

# Community update



Josh Hutchings, Imperial Norman Wells Operations Manager

Sarah McLaren, Imperial Norman Wells Operations Closure Director

April – June 2026

# Agenda

- Norman Wells end of production update
  - Workforce update
- Timeline and activity outlook
- Maximizing Indigenous and Northern benefits
  - Training and skill development
  - Ongoing social investment
- Engagement opportunities



# Norman Wells Operations update

## End of production announced

- Operations are no longer economic to operate
- Asset has reached end-of-life
- Withdrew Operations Authorization renewal and line 490 applications

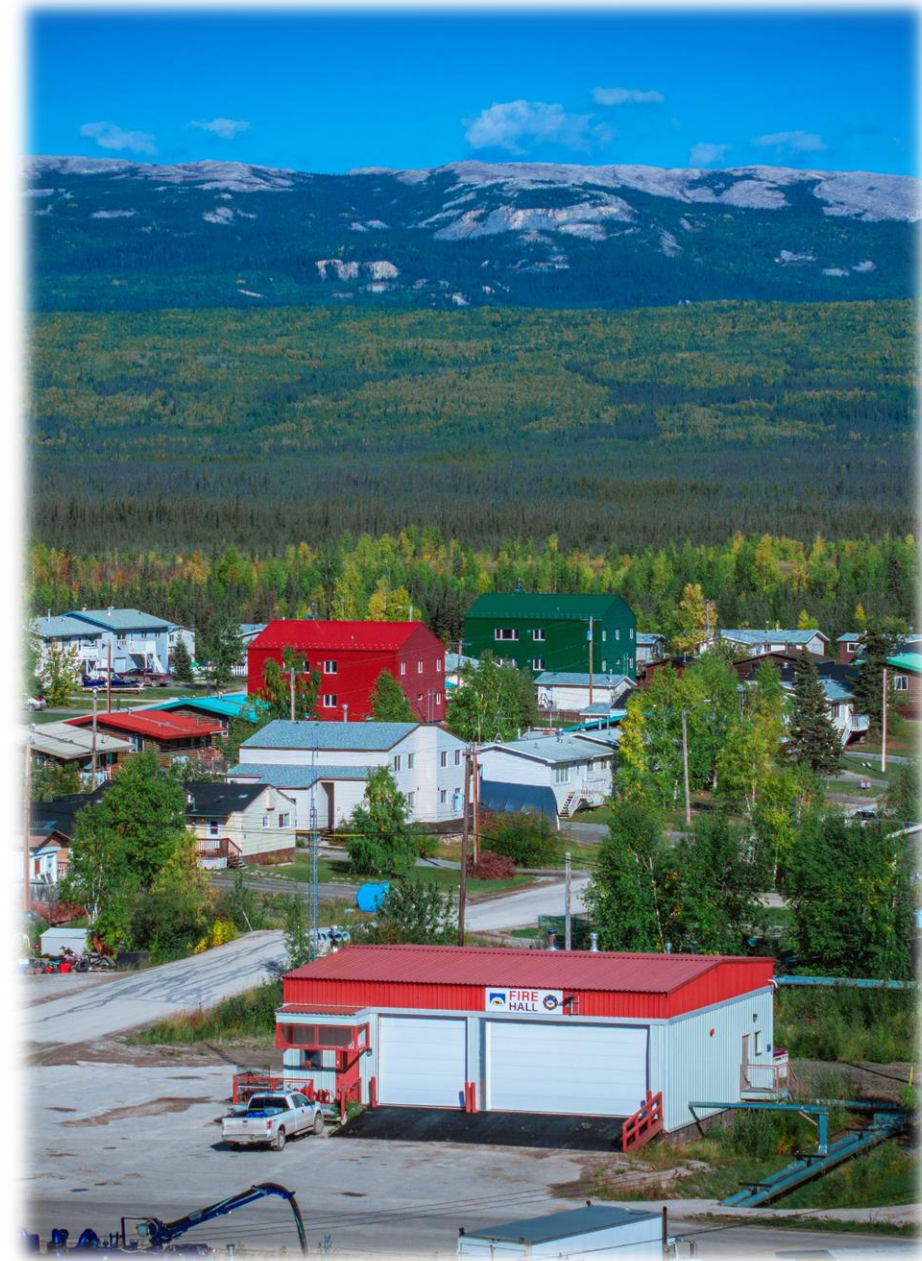
## What's next

- Now to August 2026: **safely** and permanently shut-in production (under existing permits)
  - Well suspensions
  - Decommissioning
  - Early-stage abandonment
- NTPC transitions to diesel-generated power
- No near-term changes to fuel supply program
- Transition to monitoring and surveillance state
- Internal staffing and contractor staffing transition underway



