

SENIOR DIRECTOR, P.HD.

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DIRECTOR & SENIOR MANAGER

Innovative, accomplished, award winning **Director & Senior Manager** with over 27 years of progressively senior domestic and international corporate experience leading, developing and negotiating agreements to advance major projects, achieve sustainable resource development, engage stakeholders and achieve buy-in that balances investment with community needs; expert and current in:

- ❖ Legislative, Regulatory & Legal Compliance
- ❖ Indigenous & First Nations Rights
- ❖ Stakeholder, Landowner & Media Relations
- ❖ Complex Negotiations & Community Forums
- ❖ Risk Assessment & Mitigation Strategies
- ❖ Resource Development & Investment Programs
- ❖ Joint Venture & Multi-National Projects
- ❖ Economic & Impact Benefit Agreements
- ❖ CSR Programs & Annual Reports
- ❖ Policy Design, Development & Execution

Featured presenter at national and international seminars and conferences with up to 500 guests and topics related to Entrepreneurship, Business Incubators, Socio-economic Integration, Impact Assessment, Economic Sustainability and Social Investment.

EXECUTIVE & SENIOR CORPORATE EXPERIENCE

OIL & GAS LIMITED, Calgary, Alberta

Director, Stakeholder & Community Relations

Reporting to the Senior VP, Investor Relations and Public Affairs, oversaw 2 direct reports, \$300K budget and stakeholder relations impacting \$500MM CAPEX in O&G exploration projects; achieved buy-in from executive team, field operations personnel, residents, First Nations, government, regulators, media, NGOs, industry and Not-For-Profit organizations.

REPUTATION & BRAND MANAGEMENT

- ❖ Seconded by the executive team to resolve significant **reputation issues** with communities, government, media and regulators; developed and rolled out five strategic programs to build positive relationships, improve reputation brand and address non-technical risks (critical to securing timely access, minimizing project disruptions and ensuring operational viability)
- ❖ Developed and launched the **Neighbours Advisory Board** to evaluate corporate performance and resolve concerns within the Peace River community; led to implementation of the Good Neighbour Advisory program company-wide with Baytex being viewed by AER/public as a leader in best industry practices and was acknowledged with the **Peace River Chamber of Commerce Industry Leadership Award** two years (2014/2017)

STAKEHOLDER RELATIONS & COMMUNICATIONS

- ❖ Developed and rolled out **stakeholder engagement, corporate sponsorship, community investment and scholarship programs** (Alberta & Saskatchewan) impacting 10 local communities and 13 secondary schools; improved public relations and brand recognition at community, municipal and provincial levels
- ❖ Designed and implemented company-wide **communication plans** to ensure successful execution of development programs and reputation management at corporate, regulatory and political levels; included messaging, addressing issues, media/government relations and regulatory compliance

CORPORATE SOCIAL RESPONSIBILITY (CSR) & RECOGNITION

- ❖ Spearheaded **strategy development** and **first point of contact** on responses to environmental, community, social and safety issues (e.g. tank explosion, spills, emissions, accident fatality)
- ❖ Coordinated consultants, content design, data collection, editing and review of two bi-annual **CSR reports** in collaboration with the executive team; engaged independent stakeholders to determine content and provide guidance (e.g. university/business leaders, indigenous leaders, NGOs)
- ❖ Recognized as one of **Top 40 Future Corporate Leaders** by Corporate Knights based on Corporate Social Responsibility; first time in company history

IMPACT BENEFITS & APPROVALS

- ❖ Led successful negotiations of **Impact Benefit Agreements** (IBAs) with 8 Indigenous communities; requiring an in-depth understanding of project economics, procurement requirements and Indigenous Rights issues
- ❖ Played key role in planning, negotiating and securing **approvals along with funding** for a 10 km access road to provide a critical corridor for industry and mitigate traffic on existing township road; held open house consultations, coordinated negotiations with industry partners (Shell, Cenovus) and pitched idea to the county

INDIGENOUS & COMMITTEE REPRESENTATION

- ❖ **Director - CFAR:** directed special projects related to best practices, fundraising, government relations, aboriginal engagement, educational programs and membership advancement
- ❖ **Member - CAPP Aboriginal Affairs and Exploratory Dialogue Committees:** provided input regarding challenges and new policies from an industry and indigenous perspective (First Nations, Metis Settlements and Metis Locals); member of CAPP subcommittee that worked with Treaty 8 members on governments renewal of aboriginal policy and disseminated a clear understanding of how **UNDRIP** (*United Nation Declaration for the Rights of Indigenous People*) could impact industry development

STATOIL CANADA, Calgary, Alberta

Manager, Corporate Social Responsibility (CSR)

Reporting to the VP of Commercial Affairs and Chief Legal Counsel, oversaw 2 offices, 9 direct reports, \$10MM budget and CSR program impacting in excess of \$1B+ Athabasca Oil Sands project; brought in by executive team to navigate regulatory requirements and bridge a major cultural gap between corporate operations and local communities.

- ❖ Designed from concept and developed the **Local Opportunity Centre** which now acts as a point of engagement for communities, government and service companies utilizing workshops, government partnerships, NGO business links and small business incubator; **recognized internationally** by **CAPP and World Petroleum Congress** for excellence in social performance, received **2011 CEO Global HSE Award** for safety performance and was given the highly coveted **Aboriginal Rewarding Partnership Award** (Alberta Chamber of Resources)
- ❖ Negotiated highly **competitive service contracts**, in collaboration with the Procurement Department, that resulted in a 25% cost reduction
- ❖ Negotiated **IBAs** with multiple indigenous communities (Lac La Biche/Conklin regions) which ensured completion of SAG-D facilities within budgets and timelines

TALISMAN ENERGY, Calgary, Alberta

Senior Community Relations Advisor

Reporting to the Team Lead, Aboriginal Community Affairs, was brought in to develop local economic engagement strategies and negotiate IBA with Deline Land Corp; impacting multi-million dollar seismic and oil exploration projects in the Sahtu Region (NWT & Northern Alberta).

