

A Publication of Lakehead Constructors, Inc.



Look to Lakehead

SPRING 2024



SAFETY ▪ QUALITY ▪ SERVICE ▪ INNOVATION



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Founded in 1916 by Roland Buck, a civil engineer, Lakehead Constructors has played a significant role in providing construction services to building and maintaining the area's key industries that drive our economy and support our communities. Over our 100-plus year history, we have built some of northern Minnesota and Wisconsin's major industrial facilities, unique commercial projects, critical transportation infrastructure and many historical restorations. Our legacy and sustained success is due to the philosophy of our founding fathers — "Do good work, be responsible, act with integrity and take care of the community and people who work for you."

Mission Statement

The mission of Lakehead Constructors is to provide innovative, reliable and high-quality services to clients throughout the Upper Midwest. We treat our clients honestly and provide services that represent an excellent value. We fulfill our mission by developing highly trained and loyal employees who work as a team to anticipate, identify and respond to clients' needs.

Vision Statement

Lakehead Constructors' vision is to be the contractor of choice for our clients. Our exceptional employees allow us to partner with clients to continually identify ways to improve existing services and to build on Lakehead's experience and quality innovation to adapt our expertise.

MARKETS WE SERVE

- Industrial and Manufacturing
- Institutional and Commercial
- Mining and Steel Industries
- Oil and Gas
- Power Generation
- Railroad
- Water/Wastewater

SERVICES WE PROVIDE

- Boiler Repair
- Bridge and Tunnel Construction
- Concrete Construction
- Concrete Restoration
- Construction Management
- Crane Service
- Design Build
- Emergency Repairs
- Equipment Alignment
- Equipment Installation
- Equipment Maintenance
- Equipment Rental
- General Construction
- Heavy Rigging
- Hydro Excavation
- Industrial Piping
- Kiln Construction and Servicing
- Mechanical Services
- Millwright Services
- Pile Driving
- Plant Maintenance
- Plant Shutdowns and Outages
- Precipitator Erection
- Preconstruction Services
- Pre-Engineered Metal Buildings
- Refractory Services
- Secondary Containment Liners
- Shoring and Underpinning
- Site Work and Preparation
- Specialized Coatings
- Specialized Grouting
- Steel Erection
- Vacuum Truck

SAFE PRODUCTION – ZERO INJURY

- Record production with lack of injuries
- Good housekeeping and orderly work areas
- Well-maintained equipment, proper training and procedures
- Looking out for and correcting each other
- Safe conditions, safe behavior

CLIENT FOCUS

- Listening to the client
- Being responsive and on time
- Meeting quality expectations
- Helping the client succeed
- Take action on feedback

ADVOCACY FOR OUR CLIENTS AND INDUSTRY

- Supporting sensible industrial projects
- Workforce development — careers in construction
- Economic development in community and region

BIAS FOR ACTION AND CLIENT VALUE

- Getting things done and done right
- Elimination of waste and inefficiency
- Breakthroughs in productivity and technology
- Plan the work – work the plan

TRUST, RESPECT AND OPEN COMMUNICATION

- Open access to information
- Delegation to the appropriate level
- Toleration of failure in pursuit of business success
- Encouraging the acceptance of different opinions

GROUP/INDIVIDUAL ACCOUNTABILITY

- Behaving in line with our core values
- Being responsible for our actions
- Providing plans/standards/expectations
- Holding yourself and/or the group to a high standard of performance
- Gender and racial diversity
- Walk the talk

INTEGRITY

- Doing what you say you're going to do
- No hidden agendas
- Doing the right thing
- Being truthful
- Being credible

TEAMWORK

- Actively involve others in decision-making
- Know when to take a leadership role and when to be an active member
- Recognize the value of teamwork and the synergy it creates

RECOGNIZE AND REWARD ACHIEVEMENT

- Celebrating successes
- Stress training and development
- An effective appraisal of performance
- Giving a simple thank-you

ENVIRONMENTAL STEWARDSHIP

- Going beyond compliance
- Anticipating and addressing potential impacts before they occur
- Operating to conserve the environment for future generations

These core values are important to our future. Everyone will be judged on his or her support of and commitment to them.

COMPANY OVERVIEW

We can tell you why we are awesome, but why not show you instead?

Scan the QR code to watch our latest company overview.





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Look to Lakehead is published by Innovative Publishing.
 10629 Henning Way, Suite 8 • Louisville, KY 40241 • 844.423.7272
 Innovative Publishing specializes in custom and anniversary publications. Please direct inquiries to Aran Jackson at aran@innovativepublishing.com.





Reaching New Heights and a Vision for Our Future

As I reflect on the past five years, I realize how far we've come and how much we've accomplished since I charged our employees in 2018 to grow and diversify; we have grown and transitioned as a company during these years, and I am very confident that we will continue on our journey of safety excellence, client satisfaction, best-in-class construction services, sustained growth and being a great place to work.