# Workforce update

- Employee and contractor staffing transition underway
- Norman Wells Operations employees today:
  - ~60 employees + ~70 contractors support involved; ~70 on-site daily
  - 10 northern residents and 16 Sahtu beneficiaries (26 total)
  - ~30% Sahtu beneficiaries
- A small team will remain in Norman Wells to support surveillance post cessation of production.
- **Goal: maximize local business and workforce participation**
  - Today, the majority of direct labour, capital, and business services needed for production at Norman Wells are imported.
  - Approximately 85% of the direct and indirect jobs and 82% of the inputs originate from Alberta or beyond.



# Timeline to shut-in state and activity outlook



## Operations

Now til then

- Maintain Operations Integrity



## End of Production

August 2026

- Shut in
- Removal of site energy sources



## Decommissioning

September 2026 into 2027

- Facility decontamination
- Remove hazards, pipe/tank clean out + air gapping



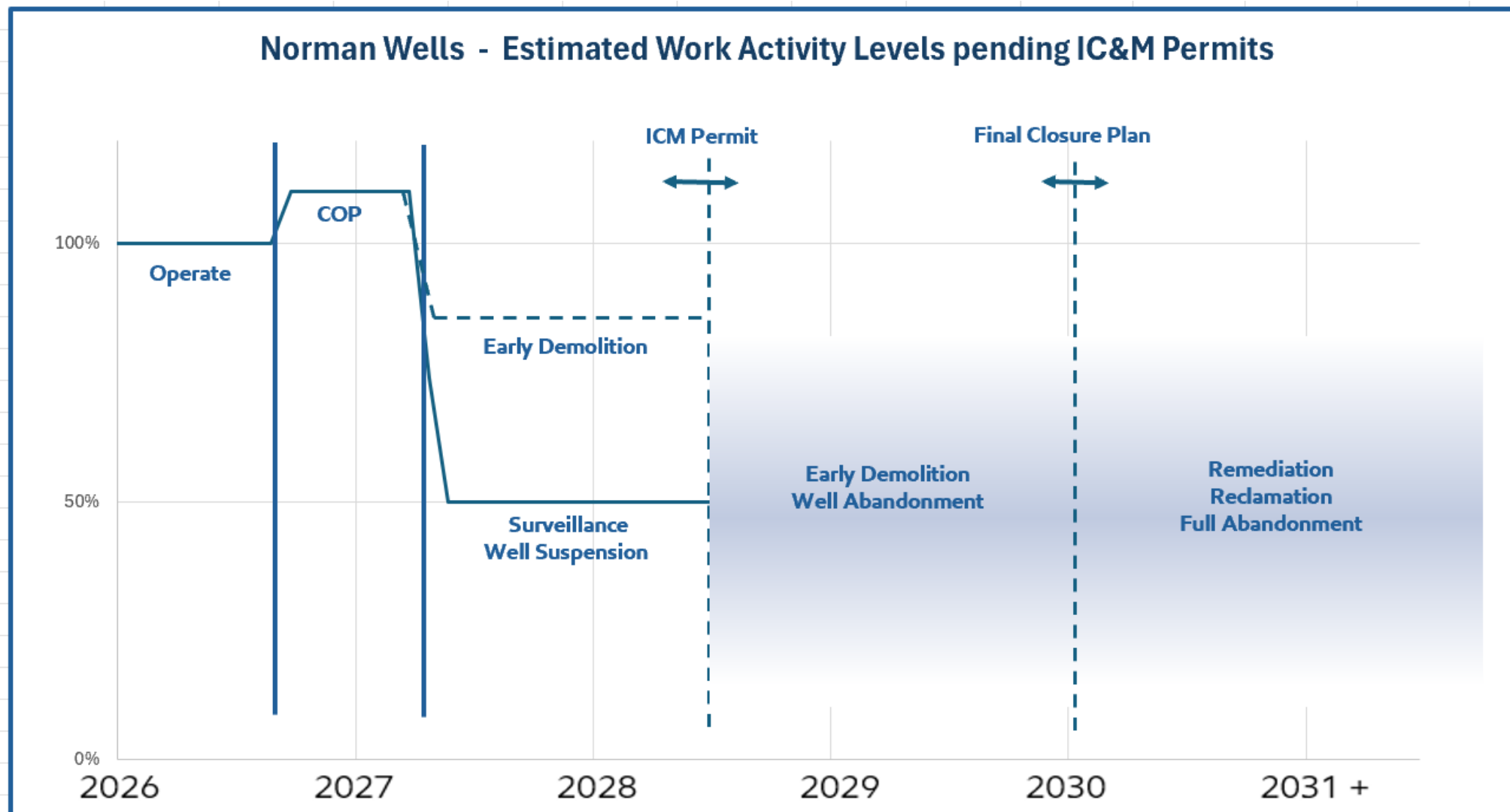
## Interim Care & Maintenance

2027+

- Continued environmental monitoring, early-stage abandonment

Ongoing environmental monitoring, assessments and well suspensions + early-stage well abandonments

# Estimated activity outlook





# Indigenous and Northern economic development commitment

## *Goal: Maximize benefits locally*

### **Principles**

- Support long-term Indigenous business growth through capacity building and shared learning
- Maintain strong Indigenous content plans embedded in contracting decisions
- Use Indigenous suppliers that meet safety, quality and technical standards and are price competitive
- Provide clear information and training on procurement processes and expectations

### **Performance**

- Since 2020, more than **\$130M in goods and services** sourced from Sahtu and Northern businesses (~40%+ total spend)
  - Consistently over 50% Sahtu and Northern content in operations spend
  - Imperial spends \$20–\$30 million annually with Sahtu Indigenous companies
- Indigenous community JV partnerships (Sahtu United/Waterline, TRSA)
- Over the past decade, more than \$4 million has been invested in Sahtu regional workforce training through the Northern Development Program (NDP) [NDP video](#)

### **Preferential major contracting approach**

- Tier 1: Local Sahtu Indigenous community-owned (51%+) businesses and partnerships designed to direct economic benefits to the region (employment, business development, JV partnerships)
- Tier 2: Local Sahtu individual Indigenous businesses, local businesses (staffed offices/pay taxes in region), non-region Indigenous community-owned enterprises
