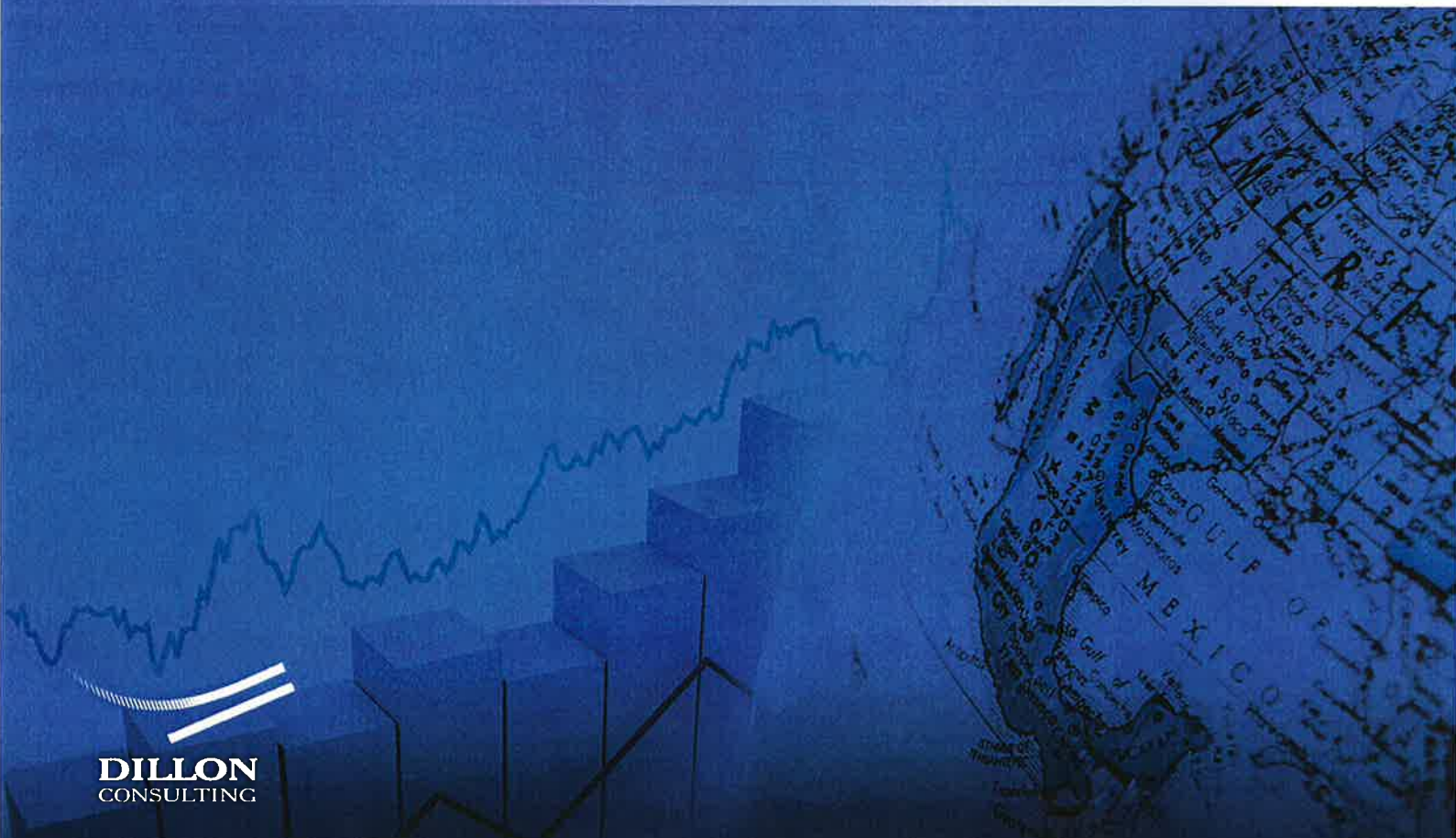




THE NEXTGEN INIATIVE and THE PRESIDENT'S CREW PROGRAM



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March 12, 2010



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Educational Achievement Award
NextGen Initiative and The President's Crew Program


Dear Mr. Baluch:

Dillon Consulting Limited is pleased to provide this nomination for the Educational Achievement Award based on our **NextGen Initiative** and **The President's Crew** program. The submission information below outlines our in-house contribution to the innovative training of new graduates and commitment to improving future business practices and development.