How does a company get to be 108 years old and continue to grow, setting new levels for self-perform trade hours and performance? It is through hiring good people, promoting the right people, making good decisions and following your values. One significant promotion and key to our sustained growth happened late last year when I announced the promotion of Brian Hubbard to

president. As we continue to scale up our business, we will lean on Brian to oversee the day-to-day operations and, with our company leaders, implement and execute the strategic visions of our company. I am extremely confident in Brian and our leadership team as they set course and implement our next 3-5 Year Strategic Plan to keep this positive momentum going. We have an amazing team here at Lakehead Constructors and some great opportunities in front of us. I can't wait to see what we can do!

In this year's edition, we are featuring a story about a successful, complex and highly technical capital project at Keewatin Taconite. It demonstrates our ability to help an owner with their goal of producing the next generation of steel, while doing it safely, meeting critical milestones and identifying solutions

along the way. Other articles include a glimpse into our past to help understand our company culture and who we are today, an article on how we continue to develop the best employees in our industry, and lastly, a story about one of our mining clients not mining iron ore but aggregate products from their quarry in St. Cloud, Minnesota.

I hope you enjoy this year's magazine. A sincere thank-you to all of our clients, partners in the industry and employees who help us succeed in being the best we can be.

Best regards,

Brian Maki, CEO and Chairman of the Board

OUR 3-5 YEAR STRATEGIC VISION: GREAT PEOPLE, GREAT PROJECTS – BUILDING FOR 2024-2026 AND BEYOND

Scaling up to maintain, sustain and grow Lakehead Constructors' employees and business into a desired place of employment for talented construction professionals and a "Best-in-Class" sought-after construction service provider to our clients.

Some strategic goals:

Safety and ZERO Injury. We want to be known by our field employees as the safest contractor to work for.

Quality. Our ISO-9001 Certification and Quality program ensures consistency in meeting some of the toughest industry standards and requirements.

Grow Our People. We will be increasing our focus on training for growth, leadership and skills to allow for our best performance and being a great place to work.

Structuring Our Organization for Changing Markets and Growth. It is our promise to stay grounded in our culture while we take on new challenges and opportunities: investing in people, facilities, tools and equipment; offering additional services to current clients; following them to additional geographies; adding additional capacity for capital projects; and adapting to emerging markets and trends (critical minerals, green energy, decarbonization, recycling).



AGC of MN - 2023 CHASE Award



At our Northern Lights Foundation Golf Event, we raised more than \$20,000!





A New Journey

It is with great honor that I address you as the new president of Lakehead Constructors Inc. As we embark on this journey together, I am filled with gratitude for the opportunity to lead our company into a new chapter of growth, innovation and success.

At Lakehead, we have a rich history of excellence, built upon a foundation of dedication, integrity and unwavering commitment to our customers and employees. Stepping into this role, I am fully committed to upholding these values and guiding our company toward even greater achievements.

Beginning this journey as president has caused me to stop and reflect on how this transition came to be. It started when I was graduating from college. I had to make a choice: leave the area and experience something new, or stay in the region. There have been many people who left the area saying, "There is nothing here for me," or "There are no opportunities in this region." I chose to stay for two main reasons. First, my family, and second, to make a difference in my community. It was my goal to find opportunities

within a region that many think has little to offer.

In 2006, I was given an opportunity at Lakehead as the warehouse manager. About a year and a half into that position, I was asked to join a project team constructing a very large emissions reduction project at one of our region's coal-fired power plants. The 21 months of experience pushed my career in an accelerated way that I did not understand at the time. I was left with an appreciation for the skilled union craft that Lakehead employs, insight into the dynamics of the contractor-client relationship, and I was able to create many ongoing alliances.

One very important truth was realized very quickly in my experience at the power plant — a rock that is still very present today. Tremendous things are accomplished working as a team between the Lakehead management, support staff and our union craft employees. In today's rapidly evolving business landscape, this kind of teamwork is vital. I am excited to work alongside our talented team to embrace change, seize opportunities and drive forward-thinking

initiatives that position us at the forefront of our industry.

As we look to the future, we are focused on growth and continual improvement. We will continue to advocate for projects that we feel will make a positive impact on the region. This opportunity as president of Lakehead has positioned myself in a role that can make a difference, which is one of the reasons I chose to stay in this area.

To our valued clients, vendors and employees, thank you for your loyalty, passion and commitment to our company. I know as a company we will continue to thrive and work together on many future opportunities and projects. I look forward to working with you for years to come as president of Lakehead Constructors.