- Requirement to report on workhours, indigenous content – workforce and subcontracting

# Training and skill development + social investment

- Imperial and our contractors will continue to be part of this community for decades to come
- Committed to investing in capacity building programs in collaboration with governments and communities
- We continue to listen and learn from communities and leaders about current and future needs



Ongoing social investment

**\$200K/year**  
contributed to  
community  
programs across  
Sahtu





<input checked="" type="checkbox"/>	Complete
<input checked="" type="checkbox"/>	In progress
<input type="checkbox"/>	Planned

# Engagement opportunities (near term)

	March	April	May	June	July	August	September	October	December
Community meetings (cessation of production)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Ongoing Social investment - Sahtu Cup, <a href="#">Sahtu Mackenzie River Classic</a> (Norman Wells) - STEAM makerspace pop ups - Queens Indigenous STEM futures academy - Highschool achievement awards, scholarships	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
AEMP school Knowledge sharing and community sessions (fish health) Norman Wells, Tulita, Fort Good Hope		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input type="checkbox"/>		
IC&M engagement, including leadership and community meetings			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
MVEIRB-led closure community meetings		<input checked="" type="checkbox"/>					<input type="checkbox"/>		
Community participation in emergency response spill exercise in Norman Wells					<input type="checkbox"/>				
Community Liaison Officer job posting and close				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Indigenous Knowledge studies	→								
Capacity funding and economic opportunities	→								



[www.imperialoil.ca/normanwellsclosure](http://www.imperialoil.ca/normanwellsclosure)

NEIGHBOURLY  
ADVISORY INC.

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# Join our team

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## Community Liaison Officers

Application deadline: June 19, 2026

Email your application to [normanwellscommunity@esso.ca](mailto:normanwellscommunity@esso.ca)

Please email your application before June 19 to:

[normanwellscommunity@esso.ca](mailto:normanwellscommunity@esso.ca)

Scan here to learn more >>



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Norman Wells Pop-Up Makerspace

# STEAM PROGRAMMING FOR THE WHOLE FAMILY

(Drop-in Style!)

Come explore, create, and learn together.

