

BUSINESS AS UNUSUAL

Gaining Advantage in a Dynamic Project Landscape



Major Projects in the Canadian Oil Sands – Past Experiences and Future Expectations

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42ND ANNUAL ECC CONFERENCE

SEPT. 1ST–4TH 2010 - RITZ CARLTON GRANDE LAKES - ORLANDO, FLORIDA

engineering and construction contracting conference

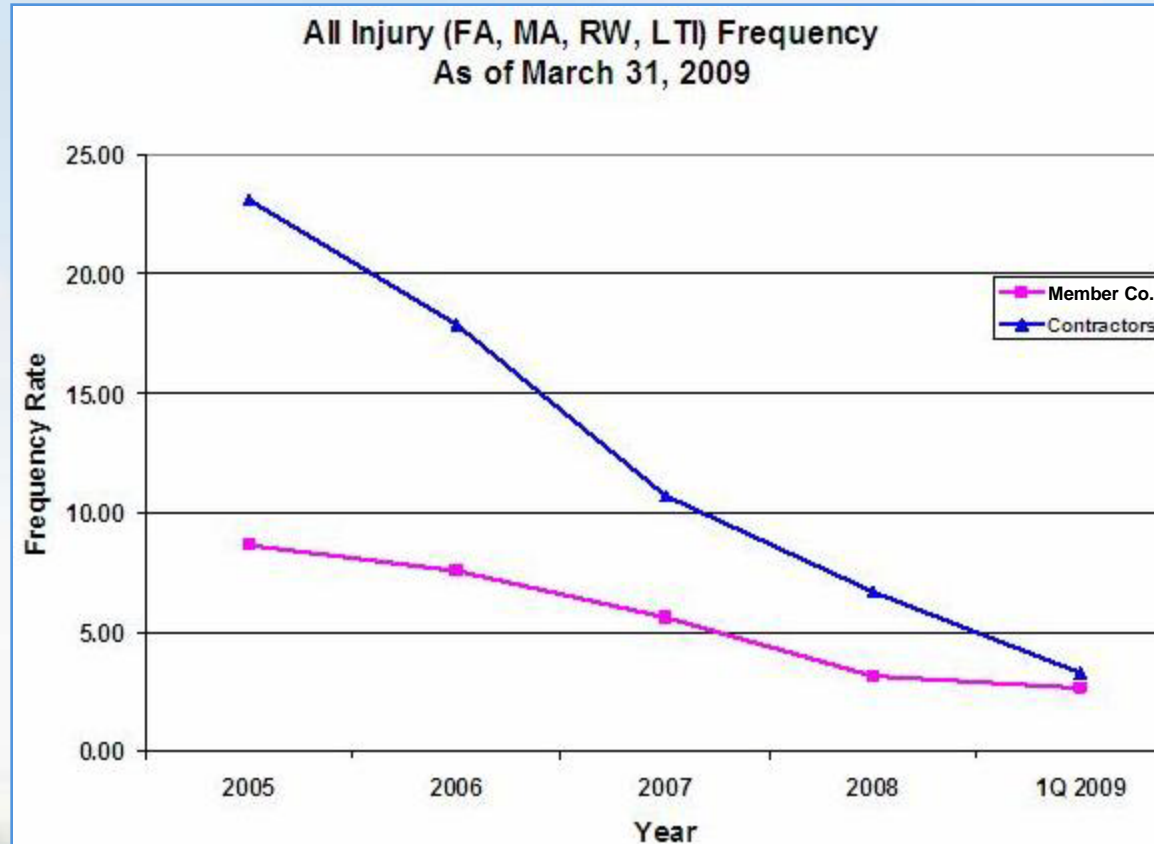
Worth discussing

- About COAA
- The Opportunity and the Oil Sands (*they're both still there*)
- Make the most of it

About COAA

- Founded in the 1970's
- Owner leadership in a fragmented industry
- ~ 20 principal members & 140 associate members
- Annual Best Practices Conference since 1993