Sincerely,

Brian Hubbard, President of Lakehead Constructors



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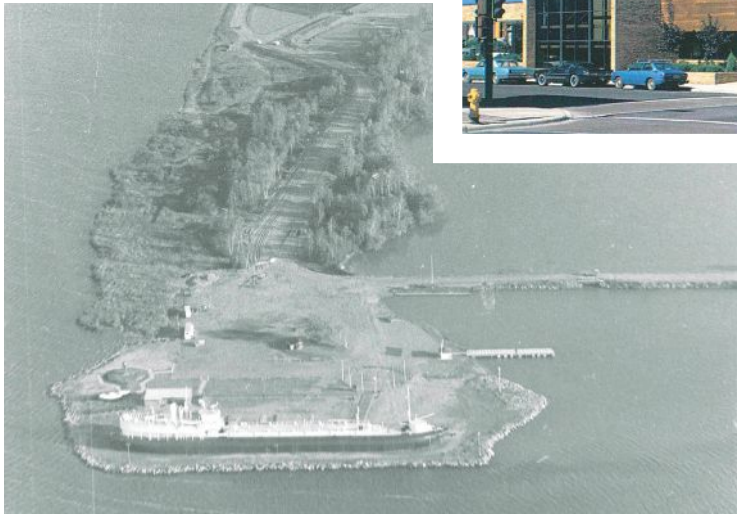
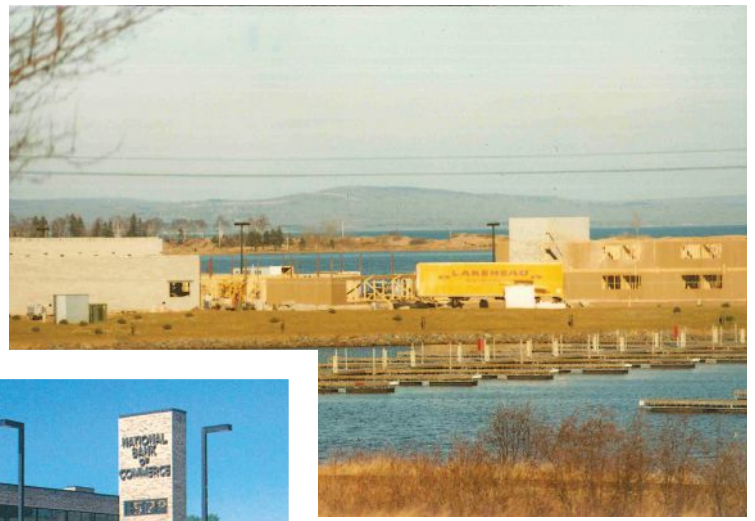
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FROM THE ARCHIVES

by Kirk Ilenda, Vice President – Business Development

As a 108-year-old “full-service” construction company, we have been the general contractor, construction manager, subcontractor and design-builder on a number of signature projects in northern Minnesota and Wisconsin over the years. Whether it be connecting up with one of our retirees or going through the banker’s boxes marked, “Save – Historical Photos,” it’s always a great lesson about our rich history. With so much of our present-day work in the industrial sectors, we are often asked, “Do you do commercial projects?” and the answer is always, “Yes, especially the challenging and unique ones.” In our early years, we were a part of building Superior, Wisconsin’s, historic Androy Hotel in 1925. We even have the hand drawn blueprint hanging on display in our office.

In our hometown of Superior, we have played a significant role in shaping Barker’s Island, our city’s waterfront development. In 1973 we placed the dredging piles in the St. Louis Bay on the island and formed up the current resting spot for the S.S. Meteor whaleback ship. In the early 1980s, Lakehead Constructors was the general contractor in charge of building the Barker’s Island marina, the yacht club and the (Radisson) hotel. Our founding owner R.C. Buck was one of the original Board members of our city’s very own National Bank of Commerce, so it was very fitting that in 1979, we built the new National Bank of Commerce bank and headquarters where it currently sits on Tower Avenue.

Today, when people think of Lakehead Constructors, they think of us as “the mining contractor” performing daily maintenance, major maintenance outages and capital projects. One of our first mining capital projects was a very complex project at the then Eveleth Taconite’s Thunderbird Mine reconstructing the North Crusher. The upgrades allowed increased output from 38,000 tons-per-day to 60,000 tons-per-day. Back in 1991, the project was \$7.5 million – very large for that time – and essentially had us doing all of the new concrete foundations and modifications, new construction, steel erection and equipment setting. The project included a new 60-inch-by-89-inch primary crusher, an additional 30-inch-by-70-inch secondary crusher, a new 72-inch pan feeder and

a new 760-foot long, 60-inch wide surge pile conveyor. This project is a classic example of our construction DNA — complicated work sequences, technical work, large equipment, fast-track schedule to meet operations requirements, large manpower needs and two shifts to meet production — always guided by our core principles of Safety — Quality — Service — Innovation.

On this project, 150 feet of the 200-foot-tall crusher building was below ground. Moving materials from demolition to putting new equipment though limited access points was a challenge and constraint to productivity. Our innovation back then involved the project team building a wooden model of the entire crusher that identified areas of demolition, new construction, how equipment installations would be sequenced, safety and hoisting access. Looking back in time and reflecting on our history and legacy projects at Lakehead Constructors, it is good to know where we came from, what defined us and that our current generation of project teams carries on this proud legacy of building complex projects for future generations to appreciate.