- Build digital skills for the workplace, school, and beyond
- Hands-on fun with Dash Robots
- Share your voice and help guide the future of STEAM programming in Norman Wells
- Group activities + breakout sessions for adults and youth (based on interest)
- Sponsored by Imperial

March 13, 14, 15

1:00 PM – 5:30 PM

Dennis Drolet Community Hall



# Sahtu Mackenzie River Classic

## 4 on 4 Hockey Tournament

Saturday, March 28 • 9 a.m. player check in • 10 a.m. puck drop  
Hosted by Imperial

Whether you're lacing up to play or cheering from the sidelines, everyone's welcome to be part of this exciting community event. Join us for an amazing day of hockey on the Mackenzie River! Open to adults and youth.

Featuring:



Brent Dodginghorse, former pro hockey player and NHL Willie O'Ree Community Hero Award recipient



NHL Hockey Hall of Fame Trophies: Hart Memorial (MVP), Conna Smythe (Playoff MVP), Willie O'Ree (Community Hero)

To register, contact:  
normanwellscommunity@esso.ca



## First Nations STEM Futures Academy Application

The First Nations STEM Futures Academy is a dynamic program designed to empower First Nations youth through immersive learning experiences in Science, Technology, Engineering, and Mathematics (STEM). This academy provides students with culturally grounded, hands-on STEM activities, mentorship from Indigenous professionals and scholars, and opportunities to explore future academic and career pathways in STEM fields. By completing this application, you are taking the first step toward joining a community of future leaders and innovators who are passionate about making a difference in their communities and beyond. We are looking for motivated students who are curious, open to new experiences, and excited to explore how STEM can be used to shape a better future.

## Indigenous Futures in Engineering

MENU ▾



# First Nations STEM Futures Academy

Inspiring Curiosity, Building Futures

Home > Youth Outreach >

First Nations STEM Futures Academy

The First Nations STEM Futures Academy is now accepting applications!

**Apply by March 31, 2026**



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# Interim Care & Maintenance (IC&M) overview and proposed engagement process



Benjamin Fraser, Imperial Norman Wells Environment and Regulatory Lead

April – June 2026



# Agenda

- IC&M Overview
  - Transition from production to IC&M
  - Why is an IC&M period required?
  - IC&M applications and anticipated activities
  - Regulatory timeline
- IC&M proposed engagement process on applications and engagement plan
  - Engagements
  - Purpose
  - Focus areas
  - Desired outcome





# IC&M overview

# Transition from production to IC&M



## Operations

Now till then

- Maintain Operations Integrity



## End of Production

Mid-August – mid September  
2026

- Shut in
- Removal of site energy sources



## Decommissioning

September 2026 into 2027

- Facility decontamination
- Remove hazards, pipe/tank clean out + air gapping



## Interim Care & Maintenance

2027+

- Continued environmental monitoring, early-stage abandonment

Ongoing environmental monitoring, assessments and well suspensions + early-stage well abandonments



# Why is an IC&M period required?

## Keeping wells safe

- Advancing well suspensions and early abandonments, physically seals potential pathways between the reservoir and the surface, reducing long-term environmental risk

## Protecting water and the environment

- We will continue key environmental monitoring programs (AEMP, groundwater, surface water) to monitor conditions over time and identify any changes early

## Closure takes time

- The MVEIRB-led Closure EA will take several years. IC&M allows us to responsibly manage the site while the closure regulatory process is underway

