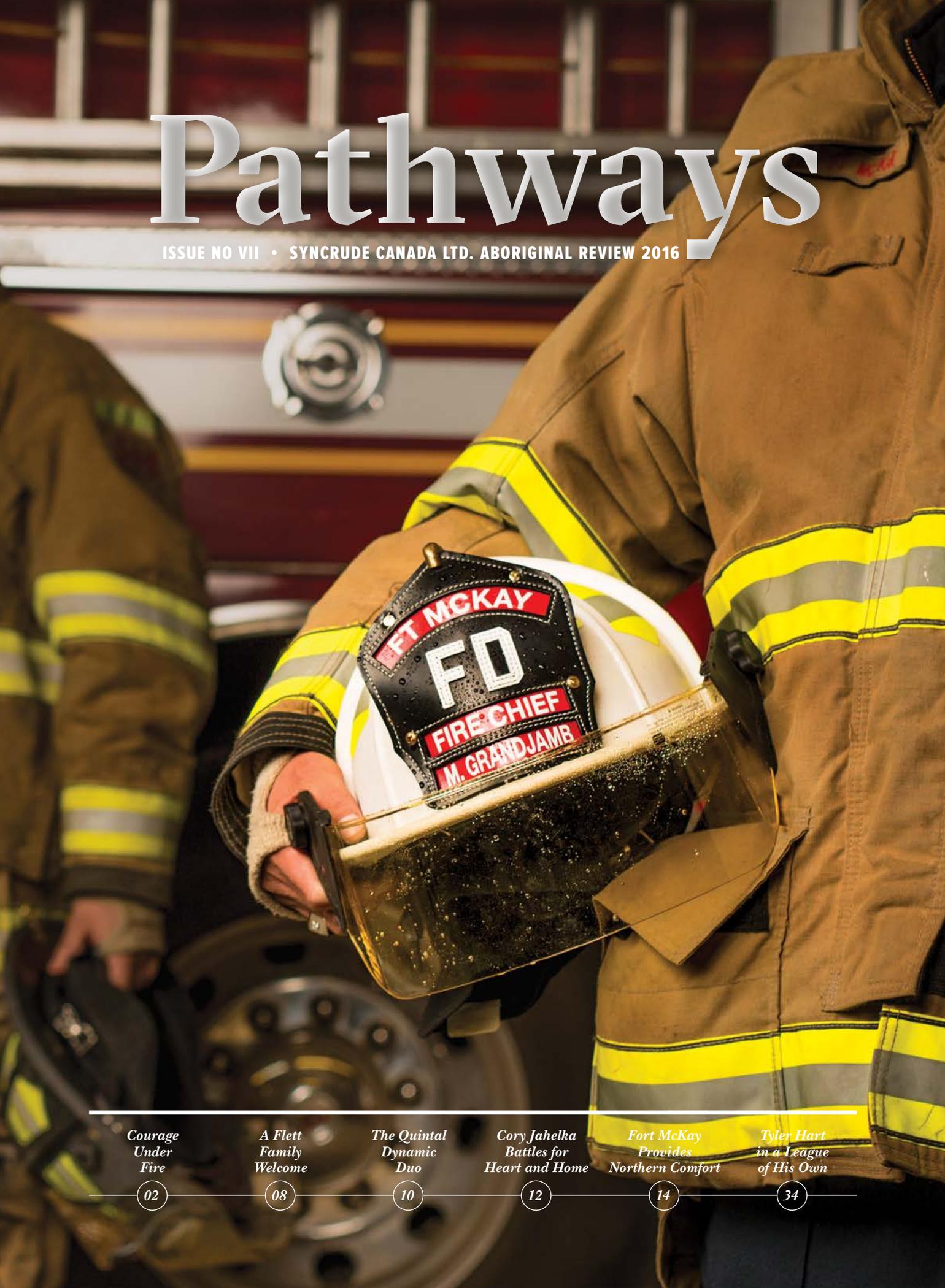


Pathways

ISSUE NO VII • SYNCRUDE CANADA LTD. ABORIGINAL REVIEW 2016



*Courage
Under
Fire*

02

*A Flett
Family
Welcome*

08

*The Quintal
Dynamic
Duo*

10

*Cory Jahelka
Battles for
Heart and Home*

12

*Fort McKay
Provides
Northern Comfort*

14

*Tyler Hart
in a League
of His Own*

34

Welcome

There are many different pathways to success. It could be sculpting a work of art, preparing dry fish and listening to the wisdom of Elders. It could be studying for certification, a college diploma or university degree. Or it could be volunteering to be a firefighter in your home community.

There is no end to the remarkable successes and accomplishments among Aboriginal people in our

region, our province and across our country. *Pathways* captures these stories and connects with First Nations and Métis people making positive contributions, bringing new perspectives to the table and influencing change in our society.

Join us as we explore these many diverse pathways and learn how generations young and old are working to make a difference.

THE STORIES in *Pathways* reflect the six key commitment areas of Syncrude's Aboriginal Relations program: Business Development, Community Development, Education and Training, Employment, the Environment, and Corporate Leadership. As a representation of our ongoing work with the local First Nations and Métis communities to create and share opportunity, *Pathways* is one among many initiatives meant to foster dialogue and celebrate shared achievements.

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BUSINESS

Wood Buffalo is home to some of the most successful Aboriginal businesses in Canada. Syncrude works closely with Aboriginal business owners to identify opportunities for supplying goods and services to our operation.



EMPLOYMENT

As one of the largest employers of Aboriginal people in Canada, Syncrude's goal is to create opportunities that enable First Nations, Métis and Inuit people to fully participate in all aspects of our operation.



COMMUNITY

Canada is a country rich in diversity and culture. Syncrude helps Aboriginal communities celebrate success and continue to build capacity for further progress and achievement.



ENVIRONMENT

We work with local Aboriginal communities on such matters as end-land use and how we can minimize the long-term impacts of our operations on traditional land uses.



EDUCATION

Learning unlocks the door to reward and personal growth. Syncrude works with Aboriginal communities to explore and create diverse educational opportunities.



LEADERSHIP

Leadership is found among young and old alike. As a member of many regional and national organizations, Syncrude works with business and governments to champion the continued advancement of Aboriginal people across the country.

YOUR THOUGHTS

Through *Pathways*, we hope to bring you inspiring stories that capture the heart, spirit and success of Aboriginal people and communities. We invite you to share your opinion and tell us how we're doing. www.syncrude.ca/pwfeedback

Pathways

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COURAGE UNDER FIRE

The expertise of Aboriginal firefighters proves vital time and again when attacking wildfires.



IN GOOD HANDS

Fighting the wildfire becomes a family affair.



DYNAMIC DUO

Father and son join forces to fight the flames.



12 | Brave Heart



14 | Northern Comfort



18 | Opening Doors



25 | An Order of Magnitude



28 | Building Futures



30 | Honour Roll



31 | Academic Achiever



32 | Courage to Dream



33 | Music Man



34 | A League of His Own

Happy Trails [page 16](#) Aboriginal Art Exhibition [page 22](#) Pursuit of Excellence [page 24](#) Fort McKay Group of Companies [page 26](#)
 Mechanics of Success [page 27](#) Aboriginal Youth Initiative [page 36](#) Aboriginal Edge Report [page 37](#) Insect Research [page 38](#)
 Fort McKay's New Recycling Program [page 39](#) Environmental Update [page 40](#) Aboriginal Relations Scorecard [page 42](#)
 Celebrating Our People [page 44](#) Aboriginal Relations Program [page 45](#) Aboriginal Relations Team [page 46](#) Thoughts from the CEO [page 48](#)

Fort McKay First Nation fire chief Mel Grandjamb has responded to his share of emergencies and is used to battling the occasional structural fire in and around his community.

But nothing could have prepared him for the scene he and his 12-person crew of firefighters witnessed upon their arrival into Fort McMurray on the afternoon of May 3rd, 2016.

“The city was aflame; the smoke was thick and the whole community was in the process of a mass exodus,” explains Mel. “Beacon Hill was engulfed and Abasand was in a similar state. Our destination was Grayling Terrace, where about 200 homes were under threat of being destroyed.”

COURAGE



UNDER FIRE

The expertise of Aboriginal firefighters proves vital time and again when attacking wildfires in Alberta.



Hugging the far shoulder of the road to avoid emergency vehicles and escaping residents, they made their way into the community. Mel, together with deputy fire chiefs Ron Quintal and James McIsaac, formed their plan.

“This wasn’t an ordinary situation; a more complex plan of action was needed,” explains Mel. “We got 65 lines out, dropped two at each house and immediately began to hose the properties down. Two were already on fire.”

The crew launched its attack at 4:19 p.m. and, by 5:30 p.m., both fires were extinguished. Several hours later, most of the Grayling Terrace neighbourhood was secured.

“It was a real team effort and among our greatest accomplishments,” notes Mel,

“I commend the efforts and work ethic of every single person who played a role in helping to stop the fire.”