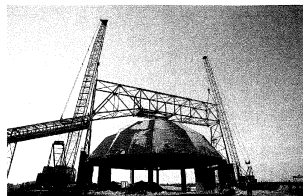
Eveleth Mines' Thunderbird North Crusher Nears Completion

LAKEHEAD CONSTRUCTORS, a Sagonic, Wis.-based general and industrial construction company, is currently completing a major reconstruction of the primary crusher at Eveleth Mines in Eveleth, Minn., on the Mesabi Iron Range. When the Thunderbird North crusher is put back on line early in February after this extensive repair its output will jump from 30,000 to 60,000 tons per day. The 60% increase in this crusher's capacity will allow Eveleth Mines to shift all of its mining activity to its best ore, which are those with the lowest stripping ratio, and idle its Thunderbird South primary crusher.

The \$7.5 million project began last August and has progressed rapidly considering the complex operations involved. Major aspects of the project included replacing the 54 by 76-in. primary crusher with a 60 by 89-in. crusher, and adding a third 30 by 76-in. secondary crusher to the existing pair beneath the new primary. To handle the increased flow rate, the existing pan feeder was updated by removing the 60-in. feeder, and installing a new 72-in. unit.

The conveyor to the surge pile was also updated, replacing the 54-in. system with a 60-in. belt. The drivehouse that powers the new 760-ft. long 60-in. conveyor also had to be reworked with new foundations and machinery. The conveyor belt travels up through a tunnel to a new insulated conveyor gallery and descends where it discharges the ore to the surge pile at an elevation 200 ft. higher than its origin point at the pan feeder.

Other changes in the surge loadout system include the installation of a third loadout gate in the railroad tunnel, which, when coupled with related track changes, will allow ore shipments to the Fairlane beneficiating and pelletizing



Lakehead Constructors crews erecting 140-ft. precast-rebar 75-ton gallery section.

Complicated Work Sequences

Lakehead Constructors used many ingenious methods to advance the complicated work sequences. Because 150 ft. of the 200-ft. tall crusher building is below ground, the moving of materials in and out from the depths of the crusher was difficult in that the hoisting access were few and restrictive in size. Lakehead's engineers constructed a wooden model of the entire crusher that readily identified demolition areas, new concrete construction, equipment units that must be handled, and a scaled layout of all of these hoisting access ways.

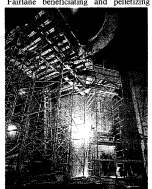
Nonetheless, vast amounts of old removed materials had to pass through these narrow hoist ways, and several tons of new materials had to be lowered and maneuvered into position and assembled. Rigging operations included not only installing the new 78,000-lb. pan feeder 150 ft. below grade, but also considerable heavy structural steel, chutes, gages and plate work.

One of the initial operations was the extensive demolition and removal of existing concrete to accommodate the many changes. Rockboxes had to be modified and rebuilt to accommodate the flow of ore into the added third secondary crusher, plus new foundations were also required to support the many updated equipment units. Other modifications were required to several floor levels to provide access for servicing the added secondary crusher. Much heavier concrete and structural steel supports were required at the bottom of the crusher shaft to support the new heavier 72-in. pan feeder.

facilities to increase from 672 rail cars to more than 1000 cars each day.

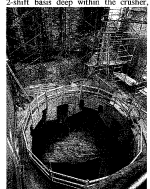
below the third crusher required that one of the outside shaft walls, 100 ft. below grade, be removed and reconstructed 10 ft. farther into the rock bank. Test drilling through the existing wall indicated loose aggregate fill rather than solid rock because of over blasting during the original construction. Removal of the existing wall could have tapped into an unstopable flow of granular fill material that could have conceivably undermined portions of the structure many stories above. Lakhead drilled in a line of rebar and a line of perforated pipes through the granular material through which a binding mixture was pressure injected to form a grouted cutoff wall. This sufficiently stabilized the existing fill material so that the crusher rockbox could be expanded at this lower level.