## Continued site presence

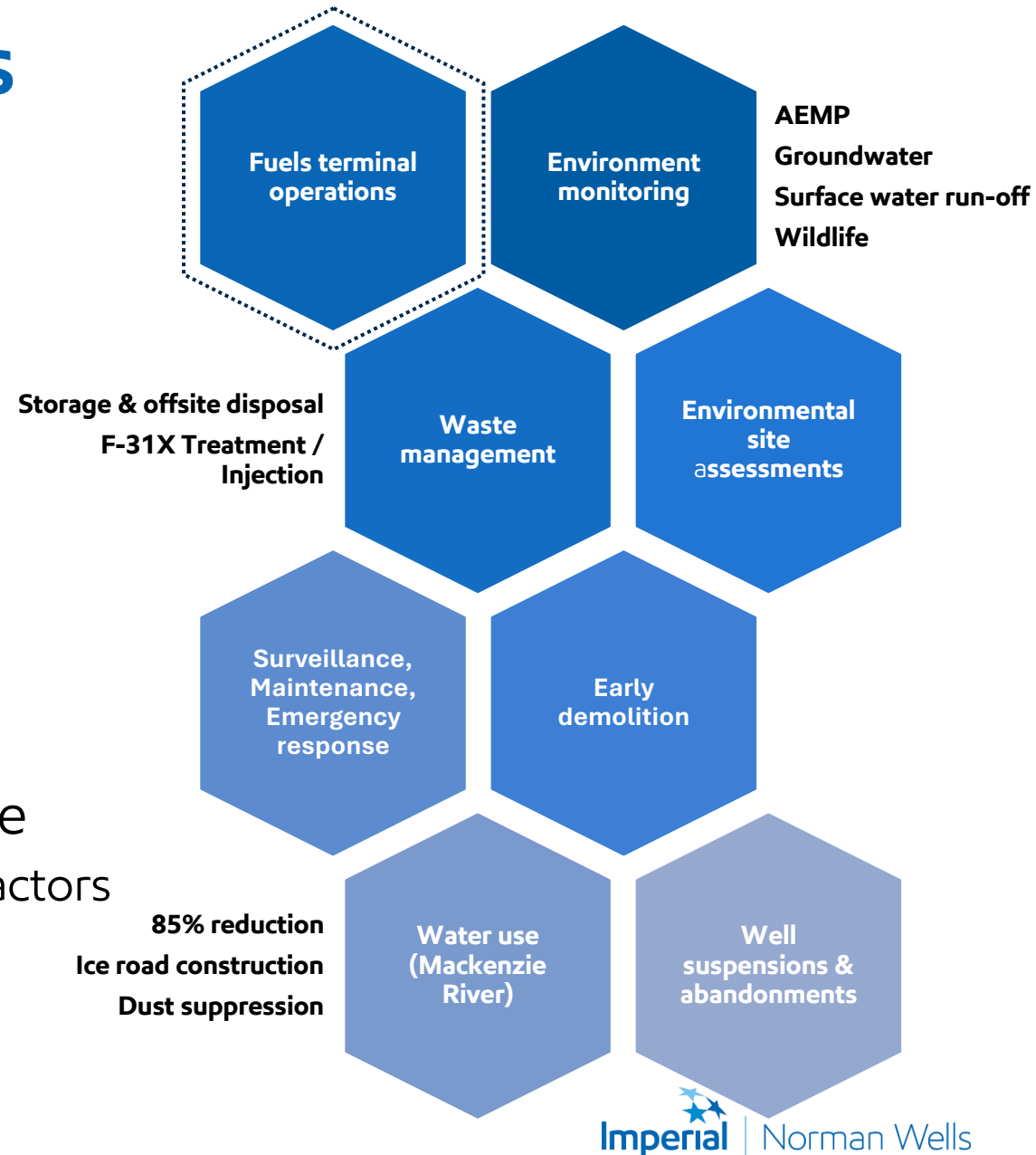
- Even after operations stop, we will maintain a local presence in Norman Wells to watch over the facilities, environment and maintain personnel and public safety.

## Supports closure planning

- Continued environmental site assessments will help better understand historical impacts in the soil and groundwater across the site to support final closure and reclamation planning

# IC&M applications and activities

- New permits required beyond May 2028
  - Operations Authorization (OA) from the CER
  - Type A Water Licence from the SLWB
- Plan to submit applications by December 2026
- Regulatory proceedings throughout 2027
  - Community participation
  - Public hearing
- Small Imperial employee team to remain on-site
  - Majority of activities supported by third-party contractors

