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Did you know . . . Corner Brook Pulp and Paper is a major economic engine in the Province?

In 2010, the provincial Department of Finance completed an analysis of our value to the Provincial economy. Based on their analysis of 2009 figures, they determined that CBPP provided direct employment to 797 people in the Mill, in the Woods, and at the Power Plant. They also reported that we created another 719 person-years of indirect employment and 939 person-years of induced employment. That's 2,455 people who derived employment here in the Province as a result of our operation.

This information was kindly supplied by Pat Tomkins.

CBPPL Communicator is an initiative of our Communications and Engagement Team.

Corner Brook puts mobilization 2011 in full throttle mode.

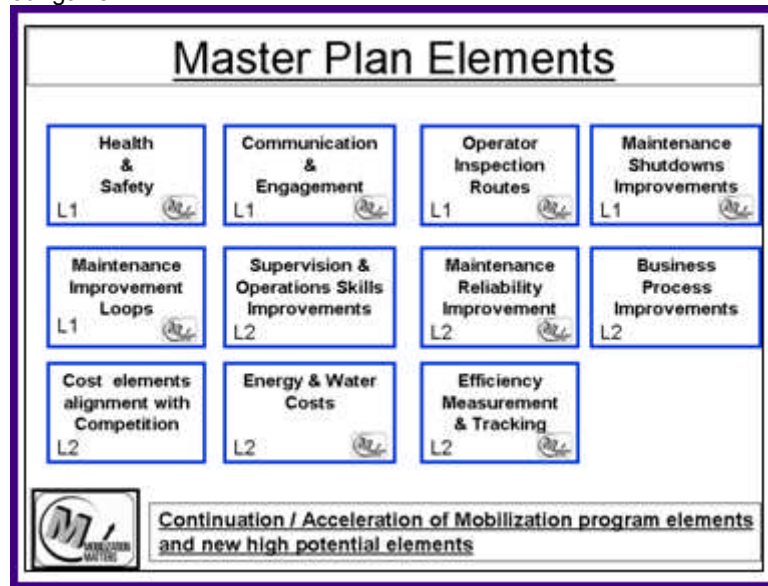
With the goal of ensuring mill survival a mobilization team was put in place in 2008 to define the key elements that needed to be addressed in order to improve our competitiveness level as well as develop new destinations for our quality products.

Major accomplishments were realized but with a high cost structure and demand for newsprint going down, two of our four paper machines had to be shutdown.

The many changes related to these forced moves affected the mill's health and safety records, as well as the productivity and efficiency of our operations. In 2010 new projects were initiated to stabilize and recover lost ground garnering marginal success.

2011 Master Plan:

It was decided that 2011 would be a turnaround year. However, it was out of the question to start a 'new' initiative. Using key mobilization principles, while focusing on actions and results for key priority projects and using outside help from the best in class consultants, our mill moved into expedited project mode in Q1 and is developing scorecards to help us sustain, and possibly surpass, our gains.



This 2011 master plan is a joint effort of all employees led by team leaders and sponsors from our mill. The master plan initiative is coordinated by Dwayne White.

Team leaders meet every Monday, Tuesday and Wednesday at 8:00 am for a 20 minute meeting to report yesterday's accomplishments as well as today's goals. Each team has a project charter, a timeline for their action plan, a list of key performance indicator targets, and charts showing achievements to date.

Every Thursday sponsors and leaders meet for L1 updates. Each week one L2 project is reviewed as well. The meeting lasts 1.5 hour and is very much action- and results-driven.

Whole project scope action items are spread over 90 days or so. After implementation, teams enter "sustain" mode ensuring that gains will be maintained.

This article and/or the information contained within was kindly supplied by Stéphane Rousseau.

Energy Exchange Program – Deer Lake Power and Newfoundland and Labrador Hydro

Deer Lake Power recently participated in an energy exchange initiative with Newfoundland and Labrador Hydro (Nalcor). Due to excessive amounts of precipitation in their watersheds NLH was faced with extremely high water levels. This posed a very high probability of spilling from their associated reservoirs. In the power industry water is a commodity that has to be prudently managed. Spilling of water is always a last resort and attempts are made to ensure this does not happen.

