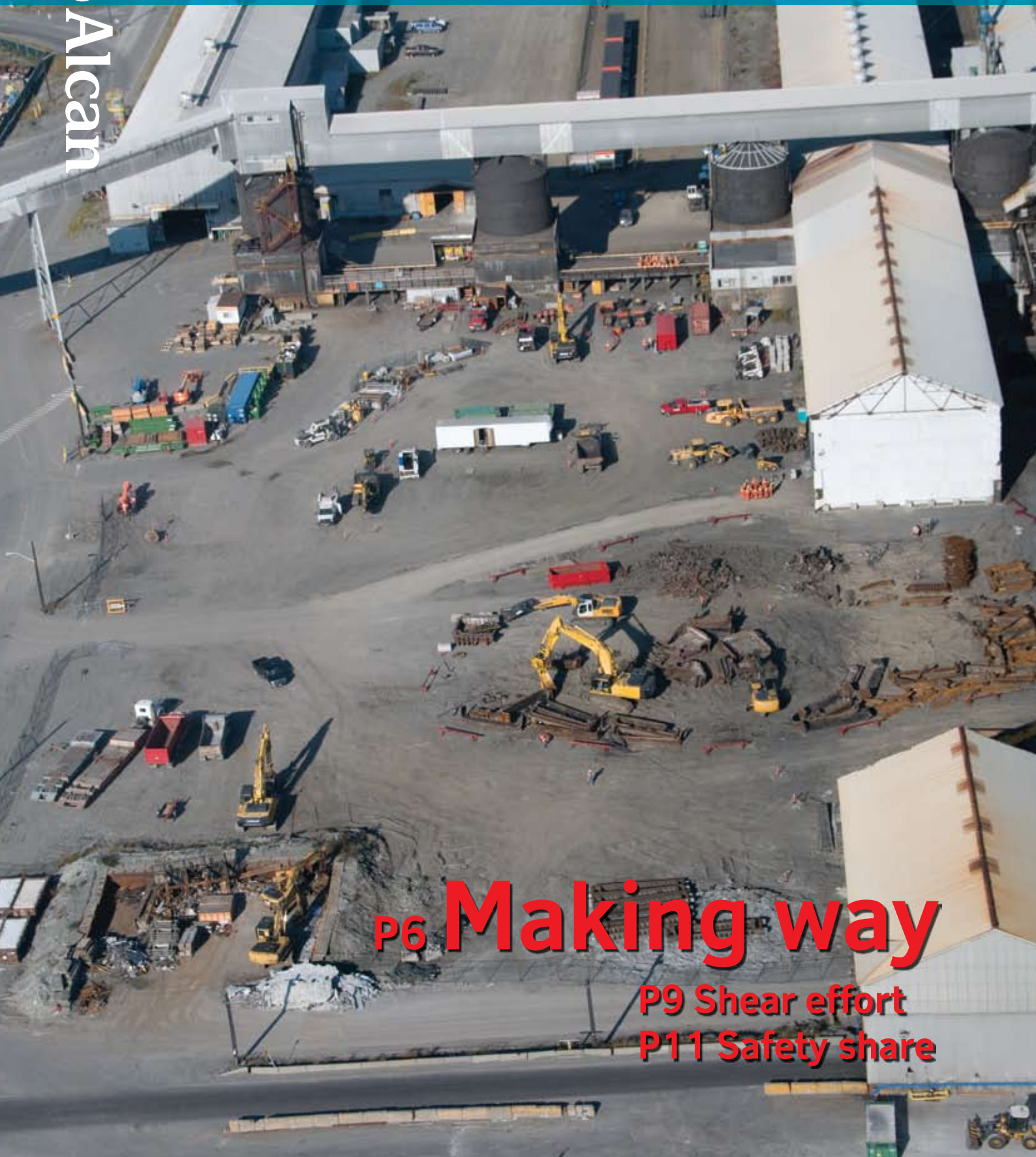


Rio Tinto Alcan

Blueprint

Kitimat Modernization Project

Issue 03 August 2011



P6 Making way

P9 Shear effort

P11 Safety share



COVER PHOTO: A view from above of the progress on the demolition of pot lines 7 and 8.

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September is hand and finger injury prevention month



Michel Lamarre

It's been an exciting summer watching the very visible advancements on the Kitimat Modernization Project construction site. We have seen the development of the first phase of the KMP Construction Village that will soon house our first residents.

