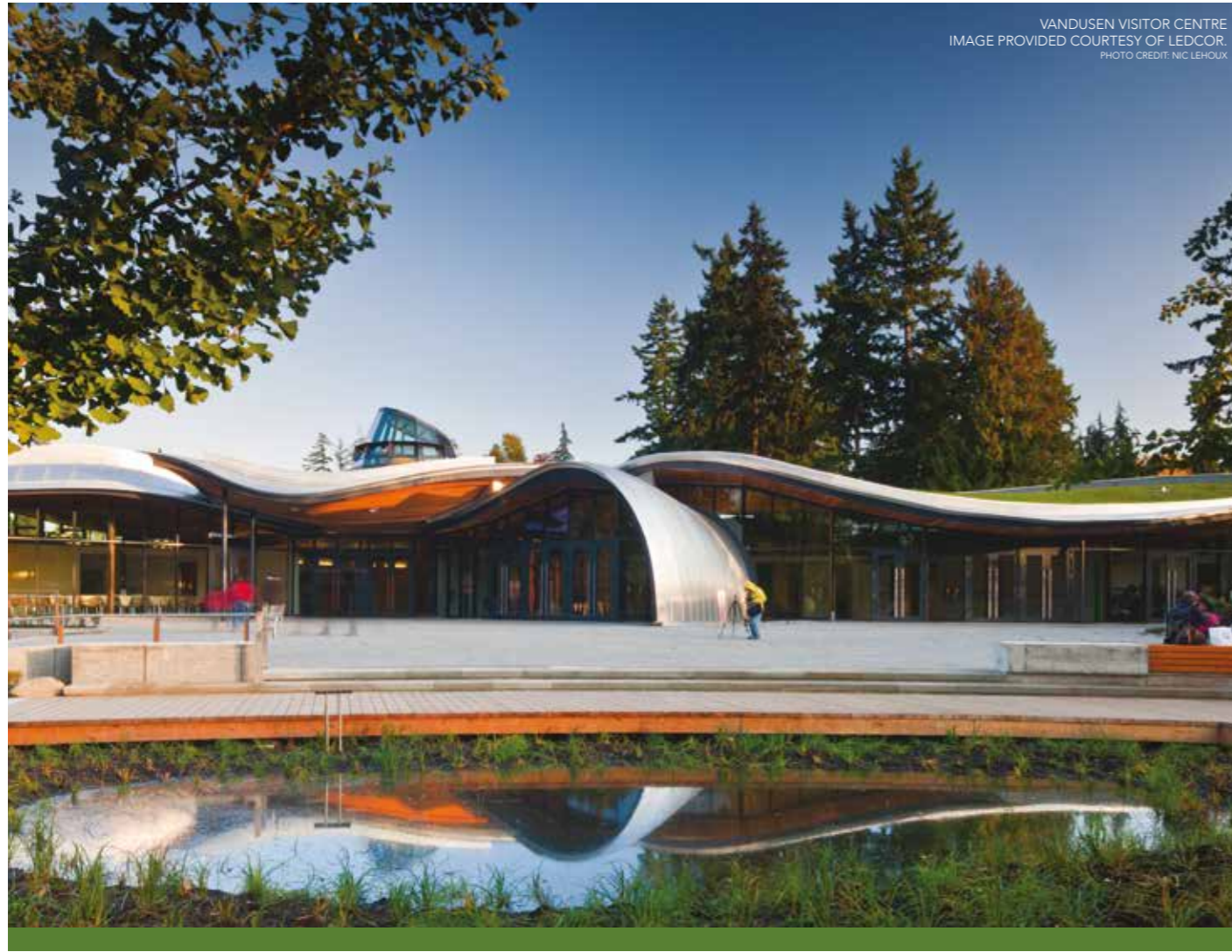


BUILDING FOR THE FUTURE

Sustainable Business Magazine talks to Murray MacKinnon, Vice President of Corporate Sustainability at Ledcor, about being an industry leader in sustainability. ▶

