

ACR Aboriginal Programs Project Program Template

Program Area:	1.0	Corporate Policy
Sub Program:	1.1	Building Commitment to Corporate Aboriginal Policies
Template:	1.1.1.2	Community Alliances Program Management Process (program under review)
Sponsor(s):		<i>Ledcor Industrial Limited</i>

1. Objective

To provide overall operational guidance and support to various divisions of the company on managing and building relationships with Aboriginal and other communities.

2. Description

Ledcor was established in 1947 and is a privately held and employee-owned construction and contracting group of companies serving a full range of mining, civil, industrial and commercial building market sectors. As the company expands its operations into many different communities, proactive strategies and tactics must be developed to allow for full optimization of available opportunities. Successful strategies and tactics require a point of contact to obtain site-specific information and involvement to ensure leverage points are generated to address Ledcor interests.

The Ledcor Community Alliances team is positioned as the point of contact for managing and advising Ledcor's operating divisions on relationships with Aboriginal and other communities to successfully generate positive outcomes for the company. This leads to an increased success rate in obtaining projects with diverse Aboriginal components, elevates Ledcor to prime partner for the development of projects (both from an owner and Aboriginal community perspective), minimizes downside risk, and maximizes upside opportunity.

In order to facilitate the role of the community alliances team and foster an understanding within Ledcor's various divisions, a process for managing Aboriginal and other community relationships was established. The Community Alliances Program Management Process was developed jointly by the manager of the community alliances team and a steering committee composed of senior operations management. The steering committee meets on a monthly basis to provide overall guidance to the actions of the community alliances team. The Community Alliances Program Management Process is used to operationally guide the community alliances team in establishing, maintaining and expanding relationships with Aboriginal and other communities.

The Community Alliances Program Management Process consists of 10 functional stages:

1. **Fact finding:** Determines which Aboriginal community has a presence or a land settlement claim in the proposed project area.
2. **Deployment:** The community alliance team's resources are reviewed upon presentation

of information relating to the Aboriginal involvement requirements for the project.

3. **Initial contact:** The manager of the community alliances team meets with the Aboriginal community to introduce Ledcor and the project.
4. **Relationship development:** The community alliances and operations teams structure the working arrangement for the project.
5. **Relationship management and maintenance:** The operations and community alliances teams manage the community relationship.
6. **Grievances:** The operations team, supported by the community alliances team and the human resources department, deal with any employee grievances.
7. **Safety and training:** These activities are performed in the same manner and effect as in all other circumstances.
8. **Crisis management:** The manager of the community alliances team attempts to internally arbitrate any issues and work to early resolution.
9. **Follow-up:** At a minimum of once per year, the manager of the community alliances team makes a follow-up visit to the Aboriginal communities.
10. **Program re-development strategy:** Information gathered during all stages of the program is analyzed to determine the efficiency and effectiveness of the process.

3. Implementation

The Ledcor community alliances team provides a support service that delivers guidance and confidence to manage diverse community relationships within the Ledcor Group of Companies. These services include:

- Provide the support required and requested by the Ledcor operations groups to manage any community risk factor through supporting the management of the relationship
- Provide crisis management support when initiated by the operations groups
- Provide a visionary role that contributes to project success by supporting the operations groups in establishing, maintaining and growing project relationships with communities

This service is provided is through a point of contact - the community alliances liaison - who is Ledcor's internal and external interface for community relations issues. See template 1.1.1.1.

Ledcor's project and non-project specific community involvement is based on an established and forward-thinking Opportunity Statement: "It is our intention to develop and nurture every possible opportunity for local and Aboriginal workers, suppliers and trade contractors. Where a choice exists between Local/Aboriginal and Non-Local workers, suppliers and subcontractors, providing there is no compromise to cost and quality, the Local/Aboriginal workers, suppliers and subcontractors will be given preferential treatment."

4. Timeframe for Results

The timeframe for results of the community alliances team is based on a "site-specific dynamic operational strategy" due to Ledcor's involvement in a diverse range of industries and communities. The guiding principle is that the approach in working with communities must be

site-specific as it is unlikely that an overall operational strategy or measuring process would adequately address the scope of Ledcor's operations the diversity of communities where Ledcor operates. Therefore, the community alliances team measures results based on the dynamics of each project/relationship.

5. Measurable Criteria

Functional stages 9 and 10 of the Community Alliances Program Management Process and input from the steering committee are used to measure the success of the overall program management process. The goal is to establish, maintain and expand relationships with Aboriginal communities and assist various company operations in the development of proactive and successful strategies. This will help to secure and complete projects that require interaction with Aboriginal groups and/or alignment with owner Aboriginal policies and programs.

6. Budget

None specified

7. Partners and Sponsors

Ledcor Industrial Limited. External partners and sponsors are:

- **Non-project-specific community involvement.** Examples include Alberta Aboriginal Apprenticeship Committee, Ledcor Internal Aboriginal Self-Identification, Aboriginal Workforce Capacity Expansion Project, National Aboriginal Achievement Foundation, Blueprint For The Future, Cross-Cultural Training, Oteenow, Aboriginal Achievement Awards.
- **Project-specific community involvement.** Examples include Cold Lake, AB, - Imperial Oil; Norman Wells, NWT - Imperial Oil, Fort Good Hope Dene Land Group, Fort Good Hope Métis Group, Tulita Dene Land Group, Tulita Métis Land Group; Yellowknife, NWT - Dogrib Resources Corp., Aboriginal Engineering Ltd., AMEC; Brandywine, BC - Squamish and Lil'wat communities; Canada - TransCanada Pipelines.

8. Experience with the Program

The utilization of the Community Alliances Program Management Process has provided a framework for Ledcor to accomplish its goal of providing a support service that delivers guidance and confidence in managing diverse community relationships. Additionally, the steering committee has been an effective mechanism for guiding the actions of the community alliances team to successfully create win-win relationships with Aboriginal and other diverse communities.

For example, in late 2002 Ledcor was awarded a \$16-million contract for the design and construction of 21.1 kms. of two-lane highway near Yellowknife, NWT. The Ledcor community alliances team was instrumental in creating project alliances with Aboriginal and northern communities to win the contract. Ledcor is committed to maximizing northern employment and developing/training the individuals who are employed on this project so they will be available for future highway and/or industrial projects.

The community alliances team provides a significant positive impact on the operations of the Ledcor Group of Companies by helping the company continuously achieve its mission to be the best construction company providing the highest quality construction services to its clients.

9. General Applicability

This highly adaptable model is particularly suited to projects where interaction with a diverse range of Aboriginal and other communities is required.

10. Additional Information or Support

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