While work was proceeding on a 2-drift basis deep within the crusher,

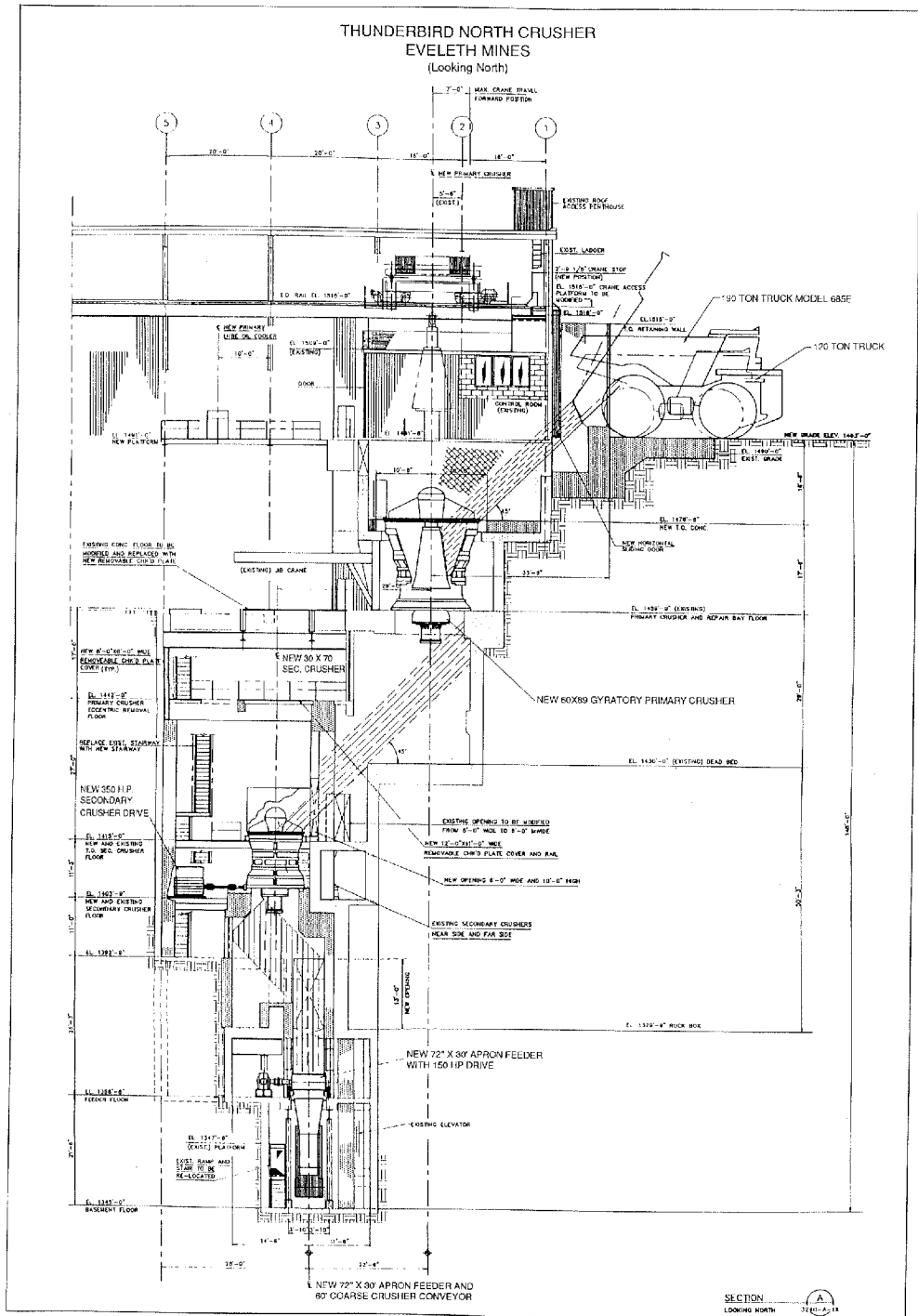


Extensive temporary shoring had to be replaced within the crusher shaft.

The expansion of the secondary rock-



Foundation for the new 60 by 89-in. primary crusher.





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HR BLUEPRINT

'FIT FOR LAKEHEAD'

by Nancy Erkkila, Human Resources Manager

Over the past 108 years, Lakehead Constructors has established itself as a prominent name in both the Twin Ports and Iron Range regions. Throughout our rich history, we've demonstrated our ability to adapt to the ever-changing landscape of the construction market, seizing opportunities and overcoming challenges with resilience.

Central to our success has been our commitment to nurturing and growing our people. Recognizing the importance of hiring the right individuals, we've embarked on a fresh approach to recruitment. We've engaged with current and former employees to understand what motivates them to choose Lakehead. The insights gathered form the foundation of what we call our "Fit for Lakehead" hiring process, which enables us to identify candidates who embody the qualities and characteristics of our most successful employees, and who have the potential to contribute to our ongoing success.

At the core of "Fit for Lakehead" are several key components. Firstly, we prioritize promoting talent from within, recognizing and nurturing the potential of existing employees to take on new roles and responsibilities. Additionally, we offer structured career pathing opportunities, providing clear trajectories for professional growth and advancement within our organization.

Internship programs play a crucial role in our talent acquisition strategy, allowing us to cultivate relationships with emerging talent and provide valuable hands-on experience in the field. Furthermore, our emphasis on field leadership development ensures that employees have the support and guidance they need to excel in their roles and take on leadership positions.

Employee referrals are another integral aspect of our hiring process, leveraging the recommendations of our current team members to identify individuals who are a good fit for our company culture and values. Finally, succession planning ensures that we have a robust framework in place to identify and develop future leaders within our organization, ensuring continuity and stability as we grow and evolve.

Together, these components form the foundation of our "Fit for Lakehead" hiring process, enabling us to attract, retain and develop top talent that will drive our company forward and uphold our reputation as an industry leader.