About COAA – Our impact

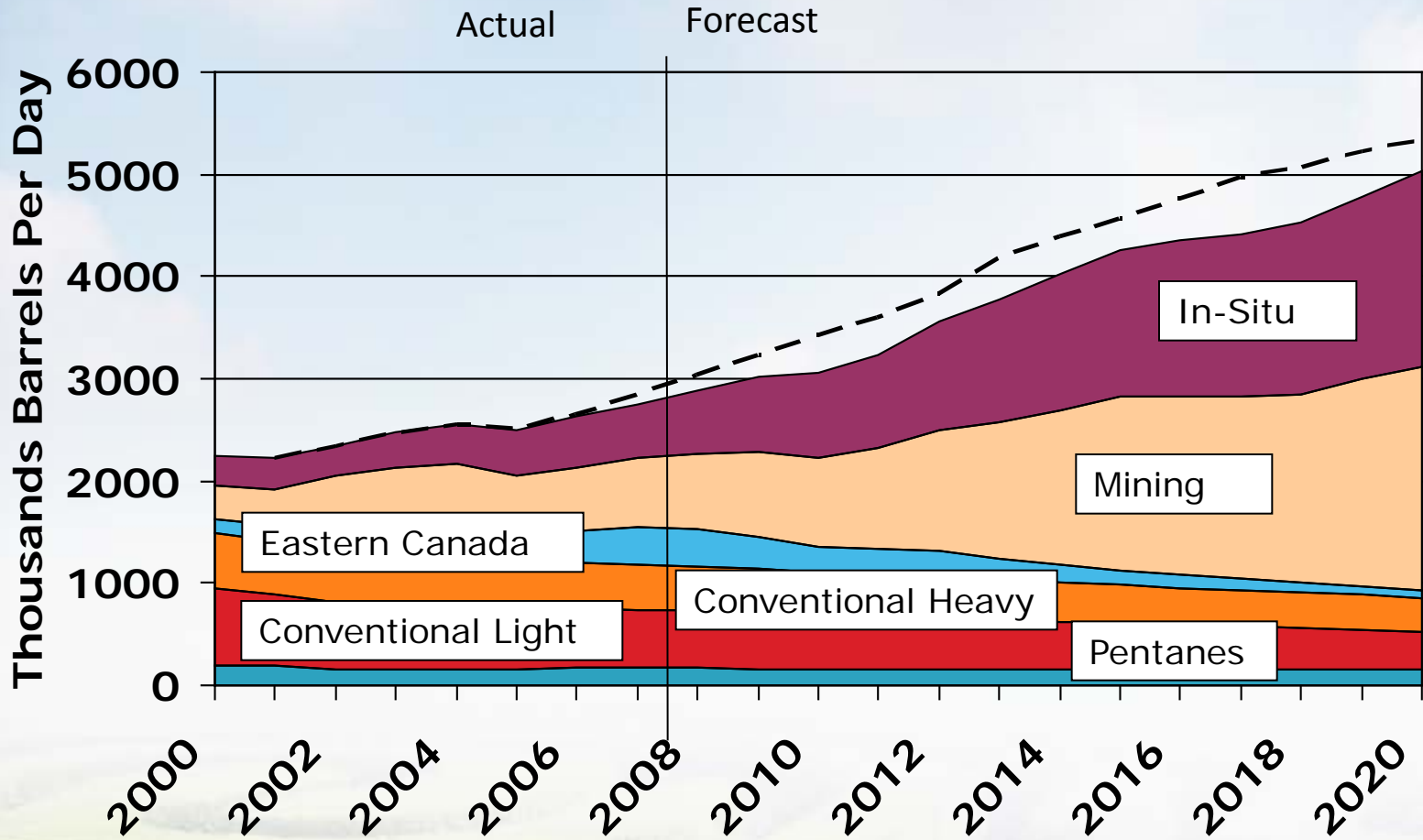


About COAA - Best Practices

Four areas

- Safety
 - Workforce Development
 - Productivity
 - Contract Documents
-
- 23 best practices issued, 8 in development
 - Our website – www.coaa.ab.ca

The Opportunity – The oil is still there



Reference: CAPP June 2008 Canadian Crude Oil Production & Supply Forecast (2008-2020)