FORT MCKAY FIRE CHIEF MEL GRANDJAMB

whose department has gained widespread recognition at firefighting competitions across the country, winning four consecutive provincial championships and one national title. “I commend the efforts and work ethic of every single person who played a role in helping to stop the fire in Fort McMurray and the woodland firefighters who eventually managed to get everything under control.”

By mid-May, more than 49 wildfires were burning in Alberta with seven deemed to be out of control. More than 1,200 firefighters,





including those from local First Nations and Métis communities, were brought into action. They were supported by 145 helicopters, 22 air tankers and more than 140 pieces of heavy equipment.

Bernie Schmitte, Fort McMurray fire district manager with Alberta Agriculture and Forestry, knows first-hand the tremendous contributions Aboriginal people bring to fighting wildfires.

“Even before the settlers arrived, Aboriginal people were putting out fires on their own; they have a natural ability as firefighters,” he says. “For some people, this is the life and because Indigenous peoples are akin to the land, they really excel.”

Bernie remembers an experience with a team of Aboriginal firefighters shortly after he moved to High Level in 1993.

“I was dispatched with the 25-man crew,” he explains. “We were dropped off in the middle of the bush and far from any modern convenience.”

Though he was the senior ranger at the site that day, he remembers the actions of the all-Aboriginal crew and “watching in awe as they sprang into action, setting up the camp, marking out the perimeter and patrolling the area for hot spots and unwelcome wildlife.”

The cooks, from Meander River, also took good care of the team. “Their eyes widened when the wolves howled but they sure could cook,” says Bernie. “They made the best stew and bannock I’ve ever had.”

Bernie has been equally impressed with the crews in Wood Buffalo. “The firefighters here are some of the hardest working in the province,” he says. “This has been a very busy summer for

those folks and their contribution to extinguishing the Horse River fire has been above and beyond the call of duty.”

The role of the wildland firefighter hasn’t changed much over the decades, but the training programs are continually evolving.

“The training is more intense today,” says Bernie. “Fire behaviour – why one fire does one thing and another similar fire does something totally different – plays a much bigger role than it has in past years. Safety awareness and instruction is also very important. If a situation arises, everyone has to be on the same page.”



A crew of Aboriginal firefighters who responded to the 2016 wildfire.





Firefighters from both Fort McKay and Fort Chipewyan responded to the emergency. Above, the proud members of the Fort McKay Fire Department.

- Left to right:
James McIsaac
Cole McKenzie
Shelley Cyprien
Tyler Young
Destiny Young
Mel Grandjamb
Trace Quintal
Dwight Flett
Felix Faichney
Ron Quintal
Absent: Mike O'Neil

Training, education and great courage were essential for 28-year-old ► Josh Cardinal. A former Firetack crew member with five years' experience as a wildland firefighter, he joined the Helitack crew earlier this year and was in fact still training for his new assignment when word came that Fort McMurray was under siege.

“The fire behaviour was erratic and we really had to keep our wits about us.”

JOSH CARDINAL



“Fort McMurray was the most high-profile wildfire I have ever been a part of,” he says. “It was physically draining, mentally intimidating and overall quite difficult, but the instructors and mentors knew their jobs and they

pushed us to become professional, reliable and team-oriented workers. They achieved that goal.” Josh notes when his crew arrived in Fort McMurray on May 26th, the nearby forests were still burning. “That was our destination,” he says. “The fire behaviour was erratic and we really had to keep our wits about us. Trees were burning and swaying and falling over throughout the forested area we were working. The work we did was actually quite routine but it is important to cut burning trees because when they uproot it can be extremely dangerous.” Josh, who is studying at the Northern Alberta Institute of Technology (NAIT) to be a forest technician, praises the actions of everyone who contributed to the fight. “Thanks to our training and to people like our strike leader John, and the great crew that worked with us, we all came out of the bush intact and without injury.” With Aboriginal firefighting having such a long history in Alberta, it’s not surprising the

Aboriginal Firefighter Training Program (AFTP) celebrated its 50th anniversary in 2015, recognizing Indigenous firefighters for helping to launch the first training programs offered in the province. Hugh Boyd, retired executive director of the Wildfire Management Branch at Alberta Agriculture and Forestry, remembers how important it was to tap into the local knowledge of the Aboriginal people in each area he was stationed. “It was invaluable,” he says. “It was something that made the Alberta Forest Service what it was. They [Aboriginal firefighters] shaped the Alberta Forest Service. They were the structural backbone for us to do all our wildfire management.” For the many communities located in the boreal forest, Aboriginal firefighters remain an important asset in the ongoing effort to protect people and property. Their knowledge, strength and bravery have proven essential in the past and will surely help save the day when fire threatens again.



In Good Hands

Fighting the wildfire
becomes a family affair



WILDFIRE PROFILE

As Dwight Flett battled flames in neighbourhoods around Fort McMurray in early May, Miranda Flett was welcoming displaced residents into their Fort McKay home.

"We both have strong connections to Fort McMurray – we actually met while we were attending Father Mercredi High School," Miranda explains. "So of course, we wanted to help. It was very painful to see what happened to our friends and neighbours so opening up our home seemed as natural as having Dwight go down with other volunteer firefighters from Fort McKay."

A heavy duty technician who joined Syncrude as an apprentice in 2010, Dwight noted the distinct red hats of the volunteer fire brigade shortly after beginning to work at Mildred Lake. "I was always interested in being a firefighter from a very young age but didn't pursue it until I joined Syncrude and joined the volunteer fire brigade about six months after I first started working there," says Dwight, a member of the Athabasca Chipewyan First Nation. "I spent three years with the fire brigade before joining a mine rescue team and received extensive training in both roles. I was able to grow my medical skills and completed my EMR (Emergency Medical Responder certification) a month before the wildfire started."

With those skills, he also volunteers with Fort McKay's fire department. "I live in Fort McKay with Miranda and our twin sons and was sort of waiting for the call," says Dwight. "Miranda went to town to grab some groceries on the Tuesday and texted me pictures of the smoke above Abasand from the downtown Sobeys. I went and dropped

the boys off at my mother in law's place. We got to the fire hall and eight of us were dispatched on a pumper truck and rescue vehicle."

As Dwight headed south towards the flames, thousands of evacuees headed north and many were welcomed with open arms in Fort McKay.

"We just started inviting people home. During the first couple of days, we had about 25 people, 10 dogs and a couple of lizards go through our house," says Miranda. "Once the roads opened up, people began to leave. We did invite people who were staying in their vehicles on site to come in for a shower and watch a little television so they could catch up on the news. We knew it was tough for them and wanted to do what we could to help by opening our homes."



Back in Fort McMurray, Dwight's crew faced a fierce battle in Grayling Terrace but managed to help save the neighbourhood. "That was very important," he says, "because they were worried about the fire spreading to downtown if we couldn't stop it at Grayling and we were very happy to have helped save those homes."

Even with those victories, Dwight – a self described "Fort McMurray kid" – says

it hurt him to see the damage caused to his hometown. At the same time, he and Miranda take pride in how the entire region responded in a crisis. "It was amazing to see the whole province come together to fight the fire and it was a tremendous feeling," Dwight says.

"We managed to come together as a region and open up our hearts and homes for each other," Miranda says. "It showed the rest of the country what we are as people and as a community."

PHOTOS: LEFT – Miranda and Dwight Flett relax with their twin boys in the backyard of their Fort McKay home. ABOVE – Wearing the firefighter outfits that their mom bought for them, Axel Gracen (left) and Lawson Creed (right) pose with Dwight on the back of the Fort McKay fire truck.

WILDFIRE PROFILE

DYNAMIC DUO

Father and son
join forces to
fight the flames



“ I was proud to stand with my dad and our fire team. We saw so much damage and destruction but we also saved so very much.”

Trace Quintal

For Fort McKay deputy fire chief Ron Quintal, May's wildfire represented the single biggest challenge in his career as a firefighter.

But the blaze also forged a strong bond between Ron and son Trace, who battled flames alongside his father and a dozen other volunteer firefighters from Fort McKay.

Believe it or not but Trace just turned 18, which is when you can become a fully fledged member of the fire brigade in Fort McKay and are allowed to respond to emergencies. And this fire was his first ever call," says Ron, who also serves as President of the Fort McKay Métis Community. Trace joined the department at 16, when you are allowed to take part in the training and help out around the hall. But no amount of training or experience can prepare you for something like that. It was something completely different.

Ron himself has spent more than a dozen years as a firefighter, starting when he joined the fire team at Shell's Muskeg River Mine as an auxiliary member. Like others in industry, the heavy equipment operator received extensive training through the National Fire Protection Association before volunteering his talents with Fort McKay's volunteer brigade.

