

SUBLATUS



PIGEON LAKE REMEDICATION PROGRAM

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October 14th, 2025

OUTLINE

1. Introduction

Overview of the Pigeon Lake Program and Nation Partnership

2. History and Context

Legacy of the site and the journey toward a multi-nation collaboration

3. Partnership in Practice

How trust, training and collaboration translate into execution

4. Outcomes and Capacity Building

Progress to date and long-term goals

5. Closing

Lessons learned and alignment with broader goals of Indigenous partnership and environmental stewardship

INTRODUCTION

Building on the Principles of Partnership – From Trust to Tangible Outcomes.

Partnerships:

- Imperial Oil
- Louis Bull, Montana, Ermineskin and Samson Cree Nations
- Prime Contractor – Sublatus and AECOM
- Environmental Consultants – Vertex and Solstice
- Regulator – Indian Oil and Gas Canada (IOGC)



PROJECT HISTORY

Project Objective:

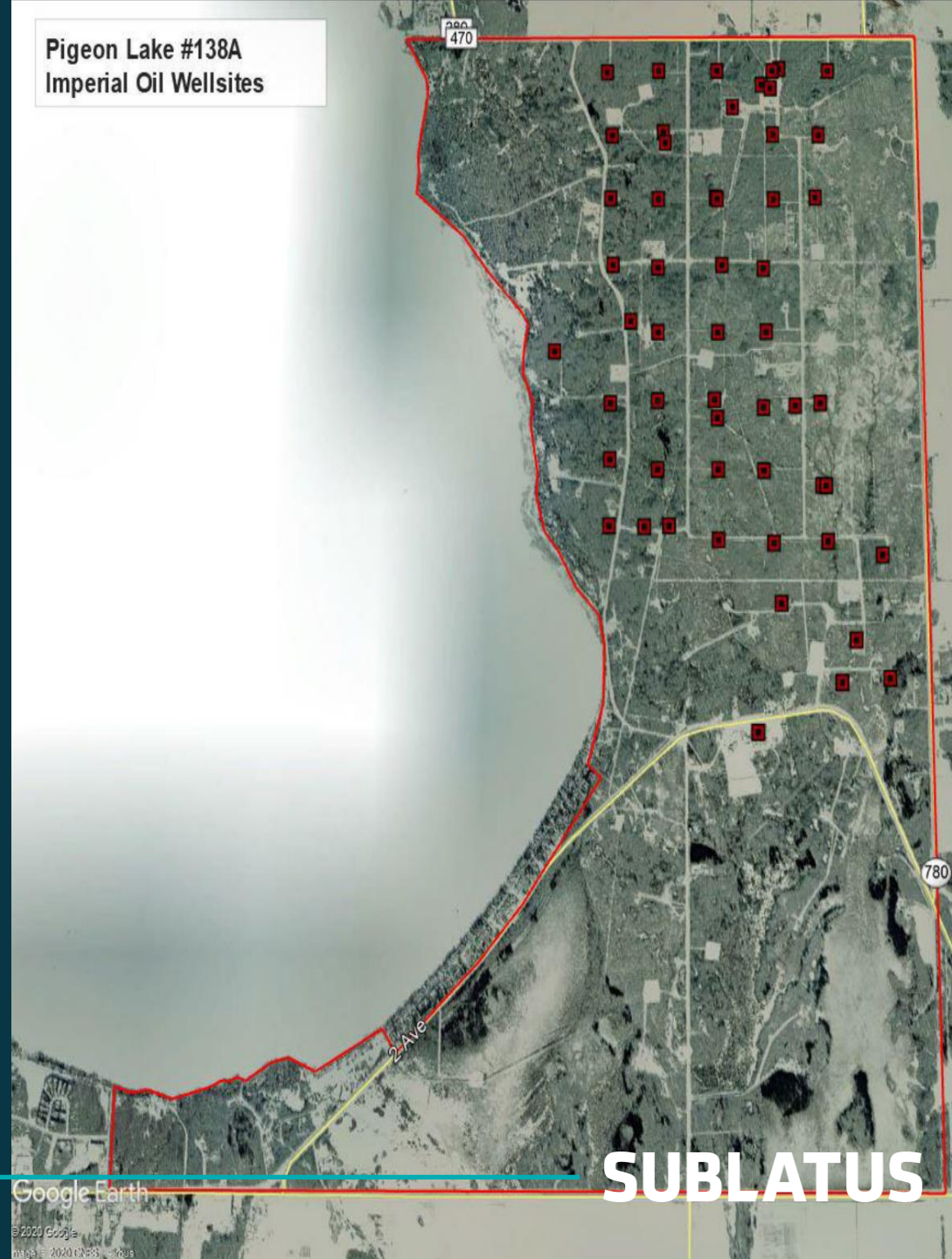
Remediate and reclaim Imperial's sites located on Pigeon Lake Reserve #138A and return these sites to their former land use, for productive use by the Maskwacis Cree Nations.