The Opportunity – Firebag ... one of many projects



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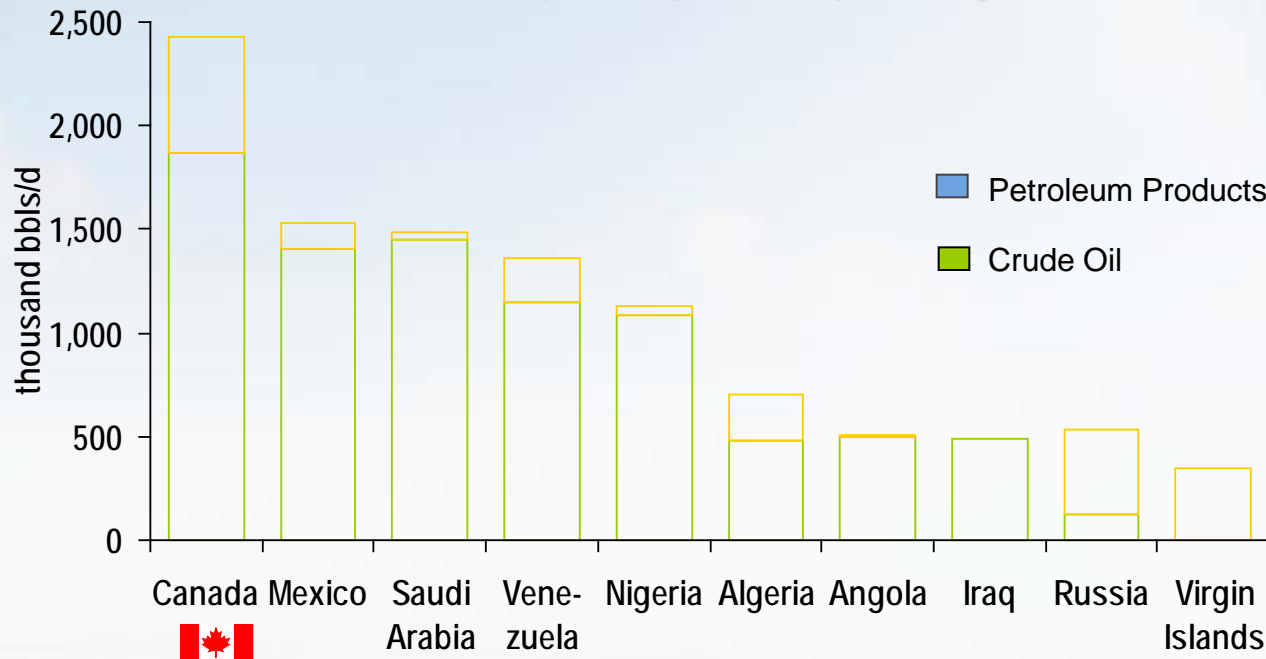