The massive three kilometer long underground utilities corridor is well under way. And the cleaning and demolition of potlines 7 and 8 is now starting to move along. It's great to see KMP taking shape.

We have increased our workforce very rapidly in the last few months. There are now more than 580 full-time employees working on KMP with newcomers arriving regularly. By this time next year, we will have about 2,000 workers on site – it's going to be a very busy place.

As the construction project grows, there is more co-activity, more distractions and more reasons why keeping one's mind on task is critical. Working with our prime contractor Bechtel Canada, we have implemented the Golden Rules on our work site. These are rules aimed to prevent serious incidents. We also require that visitors, contractors and employees complete STARRT card exercises to ensure that risks are identified.

Workplace injuries are preventable and it all starts with you. We ask everyone on site to always be aware of their surroundings; assess tasks before conducting them and look out for one another.

As part of our commitment to achieving Zero Harm by Choice on the Kitimat Modernization Project, we have made hand and finger injury prevention our safety theme for the month of September. While safety should always be top of mind, it's important to focus on our hands.

Hands are an important part of our every day life both at work and at home. We use our hands in virtually every task that we do – lifting, grasping, pushing, pulling, using equipment, carrying items, even holding a loved one's hand – all tasks we do on and off the job. A hand injury can impact your ability to perform your job, but it can affect all your day-to-day activities.

In many ways, hands are the front line workers of our bodies. They are sensitive, versatile, tactile and complex. They are often exposed and are always susceptible to injury.

We want everyone to go home safely at the end of the day.

Take care of one another,

Michel Lamarre
Director, Kitimat Modernization Project



Underground utilities corridor grows

Work on the massive 3km underground utilities corridor has begun in earnest.

The underground loop will house potable water, sewage, fibre optic cables and other utilities to service the new smelter.

That's Ken Grant filling in a STARTR card as the first concrete was being poured on the project.



O Canada!

More than a dozen people from the Kitimat Modernization Project, Bechtel and contractors, put in hours of volunteer time to build a Kitimat Modernization Project float for the annual Canada Day parade in Kitimat 1 July 2011.

The international group of volunteers rolled up their sleeves and built a float reflecting the beauty of the area along with a model representing the future smelter.

Thanks to their dedication, they earned top prize for Best Business entry in the parade. A huge thanks goes out to all the volunteers for their dedication and time.

Executives check progress of demolition

Dave Williams of Quantum Murray-Northwest Demolition Partnership gives a tour to Sandeep Biswas, senior vice president of business development and growth and Paul Henning, vice president BC operations and strategic projects Western Canada, as they visit the Kitimat Modernization Project site 16 June. Sandeep was visiting from the Rio Tinto Alcan headquarters in Montreal to check in on the progress of early works construction.



Dave Williams, Paul Henning and Sandeep Biswas



Premier Christy Clark visits KMP construction site

British Columbia's Premier Christy Clark made a visit to Rio Tinto Alcan's BC Operations in Kitimat and stopped in at the KMP site 7 July. She toured the construction site and visited with several employees. It was Clark's first visit to the project site

since she became Premier earlier this year. That's Dave Nelson of Quantum Murray-Northwest Demolition Partnership with the Premier. She took the opportunity to speak with a wide variety of workers.

KMP Dictionary

The layout of the new smelter footprint contains many buildings labeled with acronyms.

For those people working on site, the abbreviations are a quick and easy method of referring to certain buildings or areas, but for others it sometimes sounds like alphabet soup!

Here are the definitions of some of those acronyms.

ABF: Anode Bake Furnace

This is the new building where anodes will be baked on-site.

GTC: Gas Treatment Centre

In the existing smelter, this area is often referred to as the scrubber. It's the location where emissions are treated.

FTC: Fume Treatment Centre

This is the new fume treatment facility for the Anode Bake Furnace.

KMPCV: Kitimat Modernization Project Construction Village

This is the area located north of the construction site where some workers will be housed during the construction period.



Mark Gravel and Alex Ramos-Espinoza of Kitimat's Lapointe Engineering Ltd.

Contractors gather in Vancouver

As the Kitimat Modernization Project ramps up, larger and more complex contracts will be put out to tender, and in order to best prepare businesses both big and small for the scope of the project, Rio Tinto Alcan hosted a contractors' forum in Vancouver 22 June.