The NextGen Initiative and The President's Crew Program

In August 2007, the President and the Director of Practices¹ (Claudio Covelli) of Dillon brought together a group of eight employees, each with less than 10 years' experience, and charged them with the task of leading an in-house initiative. The initiative would effectively seed, nurture and develop the talent that would propel the company to new heights in the years to come. The group became known as the Next Generation Development Team (NextGen) and they were empowered to create an enriched program for high-calibre new graduates integrating into Dillon. They aimed to build a program that not only targeted innovative and technically advanced students, but also sought candidates from all post-secondary disciplines to provide a well-rounded and dynamic set of perspectives for the grass roots level of the organization.

¹ As an interesting footnote, both Dillon's Director of Practices and three members of the NextGen team are either Transportation Planners or Engineers



Now in its third year of operation, The President's Crew program allows new graduates to work on diverse and challenging projects, and prepares participants to stay ahead of the curve in our rapidly changing society. Canadian and global issues of resource management, environmental protection, transportation planning and sustainable development require new and ground-breaking approaches that extend beyond technical foundations. The President's Crew program helps participants hone their innovative and leadership skills through a series of corporate initiatives, a focus on multi-disciplinary projects, training opportunities and senior guidance. "Crew" members are given the opportunity to contribute within the company and make suggestions on how to improve the company overall. The over-arching goal of the program is not simply to improve the technical competency of the firm, but to train the future leaders of the company. Crew members are taught the business of consulting, how to serve evolving client needs and to effect positive change – all in their first year out of school!

In addition to NextGen and the Crew members, other employees in the early stages of their careers are involved in the creation, facilitation and strategic planning of the program. The entire initiative is aimed at planning for the next generation of Dillon while empowering the current generation in the process.

KEY TEAM MEMEBERS

The President's Crew program is designed and facilitated by the NextGen team who work together to create the components from the ground up and implement the program across the country. Comprised of engineers, geoscientists, biologists and planners, NextGen uses their multi-disciplinary backgrounds to provide a well-rounded training year for the Crew. NextGen also provides individual guidance to the Crew members to challenge them to grow and expand their horizons throughout the year.

The NextGen team relies heavily on allied local representatives throughout Dillon's 16 offices to help integrate the members into various technical, corporate and strategic roles. These representatives include individuals from wide-ranging technical backgrounds and levels of experience. One of the most significant benefits of the initiative and program is the increased level of communication between employees who sit in different offices or technical disciplines.

MAJOR TASKS

The President's Crew is a year-long program that the NextGen team operates and the Crew experiences. Crew members are expected to develop their own learning plans and act proactively in pursuing opportunities, while balancing the objectives of project work, strategic initiatives and society projects. While some of the components are outlined below, the program website (created,

populated and run by the NextGen team) gives a holistic overview of what a year in the Crew entails (www.ThePresidentsCrew.ca).



Project and Business Involvement

Crew members work on projects that are compatible with their field of study, as well as in areas outside their comfort zone. This includes projects in different technical areas such as geoscience, transportation planning, natural environment management and municipal engineering to name a few. They are also asked to work with one of our corporate groups such as Learning and Development, Human Resources, Information Technology, etc., to get a better perspective on the “business-side” of consulting and how that applies to providing our clients with value-added service. The objective of the program is to strengthen each member’s understanding of what Dillon does, thereby empowering each of them to bring potential new services to the table. The program is truly a two-way learning process with each side benefiting from the other’s unique perspectives.