EXAMPLE

VANDUSEN VISITOR CENTRE
IMAGE PROVIDED COURTESY OF LEDCOR.
PHOTO CREDIT: NIC LEHOUX



VANDUSEN VISITOR CENTRE
IMAGE PROVIDED COURTESY OF LEDCOR.
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Ledcor is more than just a building construction company, it is an organisation that carries the full breadth of the construction industry on its shoulders. Teams specialising in everything from mining of materials and building construction, to as-

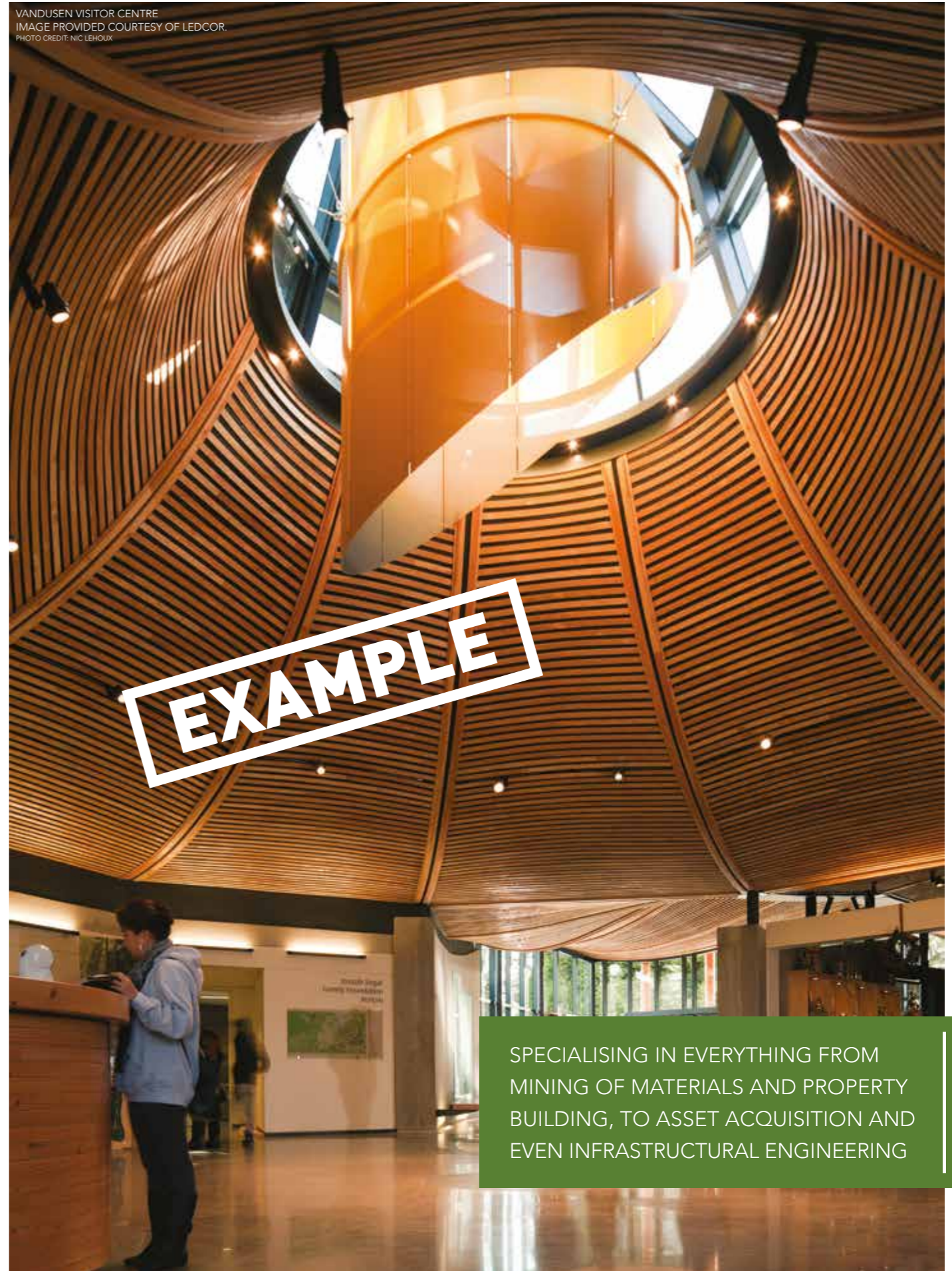
set acquisition and infrastructural projects, have established Ledcor as one of the most diversified construction companies in North America. Though it has grown since it was established in 1947, the Alberta, Canada, based company continues to hold the val-