The gathering was designed to allow major contractors to take a look at what's coming up and gave some local contractors from the Kitimat area a chance to showcase their businesses in an effort to match local talent, skills and experience, with the needs of major companies bidding on the large packages.

Held at the Vancouver Convention Centre, the forum included presentations from the Kitimat Modernization project team and its prime contractor Bechtel Canada, providing critical information about the bid process and the project as a whole.

The forum attendees were also pleased to hear words of encouragement and accolades for northern BC's potential from provincial Minister of Jobs,

Tourism and Innovation, Honourable Pat Bell. Local and regional contractors were set up during the day-long event to showcase and promote their businesses and talents which was complimented by the main stage promotion of Kitimat and Terrace as great places to live and work by representatives of the local Chambers of Commerce.

The project's director, Michel Lamarre, was thrilled with the attendance - more than 300 people participated - and how well the forum enabled contractors and suppliers of all sizes to network and get to know one another in anticipation of the rapid pace of construction expected in the next few years.

"The forum was just fantastic, it exceeded my expectations," says Michel. "It's important to us to link local subcontractors and suppliers with those larger contractors who may be bidding on bigger parts of the project."

While the project was slowed significantly in 2008 due to the global economic recession, that slow down has enabled local contractors to bid on smaller early works packages and become acquainted with the Health, Safety and Environment (HSE) regulations and expectations for the project. That experience makes those businesses excellent resources when outside contractors coming in need experienced subtrades with the added value of understanding the regulatory environment in which they are working.

Mark Gravel, one of three partners at Lapointe Engineering in Kitimat says the forum was an excellent opportunity for regional businesses and suppliers to meet with large international firms. The forum opened up opportunities to doing business relating to the project, but also enabled his company to look beyond the modernization project to grow the business sustainably and service other major projects in the future.

"It was a great way to present this really important project to the world, but promote Kitimat as well," Mark says, adding that he was impressed by the wide range of services and expertise that is based in the northwest. "This is giving the northwest opportunities to continue developing ourselves through this project for many other significant projects in the years to come. The excitement in that room with local businesses and international companies was amazing."

Members from the chambers of commerce in both Terrace and Kitimat spoke at the forum allowing them an opportunity to tell potential contractors about the benefits of living - and conducting business - in the Terrace and Kitimat areas. From the boundless opportunities for outdoor pursuits such as world-class fishing, hiking, camping, skiing and more, to the low cost of living and availability of big-city amenities with the appeal of smaller, close-knit communities, the chambers were able to promote their communities and send the message that the area is open for business.



Darcy McKeown and Hatha Callis of Progressive Ventures at the trade show, left. And at right, stakeholders listen to a presentation.

Harnessing the elements



Steven Forrest

The Kitimat Modernization Project is home to a unique pilot project that is shining light on green innovation.

As you drive on to the KMP construction site, one light standard stands out among the others. A small windmill and a bank of solar panels sit atop the street light, generating clean, green energy with no reliance on the electrical grid system.

The wind and sun powered light is a pilot project of sorts, to see if this type of technology is viable in an industrial setting. Local contractor TL&T Electric has taken the initiative to work with a Chinese manufacturer to install a totally energy free device for lighting on the project site in an effort to see what future applications the technology might have. The turbine and the panels feed a small battery pack that powers the light standard with a powerful LED light. When it's fully charged the battery pack can last for several days.

"It is all about reducing greenhouse gasses and power, but the problem of course is, can you rely on it all the time? What happens if you don't have enough wind or sunlight?" says Steve Ferris, KMP's area manager for infrastructure. "Apparently these units are that good that that just doesn't happen."

TL&T Electric's operations manager Steven Forrest says he's heard the naysayers before – that Kitimat is too overcast to make a unit like this a sustainable option in the future. Some critics suggest the panels will become obscured by snow in the winter. By utilizing the hybrid system and further enhancing the solar power design for climatic conditions, these issues have been overcome.

The test unit, manufactured by a Chinese company called Chuzhou Heng En Photoelectrical Technology Co., was put in place after Kitimat's TL&T suggested it could be a viable way to provide light without the financial and environmental expense of traditional electric standards. Installed at the end of July, the light standard is already demonstrating that it works and it works well.