Being a firefighter always interested me. I wanted to pursue a career where I could help people and serve the public. I received great training from working in industry and most of our members in Fort McKay have the same background," says Ron. "The Fort McKay brigade is part of the overall emergency response service for the region. But the wildfire was the first time we had ever been called into Fort McMurray.

Having watched his father volunteer his time at the hall, Trace was always interested in joining him on the brigade.

I wanted to follow in my dad's footsteps and help my community as a firefighter," says Trace, who grew up in Fort McKay but spent plenty of time in Fort McMurray, where he recently graduated from high school, and played minor hockey.

Fighting the flames in different neighbourhoods provided an exacting test for both Quintals, particularly wrestling with the emotions of watching the flames consume homes.

I felt a lot of guilt and so did a lot of the firefighters," Ron explains. "When we were up in Abasand, we were fighting the fires and we had heavy equipment go through a unit to build a fire break near the condos. It exposed a little girl's room – it was decorated in pink and there were all sorts of dolls, stuffed animals and those kinds of toys. And that really got to me because I knew this child's life would be forever altered because of this event.

At the same time, the pair managed to share small victories together with their fellow firefighters from across the province.

When we were at Walnut Drive, a bunch of the departments were in a big line and we had our deck guns soaking down this neighbourhood as we watched the fire rolling towards us," Ron says. "Even at 1 a.m. you could feel the heat. But we all held the line and it was a win. I'll remember that night until the day I die.

"Being a firefighter always interested me. I wanted to pursue a career where I could help people and serve the public."

Ron Quintal

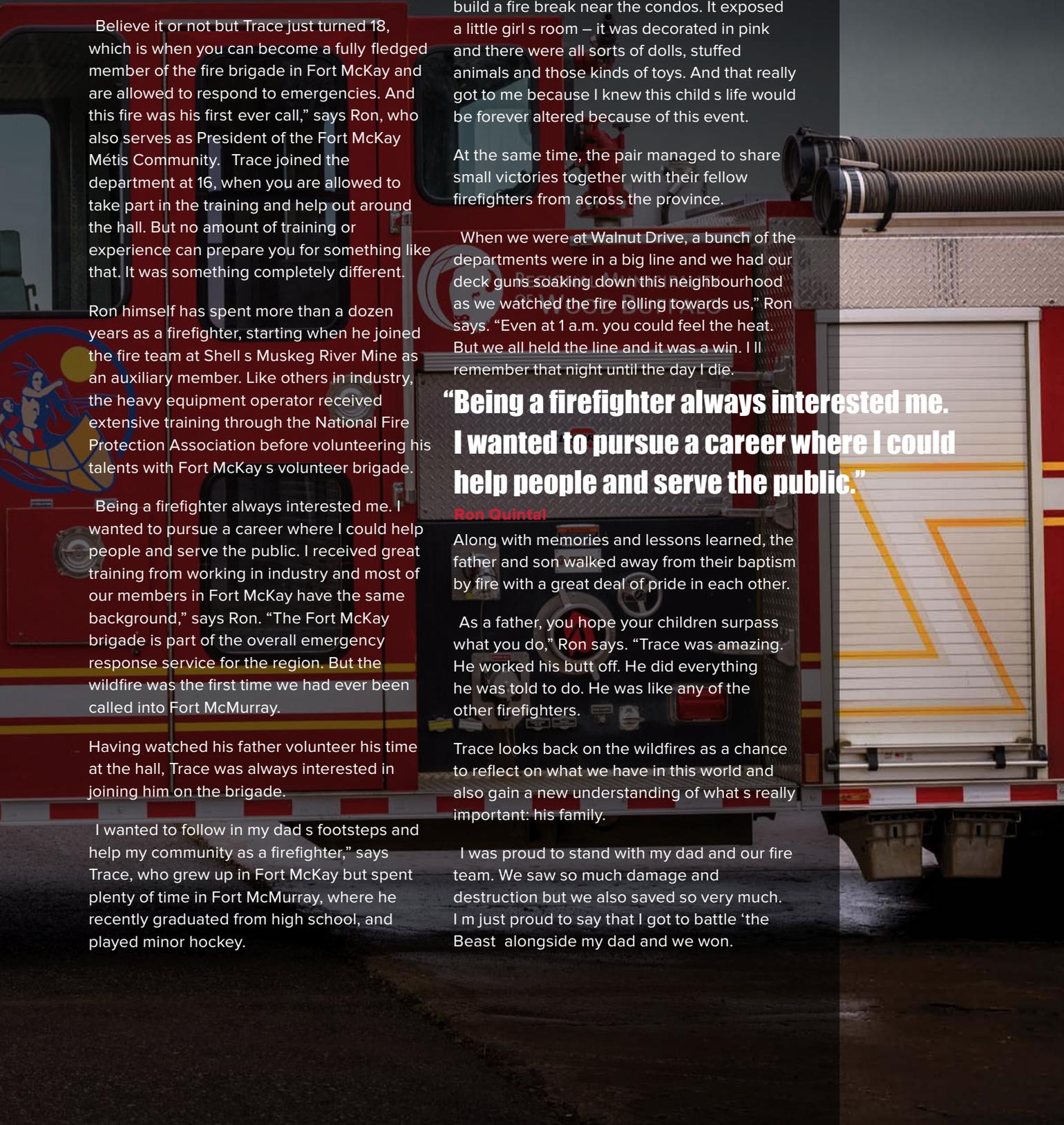
Along with memories and lessons learned, the father and son walked away from their baptism by fire with a great deal of pride in each other.

As a father, you hope your children surpass what you do," Ron says. "Trace was amazing. He worked his butt off. He did everything he was told to do. He was like any of the other firefighters.

Trace looks back on the wildfires as a chance to reflect on what we have in this world and also gain a new understanding of what's really important: his family.

I was proud to stand with my dad and our fire team. We saw so much damage and destruction but we also saved so very much. I'm just proud to say that I got to battle "the Beast" alongside my dad and we won.

Left: Ron and Trace Quintal





SYNCRUDE FIREFIGHTER JOINS THE BATTLE TO SAVE HIS HOMETOWN

WILDFIRE PROFILE

When the Fort McMurray Fire Department called Syncrude Emergency Response to get help to fight the wildfire racing through the southern end of the community, Cory Jahelka answered the call and jumped on the truck. The son of a firefighter, Cory had been ready for this kind of moment for most of his life.

But what he didn't realize was that he would watch his childhood memories burn down in front of him. Cory grew up in Beacon Hill and arrived in the neighbourhood as the flames began consuming homes along Beacon Hill Drive, including the ones that he and his mother May-Britt Jensen lived in when he was a child.

"We drove in after receiving a mutual-aid request from the Fort McMurray Fire Department and arrived in Beacon Hill just as everybody was trying to leave the neighbourhood in the early afternoon," says Cory. "It was tough for all of us to pull out of Beacon Hill after about only 30 minutes. I grew up there and had a lot of friends with homes up there but we had to try to protect more neighbourhoods."

Like many other emergency responders, Cory put aside his feelings of loss and spent up to 16 hours during each of the next nine days trying to save his hometown. "I got into this job because I didn't want a regular mundane job and this is the perfect career for that," he says. "You spend a lot of time training so you are prepared when the call comes in. While you hope you never get the call, the reality is it comes and you have to be ready. This was the biggest fire I ever fought and it will probably be the biggest fire any of us of will ever fight."

Syncrude's emergency responders train regularly and rigorously and there's a real pride within the department on the preparedness of its personnel to handle emergencies. But all that training couldn't prepare Cory for the physical and emotional toll of fighting the flames trying to destroy his community. Messages from friends and family lifted his spirits while food prepared and distributed by the Fort McKay First Nation proved invaluable for firefighters.

thought I would fight a fire alongside them. It was amazing to see the support we got from other places in the province."

While firefighters have received a lot of praise for their bravery in beating back the flames from the community, Cory, in turn, salutes the volunteers who worked the water trucks as well as fellow Syncrude employees who operated heavy equipment to build fire breaks that stopped the flames.

"There are plenty of heroes out there who deserve a lot of credit for helping, including Syncrude retirees, like my dad Tom and Pierre Savard. They were both trying to come up and counsel us. One of our retired members came up and helped out by preparing equipment and helping us do maintenance because he is a former mechanic," Cory says. "The commitment of volunteer brigade members and other brigades in the region such as Saprae Creek, Fort McKay and Anzac was amazing. Those volunteers don't get very much money for what they do and only do it in their spare time. They didn't really have a schedule and stayed up here during the entire event."

The wildfire also brought out the best in the wider community, something that left a mark for Cory as much as the razed homes and burned timber.

"I don't have kids yet and I'm sad I will not be able to show them where I grew up or their grandmother grew up," he says. "But I'm glad Fort McMurray is seen in a different light. People are seeing the beauty of it through the old pictures that were shared. That's important to me. And we showed that people who live in this region are amazing. That's why we managed to beat this fire."