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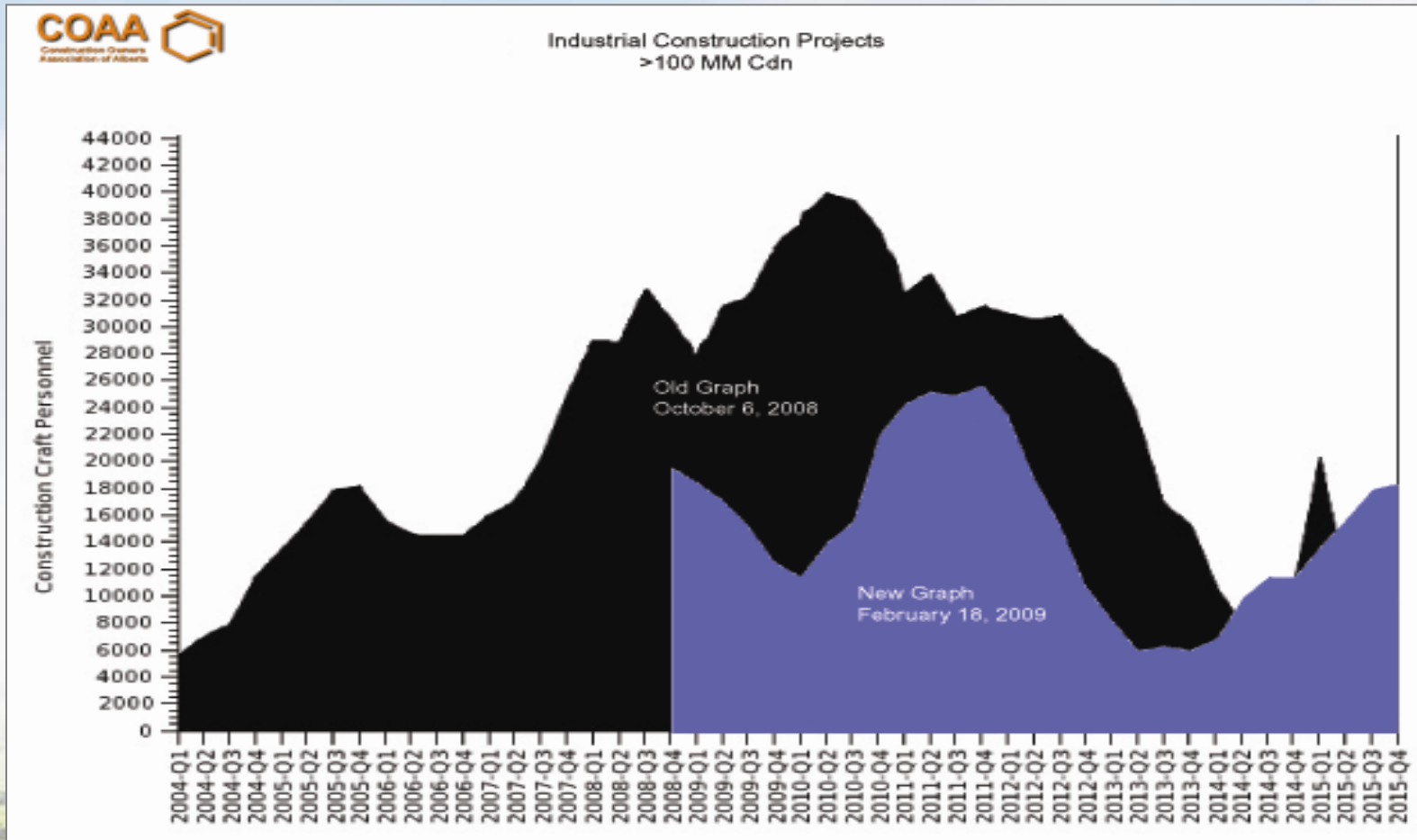
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The Opportunity – U.S. market demand