Strategic Initiatives

We believe that shaping the future of our company should be an opportunity open to all our employees, not just those in senior management. The President’s Crew helps shape how the company grows and is perceived by proposing, developing and implementing society relevant projects and strategic initiatives. Examples of strategic initiatives Crew members have participated in include those that affect how Dillon operates internally (e.g., corporate environment management) and the development of new service areas or technical solutions (e.g., infrastructure strategies) our clients demand. Members are challenged to think creatively about working on the business, not just in the business.

Community-based Projects

A major component of The President’s Crew program is the completion of a community-based initiative with the goal of positively impacting communities within which Dillon staff work and live. Involvement in the society project includes concept development and evaluation, proposal and budget development and project execution. The objective is to develop and implement real projects that further integrate Dillon into the community by helping to address social and environmental issues. This also helps develop Crew members’ project skills and allows them to be involved in an initiative that gives back to their communities.



In 2008, the pilot year of the program, Crew members created a partnership with Habitat for Humanity Canada to assist in building homes for families in need. Crew members organized builds in Calgary and Hamilton and helped raise over \$10,000. Partnership in this initiative provided the opportunity for Dillon staff and clients to come together and provide a unique avenue for relationship building. The initiative particularly benefited Dillon internally, as it helped to promote the strong leadership and team building principles practiced at Dillon. Dillon received public recognition from the Habitat for Humanity Canada affiliates and local news organizations, thereby increasing Dillon's profile within multiple communities across Canada.

This past year, the 2009 Crew members implemented the *Greening the Urban Environment* (GUE) initiative. The project included several activities which advocated for environmentally responsible living and working choices by Dillon employees in each of the 16 office locations. The GUE initiative took the form of three Dillon-wide events, which included an ecological footprint calculation, a local food potluck and shoreline garbage removal. Each event was treated as an inter-office competition, with points being awarded based on participation and event success. This project was tailored to fit Dillon's corporate strategy to emphasize social, environmental and community investments as a means of building a high-performance culture.

Job Shadowing

Job shadowing provides an opportunity for new employees to meaningfully participate in other areas of the business they would not normally be exposed to. Crew members are required to complete short-duration job shadowing exercises outside their field of study. This could include anything from a technical practice outside their core discipline to working in Human Resources, Information Technology, Finance and Corporate Services, etc.

The job shadowing component of the program provides an active training/development experience where Crew members are matched with a Dillon employee to understand and participate in a learning role. This experience provides an excellent opportunity to learn about the company and the variety of our projects, and grow their business acumen. Past experience with the job shadowing component of the program has proven to add value to projects while simultaneously helping improve the skill sets of Crew members.

Mentorship

Since The President's Crew is a challenging program with high expectations on both sides, each Crew member is provided with a support network that consists of a senior and intermediate level mentor. The senior mentors guide Crew members in the discovery and implementation of their learning plan. Chosen from the Partners at Dillon who have considerable consulting experience, they are there for discussions concerning long-term career trajectories and business development. Intermediate mentors help guide their day-to-day work and objectives to ensure Crew members complete all required components of the program. They help them navigate through the various challenges and opportunities inherent in The President's Crew program.


Providing mentorship at multiple levels allows the Crew members to think of their careers at Dillon in both the immediate and future contexts.

OUTCOMES AND BENEFITS

Dillon and our Practices: Spotlight on the Transportation Disciplines

The President's Crew program is more than just an accelerated career-development program. It is a method of integrating Dillon's 12 practice areas and teaching leadership skills to our staff. The program is used to broaden knowledge outside of the classes taken in school to demonstrate the interconnectedness of our work. Using transportation disciplines as an example, those who were traditionally educated outside transportation disciplines become more aware of what our transportation practices offer and how our skills in these areas can benefit them. If we can teach planners to think more about transportation flow or municipal engineers to consider the effects of highway construction, we can better serve our clients and the communities in which we live and work.