TL&T Electric participated in a Rio Tinto Alcan sponsored trip to China in 2007 as part of Rio Tinto Alcan's Regional

Economic Development initiative. The idea was to bring regional business people to China to learn how to do business with Chinese companies, provide opportunities to cultivate partnerships and ultimately, allow local companies to branch out to do business on an international scale. This initiative, says Steven, is the result of that trip all these years later.

"We looked at what was available to us to see how Chinese business is done and explore different avenues," recalls Steve Forrest. "What the trip did was give us exposure to what it is to work on a global marketplace."

It's stories such as these that are at the heart of Rio Tinto Alcan's commitment to regional economic development – giving local businesses and contractors opportunities to grow their businesses.

TL&T Electric in conjunction with Chuzhou Heng Photoelectrical Technology Co. and Rio Tinto Alcan are in the process of submitting the lighting project as an expression of interest for the federal government's ecoENERGY Innovation Initiative – a program designed to support energy technology innovation to produce and use energy more cleanly and efficiently. If the project is selected, ten more of the hybrid light standards will be installed on the Kitimat Modernization Project site.

Not only does the hybrid system eliminate the need for energy from a conventional lighting source, traditional infrastructure such as lighting panels, transformers and wiring systems are no longer required.

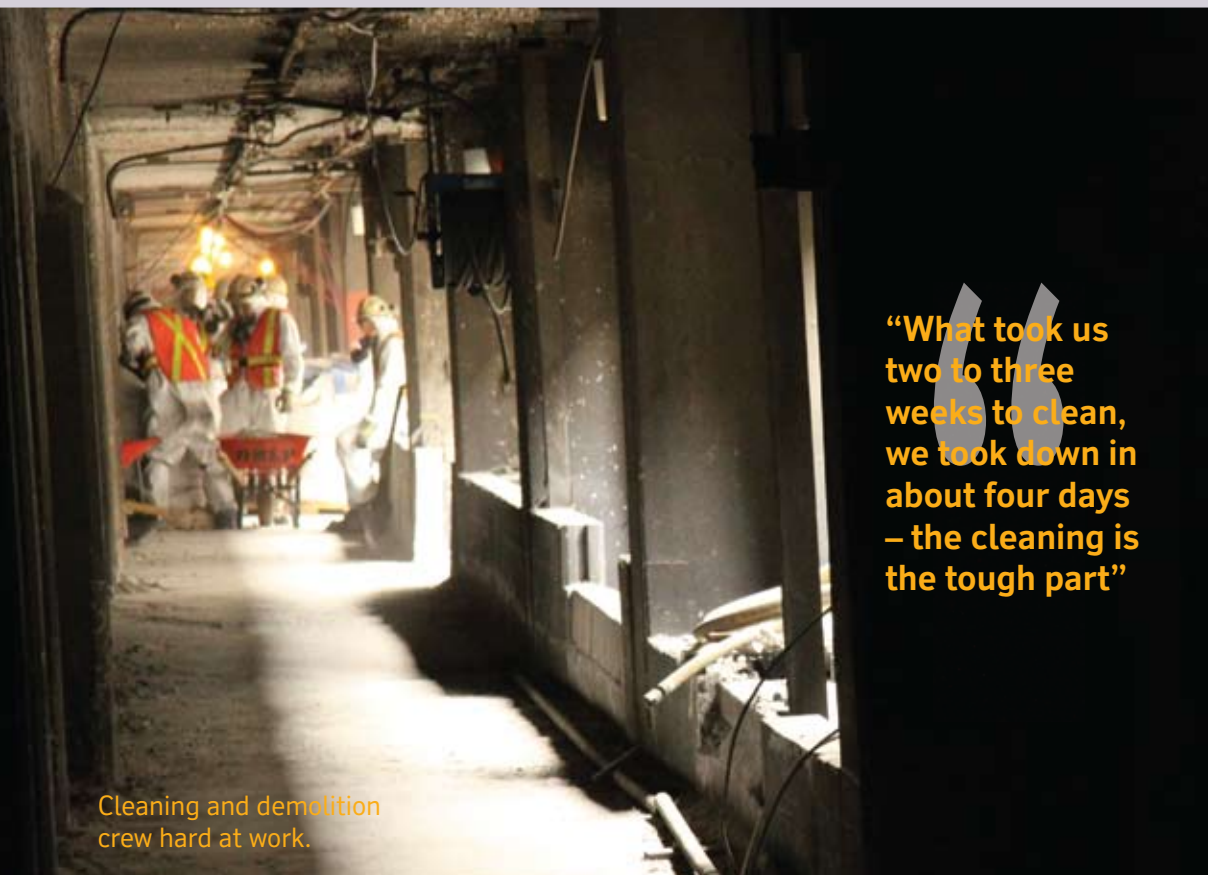
"It's economical, fast and environmentally friendly," says Steven. "From a safety standpoint it also reduces exposure of workers to the electrical process."

