the last two years are embracing the safety culture.

“I think the fact that we’ve been going at a slow pace for the last two years means we’ve been able to improve our health and safety systems,” says Michel, adding that some contractors have even started implementing some of the KMP HSE policies in their own work places (see page 5).

“The local contractors have done a great job in the area of HSE,” says Michel, adding that compliance ensures that all parties are working as one team on the project. “They have embraced our systems, they give us feedback and the biggest thing is that they are bringing those practices to their own shops. That, to me, is proof that we are doing the right thing.”

At the end of the day, it’s about keeping our people and workforce on site safe and healthy – that everyone can come to work knowing he or she is working in a safe environment and will go home at the end of the day to their families.

One team

The Kitimat Modernization Project is being overseen by Bechtel – the world’s largest engineering firm. Known as the EPCM – Engineering, Procurement, Construction and Management - Bechtel with the support of the Rio Tinto Alcan owner’s team, oversees many aspects of the project. In short, they’re the people that hire the contractors for the project, they oversee the construction site, ensure safety measures are being met and, in the end, will make sure the new

smelter is built safely and efficiently.

It’s a unique project because it requires a lot of coordination with the existing Rio Tinto Alcan operations at the existing smelter. Unlike other projects where a shiny new smelter is built on a bare piece of property, this project sees overlap on the existing footprint. For that reason, it’s imperative that Rio Tinto Alcan employees working in BC Operations, Kitimat Project Team and Bechtel employees meet and communicate regularly to approach the project from a one team perspective (see story on page 10).

“If we are all working together as one team there is definitely a lot more synergy and a better chance to succeed,” says Michel. “If the contractors are successful we are successful. We are all in this together.”

Early works under way

2011 is a big year for the project and for Michel. With the 13 December 2010 announcement that Rio Tinto Alcan is investing an additional US\$300 million to the project, many early works are beginning on site, such as the development of phase one of the Kitimat Construction Village that will house 440 people, building the underground utilities corridor and the cleaning and demolition of pot lines 7 & 8 (see story on page 4 and 5). Michel fondly refers to these early works projects as the ideal ‘practice’ for building the rest of the project.

“It’s kind of like having a practice game before the playoffs,” he says, adding that practice will make perfect when it’s go time for full project. Full board approval for the project is expected by the end of 2011.

GLOBAL VILLAGE



Dave Marl is no stranger to traveling the world for work. At 29-years-old, Dave has worked on projects in the United States, Iceland and now, the Kitimat Modernization Project.

Dave is the Bechtel Construction – New Reduction Services Building Area manager, and he's one of the people who has been working on KMP for more than three years. He started on the project at the beginning of March 2008 in Montreal and later moved to Kitimat.

But moving from the thriving metropolis of Montreal to Kitimat hasn't been as big of a transition as one might think.

"I don't mind a small town - it's better than the city," says Dave. "I like to fish and it's kind of hard to fish in Montreal."

Moving to new places, Dave has learned, can quite literally be life changing. As Dave tells the story, several years ago he went to work in Iceland a single man and came back married. Dave and his wife Lina left Iceland for Canada where they have since welcomed two daughters to their family. Emma, two, came first and wee Sara joined the family just this year in February. Born in Canada to an American dad and an Icelandic mom, the two Marl girls have triple citizenship – something Dave is hopeful will open the door to opportunities for his daughters as they grow up.

"They'll thank me one day," Dave says, smiling.

Moving from place to place comes with the territory when you are working on major construction projects, and having the chance to live in new places is one reason Dave enjoys his work so much.

"I love moving around, that's part of the reason I do construction because I get to see different places," he says. But no matter how far he moves from his hometown of Traverse City, Michigan, one thing never changes – his unrelenting support of his favourite NFL team, the Detroit Lions. Dave is rarely without his trademark blue ball cap bearing the Lions' logo.

"I always wear my Lions hat – everyone makes fun of it, but I

support my team no matter what," he says.

Dave feels pretty at home in Canada's hockey-crazy environment, adding hockey is his second favourite sport. A Detroit Red Wings fan, he follows the NHL regularly.

"Everyone here talks hockey, watches hockey it's a lot different in the States," he says.

As for working on the Kitimat Modernization Project, Dave is embracing the unique challenges that come with building a state-of-the-art smelter on a property that includes portions of the existing smelting operations.

"A lot of jobs you go to a field and you build something," says Dave. "This is not an empty field, it's an operating plant that adds a new challenge of working with the existing operations - they have to be able to continue operating their existing smelter at the same time we have to build the new plant."

After working on the project for more than three years, Dave is especially pleased to see early works construction under way.

As construction ramps up over the next three years, he knows the excitement around the project is going to build. He looks forward to the hustle and bustle of having many workers on site, lots of equipment operating and the emergence of the new smelter.