Project Details:

- 48 former operating sites and other associated leases
- Located within the Pigeon Lake Reserve #138A

As of 2020:

- 6 sites – require additional environmental assessment
- 42 sites – ready for remediation
- 7 sites – ready for reclamation



Early Development:

- 1951: Texaco began drilling
- Area inhabited and shared by the Maskwacis Cree Nations
- 1989: Imperial merged with Texaco

Production Decline + Early Planning:

- 1996: Reclamation Committee former with the Maskwacis Cree Nations
- 2008: Bonnie Glen field ceased operations
- 2008-2013: Field abandonment completed and environmental assessment initiated

Partnership Framework Development:

- 2014: Band Council Resolutions (BCRs) obtained from all four Nations
- 2017: Imperial began remediation and reclamation

Multi-Nation Implementation:

- 2018-2019: Field work deferred to address Nations' input. Shared contracting strategy commenced
- 2020: Remediation and reclamation activities resumed under new partnership model



PROJECT TIMELINE

MULTI-NATION CONTRACTING INITIATIVE



Why This Approach

- Reflects **shared stewardship** of Pigeon Lake Reserve #138A by Louis Bull, Montana, Ermineskin & Samson Cree Nations.
- Ensures **equitable participation** and transparent access to economic opportunities.
- Builds **capacity** so each Nation's contractor can compete independently after the program.
- Supports long-term **trust and collaboration** across all partners.

Structure

- **Four-Nation agreement** formalized through Band Council Resolutions.
- **Work scopes divided** among Nations under a shared delivery model.
- **Central coordination** by Imperial Oil, with Sublatus as **Prime Contractor** providing planning and mentorship.

TURNING PRINCIPLES INTO PRACTICE

Building on early program foundations, the partnership evolved into a multi-Nation model focused on trust, transparency, and capacity building.

Ongoing Engagement

- *Pigeon Lake Reclamation Committee*
- *Community Open House*
- *Contractor Training Sessions*
- *Local Community Events*



COLLABORATION FRAMEWORK

Imperial Oil

- Oversight
- Funding
- Regulatory Coordination

Prime Contractor (Sublatus)

- Planning, Safety, Quality
- Capacity Building
- Financial
- Socioeconomic

Four Cree Nations

- Project Delivery
- Staffing
- Equipment
- Feedback

Environmental Consulting

- Field Verification
- Technical Reporting

PARTICIPATION IN ACTION

Nation Participation in Daily Operations

- **Nation-led crews** working on remediation and reclamation scopes
- **Regular coordination meetings** on-site to align schedules, safety, and work plans.
- **Integration of Indigenous knowledge** into soil handling, vegetation selection, and land contouring.
- **Shared accountability:** Nation Contractors and Sublatus collaborate in daily safety and environmental planning.



OUTCOMES AND CAPACITY BUILDING

Restoring land today while building capacity for tomorrow.

Environmental Outcomes	Scope of Work	2024	2025	2026	2027	2028+
	Remediation	4	7 / 10	21	14	0
	Reclamation	1	5	5	5	23

Capacity Building

- Hands-on training and mentorship through active project delivery.
- Each Nation contractor gaining technical, administrative, and safety management experience.
- Focused goal: position every Nation’s contractor to competitively bid on projects beyond their territory once the program concludes.

Long-Term Impact

- Stronger Nation-owned businesses, skilled local workforces, and sustainable employment.
- A scalable model for multi-Nation collaboration applicable to future environmental closure programs.



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CLOSING

Key Takeaways

- **Trust and Transparency** – Long-term collaboration with the four Cree Nations remains central to the program's success.
- **Shared Delivery Model** – Multi-Nation contracting framework ensures equity, inclusion, and accountability.
- **Environmental Stewardship** – Reclamation progress continues to restore land for future generations.
- **Capacity and Legacy** – Program outcomes extend beyond remediation — building skills, confidence, and opportunity within each Nation.

Looking Forward

- Framework and lessons from Pigeon Lake will inform future reclamation programs across Imperial's operations.
- Continued focus on strengthening Indigenous partnerships and advancing reconciliation through shared environmental goals.





DISCUSSION

Questions, Comments, and Feedback.