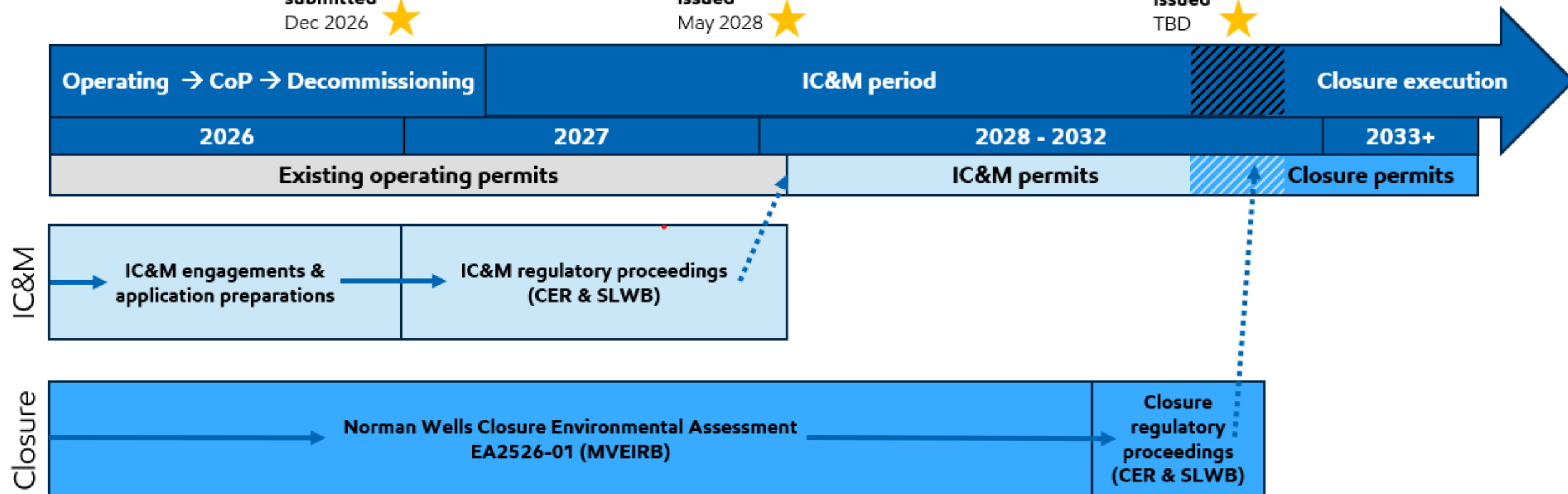


# Anticipated regulatory timeline

IC&M applications submitted  
Dec 2026 ★

IC&M permits issued  
May 2028 ★

Closure permits issued  
TBD ★





For discussion

*Proposed pre-application IC&M  
engagement process*



# Proposed pre-application IC&M engagement process

*\*Draft – for discussion and feedback*

- Engagements
  - Four planned (virtual and in person) engagement sessions, with ongoing and iterative opportunities for information sharing and dialogue
- Purpose
  - To facilitate dialogue with Sahtu communities and organizations by sharing information on the IC&M phase and gathering feedback to inform IC&M application
- Focus areas
  - IC&M overview
  - Management plans
  - Engagement plan
  - Community-specific priorities (e.g., economic and employment opportunities, monitoring, etc.)

## Desired outcome

IC&M management and engagement plans developed in collaboration with Sahtu communities and submitted to the CER and SLWB



<input checked="" type="checkbox"/>	Complete
<input checked="" type="checkbox"/>	In progress
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# Engagement opportunities (near term)

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Indigenous Knowledge studies	→								
Capacity funding and economic opportunities	→								

# Next steps – IC+M

*\*Draft – for discussion and feedback*

<input checked="" type="checkbox"/>	Complete
<input checked="" type="checkbox"/>	In progress
<input type="checkbox"/>	Planned

	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
<b>Community meetings</b> (cessation of production)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
<b>IC&amp;M phase</b> overview leadership and community meetings			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
Begin <b>sharing IC&amp;M management plans</b> , for review and feedback					<input type="checkbox"/>					
<b>Engagement on IC&amp;M management plans</b>					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Validating how community feedback is incorporated into IC&amp;M permitting approach</b>								<input type="checkbox"/>		
<b>IC&amp;M application filing</b> with the CER and SLWB										<input type="checkbox"/>
Community participation in emergency response spill exercise in Norman Wells	→									
Capacity funding and economic opportunities	→									

# Sahtu communities review & feedback – IC&M

## Draft IC&M management plans

Draft plans to be shared in July 2026, with additional updated plans to follow per the plan:

- Groundwater management plan
- Wildlife management and monitoring plan
- Waste management plan
- IC&M engagement plan