Deer Lake Power was approached to enter into an initiative that would avoid spilling some part of this water. It was requested that DLP would store water for NLH. This would be accomplished by curtailing Deer Lake's power output by fifty percent. This allows water to be accumulated in Grand Lake (DLP's reservoir).

NLH increased production of electricity from the Cat Arm and Bay D'Espoir generating facilities to supply the power required for the Mill's production needs. The increased output from these plants utilized the excess water rather than spill.

This exchange commenced on December 21st and continued until February 3rd. DLP stored 42 GWh of energy for NLH which increased the elevation of the Grand Lake by 0.5 meters. The stored energy will be returned to NLH at a time that is convenient to both of the parties involved.

This exercise was unique to both NLH and DLP. The end result is the efficient use of a valuable resource that benefits all consumers of electrical power in the province.

This article and/or the information contained within was kindly supplied by Larry Marks.

Another Successful Log-A-Load for Kids Charity Hockey Tournament

Marilyn Reid, Administrative Assistant – CBPP Woodlands

Corner Brook Pulp and Paper's 7th annual Log-A-Load for Kids charity hockey tournament was held on February 4th and 5th at the Tommy Ricketts Arena in Baie Verte. The friendly tournament which is organized by the Company's Woodlands Department was, by all accounts, a huge success with a total of \$24,160.92 raised for the Janeway Children's Hospital in St John's.

The 122 players who made up 10 teams participating in the event included: Woodlands Department staff members; woodlands, mill, and power plant employees; logging and silviculture contractors; staff from the Provincial Forest Service; and a number of dedicated and supportive recreational hockey players. During the official opening ceremonies for the event, Dave Elms representing the Janeway Children's Hospital Foundation, Deon Hamlyn (CBPP Woodlands) representing the tournament organizing committee, and Bruce Armstrong (CBPP Woodlands) representing the Canadian Woodlands Forum congratulated everyone involved and thanked them for their ongoing generosity and support for the annual event.

Log-A-Load for Kids, an initiative of the Canadian Woodlands Forum, is a national giving campaign through which loggers and other forest industry people organize fundraising events or make donations to local Children's Miracle Network hospital foundations. In the case of this particular tournament, 100% of all proceeds will go to the Janeway Children's Hospital.

Staff, contractors, and employees of Corner Brook Pulp and Paper Woodlands brought the Log-A-Load for Kids program to Newfoundland in 2001. Since then, through the annual hockey tournament and other projects, they have raised approximately \$223,000 for the Janeway Children's Hospital. \$169,715 of this has been raised through the hockey tournament which is, by far, the largest fund raising event.

Although the Province's children are the ultimate winners, the tournament championship goes to the team that raises the most money. This year's champion, with contributions totaling \$5,275.05, was a team of staff members from the Woodlands Department. Prizes were also awarded to the top individual fundraisers and this year's overall winner in that category was Trevor Kinden of the Woodlands staff who raised \$1,058.



Picture of cheque presentation: (front L-R) Kyle Keeping (Janeway child), Kelsie Keeping, Deon Hamlyn, Jessie Noble (Janeway child), Shawn Noble (back row) Fred Welshman, David Keeping, Maisie Welshman, Pauletta Keeping, Trina Noble and Joshua Noble

This article and/or the information contained within was kindly supplied by Marilyn Reid.

Vending Machines

Did you know that consumables are some of the most commonly used items that get issued from our Mill Stores Wicket? Things like gloves, safety glasses, batteries, etc are issued on a daily basis.

In 2009, our top consumable item issued from the mill stores was the leather glove at over 4700 pairs and resulted in 918 visits? Of course there may have been other items picked up during the visit but it still proves that we spend a lot of time visiting the mill stores for consumables. Vending machines have proven to not only reduce cost but also lower the amount of visits required to get items such as consumables.