"We had our bad days, where you wish you could have done something differently. Then you'd go and see messages from friends and family telling you how proud they were of what you were doing and that meant so much to me and the other people," says Cory.

The camaraderie between firefighters from different parts of the province also provided a real lift for Cory, who renewed many acquaintances and friendships. "It was a reunion of sorts – I kept running into people that I had got to know over the years and I never



NORTHERN COMFORT

**FORT MCKAY RESIDENTS
REDEFINE WHAT IT MEANS
TO A BE A GOOD
NEIGHBOUR**



PHOTO L to R: Rose Bouchier, Rose Beaton, Linda McDonald, Janet McDonald

When people from Fort McMurray began flooding into Fort McKay on May 3rd, the community opened its homes. Elder Rose Bouchier, meanwhile, opened her kitchen and pantry to feed hundreds of hungry evacuees and firefighters.

“When I heard there was a fire and they were evacuating Fort McMurray, I just started cooking and baking bannock because I knew people would come,” says Rose, whose delicious cuisine has fed thousands of people who’ve hired Bouchier Dene Catering over the past two decades. “I had lots of food – meat, potatoes and other vegetables – so I was there until 9 p.m. My son Nathan Loitz was there until one in the morning. When we woke up the next morning and went to the hall, there were a lot of people there so we started making breakfast.”

Rose wound up staying over a stove for the rest of the week to feed hungry evacuees. She was joined by an army of volunteers from the community. “There were many who joined me in cooking. Rose Beaton and Linda McDonald from Fort McKay Daycare worked tirelessly.

Trisha Bouchier was just amazing. So was Maureen McDonald,” says Rose. “That’s how we were raised. When you see people in trouble, you don’t ask questions or ask for money, you just help. We just volunteered and did what we had to do because it needed to be done. We had lots of help. People cooked food and brought it to the hall. It was unreal.”

When Rose’s pantry was emptied, other people in the community stopped off with groceries.

“Donations came in. The band ordered food. We cooked for four days and it was 20 hours a day of steady going. We ran out of vegetables Friday so it was just straight meat and bannock but people were happy.”

In addition to helping evacuees, Fort McKay also helped feed the firefighters fighting the flames around the region thanks to the help of Syncrude employee Cynthia Courteoreille and her sister-in-law Jenica Boucher.

“My partner Ron Foy was fighting the fires and I was asking him how they were doing and he was telling me they were struggling to get fed,” says Cynthia, a heavy equipment operator at Syncrude’s Aurora Mine and captain for Team 504’s fire team. “Rose

Bouchier is a really good friend of my mom’s and I’ve known her since I was a little kid so I spoke to Jenica to ask her aunt if she could put something together for the guys.”

Rose was happy to set aside plates for the firefighters. They, in turn, were delighted to receive care packages of bannock and stew.

“We were basically existing on potato chips, chocolate bars and whatever we could get from vending machines during the first couple days,” says Syncrude firefighter Cory Jahelka. “Then bannock and stew arrived from the Fort McKay First Nation. The Elders who made it need to know how much everybody appreciated that meal. I probably won’t have a meal that ever tastes that delicious – it was so good.”

Even with the long hours of cooking and baking, Rose never thought about leaving the stove and oven.

“The needs of the many outweigh the needs of the few,” says the Star Trek fan, quoting Mr. Spock. “I received so much help. It was amazing to see all these volunteers come out to support people in their time of need.”

HAPPY TRAILS

WOOD BISON PROVE RESILIENT DURING FORT MCMURRAY WILDFIRE

The manager of the Beaver Creek Wood Bison Ranch knew transporting roughly 200 head of bison on short notice was not an option when the May wildfire forced the evacuation of Fort McMurray, shut down oil sands operations a few days later and threatened air quality throughout the region.

So Brad Ramstead did the next best thing to monitor the health of the herd and ensure they had food and water – he stayed prepared and ready to return to the ranch as soon as he could. It was right in the peak of calving season after all, and like any rancher, Brad didn't want to be too far away. Not being able to properly care and check on these animals daily is a rancher's worst nightmare.

Yet, despite the wildfire and the evacuation of the Syncrude site, the month of May saw 54 healthy calves welcomed to the Beaver Creek Wood Bison Ranch, which is co-managed by Syncrude and the Fort McKay First Nation. By the end of the calving season, 90 new animals were born, bringing the herd count to 280.

Syncrude received many questions from media and others about the status of the herd during the wildfire, but Brad was confident the





“The early days following the fire, people tried to get a grasp on what had just happened. It was an unbelievable reality that was really hard to comprehend and one did a lot of soul searching,” says Brad.

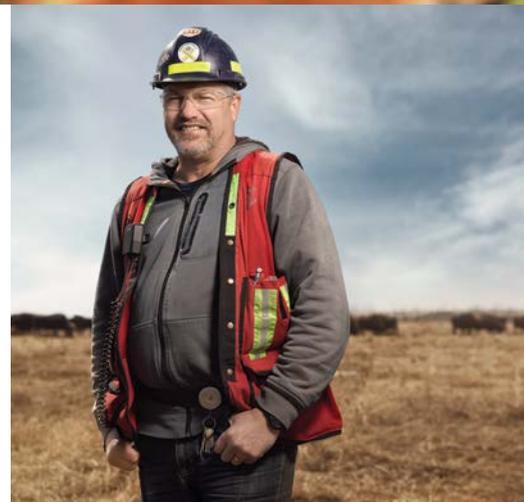
“Nobody really knew what was left or if we would even have a place to go home to. But there was still a family and a bison herd that needed to be looked after. That part was one of the hardest things I have ever had to do, and the other part that was so overwhelming is the extreme kindness and friendship that exploded from all over. My wife Carmen and I had call after call from all over Canada and the United States offering any form of help, from prayers, to trucking, to ranch hands, to a place to stay, whatever was needed. I actually had to get Carmen to send information out to several key contacts so they could relay it forward to the associations and all that were interested as I could not talk to everyone.”

Some community members had questions specifically about how smoke from the wildfires would impact the bison.

“**The part that I have learned the most from being in the bison industry for nearly 15 years, is that this animal looks after itself and is a better keeper than most any other ranched or farmed animal. When a bison rancher is in need of help, the need or want to help from others is staggering.**”

“Bison are used to a certain degree of smoke, they evolved with it and don’t have a problem with it,” explains Brad. “In some areas in Canada where biting flies and insects are really bad, ranchers have eased the pressure on their livestock by burning old straw or hay to create a smudge. Bison will migrate to the thick smoke and seem to enjoy the reprieve from the insects.”

The wildfire of 2016 will long be remembered for its devastating effect on this region and the people who call Wood Buffalo home. No doubt it will also be seen as the catalyst that brought a community closer together throughout the rebuild. We only have to look at the wood bison grazing on reclaimed land for inspiration.



“Ask any bison rancher and they’ll tell you that these animals always seem to amaze you in their resilience and ability to persevere through adverse conditions,” says Brad. “It gives you a real sense of pride to think that you are involved with family, friends and an entire community that could have only made it by working together. We got through the main event and continue moving forward by working together and supporting one another much the same way a bison herd lives each and every day.”





OPENING

**Northern students
inspired by visit to
University of Alberta**

Carmen Martin is a Grade Six student experiencing life on a university campus for the very first time. With more than 38,000 students, staff and faculty, the University of Alberta is nearly 50 times the size of her hometown of Anzac. She came here with dreams of one day becoming a veterinarian. Now she knows that dream is within her grasp.



DOORS

Carmen is attending U School, which introduces Grade Four to Nine students from outlying regions to university life. Organizers work with classroom teachers to develop a week long experience related to what is being covered in their classes.

“We want to inspire and encourage students to think about post secondary education college and trade school included,” says Tiffany Smith, program lead. “We show them what the University of Alberta has to offer and students also get a glimpse of what campus life is like.”

U School began in the 2009 2010 school year with three classes and has gradually expanded its reach to 27 classes and 650 students in 2015 2016. This year marks the first time the school has accepted students for overnight visits with participation from schools in the Wood Buffalo region including Fort McKay, Fort McMurray Catholic School division and Anzac, with support from Syncrude.

Expanding U School’s focus to northern Aboriginal communities was a result of Dr. Lorraine Bray’s efforts during her six years on the University of Alberta Senate. One of the roles

of Senate members is to connect the university to the communities it serves, so including northern communities in the U School program was a natural fit.

Dr. Bray's research supported the inclusion of First Nation, Métis and Inuit students from remote areas in the U School program because they are less likely to have exposure to a post-secondary environment and information about the real value of moving beyond high school. Aboriginal students in the Fort McMurray area have high rates of high school completion and university should be one of their options.

"U School gives children self-confidence and the understanding that post-secondary education is an option for them. There's no reason why Aboriginal children shouldn't be given a chance to participate."