"This is all going to disappear," he says motioning to the existing smelter. "It's going to be completely different - it's going to be a nice brand new smelter, shiny and new."



Reducing aluminum explained

Over the coming months, the KMP Blueprint will feature a series of articles examining the technologies and design innovations that will make BC Operations not only one of the most efficient and environmentally green operations in the world, but also one of the safest and most comfortable for workers.

Reducing aluminum – the basics of our business

Although this aluminum is one of the most abundant minerals on earth, it is relatively difficult to produce. In fact, all of the aluminum reduction technologies in common use today are variations of a process developed independently by American, Charles Hall, and Frenchman, Paul Héroult, late in the 19th century. Prior to Hall and Héroult, aluminum was rare and very, very expensive.

Aluminum is produced by electrolysis. If you remember the high school chemistry experiment where you used an electric current to break water into hydrogen and oxygen, you have the basics of the process. However, aluminum presents some very definite problems for chemists. The raw material from which aluminum is obtained is alumina (aluminum oxide or Al_2O_3). The melting temperature of alumina is very high and it, by itself, will not break down by electrolysis. In order to facilitate the melting of the alumina and to allow the electrolytic reaction, the alumina must first be dissolved in a “bath” of cryolite and aluminum fluoride.

The reaction takes place in a large vessel, referred to as either a “pot” or “cell”. The pot is lined on the bottom and sides with carbon that, in turn, forms a contact with large electrical contacts or buss bars. The carbon acts as a cathode or negative terminal in the electrical circuit. The positive terminal (anode) of the circuit consists of adjustable carbon blocks or studs that are suspended just above the cathode. The electrical current flows between the anode and the cathode and the electrolyte/alumina mixture acts as a resistor, turning the whole pot into a very large heating element that keeps the bath, and aluminum molten.

The reduction of the alumina to aluminum takes place at the face of the cathode (the sides and bottom of the pot), and the aluminum sinks to the bottom of the pot. When the aluminum in the pot rises to a specified level, it is sucked out of the pot and is sent to the casting house. To keep the process going, alumina is added to the bath from the top.

For those chemists amongst you, the overall reaction in the pot is:

alumina + carbon -> aluminum + carbon dioxide

INTERESTING FACT:

Alumina or aluminum oxide, has an extremely broad range of uses. For example, it is used for sandpaper and cutoff tools; it's in the chalk used for pool cue tips and in sunscreen; it's used in pottery clay, glassmaking, cosmetics, polishing, and medicines; and it is part of the coating on many prefinished hardwood floors.



Shawn Zettler

Taking care of the environment

“We do our homework,” says senior environment advisor, Shawn Zettler. To Shawn and those who work with him, protection of the environment plays a central role in the planning and engineering of the Kitimat Modernization Project. “We must understand the description of the project,” explains Shawn, “to know what the project is in an environmental sense is to recognize how it interfaces with the environment, to ascertain what are the potential impacts on the environment, and to identify the regulatory requirements for the project.”

To that end, Shawn has worked closely with the Ministry of the Environment, the Haisla Nation, and the Public Advisory Committee to ensure that the environment is not only protected, but that there is an environmental benefit resulting from the Kitimat Modernization Project. In fact, ensuring that environmental benefit has always been a principal element in the rationale for the Kitimat Modernization Project.

The state of the art AP-Xe technology employed in the Kitimat Modernization Project is the key to a reduced environmental impact. AP-Xe allows for vastly improved control of all aspects of aluminum smelting. For example, it will result in an 85 per cent reduction of “anode effect”, process errors that result in undesirable emissions. The AP-Xe technology also allows for vastly improved collection and scrubbing of greenhouse gasses both during the production of the new prebaked carbon anodes, and with the pots themselves.

The improved emissions also will have a dramatic improvement in the working environment of employees. Better lighting, covered pots, vastly improved dust control, easier pot tapping, contained alumina supply, and a host of modern features will result in a 21st century operation that will protect health, safety and the environment.

The details of the overall environmental plan are always a work in progress, but Shawn emphasizes that the time and resources that BC Operations has invested in the environment over the past 10 years leaves them ready to meet all challenges. With dedicated professionals like Shawn on the job, we can be certain that our environment is in excellent hands.

Contracts signed

KMP officials and Quantum Murray/NW Demolition Partnership representatives watch as Bechtel's Andy Lederman signs off on the contract for the cleaning and demolition of pot lines 7 & 8.