## Capacity funding available

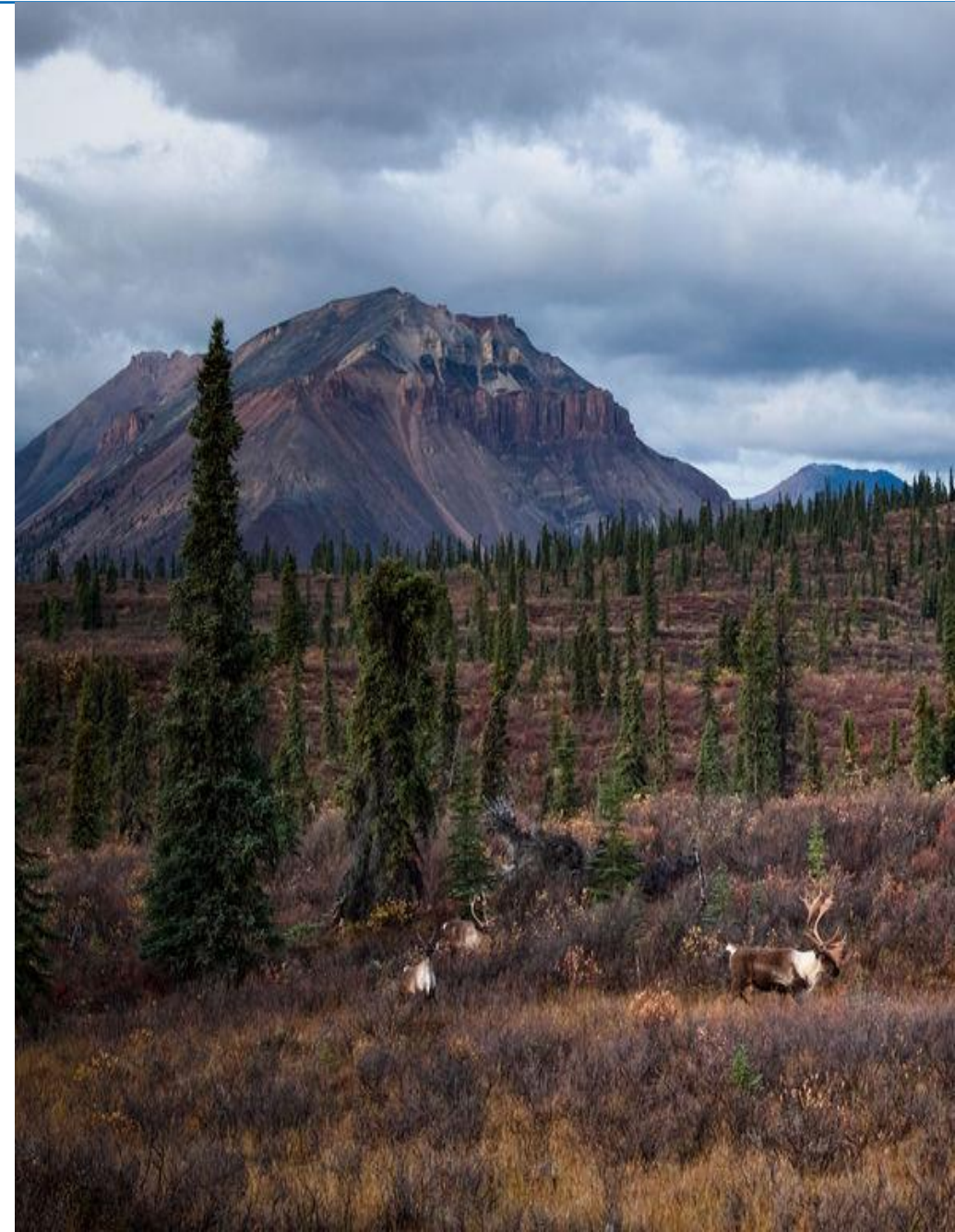
Funding may support (examples):

- Management plan technical reviews, feedback & submissions
- Virtual & in person engagements
- Participation
  - Site tour
  - Emergency response demo
- Community engagement activities
- Other?



# Learn more on our website

- Visit our new website for current updates on the closure project:
- [www.imperialoil.ca/normanwellsclosure](http://www.imperialoil.ca/normanwellsclosure)





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# Update on end of production activities

Norman Wells is entering a carefully planned and sequenced transition as production ends in 2026, with a focus on safety and environmental protection at every step of the way.

Here's what's happening...