ues of its founder William Lede at the core of its operations: accountability, innovation, quality, and sustainability.

Ledcor is present, and has gained respectability, in many sectors including building construction, oil and gas, infrastructure, telecommunications, forestry, and power generation. This accessibility means it is able to bring its vision of an accountable and sustainable model of the future to many different clients. This is reflected in its participation in the Living Buildings Challenge (LBC), a green building programme considered the toughest in the world at present. That it has successfully constructed two buildings within LBC parameters is testament to Ledcor's environmental commitment and construction skill. Murray MacKinnon, Vice President of Corporate Sustainability at Ledcor, explains further. "We have worked with two of Canada's leading green architectural firms: Hughes Condon Marler on the UniverCity Childcare Centre on Burnaby Mountain, and Perkins+Will on the VanDusen Gardens Visitor Centre in Vancouver. Ledcor ▶



VANDUSEN VISITOR CENTRE
IMAGE PROVIDED COURTESY OF LEDCOR.
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EXAMPLE

SPECIALISING IN EVERYTHING FROM MINING OF MATERIALS AND PROPERTY BUILDING, TO ASSET ACQUISITION AND EVEN INFRASTRUCTURAL ENGINEERING

LEDCOR HAS BEEN A PIONEER IN GREEN BUILDING, ITS ETHIC OF SUSTAINABILITY HAVING PRECEDED THE INTRODUCTION OF INDUSTRY STANDARDS AND THE GROWTH OF GREEN CAPITAL

EXAMPLE

UNIVERSITY CHILD CARE CENTRE
IMAGE PROVIDED COURTESY OF LEDCOR.

77 BLOOR STREET WEST OFFICE IN DOWNTOWN TORONTO
IMAGE PROVIDED COURTESY OF LEDCOR.



quickly recognised that for us the material sourcing and tracking and, most importantly, avoiding products containing 'Red List' chemicals, was central to the challenge. The list contains a lot of products that are considered day-to-day materials. When building the Childcare Centre, for example, even our fencing had to be reconsidered. Typically we use chainlink fences but those are galvanised. Galvanising is a red listed item. It was a really challenging but rewarding exercise. Just recently we were informed by Perkins+Will that the World Architecture News named the VanDusen Project as its Most Sustainable Building of the Year for 2014."