A sense of excitement was in the air at the Kitimat Valley Institute 23 March as officials from Rio Tinto Alcan and Bechtel came together to sign two significant contracts to kick off the 2011 early works construction season. "This is an exciting day," said Kitimat Modernization project director Michel Lamarre, adding the contract signings demonstrate the faster pace of work the project is taking on this spring. One of the contracts is for Phase One of the KMP Construction Village. The village will house up to



440 KMP workers and will grow to 1,500 when construction reaches its peak in 2010. ATCO Structures and Logistics Canada was awarded the contract. Judy Nordstrom, senior project manager was on hand to sign the contract on behalf of company president Harry Wilmot.

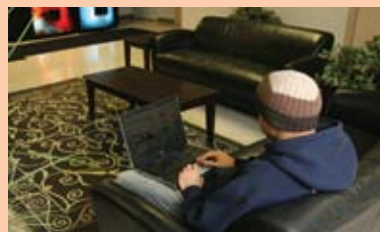
The camp units will be manufactured in ATCO's manufacturing facility in Calgary, and will be designed to withstand the heavy snowloads experienced in Kitimat's winters. The first units began arriving on site

mid-April and the first residents are expected to move in by August of this year.

The second contract awarded was for the cleaning and demolition of pot lines 7 & 8 – a critical part of the early works construction that will make way for the new smelter footprint. This contract was awarded to NW Demolition Canada and Quantum Murray Partnership. The cleaning of the two massive buildings is a necessary first step to ensuring as much of the steel can be recovered



Members of the Haisla Nation, the Haisla Business Operations and Atco Structures and Logistics came together at the 23 March event.



The KMP Construction Village will feature internet access and lounges and a cafeteria like the ones depicted here.





Members of Bechtel and BC Operations working together at the recent site access workshop.

KMP, Bechtel, contractors and BC Operations get down to details

Building the modernized Kitimat smelter poses logistical challenges relating to the coactivity that exists between the construction project and the actual operations of the existing smelter. That's why members of the planning teams for the Kitimat Modernization Project came together to discuss the finer details of the project such as where roads within the existing smelter may be redirected once KMP construction ramps up. The goal? To prevent any downtime and minimize disruption in the existing operations while making forward movement on the construction project and to ensure there are clear lines of communication between all parties.

A site access workshop was held earlier this year bringing together a wide variety of Bechtel and Rio Tinto Alcan representatives and managers, cleaning and demolition consultants from Montreal in addition to representatives from the existing smelter operations.

Allen Veasey is the Tie-in and Utilities manager for KMP which means he oversees much of the interactions between KMP and the existing operation. With a wide range of activities such as cleaning and demolition of pot lines 7 & 8, the building of the underground utilities corridor and the building of the new reduction services building there is a need to plan well ahead of any relocations of existing buildings and rerouting of roads that will occur stemming from KMP. The workshop also looked at consideration for the environmental waste water and soil management and storage in addition to consideration for existing plant operations.



Allen Veasey

"The idea was to bring out in one room, at one time, everyone's needs and requirements to enable the design of fencing, contractor access, locations of temporary facilities such as KMP contractor lunch rooms, offices, shower rooms and change rooms," explains Allen. "All this so we end up with an overall condition where everyone can continue their operations."

All these different activities are all managed by different people, but this enables the site field management to design construction layouts without adversely affecting any existing operations. The four areas of concentration were how the building of the underground utilities loop and the new reduction services building may require moving certain roads within the existing smelter and creating alternative temporary routes.

Another group focused on impacts stemming from the cleaning and demolition of pot lines 7 & 8 and finally a fourth group looked at issues relating specifically to Health, Safety and Environment. What was discovered is that many of the same issues overlapped among the groups allowing alignment across projects.

Breakout groups in the afternoon allowed participants to really establish plans that will work for everyone and reiterated just how much change will happen within the existing smelter operations stemming from the early works construction happening in 2011.

and recycled where possible.