Aligning with these hiring efforts, we've produced a recruitment video that offers a glimpse into our company culture through the eyes of our employees. By showcasing the passion and dedication of our team members, we aim to attract like-minded individuals who share our enthusiasm for the construction industry and are eager to join our team.



HIRE AND RECRUITING STANDARDS – ‘FIT FOR LAKEHEAD’

Right person/right seat

Aptitude for construction or outage maintenance

Technical intelligence – market knowledge, technology

Emotional intelligence

Attitude + Aptitude = Your Altitude

Fit for Lakehead Constructors’ culture and core values

Leadership, mentorship

Furthermore, we’re reinforcing the emphasis on training and development for our employees. From job-specific training to leadership and personal development programs, we provide access to a range of resources designed to enhance skills and foster professional growth. Some examples include our employee involvement in different trade associations for education, leadership training and networking with colleagues that include the National Association of Women in Construction (NAWIC), Associated General Contractors of Minnesota (AGC of MN) and their Annual Construction Summit and webinars throughout the year. By investing in our workforce, we ensure that Lakehead remains at the forefront of innovation and expertise in our field, meeting the expectations of our clients and delivering exceptional service.

Cultivating a positive and empowering workplace culture is another vital component of our blueprint for success. We strive to create an environment where employees feel valued, inspired and empowered to excel. Through initiatives such as company-wide celebrations, open communication channels and opportunities for recognition and idea-sharing, we foster a sense of belonging and pride in being part of the Lakehead family. One of our favorite things is hearing statements like, “It’s such an honor to work at this company.”

As we look to the next 100 years, we recognize the importance of expanding our reach and enhancing our recruiting efforts to support our continued growth. As we embark on new ventures and pursue opportunities in new geographies and markets, we remain committed to finding and attracting the best talent to join our team. As the human resources manager, I am looking forward to the challenge of finding the best “Fit for Lakehead” with each and every addition to our company.

Filling Key Roles | Building Talent Pipeline | Succession Planning | Career Pathing



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Modernizing Our Taconite Plants

Update on the U.S. Steel Keetac DR-Grade Pellet Production Plant

by Brandon Bonderson, Project Manager

Our core values when delivering projects at Lakehead Constructors are “Safety – Quality – Service – Innovation.” The Direct Reduced (DR) Grade Pellet project at U.S. Steel’s Keewatin Taconite is a great example of a large, complex and technically challenging capital project that truly highlights how our core values come into play. The project commenced in July 2022 and included two packages: Civil and Mechanical. With the first run of production pellets in December 2023, the \$150 million investment in the project concluded by the end of the first quarter of 2024 on this new 4.5 million ton-per-year modernization. More importantly for northeastern Minnesota, the project provides stability for the plant’s ongoing operations and adds 30 new steelworker jobs.

DR Grade pellets contain less silica (waste) and a higher percentage of iron than those used in the typical blast furnaces. Transformation of the United States steel industry is well under way with national efforts to decarbonize plants and produce greener steel. In this case, an extra process step in Minnesota’s taconite plants allows the DR Grade pellets to go to cleaner electric arc furnaces, which emit less carbon per ton, a growing segment in steelmaking.

The civil package included sitework, footings and foundations – 5,200 cubic yards of concrete, underground utilities, structural steel for the 178-foot-by-194-foot-by-110-foot tall building addition, 37,000 square feet of TPO membrane roofing and 80,000 square feet of siding. The steel components are massive. Some of the exterior steel columns are 40 inches wide and 110 feet tall with the heaviest column weighing 22.5 tons (exterior columns are W40-by-372 and interior columns are W30-by-235). More than 3,200 tons of steel were erected. The civil/structural

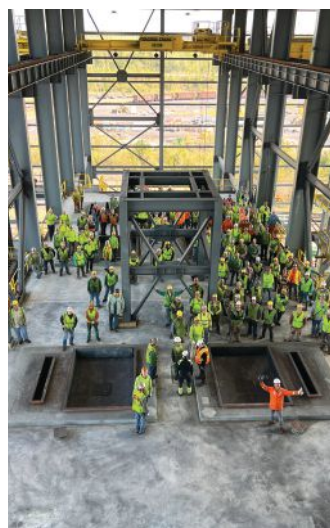
“U.S. Steel and iron mining have a massive impact on the state. The industry continues to reinvent itself and its product for the better. U.S. Steel’s sustainability plan is ahead of the times as they continue to push for a cleaner environment.”

–Kristen Vake, Executive Director, Iron Mining Association of Minnesota

package also included two 20-ton and one 50-ton bridge crane and a new 110-foot diameter tails thickener tank with an 80,000-pound bridge set over tank.