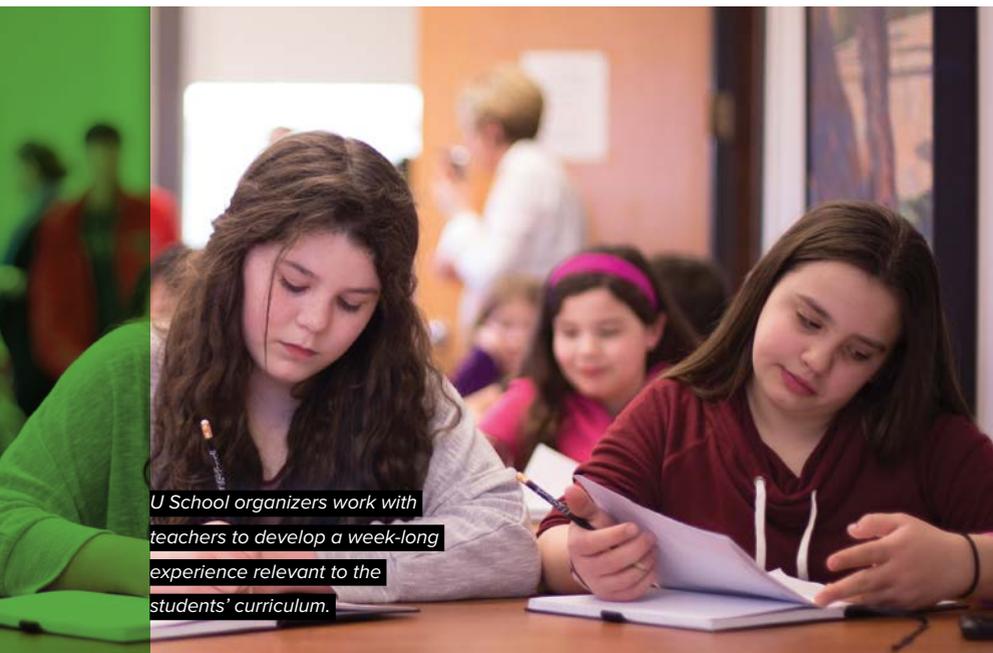
University might seem unattainable to some, let alone those from remote northern communities. On this particular visit, students from Bill Woodward School in Anzac are into their fourth day of the camp.

"Students from the north probably won't get an opportunity to see the university before they leave high school, so when they graduate and get



U School gives children self-confidence and the understanding that post-secondary education is an option for them. There's no reason why Aboriginal children shouldn't be given a chance to participate."

Dr. Lorraine Bray



U School organizers work with teachers to develop a week-long experience relevant to the students' curriculum.



In 2016, U School opened its doors to schools from Fort McMurray, Fort McKay and Anzac.

"The foundation has been laid by organizations like Syncrude, Shell Canada, CNOOC Nexen, ATB, Suncor, CAREERS: The Next Generation and the local school boards who have been working for decades to create opportunities for Aboriginal people in northern Alberta," says Dr. Bray.

here it's their first experience and it can be scary," offers Tess Lamer, U School volunteer and second year Biological Sciences student. She has volunteered with U School for two years and enjoys showing the students the university and sharing her experience. "U School piques their interest in university.



I want to be a veterinarian, and this week has inspired me even more to go for that dream.”

Carmen Martin

They see there is diversity here. It’s big but it’s accessible, regardless of where you come from.”

In addition to showing the students what university is like, U School works directly with teachers like Annie Claveau from Bill Woodward School well before their visit to plan sessions that meet class needs and are related directly to the Alberta curriculum.

For example, these students are learning about the forest so they spent a session in the university’s Forestry department. “They have some very interesting technology and samples to show us that we wouldn’t have access to at home,” says Annie.

She also recognizes that this week is making an impression on her students. “The program lets these students know that it is possible for them to attend post-secondary regardless of their circumstances. It’s an option for them, and some of these students have great university potential.”

Candace Black sees that potential in her son, Coltin, a Grade Five student attending U School. Her family lives in Janvier and she spent two years driving her three children and three others to Anzac to attend Bill Woodward School until a regular bus was provided. Her son wasn’t sure what he wanted to study after high school but after four days at the university he’s talking about chemistry and engineering.

“Janvier to Anzac is one thing for these students. Anzac to Edmonton and the U of A is a totally different world,” says Candace. “It’s a welcoming place. Everyone’s needs and wants are met here.”

Mitch Janvier is in fifth grade and he was impressed by all of the

activities the students experienced during the week. He came into U School thinking about a career in mechanics, and four days in his opinion hasn’t changed. “I’m definitely more focused now,” he says. “I want to become a heavy equipment technician and be able to fix engines of any size. That’s my goal.”

Carmen is also motivated. “I want to be a veterinarian, and this week has inspired me even more to go for that dream.”

Those words mean success to Tiffany, the U School program lead. Despite the many ways to measure



In 2015, U School held 27 classes for 650 students.

the program outcomes, it’s the feedback she gets from students, parents and volunteers that means the most. “I’ve been told many times that post-secondary education has become a topic in the home now when previously it hadn’t. That tells me U School is having an impact.”

1 – Jackson Beardy, Flock, 1973, acrylic on canvas. Photo credit: Courtesy of Aboriginal Art Centre, Aboriginal Affairs and Northern Development Canada. © Estate of Jackson Beardy.

2 – Eddy Cobiness, Watering the Horse, 1974, pen and ink, Courtesy of Woodland Cultural Centre. © Estate of Eddy Cobiness.

3 – Carl Ray, Medicine Bear, 1977, acrylic on canvas, Collection of Sunita D. Doobay. © Estate of Carl Ray.

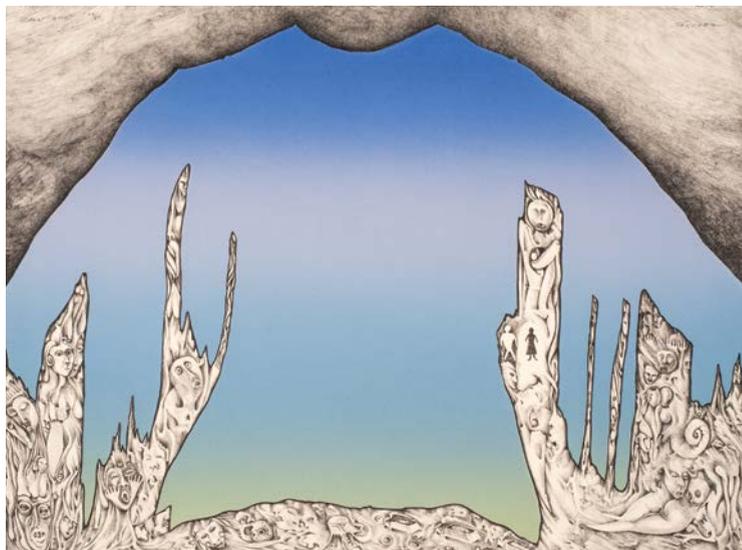
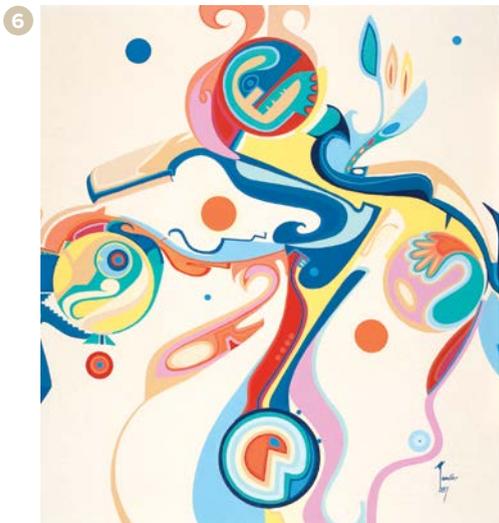
4 – Daphne Odjig, Medicine Man in the Shaking Tent, 1974, drybrush acrylic on paper. Ermi Tano Collection. © Daphne Odjig.

5 – Joseph Sanchez, Ghost Shirt, 1979-80, stone lithograph. Courtesy of the artist. © Joseph Sanchez.

6 – Alex Janvier, The Four Seasons of '76, 1977, acrylic on masonite, Courtesy of Janvier Gallery. © Alex Janvier.



DEEP IN



**ABORIGINAL
ART EXHIBITION
GARNERS
NATION-WIDE
PRAISE**

2



3



THOUGHT

World-acclaimed artist Alex Janvier has said that art “is an ideology that lives on, and surpasses many civilizations.” And nowhere has this been more recently evident than through a celebrated exhibition of Canada’s leading Indigenous artists.

The exhibition 7: *Professional Native Indian Artists Inc.* (PNIAI) closed out its six-city, three-year tour at the Art Gallery of Alberta (AGA) earlier this summer. The rare and unique collection of more than 80 paintings and drawings was created primarily in the 1970s by ground-breaking Indigenous artists **Jackson Beardy, Eddy Cobiness, Norval Morrisseau, Carl Ray, Alex Janvier, Daphne Odjig** and **Joseph Sanchez** – together known as the “Indian Group of 7.”