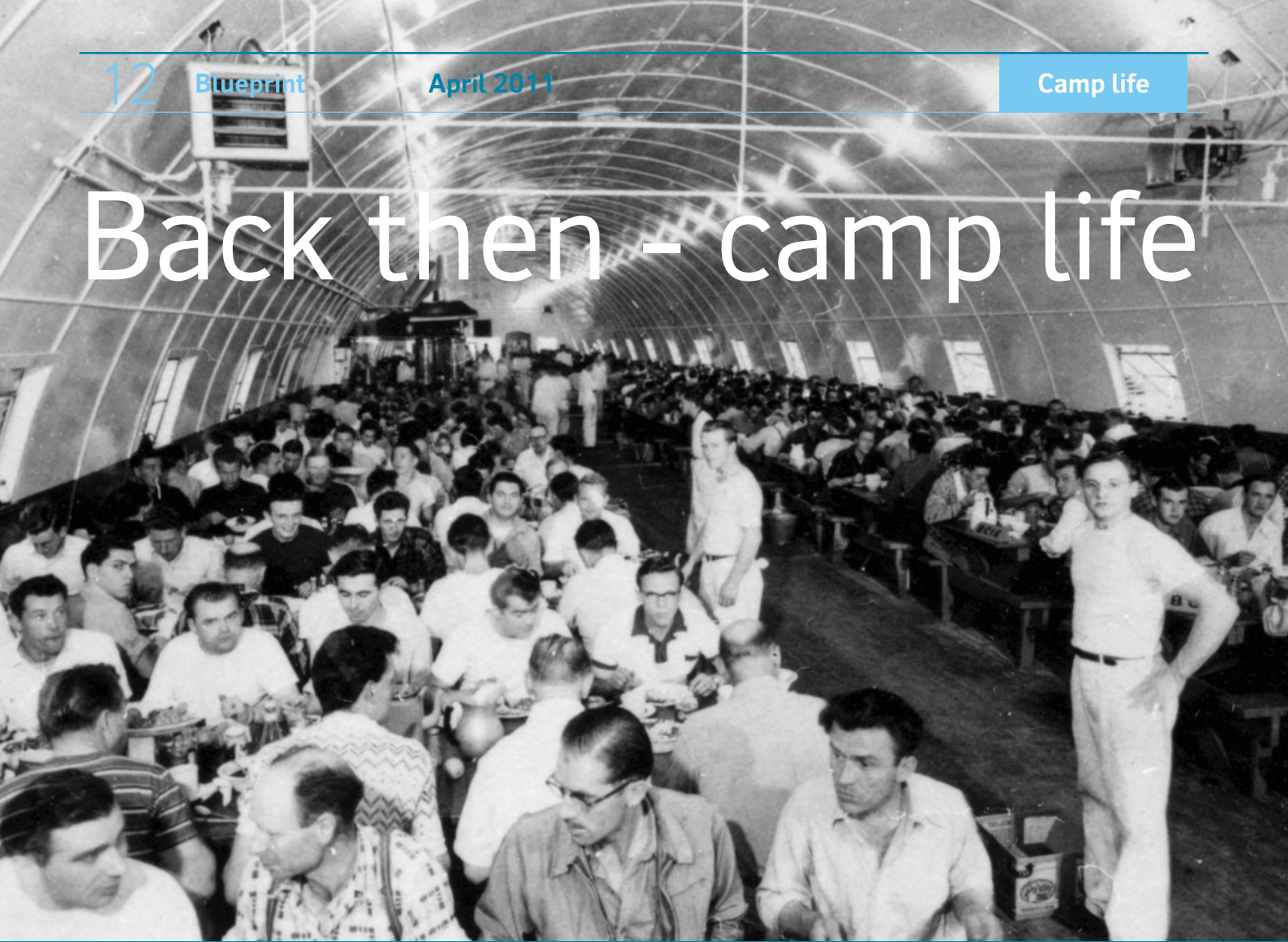
NW Demolition's Richard Wayper and Steve Custeau of Quantum Murray spoke at the signing and said they are looking forward to working in Kitimat and have a business approach that includes training and hiring local workers.

These two contracts form a significant portion of the US\$300 million released for the project 13 December 2010. The additional funds will cover the costs of early works construction in 2011.



KMP's Michel Lamarre through the lens of a television camera.

Back then - camp life



Camp No. 5 mess hall interior 10 July 1952.



Camp 11 in summer 1952 or 1953.



Bill Richards at Camp No. 11 in winter
5 November 1953.

As the managers of the Kitimat Modernization Project signed the camp supply contract to ATCO Structures and Logistics in March of this year, it is easy to marvel at how camp standards and camp life for the construction worker have changed in nearly 60 years.

Back then, the quality of camp life depended on which part of the original Kitimat-Kemano Project the worker was building. Living quarters could have been a simple bunk bed in a military style Quonset hut in Kemano, a cabin sitting on wooden stilts shared with four coworkers on the mountain side of Kildala Pass or perhaps even a cozy room on the Delta King sternwheeler buried in the sand at Hospital Beach in Kitimat.

Accommodations back then were minimal – typically limited running water, sparse recreational facilities and certainly no TV. An evening of fun in the camp usually meant a game of cards in a small smoke-filled room.

Methods of advanced personal communications - cell phones and Internet didn't exist so communicating with family and friends was a lengthy process relying on the good old postal service. Mail day, often the highlight of the week was usually only once per week and during winter months possibly longer.

Today however, it's a completely different story. Construction camps are self contained villages with enviable amenities. Private sleeping rooms, extensive recreation facilities including fully equipped gymnasiums, community areas, satellite TV and Internet access all provide the necessary components to make living in a construction camp enjoyable. As someone once said - not bad for an all inclusive vacation.

The only thing that hasn't changed over the years is the great food – a mandatory requirement of any construction camp.

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