



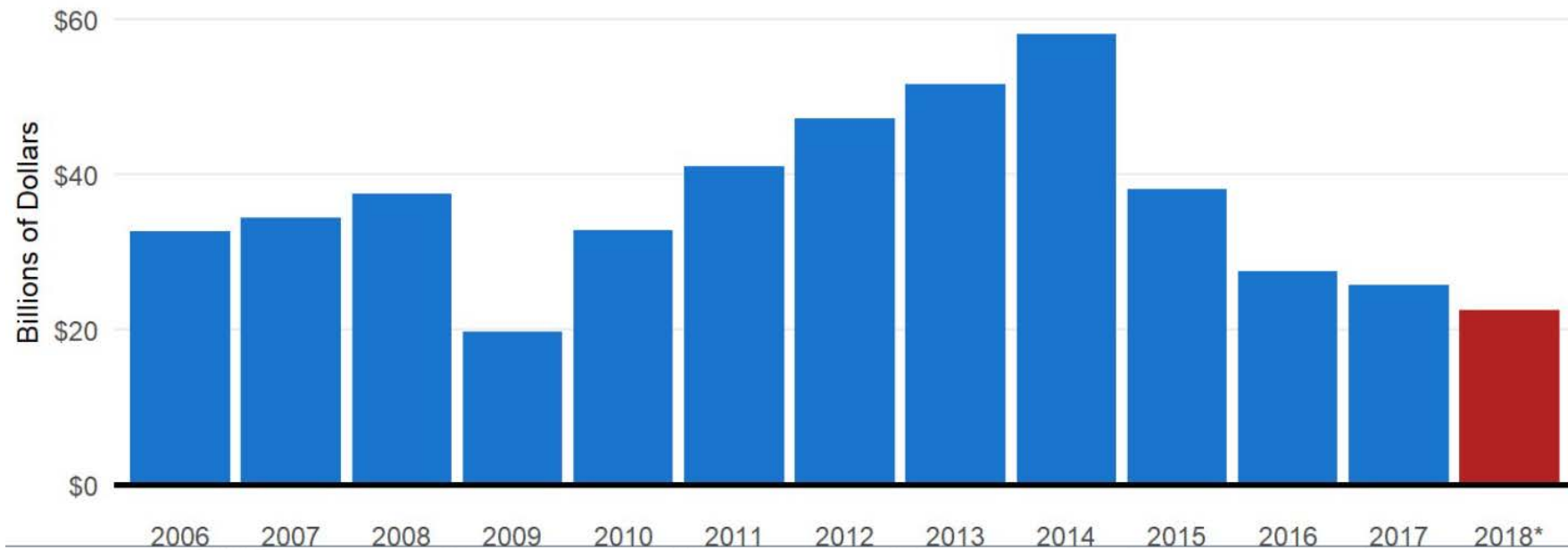
Track A: 11:00 am - 12:30 PM

**CC-1: Collaborative Contracting - Breaking Barriers:
Interests, Trust and Performance**

Prices Are Up, But Challenges Remain For Oil And Gas Co

Capital Expenditures in Alberta's Oil and Gas Industry

Source: CANSIM 029-0045. * 2018 is investment intentions.