## Ongoing activities

### Operations

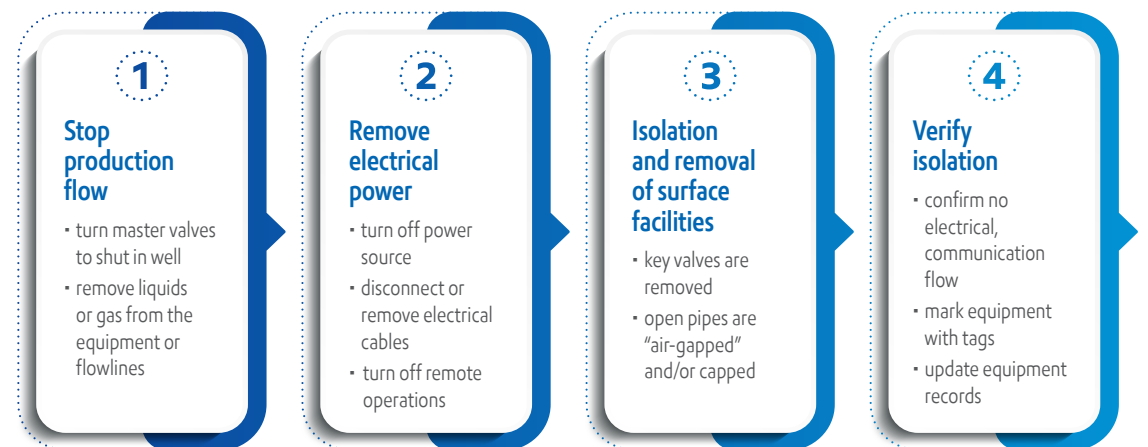
Operate, monitor and maintain the facilities safely and reliably, while protecting people, land and environment.

### Preparing for end of production and "shut-in" (Regulated under existing permits)

Operate, monitor and maintain the facilities safely and reliably, while protecting people, land and environment.

- End of production planning underway for August 2026.
- Following shut in, equipment deactivation is completed to bring the site to a safe, de-energized state.

### Facility and flowline deactivation steps



### Deactivation is underway

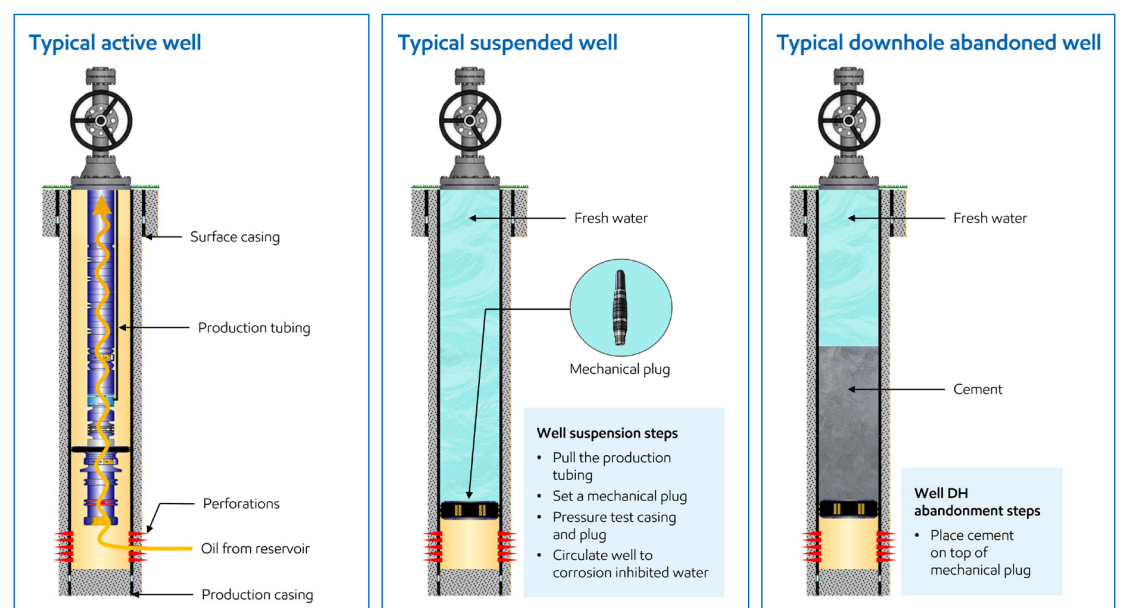
Deactivation timeline as of June 8, 2026 →

Location	Initial Deactivation Work Status
Artificial Island 5	Complete
Artificial Island 6	Complete
Bear Island	Ongoing – target July completion
Freshwater Injection	Ongoing – target June completion
Plant	Not started – target completion June 2027
Mainland Well sites and tank areas	Not started – target completion June 2027
Artificial Islands 1-4	Not started – target completion June 2027
Goose Island	Not started – target completion June 2027

### Well suspensions and downhole well abandonment activities are progressing

Imperial will carry out this well work campaign style (one after the other with a service rig)

Well suspension and downhole abandonment steps →



### Near-term activities

Currently include downhole well suspension and abandonments, and facility deactivation (energy isolation)

- Demolition and removal of fixed, surface facility equipment, wellhead, pipelines is not currently scheduled.
- Surface abandonment of wells is not currently scheduled.