RENEWING THE OLD

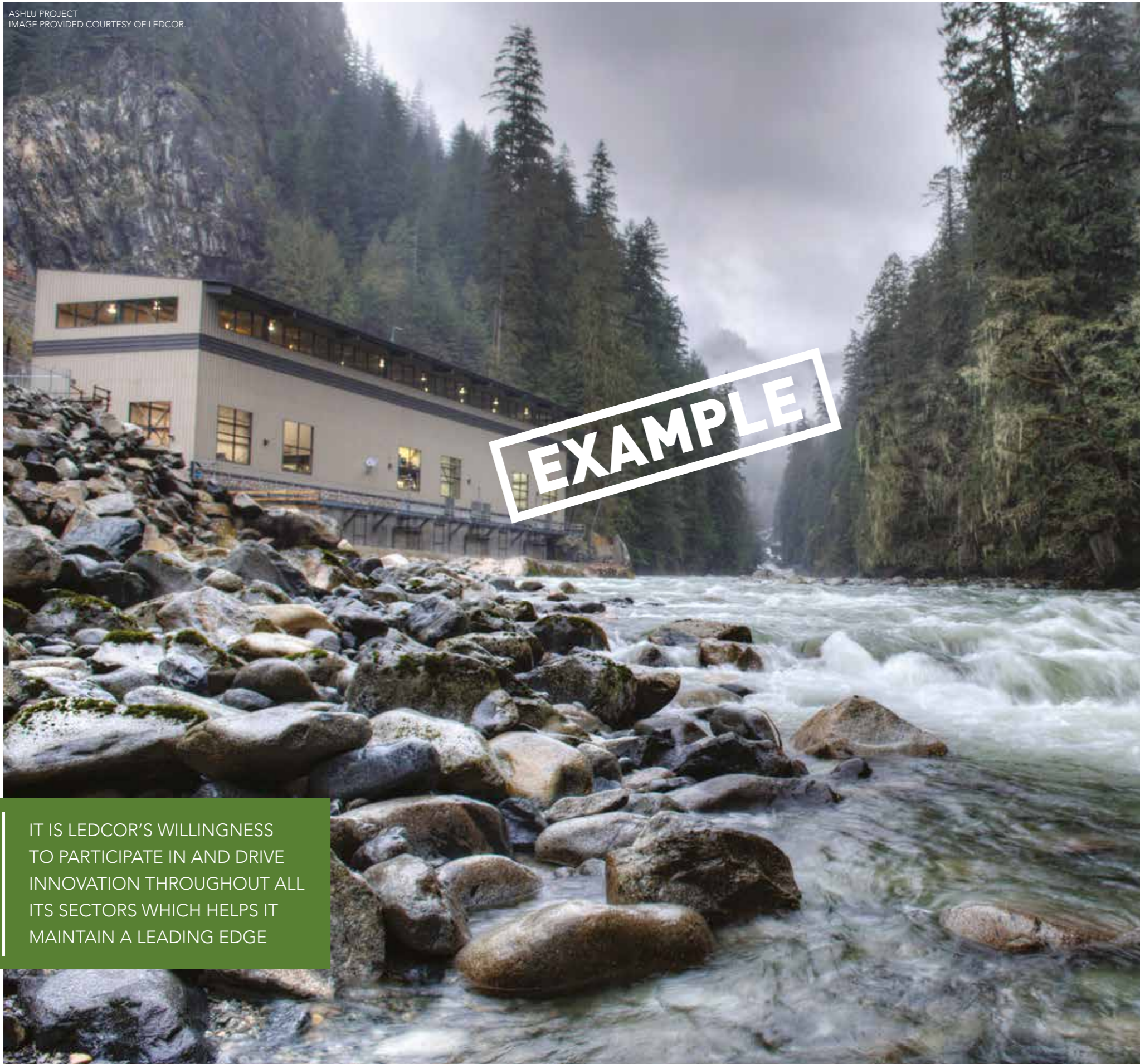
Ledcor has been a pioneer in green building, its ethic of sustainability having preceded the introduction of industry standards and the growth of green capital. The company has integrated environmental consciousness into its revitalization concept known as Ledcor Renew. By optimising energy consumption and improving environmental sustainability in existing buildings,

the organisation is able to increase not only the lifetime of an older building but also the comfort of its tenants. This has been offered to and taken up largely by existing clients. A majority of these clients' portfolios include older buildings that are not as competitive on the market as their newer, more efficient buildings. They see Ledcor Renew as an ideal balance between capital expenditure and savings gained. One recent example of this is the 77 Bloor Street West Office in downtown Toronto. The electrical and ►

