

ACR Aboriginal Programs Project Program Template

Program Area:	1.0	Corporate Policy
Sub Program:	1.1	Building Commitment to Corporate Aboriginal Policies
Template:	1.1.1.1	Community Alliances Liaison (program under review)
Sponsor(s):	<i>Ledcor Industrial Limited</i>	

1. Objective

To establish a point of contact between the project, Aboriginal community and Ledcor that facilitates exchange of information, interaction and communication for developing successful relationships to provide win-win opportunities.

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 Ledcor expands its operations into many different communities, project-specific strategies and tactics need to be developed to allow for full optimization of potential opportunities. This is accomplished through a community alliances liaison who acts as a point of contact between a specific project, the Aboriginal community and Ledcor. The liaison provides the site-specific information, interaction and communication necessary to successfully develop relationships that provide win-win opportunities with Aboriginal and other communities, and/or alignment with the Aboriginal policies and programs of clients/owners.

The deployment of a community alliances liaison is a specific step (Step 2) in the Community Alliances Program Management Process used by Ledcor (see template 1.1.1.2). A decision on deployment is based on a review of information relating to the Aboriginal and other community involvement requirements for a specific project. This review is conducted jointly by the manager of the community alliances team and a representative from the project operations team.

When deployed, the responsibilities of the community alliances liaison include:

- Establish contact with the local Aboriginal groups
- Organize and chair an information meeting prior to construction
- Identify the employment and training opportunities available to Aboriginal people
- Establish a local point of contact to represent all the groups in the immediate area
- Coordinate with the local contact to source experienced employees and training opportunities
- Communicate positive and negative feedback to the Aboriginal employees and Ledcor
- Source opportunities to promote Aboriginal employees within the project
- Track and report Aboriginal involvement and progress in the project

3. Implementation

The community alliances liaison reports directly to the project manager and coordinates efforts with the community alliances manager. The key role of the community alliances liaison is to act as a point of contact between the project, representatives from the Aboriginal and other communities, and Ledcor. The liaison provides support to a project in several ways:

- Helping to manage relationships with Aboriginal and other communities in proximity to the project
- Adapting Ledcor's Aboriginal initiatives, programs and policies to meet and/or exceed the changing needs of the specific project
- Assisting projects in the development of proactive strategies (e.g. employment, training, ongoing communication) that require interaction with Aboriginal and other communities, and/or alignment with Aboriginal policies and programs sponsored by clients/owners
- Identifying and promoting potential opportunities for local and Aboriginal workers, suppliers and subcontractors to participate in the project

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 or 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

The overall goal of the of the community alliances liaison is to establish, maintain and expand relationships with Aboriginal communities and assist Ledcor's operations in the development of proactive and successful strategies related to specific projects. This will help to secure contracts and successfully complete projects that require interaction with Aboriginal groups, other communities and/or alignment with Aboriginal policies and programs of clients/owners. The success of the relationship and the project are used as the measurable criteria for the activities of the community alliances liaison.

6. Budget

None specified

7. Partners and Sponsors

Ledcor Industrial Limited. External project-specific partners 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

Ledcor's experience has been that the community alliances liaison provides (a) site-specific information and involvement for complex relationship management with Aboriginal communities, and (b) the ability to create successful leverage points for Ledcor to obtain new opportunities and bring added value to existing projects.

As an example, Ledcor was awarded the construction contract for the central plant of the Imperial Oil's heavy oil facility in Cold Lake, Alberta. The contract value was \$500 million. As part of the project, Ledcor established a community alliances liaison position. The liaison acted as a point of contact between the Aboriginal communities involved and Ledcor. A key result was the employment of approximately 88 self-identified Aboriginal people (13% of total crew) representing First Nations and the Bonnyville Métis. Specific initiatives of the community alliances liaison included plant tours for senior members of the communities, support for problem resolution specific to Aboriginal employees, and sponsorships of local events (e.g., youth talent show, fishing derbies and golf tournaments). Ledcor was also actively involved in Aboriginal training through on-site seminars that provided information on employment opportunities, Alberta apprenticeship programs and industry training.

9. General Applicability

This is a 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

Ron Nalewajek P.Eng., Vice President, Ledcor Industrial Limited, 9910 - 39 Ave, Edmonton AB
T6E 4S8
Telephone: (780) 462-9616
Email: Ron.nalewajek@ledcor.com

Date Entered or Updated: September 20, 2005