In early March of this year we will be commissioning vending machines to allow mill employees to issue our high consumable items such as gloves, glasses, batteries, etc. There will also be high use maintenance items such as cutting wheels, lockite and lubricants. The process will be user friendly with a quick swipe of your personal security card and selecting the item that you require.

We currently have three machines in place. One is located in the main entrance, one in the paper mill/finishing room and one in the wood room.

The great thing about vending machines is that we can add or remove items to suite everyone's requirements. Vending machines are definitely the right direction we need to take to make our mill a more efficient workplace.

Attached is a photo taken in Wayagamack on a recent trip showing a fully stocked vending machine.



This article and/or the information contained within was kindly supplied by Brian Walters.

There are upcoming meetings for Woodlands and DLP employees. Here are the dates, times, and locations.

Tuesday, February 22	1:00 pm	Deer Lake Motel, Deer Lake
Wednesday, February 23	7:00 pm	Town Hall, Middle Arm
Tuesday, March 1	1:00 pm	Deer Lake Motel, Deer Lake
Wednesday, March 2	1:00 pm	Albatross Motel, Gander

Predictive Maintenance Department Update on Vibration Analysis

The vibration analysis group's main role is to ensure that operations departments throughout the plant are aware of equipment status at all times. Its goal is to provide the right information at the right time to allow operations to make informed decisions and prioritize maintenance activities. Currently, the vibration analysis group employs two full-time analysts (Jim Jewer and Shawn Langer) to perform the work of collecting, analyzing and reporting the condition of plant equipment. Over the past two years, various initiatives took place in the vibration analysis group to improve the reliability of paper machine online monitoring equipment and cable management systems. Communication and work management tools were also developed to enable the group to function more effectively.

To begin with, a database of installed vibration hardware on plant equipment, the plant equipment status, and vibration route scheduling was developed in Microsoft Excel. This tool allows Jim and Shawn to update and manage reports of troubled plant equipment and communicate these issues to the paper mill operations department. The information is graphically displayed and can be seen on CBSinfo as a live pictorial view, including the use of symbols and colors which indicate equipment status. This program is currently available on PM2 and PM7, with future plans to expand to the TMP, steam plant and woodroom departments. This Excel tool also allows the vibration analysis group to manage the installed vibration equipment status and indicate faults so that maintenance resources can be employed to make repairs as necessary. It also provides a tool to help manage and prioritize vibration routes.

Another factor that contributes to increasing equipment reliability is capital and major repair funding for vibration sensors, wiring and electrical boxes in areas where high heat and humidity has led to the deterioration of installed vibration analysis systems. For example, the original cable management vibration sensor cables and electrical boxes, which were installed prior to the enclosed hood on PM7 dryers, have failed because of high heat and humidity. These funds have allowed for the replacement of the necessary equipment to improve reliability.

In addition to this, Proaxion (a division of Laurentide Controls), visited the plant and conducted an audit on vibration analysis and confirmed that there are several areas requiring improvement, including vibration analysis training for internal customers and reliability engineers as well as onsite coaching for vibration analysts. Proaxion also identified hardware upgrades and reporting and communication processes as areas for improvement. As a result of this audit, the coming months will see increased training for operations, maintenance and engineering personnel as well as the training of a third vibration analyst for relief duties in the department.

The initiatives described above are just a few examples of how the predictive maintenance department, which includes vibration analysis and lubrication, is continually seeking ways to improve efficiency and productivity at Corner Brook Pulp and Paper.

This article and/or the information contained within was kindly supplied by Jamey French.

Forest Stewardship Council (FSC) Certification for Corner Brook Woodlands

By year end, Corner Brook Pulp and Paper (CBPP) Woodlands is hoping to be certified to another environmental standard. We have been certified to the ISO 14001 environmental management system standard since 2001 and the CSA Z-809 sustainable forest management standard since 2004. Now, CBPP is working to be certified to the Forest Stewardship Council (FSC) Boreal Standard by the end of 2011.