Steve Ferris sees the potential these units could have in other parts of the world as well. If it works as well as it is touted to – it could mean energy savings for other Rio Tinto Alcan sites that still are located in areas that get more sun throughout the year and still rely on diesel for power production.

The pilot project will last for a one year period.




Cleaning and demolition



“What took us two to three weeks to clean, we took down in about four days – the cleaning is the tough part”



Jason Morgan
and Alfred
Ross



Workers package bath



Imagine if you will, a building more than 50 feet high, made mostly of aluminium and steel that has been used to house an operating aluminium smelting pot line for nearly 60 years.

Using 1950s technology, the smelting process results in emissions, smoke and particles of alumina and bath into the air, settling on walls, ledges and the floor. Now imagine the scope of the job to clean that building from top to bottom, ridding it of all that residual material that has built up over six decades.

Dressed in white protective white overalls, breathing through a specialized respirator connected to a full face mask and working in sometimes cramped quarters, the more than 180 workers charged with cleaning the old pot lines 7 and 8 have a massive job.



Cleaning the potlines is a critical piece of the puzzle before demolition of the buildings begins. The potlines must be demolished to make room for the new smelter. The Kitimat Modernization Project is unique in that it is not building a brand new smelter from scratch on a fresh swath of land, rather part of the new smelter will overlap the northern portion of the existing operation.

The meticulous cleaning is necessary to avoid fugitive dust emissions during the demolition of the buildings, explains Jeff James, the Cleaning and Demolition (C&D) area superintendent for Bechtel Canada. Bechtel is the prime contractor overseeing the building of the new smelter for Rio Tinto Alcan.

"We use industrial vacuum trucks that have hoses attached to them and those hoses are strung throughout the building," says Jeff. "Essentially, we vacuum every inch of the building."

Some workers focus on ground level work, while others find themselves working at height – up on elevated platforms to assist in reaching those hard to get areas.

It's a labour-intensive effort and takes much longer than the demolition part of the project. Most of the workers taking on the task were hired locally and passed through special training programs in order to get the job done. Once they are finished cleaning certain areas of the pot lines, it's time for the big shears to come in and start with demolition.



The C&D work contract was awarded to a joint venture formed between two expert companies in this area of work – Quantum Murray/NW Demolition Partnership.

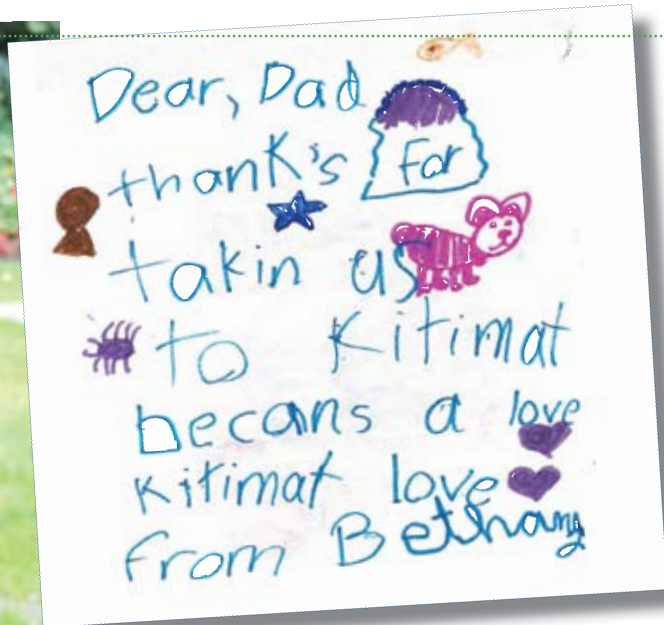
Jeff says the partnership brings a level of expertise required on a job of this scale. Quantum Murray has taken on this type of cleaning activity many times in the past and understands the importance of how to deal properly with the hazardous materials, while NW Demolition is in charge of overseeing the demolishing (see our Tech Talk feature on page 9 to learn more about the massive shears used by NW Demolition to take down the huge buildings).