U.S. Imports by Country of Origin

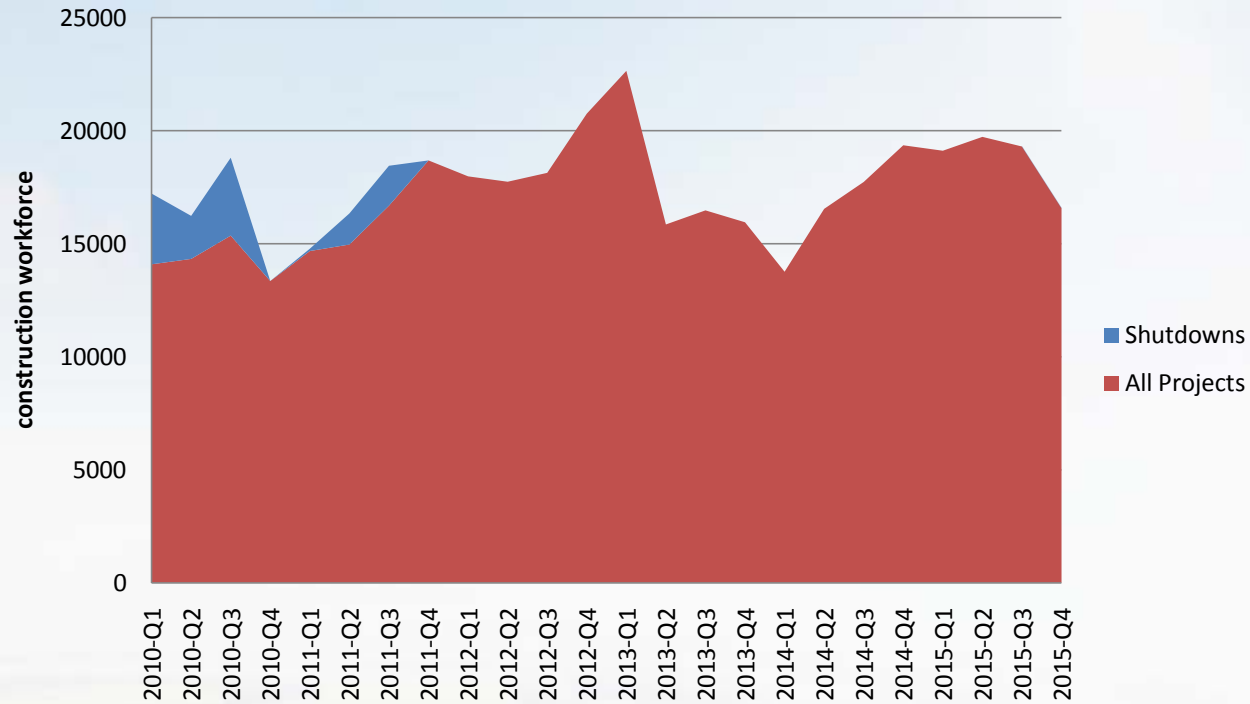


The Opportunity – Impact of the recession



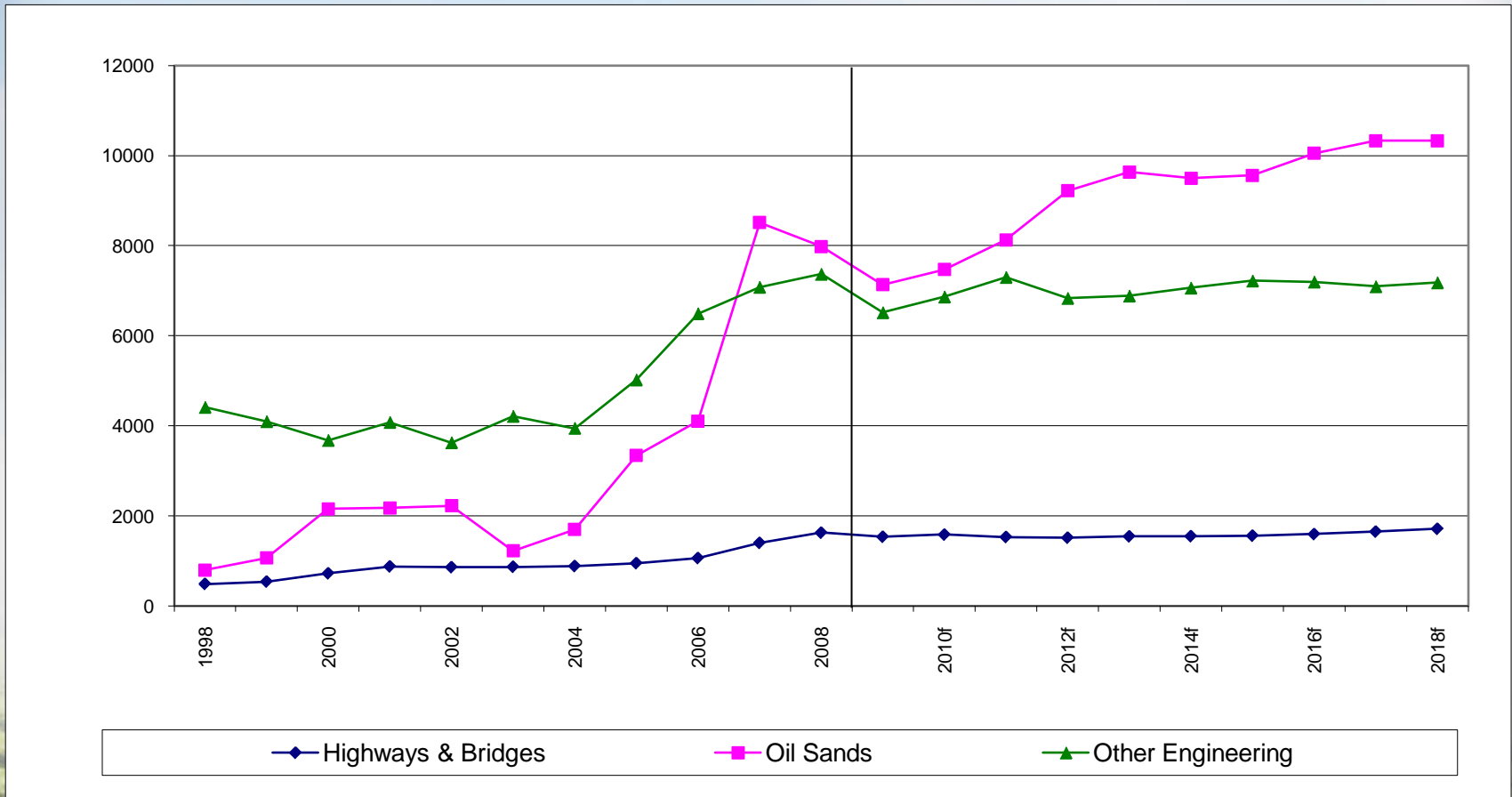
The Opportunity – Impact of the recession (cont.)