An international non-profit organization, FSC was founded in 1993 to protect the rainforests by establishing cutting regulations where there weren't any. These efforts brought FSC international recognition. Its certification and labeling system guarantees consumers that fibre in a forest product with the 'check-tree' logo comes from a responsibly managed forest, meeting a strict set of environmental and social standards. Fibre from a certified forest is also tracked from the forest to the customer through a chain of custody system. Compliance with the FSC Standard is verified by third-party auditors.

The decision to pursue certification to the FSC standard was made in 2008. Although we do not expect to realize a premium for FSC certified paper, CBPP is hoping FSC certification will ensure that we remain a preferred supplier from an environmental perspective. It sends a strong message that CBPP is investing in healthy forests and responsible management and that products supplied by our Company meet world-class environmental standards.

A key focus of the FSC Standard is the protection of High Conservation Value Forests. In the past CBPP has recognized other values associated with the forest land base that we manage by: (1) leaving some of our most accessible and productive growing sites to protect view sheds along highways and around communities; (2) adopting policies to protect municipal watershed areas; (3) relinquishing cutting rights in areas of important habitat for species such as the Newfoundland pine martin; and (4) modifying harvesting plans to protect caribou or to accommodate hunting outfitters. With FSC certification, we will continue to accommodate these public concerns through our ongoing consultations with stakeholders.

CBPP has followed best-in-class operational standards in environmental management since obtaining our first certification in 2001. This latest initiative to obtain FSC certification simply demonstrates that we want to raise the bar a little higher when it comes to forest and environmental responsibility.

This article and/or the information contained within was kindly supplied by Faron Knott and Lindsay Collingwood, Communications Coordinator with the Model Forest of Newfoundland and Labrador

Health and Safety Improvement for the Mill

A Level 1 initiative for Mobilization 2011 is to improve the overall health and safety performance of the mill and to reduce the OSHA rate to an average of 3.0 by the end of 2011.

Deliverables for the project:

- Detailed root cause/correlation analysis for last 5 years by department, employee position, type of incidents, minor accidents, near misses.
- Deliver on prioritized actions on safety culture improvement Kaizen, focusing BBS, new lock-out procedures implementation, policy reinforcement.
- Fully transition the OH&S committee to be active and visible.
- Employee training.
- Lock-out sheets updated by end of February.
- Benchmark CBPPL with other paper mills and identify best practices with these mills and other industries.

KPI's	Initial State	Objective
OSHA rate	8.8 in 2010	3.0 - 2011 average
Reduction in number of near misses and minor accidents	53 in 2010	reduce by 2/3=18
Lockout sheets updated	1096 total mill wide	100% by end of Q1
BBS coaches trained	12 trained as of 2010	23 needed for full mill implementation.
BBS implemented in all departments.	53% training rate mill wide	Full compliance in 2011.

Team Sponsor: Stephane Rousseau

Team Leader: Rod Wiseman

Team Members: Mike Ryan, Frank Walbourne, Sean Emberley

This article and/or the information contained within was kindly supplied by Rod Wiseman.

Arthur Fowlow Limited – Our Top Contractor in 2010

Harvesting and road construction contractor, Arthur Fowlow Limited of South Brook, has been selected by the management of Corner Brook Pulp and Paper Woodlands as our Contractor of the Year for 2010.

The Company's Contractor of the Year program was first introduced in 1997 and since then, it has grown to a much sought-after award among both contractors and woodlands employees. At the end of every year, the Company's Woodlands management staff completes a thorough, measured performance evaluation of each of its contractors and selects the best overall operation. The Company sets very high standards for its contractors and these evaluations are completed in five categories – safety, environmental management, productivity, quality, and special initiatives.

Arthur Fowlow who owns the operation is Corner Brook Pulp and Paper's longest serving contractor. The operation is managed on a day-to-day basis by Art's son, Sterling Fowlow, and foreman Carl Sheppard.

Corner Brook Pulp and Paper Woodlands takes great pride in its contractors and employees. We feel that all of our operations, and particularly those chosen as our best each year, should showcase the positive changes that have been made in our industry in recent years. In fact, since 2004, two of our contractors have been recognized by the Canadian Woodlands Forum as the best overall forestry contractors in Atlantic Canada.