The mechanical package included setting up all of the new process equipment, piping, utility tie-ins and connections into the existing operating process plant. Our pipefitters and crew set and installed more than 36,000 linear feet of pipe, which included process piping and more than 13,450 feet of 10-inch pipe to the tailings basin. Major equipment setting included:

- Five Metso 20-foot diameter floatation tanks
- High Intensity Grinding (HIG) mill – 70 feet tall
- Twelve Derrick Screens with 96 hoses
- Eight mag separators
- Nine tanks for water, chemical, slurry and concentrate
- Miscellaneous process blowers, sumps and booster pumps



As with all major multimillion-dollar capital projects, there are always unique challenges that the project team is able to work together on and also find solutions to safety, installations, sequencing, coordination and productivity. Planning, coordination and installation of the 72,000-pound vertical mill shaft was one of our team's challenges and subsequent solutions. Installation involved unloading outside of the building, from the shipping crate to our flatbed trailer with a 40-ton RT crane and a 65-ton RT crane. Then moving inside the building and loading onto the new equipment's maintenance trailer using the building's new 50-ton bridge crane, the crews used two 25-ton electric chain hoists to lift and rotate the mill shaft from a horizontal to vertical installed position. The crews pre-tested the installation first by testing each electric hoist with 30 tons of concrete blocks.

The project team used our fabrication shop to optimize project execution by shifting work off-site: More than 1,000 welds on 2-inch to 24-inch pipe, 607 total spools and more than 5,000 trade hours shifted off-site, where production was more efficient, cost effective and safe.

Another unique aspect was the installation of the 13,450 feet of 10-inch tailings pipe running from the plant, across Minnesota Highway 169 to the mine's tailings basin. The project team worked with MN DOT to close down portions of the four-lane highway for six weeks while the project team installed 10-inch pipe and supports on the bridge crossing.

After 18 months and 240,000 man-hours, the project finished off with commissioning, final electric and HVAC, applying labels to the many new process pipes and equipment, and demobilization. This very technical and complex project saw Lakehead Constructors self-perform 210,000 hours (87.5 percent) on the project. Peak manpower on the project was 163 in November 2023, as we used 35 of our people on the night shift to keep productivity high and keep the project on schedule.

On our major capital construction projects, we form a project specific safety committee, consisting of project manager, superintendent, our self-perform general foremen, subcontractor field supervision and the owners' representatives. The safety committee meets weekly and proactively discusses upcoming scopes of work activities and addresses safety aspects, plus reviews recent activities.

Our ZERO Injury safety culture is key in self-performing work, day-in-day-out, on our major capital projects with long durations. Our highly experienced supervision is key to setting our safety culture and expectations with our crews and subs.

Self-performing a high percentage of our work on industrial capital projects with highly skilled tradespeople not only ensures we can staff at peak needs day and night, but also that we complete high-quality work with little to no rework.

The project was largely successful due to Lakehead's project team, which was on-site from start to finish. The supervision's experience and expertise on capital mining projects was instrumental for the success of this project. Our lead superintendent was the driving force behind the safety culture of the workforce. Every task, from forming a concrete foundation to complex critical lifts, had a plan implemented and no hazard was overlooked.

The schedule was aggressive from the start of the project. The entire project team knew there was a lot of work to complete in a short amount of time. Use of a 3D model was beneficial, specifically during the structural and mechanical installation phases, to plan ahead and detect potential issues. The model allowed

management and supervisors to look at the project as a whole and see where conflicts with mechanical and structural were before there was a delay in the field. Coordinating with the engineers and owner was particularly important to achieve the start-up and first product runs. Certain systems were an absolute requirement to get the plant running, and these systems were prioritized. The crews worked long hours and long weeks to push these priorities and meet the owner's deadlines. Using night shifts, added overtime and daily meetings to track progress and identify areas that needed more or less attention were beneficial for the success of this complex, fast-tracked project.



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MICHIGAN OPERATION PROJECT UPDATES

by Adam Bradshaw, Superintendent



Tilden Unit No. 2 Outage

In January, we were on-site for 25 straight days supporting the Unit No. 2 Outage at The Tilden Mine. The outage crew was supported by

some folks from the Minnesota Mining Group, and we worked 14 days on the cooler and cooler dump points – where the hot pellets coming from the kiln go to cool off. Since kicking off the Michigan Operations in 2022, this will be the fourth major unit outage we’ve worked on – the fifth one started in March.

LS&I Railroad Ore Dock

In February, we started our project on Cleveland Cliffs Lake Superior and Ishpeming Railroad’s Marquette Ore Dock to install a new office, restroom and break area. The project involves setting steel to cantilever perpendicular off the ore dock and support three 19,000-pound and one 9,500-pound modular containers for the facilities. Since road restrictions went on early, the plan changed, and now we have two Broderson 30-ton cranes up on the ore dock being used for tandem picks. In addition to setting the steel and containers, our pipefitters installed pipe for the restrooms.