Exhibition coordinator Laurie Ritchie calls it one of the largest and most important exhibitions of art to showcase in Canada this year. “The work of these exceptional Indigenous

artists is internationally renowned; the impact they’ve had on the art world over the decades remains just as strong today,” she says.

The work was created during a decade of achievement that helped to create a new awareness and appreciation of Indigenous art and the important role Indigenous artists have played in the development of Canadian society.

The PNIAI exhibition took more than five years to organize. Curator Michelle LaVallee, who also designed, wrote and edited the 359-page catalogue that accompanied the tour, works with the Mackenzie Art Gallery in Regina. “The works chosen for the exhibition considered their collective artistic impact as well as the distinctive styles and experimentation of the artists,” she explains.

Sponsored by Syncrude, the exhibition was a huge hit for the AGA and attracted over 7,500 visitors, including more than 300 on opening day.

“The magnitude of the project, reflected by the profoundness of the collection and the expertise of the seven contributing artists, is something that every Canadian can appreciate and admire,” notes Michelle. “The collection has been well received across the country and Edmonton was no exception. We are very pleased to see that many Albertans took the time to visit the exhibit and enjoy the works of these outstanding artists.”

Comment cards reflected the joy, pride, courage and appreciation felt by those who visited. “I am an Ojibwa woman living in Treaty Six territory,” wrote one visitor. “Daphne Odjig is my relation; I am moved to tears with pride and joy and also humility by this beautiful exhibit.”

Edmonton Composite High School student, Megan, noted “this exhibit makes me realize the good that comes from humans and that this is a world full of beauty.”

Catherine Crowston, executive director and chief curator of the AGA, says it was a proud moment for everyone involved. “The AGA acknowledges the traditional lands of the First Nations and the Treaty Six territory on which we live and work. We are very grateful to our partner Syncrude who supported the exhibition and all of the associated community and education programming at the AGA. These highly influential and important artists had a profound impact; together they set a new course for the creation, exhibition and reception of contemporary Indigenous art in Canada.”

And perhaps acclaimed PNIAI member Norval Morrisseau, who passed away in 2007, summarized it best. “I am a born artist,” he said. “I have as much interest in my people as any anthropologist, and I have studied our culture and lore. My aim is to reassemble the pieces of a once proud culture, and to show the dignity and bravery of my people.”

Certified Success

The Canadian Council for Aboriginal Business (CCAB) has once again recognized Syncrude with gold level certification in its Progressive Aboriginal Relations (PAR) program. This is Syncrude's sixth consecutive time receiving the gold standard.

To qualify for gold level PAR, companies are required to demonstrate sustained leadership in Aboriginal relations and maintain a strong commitment to working with Aboriginal businesses and communities. In addition, organizations are encouraged to build a business case that other companies can aspire to achieve. The PAR designation process is also validated through independent, third-party verification.

Best in Class

The Northeastern Alberta Aboriginal Business Association (NAABA) recognized Syncrude's contributions last fall when the company received the NAABA Best Practice Indicators Award in the Industry – Major Producer category.

The award celebrates successful partnerships between Aboriginal businesses and industry clients, and recognizes demonstrated business excellence, based on a set of measured best practice criteria.

An increased focus on identifying business opportunities and integrating greater awareness within the procurement process led to a record high in Syncrude's 2014 purchase of goods and services from Aboriginal companies. The total Aboriginal business volume was \$228 million – an increase of 55 per cent over 2012. This brought total cumulative procurement to more than \$2.2 billion.

Syncrude is a founding industry member of NAABA and currently conducts business with more than 40 Aboriginal-owned companies in the region.



PURSUIT OF EXCELLENCE

A portrait of Roberta Jamieson, a woman with short, styled grey hair, wearing a dark blue V-neck top and a necklace with a sunburst pendant. She is looking directly at the camera with a slight smile. The background is a blurred outdoor setting.

PROFILE

ROBERTA JAMIESON
receives Canada's
top honour

An Order of Magnitude

She's had a career of many firsts. She was the first woman to be elected Chief of the Six Nations of the Grand River Territory in Ontario. She is the first First Nations woman in Canada to complete a law degree. And she's been named one of Canada's Most Powerful Women three times. And now, with her recent appointment as an Officer of the Order of Canada, Roberta Jamieson's list of recognitions continues to grow.

The president and chief executive officer of Indspire, Roberta oversees one of Canada's most influential not for profit organizations, supporting Indigenous people to realize their full potential through post secondary education and training. She is also executive producer of the annual Indspire Awards, funded in part by Syncrude, which represents the highest honour the Indigenous community bestows upon its own achievers.

"Roberta is one of the most exceptional people I have met," says Kara Flynn, Syncrude's vice president of government and public affairs. "Her dedication to empowering Indigenous youth and advancing opportunities is unwavering. She continues to break new ground for women and Aboriginal people, and her contributions have truly strengthened the fabric of our nation."

Roberta, a Mohawk, has led Indspire over the last two years to award more than \$12 million through 3,700 bursaries and scholarships. She also developed Indspire's K 12 Institute, a virtual resource centre focused on increasing high school completion rates and success.

"I am proud and grateful for Roberta's unparalleled leadership and her life-long commitment to advancing Indigenous youth through education," says David Gabriel Tuccaro, chair of Indspire. "Roberta is an outstanding humanitarian who has changed the lives of thousands of First Nations, Inuit and Métis students."

The Order of Canada honours outstanding achievement and dedication to the community with service to the nation. It recognizes people in all sectors of Canadian society, who have all enriched the lives of others and made a difference to this country.

Congratulations, Roberta.



Fort McKay Group of Companies Celebrates 30 Years

Syncrude congratulates the Fort McKay Group of Companies as it celebrates three decades in business.

The Fort McKay Group of Companies (FMGOC) got its start with an intra-site people transportation operation at Syncrude in 1984. Since then, its range of services has continually evolved. They now include Fort McKay's Environment Division, which co-manages the Beaver Creek Wood Bison Ranch; Fort McKay Logistics, which collects and delivers various materials; and the Earthworks division, which provides support to mining operations.

"The strong management and governance structure of the Fort McKay Group is a home-grown success story and Syncrude could not be more proud of everything it has achieved," says Greg Fuhr, Syncrude's vice president of production, mining and extraction. "We are honoured to be a part of these 30 years and to have contributed to this wonderful success story. I look forward to the future, as we continue to build upon our partnership."

Congratulations to Chief Boucher, the members of the Fort McKay First Nation Band Council, chief executive officer Adam King and all of the employees whose daily efforts make FMGOC such a great success.

The MECHANICS of Success

It may come as a surprise to some, but Syncrude owns and operates dozens of boats. The vessels are used on tailings ponds and other bodies of water for a variety of jobs. Because the mechanics of boats and marine equipment differs from trucks and other large equipment more commonly associated with an oil sands operation, Syncrude sources marine mechanics to keep the fleet afloat.

In 2014, Syncrude brought on Inner City Diesel Ltd., a Fort McMurray-based and Aboriginal-owned company to supply marine maintenance. Founded in 2008, the company, a full member of the Northeastern Alberta Aboriginal Business Association (NAABA), is run by president and chief operating officer Eric Tevely. Originally from Prince George, British Columbia, Eric arrived in the oil sands region in 2000 to work with local Aboriginal business leader Dave Tuccaro through an apprenticeship.

Since starting up, Inner City Diesel has seen steady growth. In addition to marine maintenance, the company supplies mobile mechanics, towing, major commercial truck and trailer services, and standard automotive maintenance and repair.

Having seen his business with Syncrude grow from just one employee and one truck to four

employees working seven days a week, Eric says the experience has been excellent.

“Of all of the companies up here in the region I’ve worked with, Syncrude is definitely the leader when it comes to supporting local Aboriginal companies,” says Eric. “It has been absolutely phenomenal.”

While the number fluctuates, Eric says the company currently employs around 30 people, half of whom are Aboriginal. Committed to growing that number, Eric is always looking for opportunities to train Aboriginal youth and hire residents of the Wood Buffalo region.

Those extra hands will certainly be needed as the company’s relationship with Syncrude grew even stronger in October, with Inner City Diesel becoming the company’s supplier of light vehicle rentals.