Since the program's pilot year, over 80% of the Crew members have been involved in our transportation practice areas. Many of these members do not have a background in transportation and end up joining other practices after graduating from the program. However, the benefits to Dillon and the transportation community from their experience in the program remain. For instance, those who originally came from a planning and development background speak of the new perspectives to land-use planning they gained from working in the transportation practices of



Dillon. Their experiences provided an opportunity to understand how land use, demographics, growth projections and costs can play into higher order transit decisions. As a current Crew member notes, “the forecasting I was involved in for a transportation management planning project allowed me to gain an understanding of how growth projections and scenarios can be used in long-term growth forecasting and infrastructure planning. I was able to take part in the evaluation process for alternative transportation infrastructure, which helped develop my analytical and problem solving skills. These skills have been extremely beneficial when working on planning Environmental Assessments, policy work and land use planning activities.” The skills they develop in our transportation disciplines make them better overall consultants who are able to add greater value to Dillon’s clients.

Similarly, other Crew members have come from transportation backgrounds and remain in our transportation practice areas. While working in other technical disciplines during their Crew year they were able to widen their knowledge base with respect to transportation planning and design. One member noted how his experience in other technical areas allowed him to better understand the communication required among those in different disciplines when facilitating multi-disciplinary project work. This removal of cross-disciplinary barriers has improved our ability to understand our clients’ needs.

Furthermore, the NextGen Initiative and The President’s Crew program have provided Dillon with a wide range of technical skills that we can now tap into for our project work in transportation. We have additional geoscientists with exceptional Geographic Information Systems skills, planners with experience in growth forecasting and others with experience in a wide range of disciplines. Our ability to utilize these individuals in our transportation work provides a distinct advantage. In the constantly changing transportation environment it is important to provide different and fresh perspectives.

Sharing the Knowledge

Another benefit the initiative and program have provided is the ability to share the concepts and components of the program with a larger audience in Dillon. Since the Crew is demonstrating how important it is to teach younger employees about concepts like business management, strategic thinking and visionary forecasting, the company is able to go one step further and encourage other junior and intermediate employees to start increasing their understanding of our business. They too are starting to understand that even though they may have graduated with a specific degree and work in a specific discipline, the potential for integration and application of their skills to other practice areas is immense. Increased perspective at all levels of experience, with increased focus on learning from one another despite years of experience, is building a culture of integration and innovation.

PEOPLE & PROJECTS

24 October 2008



J.L. BEATON AWARD



Miranda Williams, an award-winning member of the President's Crew, has been named the J.L. Beaton Award from York University for outstanding achievement as an academic, on the case, planning. Williams is an award-winner for her work paper, *Examining the Impacts of Density Targets and the Development of Urban Growth Corridors*.

The paper is an investigation into the relevance of the Growth Plan for the Greater Golden Horseshoe to encourage mixed use development through the application of density targets to urban growth corridors. Ultimately, the paper aims to provide a more comprehensive understanding of the relationship between existing density targets and existing mixed use development in order to the objectives of regional growth management planning. The research shows that the province's use of density targets to encourage critical use development is not sufficient if mixed use is the desired outcome, but it is a beginning.

Miranda has been contributing to the planning and development strategic practice in Toronto for the past five months. She is continuing her "year of duty" in the Vancouver office working with the natural environment management practice for the month of November and December.

FOUNDATION FOR THE FUTURE

Dillon is committed to continuing the NextGen Initiative and The President's Crew program. In the years to come we look forward to watching these new graduates evolve into exceptional consultants who apply the integrated skills they've developed to the benefit of our company and clients. Dillon is also looking forward to the next innovation from the NextGen team members who have been given leadership roles within this initiative. Now that they have broadened their horizons and perspectives, we watch to see the new places their augmented leadership and management capabilities will take them.

By empowering both this and the next generation of consultants, Dillon's investment has built the foundation to support the company's long-term success and leadership of tomorrow.

Yours sincerely,

DILLON CONSULTING LIMITED

Claudio Covelli
Partner