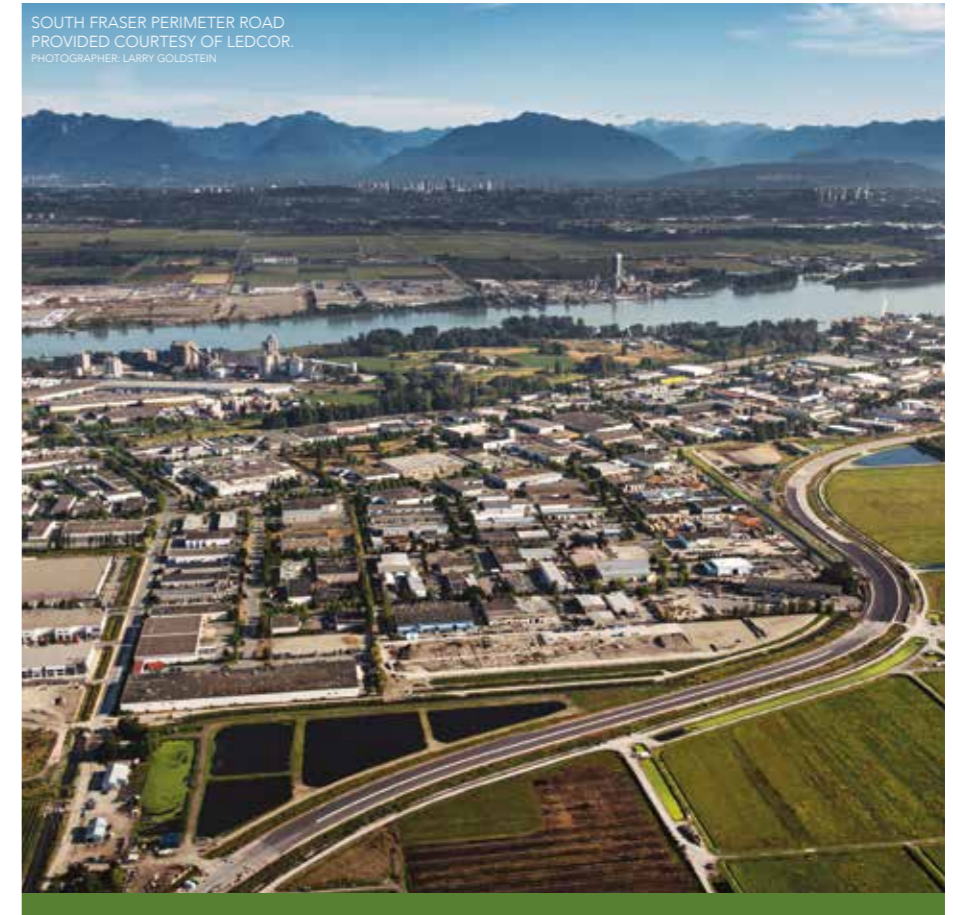
UNIVERSITY CHILD CARE CENTRE
IMAGE PROVIDED COURTESY OF LEDCOR.



ASHLU PROJECT
IMAGE PROVIDED COURTESY OF LEDCOR.



IT IS LEDCOR'S WILLINGNESS TO PARTICIPATE IN AND DRIVE INNOVATION THROUGHOUT ALL ITS SECTORS WHICH HELPS IT MAINTAIN A LEADING EDGE



SOUTH FRASER PERIMETER ROAD
PROVIDED COURTESY OF LEDCOR.
PHOTOGRAPHER: LARRY GOLDSTEIN

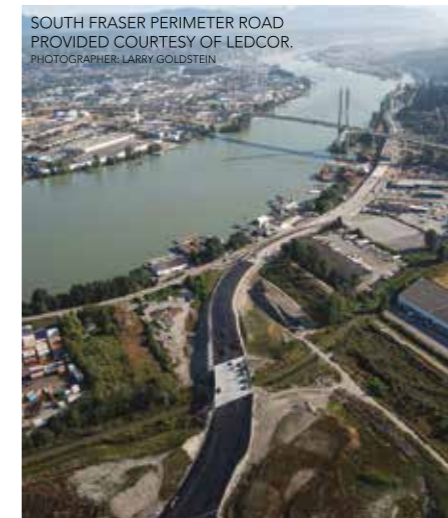
mechanical systems of the building were overhauled, including removal of the perimeter induction system, whilst high grade window fittings were installed. Removing the induction system also meant Ledcor created an entirely new 20,000 square foot top floor for the building, providing a major return on investment.