Huge machines, specially designed to rip into structural steel and aluminium siding are used and make short work of the sturdy columns, beams and concrete. The specialized equipment means less manpower is required to take the buildings down. So far, much of 7A East, 7B East and 8A East have been cleaned and a portion 7A has been demolished. Anodes and cathodes have also started to be removed from the buildings.

"What took us two to three weeks to clean, we took down in about four days – the cleaning is the tough part," says Jeff.

The C&D work on pot lines 7 and 8 is expected to be wrapped up by the end of 2011, but the contract continues on into 2012 when a number of other buildings will be torn down to make way for the ever expanding footprint of the new smelter.

GLOBAL VILLAGE



For Leonard Kaberry, transporting his family to Kitimat so he can work on the Kitimat Modernization Project is just one more exciting adventure that he's had working for Rio Tinto Alcan.

Leonard, 33, has been working for Rio Tinto Alcan for seven years, starting with a stint in the remote location of Gove, Australia. That's where Rio Tinto Alcan produces bauxite, hydrate and alumina. Gove, Leonard says, is much smaller and much more remote than Kitimat, so he and his family are settling in well to life here.

From Australia, Leonard moved to Montreal where he worked in Major Project Support for three years before moving to Kitimat in 2011.

After spending much of his time in recent years working in the area of business development, Leonard says he was keen to be part of a major building project. The Kitimat Modernization Project fit the bill perfectly.

As the area manager for relocations / cleaning and demolition, Leonard is helping to oversee the demolition of pot lines 7 and 8 and the many movements of existing buildings and facilities to new areas to make room for the new smelter.

Because the new smelter will be built over top of the existing footprint, many buildings are being demolished and those facilities moved to other locations. It requires a lot of coordination between the operating facility and those working on the construction project.

Among the challenges and excitement involved with the project is seeing the construction activity progress so quickly. At the end of 2010 there was very little activity happening on the ground, but 2011 has proven to be a very busy year with multiple early works construction activities taking place, hundreds of construction workers on site and a fast-paced construction schedule to adhere to.

"The ramp up of activity is fast," says Leonard. "We've gone from pretty low activity and then you ramp up quickly on a number of different fronts – it takes a lot of effort and coordination to get the wheels in motion."

On the homefront, Leonard says coming to Kitimat has aligned well with what his family wanted to do. It also means less travelling and more time spent with his family and a community he is coming to really enjoy.

Leonard and his wife Leisl have their hands full with four children: James, 10, Bethany, 8, Jessi, 6, and wee Coder who is just 4 years old.

When you have a large family, making sure they are settling well into a new home is important.

"They are happy as clams," says Leonard of the Kaberry clan's adjustment to living in northwestern British Columbia. "I think they really like the wide variety of activities they can participate in here."

Despite the cool spring and summer, the family has jumped right in to the community with swimming lessons, bike riding and other organized activities. Another one of the benefits of working in a community the size of Kitimat is that you quickly get to know the local residents, and other people and their families who have moved to Kitimat to work on the project.

"You get to interact with people you work with outside of work, which I believe contributes to a better work environment," Leonard says.

Shear effort

You wouldn't want to trim your hair with these scissors. The LaBounty shears used by Northwest Demolition are designed to snip through rebar, piping, steel beams and columns, and to crush concrete with ease. That said, they work very much like the metal shears you might find in a home workshop, just on a much larger scale.

"We have shears that range from the MSD 3000 that can cut up to one inch steel plate, to the smaller UP30 which has interchangeable jaws for different jobs," says Northwest Demolition's Operations Manager, Mark Stoller. The MSD 3000 shears are dedicated cutters and weigh in at a healthy 6045 kilograms, while the adaptable UP30's tip the scales at a svelte 2545 kilograms. These are very large scissors.

The shears are mounted on backhoes, with both long reach and standard booms that, according to Mark, have had extensive hydraulic modifications. "We need both special high pressure (5000 psi) plumbing and high volume hydraulic systems to run the shears," he explains, "They are not standard units."