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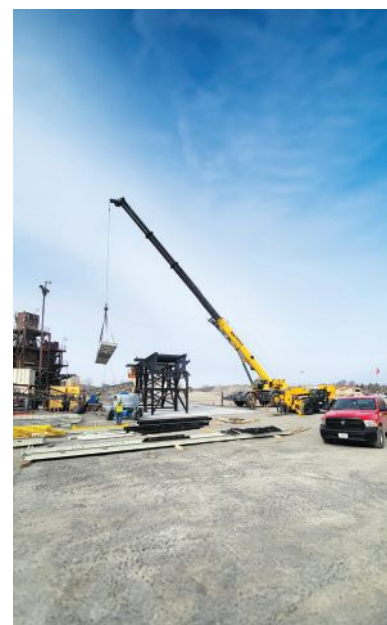


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UNEARTHING THE HIDDEN GEMS OF WAITE PARK

Martin Marietta's St. Cloud Quarry

by Cara Gotham, Marketing Coordinator; and Pete Ramfjord, Project Manager

Nestled amidst the serene landscapes of Waite Park, Minnesota, lies a hidden gem that often goes unnoticed by passersby. Contrary to the bustling iron ore mines that dominate the region, Martin Marietta's St. Cloud Quarry stands as a testament to the diverse mining landscape of the Midwest. Here, the earth yields not iron, but aggregates — engineered granular materials consisting of crushed stone, gravel and sand of varying mineralogies.

For more than eight years, Lakehead Constructors has been an integral part of the operations at the St. Cloud Quarry. Our construction

and maintenance services play a pivotal role in ensuring the seamless functioning of the quarry's machinery during annual crusher and conveyor outages as well as various capital projects.

Despite its inconspicuous presence, the St. Cloud Quarry boasts a thriving operation. From sand to rip rap, its crushers, screens and wash plants churn out a plethora of materials vital for construction, infrastructure and beyond. What may appear as mere mounds of rock to the untrained eye are, in reality, the building blocks of countless projects shaping the community.

Martin Marietta's reach extends far beyond the borders of Waite Park, with 15 locations across Minnesota in which we serve an additional facility, Yellow Medicine Quarry in Granite Falls. They also have a network of facilities spanning the United States, Canada and the Bahamas. With a diverse portfolio encompassing aggregates, cement, asphalt and more, the company's specialty products fulfill a range of business and consumer needs, such as maintaining farm fields and providing golf course sand, as well as household gardening and planting.

This spring, Lakehead was awarded a project to install a new screening plant. Starting March 18, we began erecting a new structural steel tower under the supervision of Paul Scherer, who has been the superintendent for all work received since Martin Marietta first became a client. The tower was needed to support a new 8-foot-by-24-foot screen, provided by ASTEC. In addition, twin 54-inch sand screw conveyors were placed on separate foundations. Behind these successful installations stands Lakehead Constructors' crane services. With a full fleet of equipment and a team of skilled operators, our company ensured that each lift was executed with maximum efficiency and safety. From maneuvering massive steel beams to delicately placing sensitive equipment, every operation was carried out with the utmost precision. The project was completed May 3 after waiting for the last piece of equipment to be delivered.

Pete Ramfjord, project manager at Lakehead Constructors, recalls being handed the project and was eager to venture to another mining facility beyond the familiar confines of the Iron Range. His journey in the mining industry began 21 years ago, starting as an operating laborer in the Fines Crusher at Minntac. Spending 13 of his 20 years at U.S. Steel working in the crusher, Pete was unsure of what to expect on his first visit to the new quarry site.

Upon arrival, he was surprised to discover that the site was nestled right in the heart of town. After surveying the project site, they ventured into the quarry and explored potential tasks ahead. With two open pits flanking each side of the highway, a tunnel beneath and railroad tracks connecting the two, the scale of operation was truly remarkable. Preparations for blasting were underway, and left Pete very intrigued with the site. The bustling activity within the quarry, coupled with the warm reception from Martin Marietta's employees, reaffirmed his passion for the industry — even if this site is quite different from the normal territory on the Iron Range.

Since starting work with Martin Marietta, Lakehead's attitude, skill and craftsmanship have earned accolades from Martin Marietta, fostering a partnership built on mutual respect and camaraderie.

"Paul and his crew from Lakehead have been doing projects for several years. They are all professional and efficient and take pride in their work. They will always ensure the job is done safely and correct," said Tim Kuball, plant manager at Martin Marietta St. Cloud Quarry.

"Currently they are assembling a new [8-foot-by-24-foot] wet screen tower and screw for us. They are efficient and get the job done correctly. Paul and his crew work great with our crews on location to come up with innovative solutions to numerous issues we have on-site when they are here. As far as I'm concerned, we have a great partnership with Lakehead and fully intend to keep it that way. Lakehead is always welcome at this location."

Perhaps the true measure of success lies not in the steel beams or the machinery, but in the lasting relationships forged along the way. Martin Marietta's trust in Lakehead Constructors speaks volumes about the caliber of service and professionalism exhibited throughout the project. In an industry defined by deadlines and deliverables, it's the bonds of mutual respect and collaboration that endure long after the dust has settled.



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