- ❖ Developed and executed a comprehensive **economic engagement strategy program** which was rolled out company-wide, advanced exploration programs, mitigated project execution risks and ensured timely issuance of permits
- ❖ Designed and built **mapping tool of local aboriginal contractors** allowing multiple geographical teams to access a user friendly source of time critical information and provide competitive opportunities for First Nations communities

ANADARKO CANADA, Calgary, Alberta

Senior Aboriginal Affairs Regulatory Coordinator

Reporting to the Land and Aboriginal Affairs Managers, acted as lobbyist and developed/executed indigenous and government relation strategies critical to exploration projects in Nova Scotia, Northwest Territories, Alberta and Saskatchewan.

\$2B BEARHEAD ENERGY LNG PROJECT (NOVA SCOTIA)

- ✧ Brokered critical **partnership deal between Trade Unions and Aboriginal communities** which provided new opportunities for aboriginal communities, assured project stability and ensured incorporation of local content to procurement strategies
- ✧ Developed and implemented **contractor and procurement strategies** which engaged First Nations communities, mitigated project risks, ensured efficient project execution, improved corporate reputation and assured timely acquisition of regulatory permits

\$300MM LIARD GAS PROJECTS (NORTHWEST TERRITORIES)

- ✧ Acted as **first point of contact** for complex regulatory processes and permit approvals; interfaced with multi-disciplinary teams, multiple First Nations, **JVPs** (Joint Venture Partners), NWT Government, regulatory authorities (federal & territorial), consultants and legal counsel
- ✧ Developed, championed, presented business case to President and negotiated Anadarko's **first ever equity ownership opportunity** with First Nations communities; ensured alignment of interests and advanced projects to completion
- ✧ Developed strategic blueprint to advance **Rights Issuance** and achieve buy-in from local aboriginal communities

EDSON/HINTON DEEP BASIN NATURAL GAS PROJECTS (ALBERTA)

- ✧ Designed and wrote the **Aboriginal Engagement Policies** that provided a standardized approach to engagement and consultation requirements, mitigated issues relative to permit acquisition, reduced project cycle times and improved economic engagement

GOVERNMENT OF NORTHWEST TERRITORIES, RESOURCE WILDLIFE ECONOMIC DEVELOPMENT, Fort Liard/Yellowknife, Northwest Territories **Manager, Business Development Services**

Reporting to the Director of Investment (Yellowknife) and Area Superintendent, provided guidance and advice to senior government and aboriginal leaders with respect to risks, investment decisions, aboriginal positioning, benefits and joint venture opportunities.

- ✧ Developed and delivered **business solutions** relative to the McKenzie Gas Pipeline, NWT Investment Attraction, Diamond Processing Facility and Housing Needs projects; built trust based relationships with aboriginal communities which significantly improved credibility and led to numerous joint ventures in the region

ASSOCIATES INC., Edmonton, Alberta **President**

Launched and built a new project management and consulting services company from startup to \$350K in revenue; specialized in international joint venture projects, corporate workouts, feasibility studies, financing programs and technology transfers.

STRATEGIC ACCOMPLISHMENTS & DELIVERABLES

- ✧ Assembled and managed **project teams** comprised of legal counsel, government affairs, local consultants and regulator specialists for home construction, manufacturing facility, import and oilfield service projects in Canada, Mexico, Venezuela, Trinidad and China (\$100MM to \$300MM)
- ✧ Obtained regulatory approval from the Mexican Central Bank for construction of Canadian designed **low cost building technology** suited to Mexico's home market and price point; led to approval of 4 subdivisions and 400 housing units
- ✧ Lead Project Manager on **CIDA** (*Canadian International Development Agency*) sponsored projects in Mexico, Venezuela and Trinidad

EDUCATION & PROFESSIONAL DEVELOPMENT

STATOIL , Windsor, UK <u>Developing International Negotiators Seminar</u>	2012
STATOIL , Houston, Texas <u>Leading for Performance Seminar</u>	2011
UNIVERSITY OF ALBERTA , Edmonton, Alberta <u>Bachelor of Arts Degree</u>	1983

AWARDS & RECOGNITION

PEACE RIVER CHAMBER OF COMMERCE <u>Industry Leadership Award</u>	2014/2017
ALBERTA CHAMBER OF RESOURCES <u>Aboriginal Reward Partnership Award</u>	2013
CAPP (CANADIAN ASSOCIATION OF PETROLEUM PRODUCERS) <u>The Canadian Responsible Energy Award for Social Performance</u>	2011
WORLD PETROLEUM CONGRESS <u>Excellence in Social Performance Award</u>	2011
STATOIL LTD. <u>CEO Global HSE Award</u>	2011

CONFERENCE & SEMINAR PRESENTATIONS

- Indigenous Entrepreneurship Conference (Ottawa, Ontario)
- Canadian Association of Business Incubators Seminar (Saskatoon, Saskatchewan)
- International Association for Impact Assessment Conference (Porto, Portugal)
- International Financial Corporation - Sustainability Exchange Seminar (Washington, DC)