DIVERSIFIED APPROACH

Infrastructure is another important sector for Ledcor and they remain equally committed to sustainability in this area of their

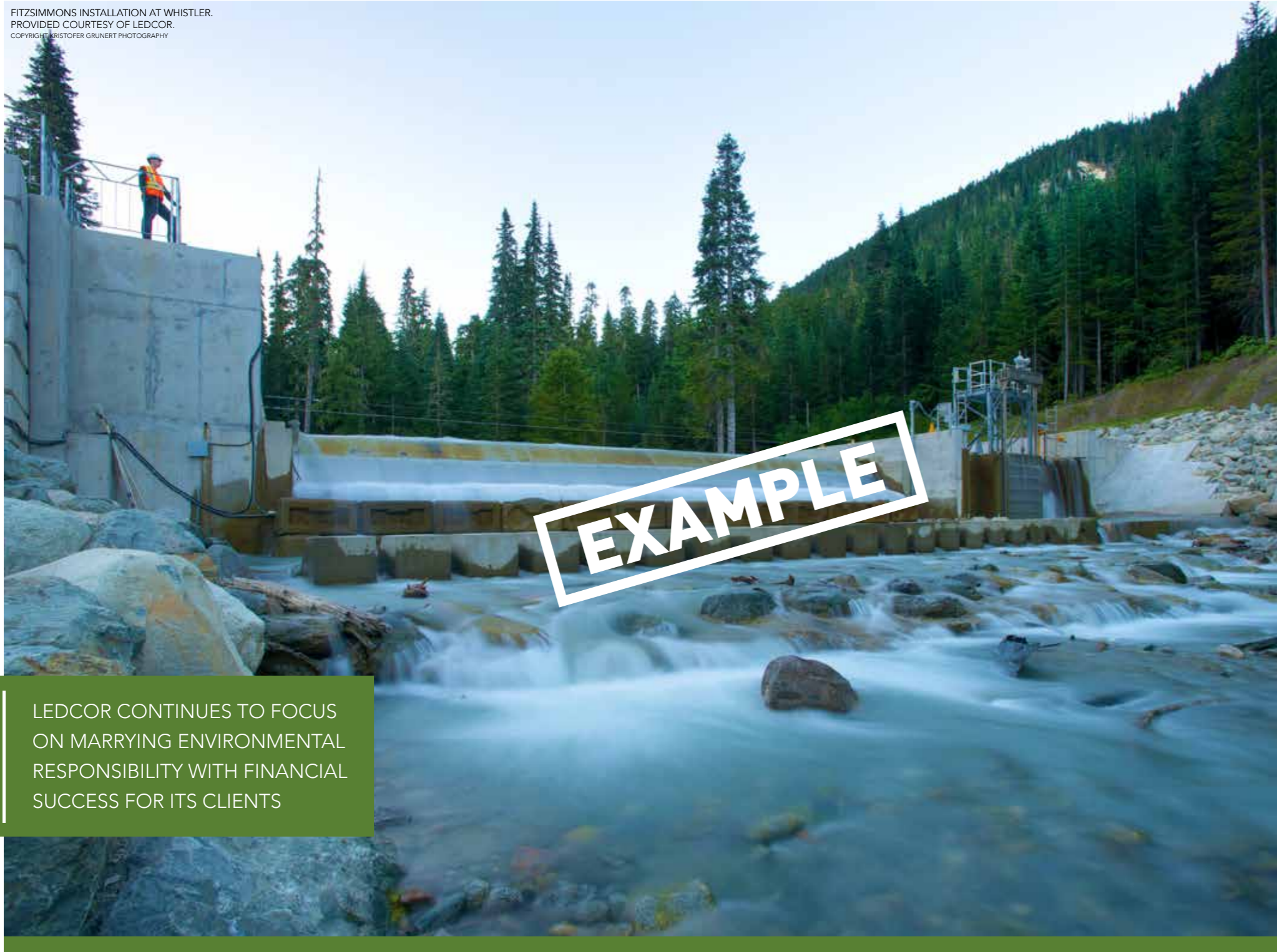
operations. The company has recently used the Greenroads Foundation rating system to assess their most recent P3 project. Ledcor was involved in the construction of the 38 kilometre South Fraser Perimeter Road connecting Highway #1 to Deltaport Way in Tsawwassen, which received Bronze Certification from the Greenroads Foundation. As an early member, Ledcor's participation in that system has been helpful as Greenroads grows into a widely recognised standard for environmental infrastructure construction.