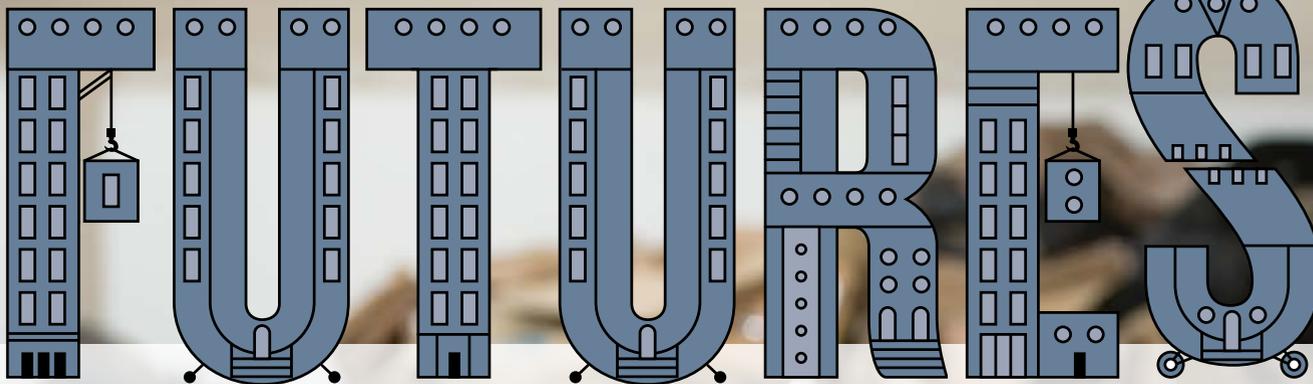
“It’s really nice to see the focus for Syncrude with their Aboriginal partners,” says Eric. “I’ve been up here in the region for quite a few years now and really appreciate the effort Syncrude goes to in supporting local Aboriginal businesses.”

To date, Syncrude has spent about \$2.5 billion with Aboriginal-owned businesses and in 2015 alone procured around \$199 million in goods and services.

Ryan Bartsoff, Inner City Diesel lead field heavy duty mechanic.



BUILDING



NorQuest College Creates New Possibilities in Construction and Trades Careers

Depending on how one looks at it, patience is either a rewarding virtue or the procrastinator's guide to failure.

There are many who have excelled thanks to deliberate thought. However, there has been equal success gained by those who don't just wait around for good things to happen. Take Regan Gamble, for example. Contrary to her surname, the 40-year-old was leaving nothing to chance when she arrived in Edmonton looking for career options in the fall of 2015.

That's why one of the first places she visited was the Alberta Aboriginal Construction Career Centre (AACCC) at NorQuest College.

"I knew that there were organizations out there that could help me," says Regan, a member of the Beardy's & Okemasis First Nation in Saskatchewan. "I just needed to get out there and find them. Once I

heard about the Alberta Aboriginal Construction Career Centre, I was completely drawn to it."

Regan now works full-time as an engagement advisor with Edmonton's Women Building Futures (WBF), one of this province's leading education grounds for women in trades.

But before that happened, she needed help in her new city. Initially, she thought of going into the safety side of the construction industry. So she used the AACCC's services to help her earn safety tickets through the Alberta Construction Safety Association.

"The centre completely catered to my needs."

Through it all, Regan was given emotional support by AACCC staff as a newcomer to Edmonton, provided with help to find information for things like funding, given assistance with writing resumés and cover letters, and offered a treasure trove of employer contacts and other helpful services.

Feeling confident thanks to the AACCC's support, and using one of her many provided contacts, she reached out to WBF to see if there was any way she could help. In the end, following an extensive interview, a way was discovered.

Seeing Regan's tenacity and determination, WBF recognized that she would be a valuable asset when it came to attracting other Indigenous women to the trades. Today, because she reached out and asked for help, utilizing the training and services the AACCC provides, and promoted her talents with confidence, Regan has more than a job — she has a career.

While the AACCC is helping to advance employment opportunities for Indigenous people, its mandate is to assist career seekers of all backgrounds and cultures. Syncrude is a proud sponsor of the AACCC and joined as the largest single contributor to date in 2016.



Regan Gamble,
engagement advisor
with Edmonton's Women
Building Futures (WBF),
one of this province's
leading training providers
for women in trades.

PROFILE

Honour Roll



NICOLE BOURQUE-BOUCHIER
recognized by MacEwan University

Nicole Bourque-Bouchier can add another accolade to her growing list of accomplishments. In March, she was named the 30th Allard Chair in Business at MacEwan University.

For three decades, the Allard Chair in Business has recognized business executives and community champions for their outstanding achievements, while also providing students an opportunity to meet and learn from these influential leaders.

Nicole has established herself as one of the North's most prominent businesswomen and philanthropists. A Fort McMurray resident and member of the Mikisew Cree First Nation, she is the chief executive officer (CEO) and co-owner of the Bouchier Group. Starting up in 2004 with 10 employees, the Bouchier Group now employs more than 850 people across northern Alberta.

"It's important, more than anything else, to raise awareness of women in non-traditional roles and Aboriginal people in business, especially in our Wood Buffalo region," she said in accepting the honour.

As a highly involved community member, Nicole serves on the Keyano College Board of Governors, co-chairs the Pacesetting & Leadership Committee for the Northern Lights Regional Health Foundation, and is a member of the provincial First Nations Women's Economic Security Council.

Past recipients of the Allard Chair include ATB president and CEO Dave Mowat, now retired president and CEO of Peace Hills Insurance Diane Brickner, Venture Publishing president and CEO Ruth Kelly, and The Brick founder Bill Comrie.

Congratulations, Nicole!

Academic Achiever

LUCAS PUNKO explores the future by finding strength in the past

PROFILE

L

ucas Punko knew he wanted to follow in his father's footsteps. As a child, he'd watch him arrive home in his RCMP Auxiliary Member uniform, thinking he too wanted to give back to his community.

Born and raised in Fort McMurray, Lucas recently started his second year of Police Studies at MacEwan University. The two-year diploma program teaches theories of criminology, investigative techniques, law, psychology, evidence collection and forensics.

"It's been a good experience. It's teaching me all about the job of being a police officer and what I'll be facing every day," Lucas says.

Lucas is also learning to live on his own. Away from home for the first time, the 20-year-old admits fending for himself, including shopping and cooking, has matured him. Normally, this would mean finding part-time work to pay the bills. Instead, Lucas has more time to focus on his studies and volunteer thanks to receiving a Belcourt Brosseau Métis Award.

The scholarships, funded in part by Syncrude, are based on a holistic assessment of financial need, connection to the Métis community, likelihood of improved opportunities, personal circumstances, and references. Awards generally range between \$2,000 and \$10,000, and cover a portion of education-related costs such as tuition and fees.

"It helped a lot," says Lucas. "Without it, I wouldn't have been able to volunteer with Bent Arrow's Coyote Pride Mentoring Program."

Playing a positive role in the lives of Aboriginal youth is another reason Lucas pursued a career in policing. Knowing interactions between teens and those in uniform aren't always positive, Lucas wants to show that police are in fact there to help. Lucas also wants the younger generation to be excited about continuing their education.

"I want them to know that graduating Grade 12 is the start of a whole new branch of their lives," he says. "You get to go out on your own and choose what path you want to follow. It's a new beginning in life."

Lucas is also passionate to learn more about his Métis heritage. He hopes to enlist in the RCMP Academy and one day return home to serve his community.

Lucas Punko proudly displays a ribbon shirt made for him by his grandmother Marguerite Punko. He says it symbolizes who he is and where he is from.


PROFILE

KENDAL NETMAKER shares messages of empowerment and gratitude

Courage to Dream


A

simple act of kindness can mean the world to a struggling family. And in the case of entrepreneur Kendal Netmaker, it also brought new meaning to the word 'friend.'

Bouncing around Saskatchewan's women's shelters with his mother and three sisters, the future looked uncertain for young Kendal. But then, in Grade Seven, a friend offered him a ride to soccer.

"When my friend's parents learned I had no way to pay the registration fees, and no way to travel to practices, they changed my life forever and offered to provide both," says Kendal, who grew up on the Sweetgrass First Nation but attended elementary school in nearby Cutknife. "The family eventually gave us a vehicle and it opened a new range of opportunities that allowed me to be involved with sports through high school and college."

"I'm committed to giving underprivileged kids the same opportunity I received, and it all started with help from a friend."

Kendal graduated high school in North Battleford and received a volleyball scholarship at Keyano College in Fort McMurray from 2005 to 2007. He went on to earn a Bachelor's degree at the University of Saskatchewan, and started his business in 2012. For the company, he chose the name Neechie, Cree slang for 'my friend.'

"I'm committed to giving underprivileged kids the same opportunity I received, and it all started with help from a friend," says Kendal. "Sports opened up the world for me."

His company has seen national and international success, with a portion of proceeds donated to non-profit athletic organizations. As well, Kendal has been honoured with the Canadian Council for Aboriginal Business (CCAB) National Youth Aboriginal Entrepreneur Award and named one of "Canada's Future Leaders under 25" by *Maclean's* magazine.

Forever grateful, much of Kendal's time is spent traveling across Canada speaking with students about their opportunities. Last year, Syncrude sponsored his visit to local high schools, where he offered words of personal advice to Aboriginal students.

"I can't even count the number of times I wanted to throw in the towel and quit," he said to one group. "But you have to challenge yourself to get uncomfortable, and find your courage."