Watching these machines at work is fascinating. The shears and backhoe look much like something out of a Hollywood monster movie. The UP30 shears, mounted on a long reach backhoe, reach to the roof of the potline building to cut effortlessly through steel beams, columns, and roof purlins. It snaps off steel flanges as if they are soda crackers, and quickly reduces whole sections of Pot Line 7A to neat piles of metal. When a section of the pot line has been cut apart, another machine with a smaller boom, but larger and heavier shears moves in to trim the material into manageable pieces that can then be sorted and packaged for recycling. "It is even possible to recycle the concrete," says Mark.

Modern demolition techniques provide a safe, clean and efficient worksite. The technologies used make it possible clear significant structures quickly, while recycling large amounts of valuable material, thus drastically reducing waste. In this milieu, the LaBounty shears used by Northwest Demolition play an important role.



Northwest Demolition's operations manager, Mark Stoller, at right, standing next to the shears.





Environmental monitoring

Maricor Arlos of SNC Lavalin takes soil samples of excavated materials. Yellow flags indicate the location of each soil sample.

A construction project the size and scope of the Kitimat Modernization Project requires a tremendous amount of care and technical expertise when it comes to environmental concerns relating to many aspects of the giant build. Bruce Fox is the project manager, for SNC Lavalin, Inc. and he has more than 40 years experience in construction, mining, metallurgy, and reclamation.

"SNC Lavalin provides the technical services identity for Bechtel and Rio Tinto Alcan on the Kitimat Modernization Project," says Bruce. "In short, we look after people and the environment."

Bruce has a crew of 28 people on site, as well as an additional eight support personnel in Burnaby, Toronto and Montreal. The Technical Services Contract (TSC) also necessitates the use of laboratory services to conduct analyses on a wide variety of sampled materials, as well as environmental support services for cleaning and demolition soil remediation the underground utility loop and the water management components of the KMP development. These various work projects are located in all three areas of the project including the greenfield (area where KMP activities do not impact existing operations), the brownfield (areas that involve relocations and interactions with existing operations and the project), and the redfield (areas where cleaning and demolition are being conducted). Bruce also works closely with Sean Zettler, Senior Environment Advisor, KMP and Mike Simons, HSE Manager, KMP, as well as Bechtel and on site contractors.

Protecting people and the environment requires a careful regimen of monitoring that is used to evaluate hazards, to establish safety protocols, and to ensure compliance.

"We monitor four categories," says Bruce "Soil, water, air and noise."

"Soil," he explains, "is sampled for environmental impact, and is separated and stored by category." This allows informed decisions to be made for the use or disposal of excavated materials.

Water is tested according to its source (i.e. ground water, contact water, and storm water), and when necessary, it is processed to

ensure that it is clean when returned to the environment.

Air is constantly monitored on site to check for contaminants. Finally, noise levels are constantly reviewed.

The monitoring regimen provides the data for Bruce and his crew to develop personal protective equipment requirements for KMP contractors based on the areas in which they are operating. They are also able to give contractors advance warning of the contaminants they may experience in a particular area.

Before demolition can proceed, the building concerned must be clean. This may sound strange, but it is essential to prevent clouds of dust borne contaminants from being spread far and wide. Bruce and his crew collect samples of dust and suspect hazardous materials by means of daily inspections. These samples are used to assess the cleanliness of the building, and to determine its readiness for demolition. The dust gathered by the cleaning process is also analysed and categorized to provide for safe recycling and/or transport of materials.

Bruce and his crew also provide the oversight that ensures contractors are complying with prescribed safety and environmental parameters.

"It's a complicated process," says Bruce, "What we do is connected to each and every job on the site."

Challenging, perhaps, but Bruce and his crew meet those challenges with a strong commitment to the well being of both people and the environment. They are a constant on the worksite and take their jobs very seriously.



Ana McLochlainn and Bal Ludu of Pacific Environmental examine air monitoring equipment.



Bruce Fox and Maricor Arlos of SNC Lavalin.

Looking out for the safety of the workers

When Taylor Cross makes his rounds on the Kitimat Modernization Project construction site he is always looking out for the safety of the workers on the job by assisting them to identify hazards that may not have been identified as part of their pre-task hazard assessment.