Major Projects - Alberta



The Opportunity – Looking ahead

Canadian Engineered Construction (in 2002 \$)

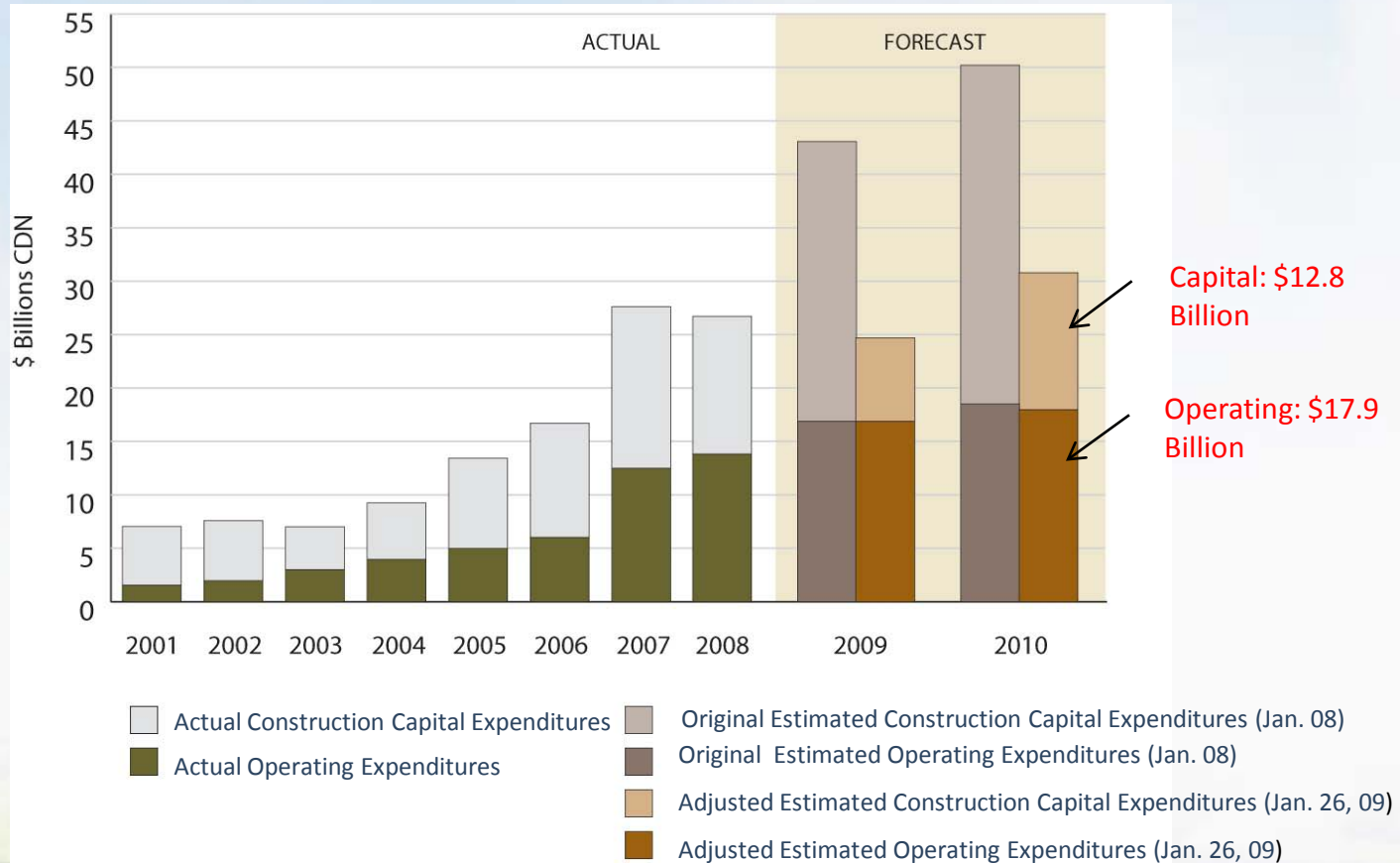


The Opportunity – The long-term view

- Environmental stewardship
- Shift from capital construction to maintenance

The Opportunity – The long-term view