To appropriately recognize this outstanding performance for 2010, a formal presentation of the Contractor of the Year award will occur at a dinner in Springdale later this spring, with all employees from the operation and their spouses in attendance.

This article and/or the information contained within was kindly supplied by Tom Harty.

It's a Small World

This is a true story from 2001 when I was mill manager of Smurfit-Stone (LaTuque) mill

On a nice Saturday afternoon in January 2001, my son Philippe and I were enjoying the nicest sport there is (hockey!) on an outdoor rink like we did every week. Philippe was then 9 years old and we enjoyed every opportunity to play outside. So the afternoon was great. We played between us, other kids, and some parents were also playing. We knew none of them and they did not know who we were either. Around 3:30 that afternoon we decided to stop and get back home. Two other kids who were playing with us did the same.

As we were removing our skates in the heated cabin I noticed that one of the kids used electrical tape to hold his leg pads. I said: "Wow, why aren't you using the cheap stuff or just an elastic band like Philippe?" The kid said he had plenty of tape as his father was working at the mill and had cases of it in the basement. ... << I will let you guess what my next questions were>>

On Monday morning I wrote a note explaining how I enjoyed my hockey game with my son ...but especially the after-game event. One after the other, each electrician came to my office to tell me it was not them!!!

In the next year our electrical tape purchase was down 50%.

The person in question was let go after the investigation proved that "tape" was the "tip" of the iceberg.

Any asset that is the property of CBPP is not mine or yours to take out of the mill. Any breach to the existing policies and procedures related to used material, scrap, or other material is subject to IMMEDIATE severe disciplinary measures.

Get the message, spread the message, and make sure all conform to the rules. **And remember, we live in a small world!!**

This article and/or the information contained within was kindly supplied by Stéphane Rousseau.

5S: Sort-Straighten-Shine-Standardize-Sustain

Area audits are an important part of the sustain phase for each 5S Project. When an area is cleaned and organized the goal is to keep it that way: everything has a place and everything should be in its place.

These audit boards will be installed in areas where 5S projects are completed or are near completion. Everyone is encouraged to take a few minutes each week to fill out an audit form. Completed audits will be collected by each of the project sponsors and the results are to be entered into the yearly performance tracking graph, which is displayed at the top of each board. The goal is to maintain a score of at least 85%, any lower than that, action must be taken.

The audit boards also contain a cleaning list specifying exactly what is to be cleaned and who is responsible for the cleaning. Please keep in mind-Good Housekeeping is everyone's responsibility!

This article and/or the information contained within was kindly supplied by Kim Moore.

Corner Brook Pulp and Paper Limited



Comments? Suggestions?

Email us at:

Cbcommunications
@kruger.com

Food for thought

"We cannot become what we
want to be by remaining
what we are."

Max DePree

Thanks to all who
contributed articles
and/or information
to this month's
CBPPL
Communicator!

Future issues of
CBPPL
Communicator will
be mailed and/or
emailed early each
month.

Members of the
Communication and Engagement
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Robert Bene
Lisa Janes
Rob King
Brendan Mitchell
Tim Moulton
Jenny Rumboldt
Vicki Stokes
Roy Temple

Wade Parsons loved life — and loved to win



CORNER BROOK No, Wade Parsons wasn't the greatest softball player in the world, nor was he the sharpest shooter with a dart in his hand.

He was, however, an integral part of what made those activities a way of life in McIvers.

Mr. Parsons died on Friday (February 4th) after a battle with cancer and, as his friends came to terms with the initial shock of his sudden illness and death, they were able to remember a man who loved sports and, even more so, loved to win.

The descriptions put forth spoke of a man who made the most of his talents. Someone who had no trouble laughing at himself, but would give everything he could muster towards the all-important triumph.

"You could not make fun of him because he'd laugh with you every time you said something to him," said friend Brendan MacDonald, who knew Parsons the last 12 years or so, mostly through darts.