It is Ledcor's willingness to participate in and drive innovation throughout all its sectors which helps it maintain a leading edge. "In the oil and gas sector we are promoting technologies that accelerate the recovery of reusable water from the Oil Sands processes, specifically the elimination of settling ponds and fine mill tailings using a process of filter presses," explains Mr. MacKinnon. "Ledcor Power has also partnered in the construction of Run-of-the-River hydro projects, which by their smaller scale result in less intrusive electrical generation than conventional dams. Two such installations are the 49.9MW/hr Ashlu project northwest of Squamish and the smaller but more familiar 7.5MW/hr Fitzsimmons installation at Whistler. Fur- ▶



SOUTH FRASER PERIMETER ROAD
PROVIDED COURTESY OF LEDCOR.
PHOTOGRAPHER: LARRY GOLDSTEIN

FITZSIMMONS INSTALLATION AT WHISTLER. PROVIDED COURTESY OF LEDCOR. COPYRIGHT KRISTOFER GRUNERT PHOTOGRAPHY



LEDCOR CONTINUES TO FOCUS ON MARRYING ENVIRONMENTAL RESPONSIBILITY WITH FINANCIAL SUCCESS FOR ITS CLIENTS



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thermore, Leducor Transportation recently purchased 15 LNG highway semi-tractors for use by our forestry group to haul woodchip and pine beetle waste to various bio-fuel generating installations and 200 CNG Ford Transits to provide installation service to its telecommunication clients.” Oil sands processes are a topical issue at present but Leducor has gone to great lengths to ensure that it helps push the boundaries of efficiency and environmental

responsibility. They are working with the Green Chemistry and Engineering Department of the Northern Alberta Institute of Technology to develop new solutions for oil sands development. Using its field knowledge and experience, the Leducor Group Applied Research Chair helps guide research according to practicable solutions for industry use. This will help not only Leducor, but also other companies and organisations throughout the oil sands industry.

WORKING WITH THE COMMUNITY
On top of all its industry efforts and internal corporate accountability, Leducor also aims to work with the local communities near its projects now and into the future. “At the local level, each office is encouraged to give back to the communities in which they work,” says Mr. MacKinnon. “That can be a ride or run for a cause, youth team sponsorships, Habitat for Humanity, or any number of local op-

portunities. Leducor has a long-standing relationship with First Nations peoples too, encouraging education, providing facilities, and offering employment training and job opportunities. Annually our staff Giving Program is augmented by a corporate match which this year raised more than 1.2 million dollars for over 90 targeted charities in Canada and the USA. At our most senior level, the Lede Foundation donates millions of dollars with

a primary focus on children and youth, health and education.”
GREEN ROADS FORWARD
Having led the green building industry for more than a decade, including receiving its first LEED certification 12 years ago, Leducor continues to focus on marrying environmental responsibility with financial success for its clients. Often these two follow the same path. As a large company with more

than 7000 employees across 11 different groups it can be difficult to achieve a unified position, but Leducor has done so by compiling the metrics and measurements of each division. Starting from this position, it is then able to move forward with a clear vision for the immediate and long-term future of both its own internal structure and that of its projects. By maintaining this awareness and presence, it continues to maintain its position as an industry leader in sustainability. □