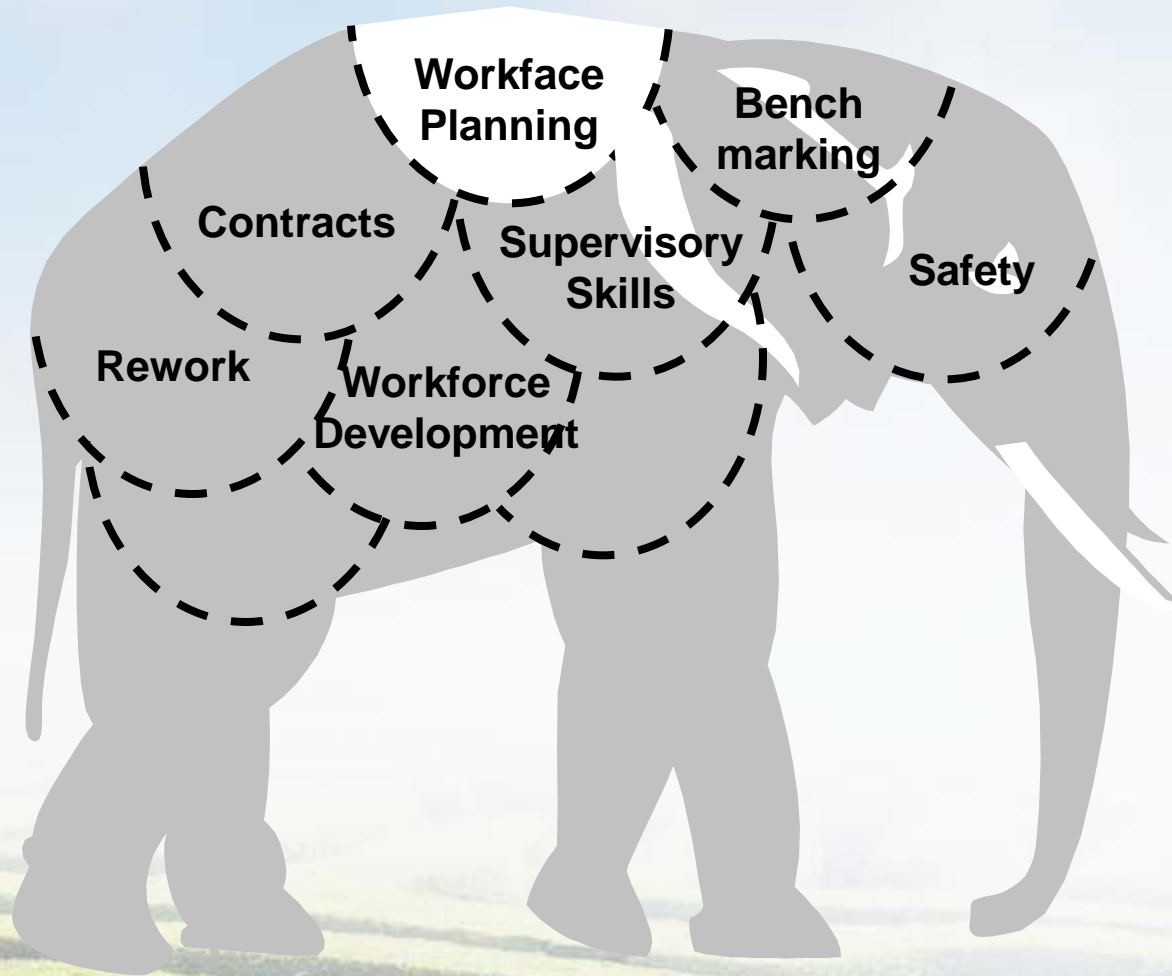
Combined Oil Sands Expenditures



¹2008 construction capital expenditure estimate for all Alberta oil sands projects, including related pipeline, upgrader and co-generation projects – original estimates (January, 2008) and adjusted (January 26, 2009) per public announcements.