"He wasn't a good dart player," MacDonald said with a laugh. "But he was a really good captain, he wanted to win."

Mr. Parsons served as president and vice-president of the darts league in the town over the years, but before he ever stepped to the toe line, he was known for his role on the softball diamond. Again, his playing turned very few heads, but Mr. Parsons carved out a niche for himself as a powerful voice in the dugout.

"He said to me, back long before I ever heard the phrase on TV, he always used to say, 'Winning is an attitude,'" recalled Brian Matthews, a life-long friend of Mr. Parsons, who was also the best man at his wedding. "When Wade picked his teams, that's what he picked — guys that were going to win.

"He always seemed to find a way to win," he continued. "He was the type of guy that, even if he was wrong on a rule or something, he could convince you he was right. I seen him do it a million times."

Both men remembered Mr. Parsons as someone who never smoked a cigarette in his life and only partook in the occasional drink. In fact, Matthews said in their younger days, it was usually Mr. Parsons charged with the task of keeping all the other guys in line on road trips, since he was by far the least likely to be tempted by the lure of a party.

"He spent all his time trying to keep us straight," Matthews said. "We were a bunch of kids ... the first time really going anywhere to play sports and we were half nuts. He did a good job, we won quite a few times."

The man known as 'The Coach' had the respect of his players based on his matter-of-fact way of dealing with them.

"He just told it as it was," said Matthews. "If you stunk up the place, he didn't sugarcoat it ... he walked up and told you what he thought. Wade was Wade ... simple as that. He didn't mind standing up to anyone."

Once his softball days began to fade away, Mr. Parsons found a new passion in darts.

"Between me and him, we were probably the two worst dart players that ever played and we never got no better from start to finish," said Matthews.

Still, that didn't stop him from playing to the best of his abilities, whether it was the B playoffs or the D playoffs.

"When he put on his dart shirt, it was all about trying to win," said MacDonald.

When news of his illness first spread just over a month ago, it shook just about everyone in the community to their very core — except maybe he himself.

"He never had one bit of fear of it," MacDonald said of Mr. Parsons fight with cancer. "He never once looked up and said 'Why me?' or anything like that. He just took it with a grain of salt and straightened away everything he had to do. That was Wade."

Matthews remembers visiting Mr. Parsons and realizing immediately the old coach had already seemed to have made peace with the fact he was dying.

"He knew ... I said to him, 'You think you're going to get to your dart tournament?' and he said, 'I'd really like to, but I don't think so,'" said Matthews. "Wade was always logistical, he thought everything through.

"He was always a guy that played the percentages," he added. "That's the way he was coaching, he knew the facts and there was no ifs, ands or buts about it ... that's how he took on life too.

"We lost a big part of our identity, definitely ... all I can say is, Wade was Wade. He will be missed."

Mr. Parsons leaves behind his wife of 34 years, Pauline, along with children Gerry-Lynn, Nikki and Robert.

Chris Quigley, The Western Star. Reprinted with the permission of The Western Star. Published on February 8, 2011 and Published on February 7, 2011

Staff Changes

Congratulations and Thank You to the following retirees:

Calvin Burridge, Wood Preparing

Enjoy a happy, healthy retirement!

Welcome to:

Devin Courtney, Co-Op Student

Welcome back to:

Bill Callahan, E&I

Congratulations and Good Luck to:

Shannon Park and Jason Evans who
have transferred to L96 as Electrical
Apprentices

The information contained here was
kindly supplied by Maureen Mercer.

Rughooking Group

Keeping alive the Newfoundland art of rug hooking, the Corner Brook Pulp and Paper Rug hooking group meets every Wednesday from 12:30 to 1:30 in the Accounting area. There is an open invitation to join our little group.

Below is a picture of Maureen Mercer's first rug hooking project. Lovely job, Maureen!



Suggestions and/or feedback can be forwarded to any Communication and Engagement Team member or e-mailed to *the Team at cbcommunications@kruger.com*.

We also encourage employee input on the content of CBPPL Communicator and invite suggestions that will make this newsletter more relevant and meaningful for employees.