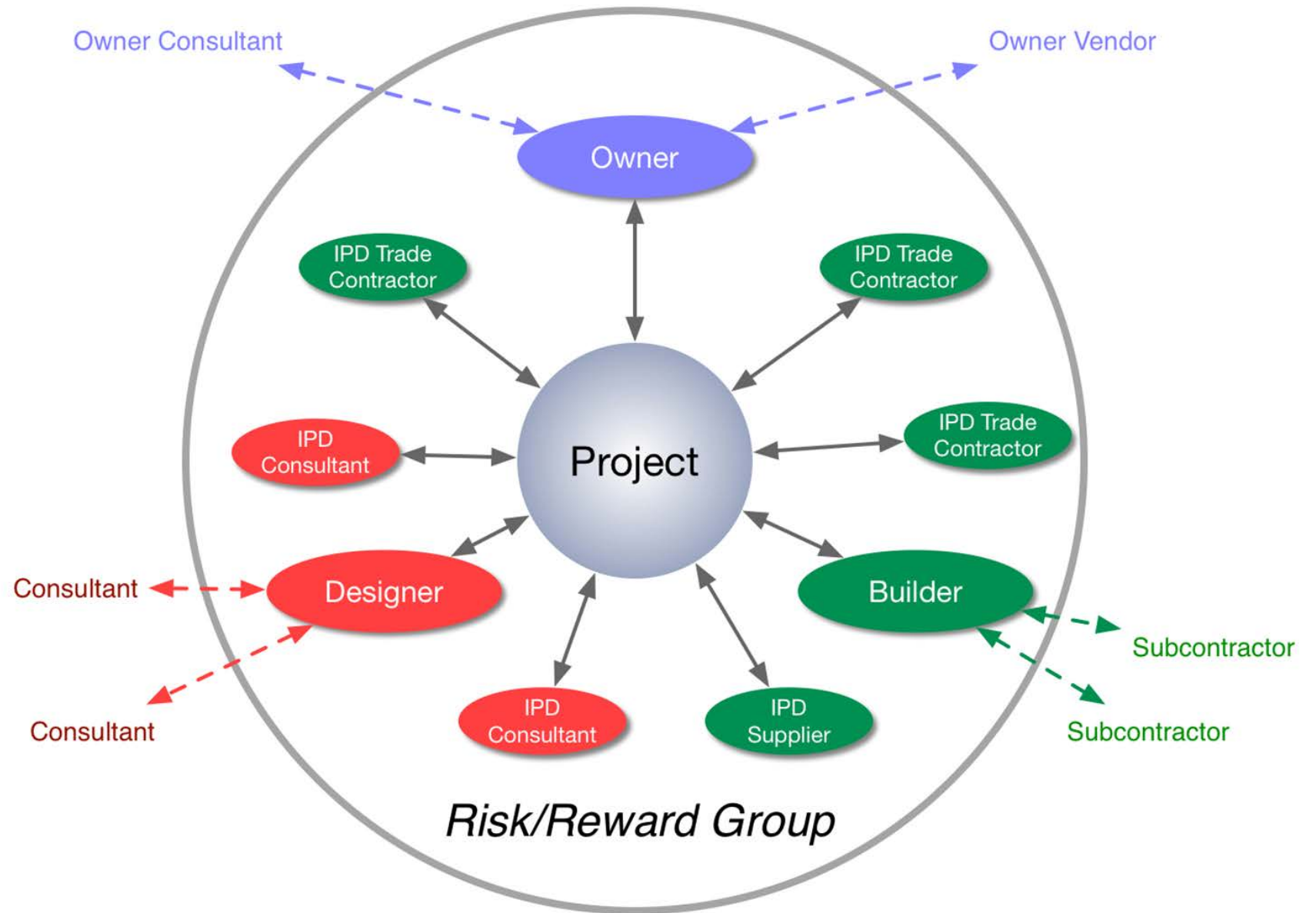


(1) Tax rate of 33.5%
Sources: Capital IQ; Alex Petrow's analysis

some say it is doomed to extinction, but others see a future measured in centuries

An Industry
In Trouble?

Collaborative Contracting Model





TransCanada
In business to deliver

Collaborative Contracting

Ledcor – TransCanada Alliance – Case Study

The Panel

- **Bill Partington – Ledcor – President Pipeline Group**
- **Dale Posein – Ledcor - SVP Construction**
- **Dan Bierd – TransCanada – Director Liquid Projects**
- **Kevin Duffy – TransCanada – Manager Supply Chain**

The Project

- **Scope - 450km x 2 (36" + 20" Liquids Pipeline)**
- **Ft. Mac to Edmonton**
- **2013-2017 Construction**



Collaborative Contracting Drivers

- HEATED MARKET
- PROJECT SCHEDULES / COST PRESSURE
- SAFETY / QUALITY
- STABILITY / PREDICTABILITY



Collaborative Contracting Joint Objectives

- **HIGHLY PRODUCTIVE WORKFORCE**
- **BETTER PLANNING / BETTER EXECUTION**
- **ALIGNED MEASURES OF SUCCESS (KPIs)**
- **CERTAIN OF DEMAND / SUPPLY**



Collaborative Contracting Project Results

- PERFORMANCE IMPROVEMENT
- EXECUTION TARGETS
- ALIGNMENT OF VALUES / CREATION OF TRUST



Collaborative Contracting Challenges

- **SIGNIFICANT MARKET SHIFT**
- **DIFFICULT TO PLAN FOR UNKNOWN RISKS**
- **FUTURE PROJECT WORK / BACKLOGS VOLITILITY**
- **ALLIANCE ENDED EARLIER THAN PLANNED**



Collaborative Contracting Learnings/Recommendations

- **DEFINE GREAT PERFORMANCE**
- **CORPORATE CULTURE / VALUES**
- **RIGHT PEOPLE / RIGHT MINDSET**
- **EXIT STRATEGY / RISK REGISTER**