Source: Construction Capital: CAPP and Nichols Applied Management, Operating Expenditure – Nichols Study

Make the most of it – COAA can help



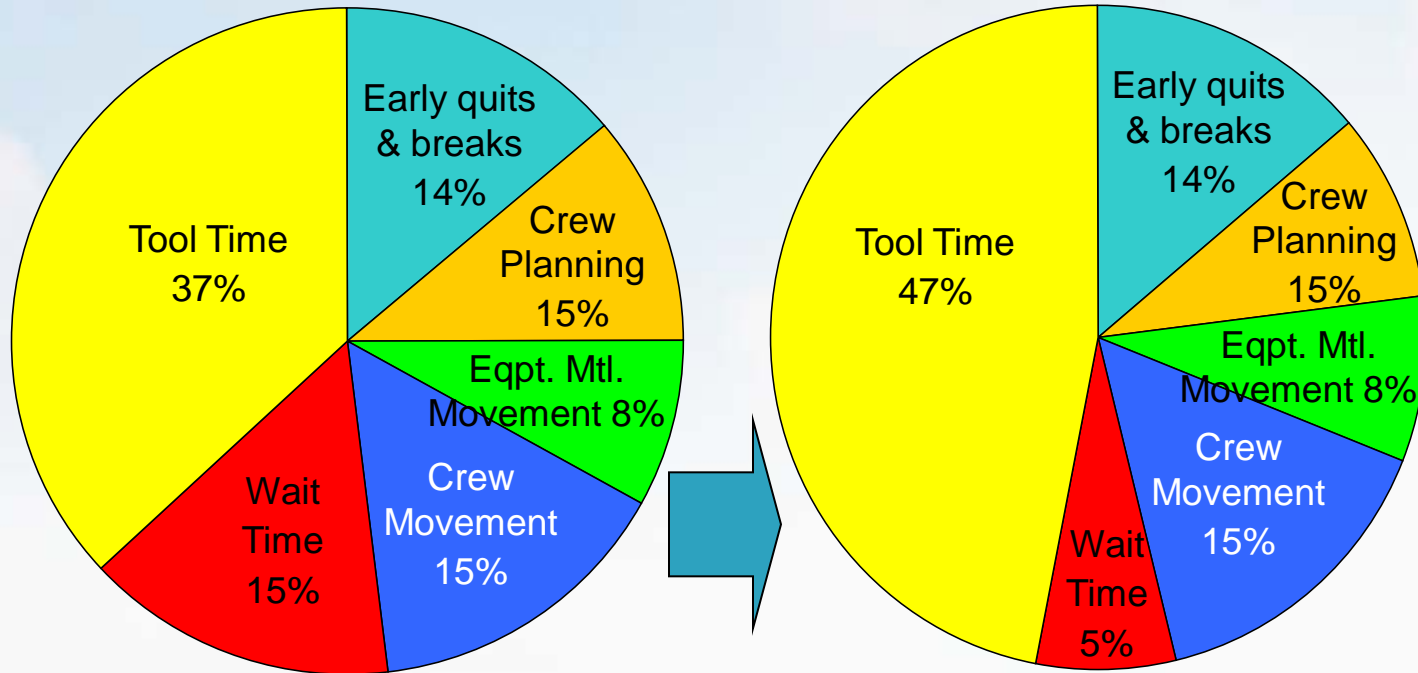
Make the most of it – COAA can help

WorkFace Planning

- The right people
- In the right place
- At the right time
- With the right tools & materials

What's it worth?

Make the most of it – WorkFace planning



10% more tool time = 25% improvement in productivity
Less wait time improves safety, morale, predictability

Make the most of it – COAA can help

WorkFace Planning in real life

- Two identical hydrotreater projects
([click here to read the study](#))



- COAA Award nominations



- Results = better productivity,
better schedule predictability, plus
others

Make the most of it – COAA can help

Benchmarking

- 37 projects
- Average installed cost = \$368 million
- 8 projects > \$1 billion

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Benchmarking

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Results

- Best practices clearly connected to outcomes (*e.g. constructability assessment, project risk assessment, planning for start up, detailed engineering complete*)

WorkFace Planning – 2010 Conference



WORKFACE PLANNING: FROM CONCEPT TO COMMISSIONING

WFP CONFERENCE 2010
Nov. 30 - Dec. 1 - Calgary, AB Canada

www.wfpconference.com

www.coaa.ab.ca

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Discussions and Questions



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Thank you!