As a safety advisor intern, Taylor's day to day activities involve a lot of interactions with the contractors working on the modernization project. A typical day starts with a morning stretch.

Every morning, bright and early, KMP workers participate in a group stretch – something that for many people, helps start the day off on the right foot.

"I think a stretch is good because for me it livens me up and makes me feel good about myself," says Taylor. "It's also good for preventing injury because people just don't take the time to do it usually."

The rest of the day involves making rounds to the various work activities under way such as the cleaning and demolition site, the underground utilities corridor and the KMP Construction Village.

"We'll go out and do reviews of different areas," says Taylor. "This also involves reviewing STARRT cards and attending safety meetings."

STARRT cards are what the project uses to identify hazards and risks on site for group tasks and are a method of ensuring that everyone that comes to one of the areas is aware of risks that may be present and the safety precautions required in that particular work environment.

Taylor also works with the project team to ensure they are wearing personal protective equipment correctly, working at safe speeds and are mindful of the coactivity around them. A construction site is a busy place with a lot of distractions, interactions and risks.

"My biggest joy is talking to a lot of people to help them get into a safety state of mind," Taylor says. "Jobs can get repetitive and the mind wanders to what you are going to do after work, what you're doing on the weekend, so it's important to stay focused on the task and not become complacent."

As part of safety interactions, Taylor stops to discuss hazards with workers, but that's all part of his role as an advisor – providing sound safety advice when required. Having developed good working relationships with the



Taylor Cross

workers on site, these interactions are all part of the safety culture on the modernization project.

"A lot of people are willing to stop and talk to me and they try to answer the questions I have and I try to answer the questions they have," says Taylor.

As an intern, a position made possible by the Haisla Nation Rio Tinto Alcan Legacy Agreement, Taylor is continuously learning the ins and outs of what it takes to be a safety advisor. He's been working under the guidance of Mike Simons, Rio Tinto Alcan's KMP Safety HSE manager and Bechtel's Gerry Palm. Taylor says their guidance has been invaluable to his development throughout his year-long internship.

"Taylor brings a lot of enthusiasm and a willingness to learn to his role," says Mike. "His internship is about gaining experience that will assist him into transitioning into a career as a safety professional."

Taylor has completed further study to become a certified construction safety officer and is focused on being able to continue his professional safety career in the years to come.



Building a smelter - 1950

An aerial view of the original smelter site circa 1950. At lower left is the Delta King riverboat parked in the sand – this was the construction camp for labourers working on the project.



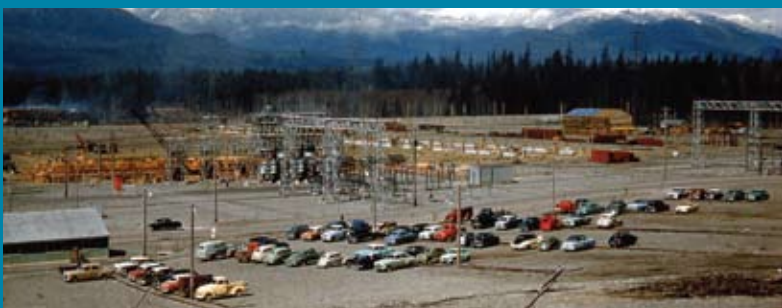
The skeleton of a potroom from below.



An unidentified equipment operator.



An aerial view of unfinished pot lines. (at left)



Vehicles are parked near the original construction site, above.

More than 60 years ago construction began on the Aluminium Company of Canada's Kitimat smelter.

At the time, it was the largest private sector construction project in Canada and was indeed, a feat of engineering.

Workers from all over the globe came to work on the massive project. Fast forward to 2011 – the company is now Rio Tinto Alcan, but the excitement of building something new is just as tangible today as it was in the 1950s, when these photos were taken.

Today, people from all over the world have joined us here in BC and are working on the Kitimat Modernization Project. From South Africa, India, Australia, the US and all over Canada, it's truly a global team effort.

On site, more than 400 workers are already engaged in early works construction activity such as the cleaning and demolition of pot lines 7 and 8, building the massive underground utilities corridor and developing the KMP Construction Village.

At peak construction up to 2000 temporary workers will be engaged on the rebuild.

These photos from the Rio Tinto Alcan photo archives offer a glimpse back in time to when the original smelter was being built.

KMP - Building the future together!

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