PROFILE

Music Man

Twenty years on the air is only the beginning for CFWE radio host **WALLY DESJARLAIS**

H

is voice resonates across the airwaves. His music, interviews and commentary reach out to every First Nation and Métis community in Alberta.

His name is Wally Desjarlais and he's currently celebrating his 20th anniversary with CFWE, the province's only Aboriginal owned radio station.

Wally, born in Lac La Biche and raised on the Buffalo Lake Métis Settlement near Caslan, hosts the station's morning show.

"I'm inspired by the people I work with and the company I work for," says Wally. "I'm inspired by Canada's Aboriginal musicians and I like keeping our listeners up to date on everything from community news to what's happening in the world of music."

Wally is in fact no stranger to music; it's been a family tradition for decades.

"I grew up to the sound of music, especially country music," he says. "My grandmother always loved the jig and she was a good dancer. She also shared stories from the past as we helped her in the kitchen. She was a real inspiration to me and many others."

"I'm inspired by meeting with, interviewing and playing the music of Canada's Aboriginal musicians."

Some of Wally's interviews have both enlightened and encouraged him over the years. Among those were with Buffy St. Marie and Nathan Cunningham.

"We were the first station playing Cunningham's music; it's almost like we kind of help these aspiring musicians along their career path," he smiles. "When I interviewed Buffy St. Marie, we were supposed to talk for five or ten minutes, but the interview

turned out to be a half hour. Her music is sensational and it's not just her voice that has given her a wide audience, but also the messages she spreads through her artistry."

One of Wally's fondest memories occurred earlier this year when he emceed the talent show in Fort Vermilion.

"They were looking to start a dance troupe in the community to promote square dancing," he explains. "It's amazing when you watch those kids; there's a great deal of talent in the Aboriginal community and whether they are writers, singers, dancers or artists, I really enjoy promoting them all."

Hear more stories from the Indigenous community on CFWE by tuning into *Aboriginal Pathways* every Tuesday and Friday at 9:20 a.m., Wednesday at 5:20 p.m., Saturday at 11:20 a.m. and Sunday at 3:20 p.m., supported by Syncrude.

Tyler Hart used his life experience and hockey skills to help Aboriginal youth explore career pathways this summer.

A LEAGUE OF HIS OWN

Meet youth education's most valuable player

T

Tyler Hart is using the skills he gained from years of playing hockey to help Aboriginal youth succeed in school and in their careers. All while building a future for himself.

A member of the Métis Nation of Alberta, Tyler was born and raised in Fort McMurray and found his passion for hockey at an early age. He had enough skills to take him through a fairly lengthy amateur career in the Alberta Junior Hockey League playing for the Spruce Grove Saints and the Drayton Valley Thunder. Then it was off to the Western Hockey League with the Vancouver Giants and the Prince Albert Raiders.

With several scholarships in hand, including a WHL scholarship and a Belcourt Brosseau Métis Award, Tyler took on university. He played collegiate games while attending Dalhousie University until injuries forced him to consider life after hockey.

He upgraded his courses and transferred to a Commerce degree that he will finish at the University of Alberta. "My goal is to pursue more schooling after my undergrad and eventually own a business one day," says Tyler.

With hockey behind him and his sights on academics, Tyler focused his skills on Aboriginal youth as a career coach and facilitator with CAREERS: The Next Generation and its Aboriginal Youth Initiative program this past summer. CAREERS and Syncrude have been partners in youth career exploration for nearly 20 years.

Tyler collaborated with career counselors in the Alexander First Nation and Fort McKay First Nation to work with students on their job applications through resumé and cover letter workshops, interview skills

and workplace readiness. He also found employers to take on students and offered tips to workplace mentors. Tyler checked on the more than 50 students he placed in summer internships and their employers.

“What I tell students is that school might be difficult but it’s worth it to do the hard work now. Education opens so many doors.”

“It wasn’t always work-related when I stopped by,” says Tyler. “Sometimes I checked in on a personal level to see how the student was doing.”

He gained the trust of his students, learned about their skills and developed individual approaches to help them.

“I was successful because I can relate to them,” says Tyler. “I wasn’t a typical A student, and high school wasn’t easy for me. What I tell students is that school might

be difficult but it’s worth it to do the hard work now. Education opens so many doors.”

As a hockey player, Tyler learned the importance of communication and working as a team when you play sport at a high level. He also developed a strong work ethic that was instilled in him at a

young age. “I had to work hard for my opportunities and overcame a lot of adversity but that has made me a better person today,” he says. “I let my work on the ice speak for itself and I built the trust and respect of my teammates.”

By passing that ethic on to his students, he’s gained their respect and helped them succeed in their summer jobs. The experience this summer also made him consider ways he will continue to help people within his community.

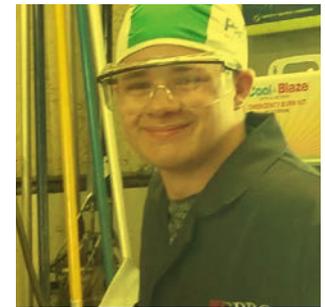
“I understand how fortunate I was for the experiences I had growing up,” Tyler explains. “Working with Aboriginal youth this summer was a rewarding experience. I feel I made a difference in some lives and that’s important to me.”



Alex Gordon, director of the CAREERS Aboriginal Youth Initiative (left) and Tyler Hart teamed up to prepare Aboriginal youth for summer internships.



New program prepares youth for the work world



A new initiative through CAREERS: The Next Generation is creating opportunities for students to succeed and thrive after graduation.

The CAREERS Aboriginal Youth Initiative, in partnership with the Government of Alberta, aims to increase the number of Aboriginal youth engaged as paid apprentices or interns working in an industry worksite setting. In addition, CAREERS plans to expand the number of employers providing paid workplace experiences for Aboriginal youth apprentices or interns in the Registered Apprenticeship Program, dual credit programs and health care work experiences.



“The more youth learn about and experience their career options and how to achieve them, the more prepared they will be after high school to join the world of work and show us what they can accomplish,” says Jerry.

“The more youth learn about and experience their career options and how to achieve them, the more prepared they will be after high school to join the world of work and show us what they can accomplish.” JERRY HECK

Through the new initiative, paid internships are offered in trades and technologies; health, recreation and human services; business, administration, finance and information technology; media, design and communications arts; and natural resources, engineering technology and engineering. Students also learn to create a resumé, write a cover letter and practice their interviewing skills.

“Aboriginal youth are the fastest growing segment of the population in Alberta and yet they have the lowest participation rates in employment,” says Jerry Heck, CAREERS senior vice-president of growth. “Our approach connects high school learning to a career path. It’s about opening doors to help Aboriginal youth in school and towards a career they enjoy.”

Unique educational experiences are also arranged, such as the Aboriginal CAREER Explorers Academy held at Northern Lakes College in Slave Lake this summer. It provided 12 high school students with workplace training, a four-week paid internship with local employers, and skills to help them live on their own.

The CAREERS organization has long supported Aboriginal youth in career exploration and internship, particularly in the trades. In fact, it’s been part of their mandate since forming in 1997 with help from Syncrude – a founding partner and still actively involved.

Increasing the number of Aboriginal student interns is an important indicator of the initiative’s success and CAREERS set a high target for student numbers this year. In 2015, CAREERS placed 129 Aboriginal students with 87 employers. This year, they provided internships for 212 – three more than planned and proof of the initiative’s continuing success.



PARTNERSHIPS

Trudy Boostrom is a graduate of the Syncrude Aboriginal Trades Preparation Program which ran at Keyano College from 2010 to 2012.

Kicking into High Gear

Canada's Aboriginal peoples play a crucial role in the competitiveness of resource industries. That's according to a report released by the Canadian Chamber of Commerce. *Aboriginal Edge: How Aboriginal Peoples and Natural Resource Businesses Are Forging a New Competitive Advantage* looks at the often untold story of successful partnerships between industry and Aboriginal communities.

"Many Aboriginal communities understand that resource industries offer employment for their people, markets for their businesses and investment in their communities," the report reads. "Resource businesses, for their part, understand that establishing productive relationships with local Aboriginal peoples offers them the potential advantages of a local pool of skilled labour, reliable suppliers and access to traditional knowledge about the environment in which they operate." As a sponsor of the report, Syncrude was proud to help tell the story of mutually beneficial outcomes that stem from meaningful engagement and aligned interests. Syncrude's Aboriginal Relations program dates back decades and remains a core component of its business today.

The report showcases a number of successful partnerships between the resource sector and Aboriginal communities, focusing on five areas: investment and ownership, employment, procurement, partnership on community development and partnership on environmental impacts.

"Our report noted that there are already more Aboriginal people employed or who own businesses in the natural resources sector than in any other sector, and this has positive impacts in communities across the country," noted Chamber president and chief executive officer Perrin Beatty in a blog post releasing the report. "Not everything is perfect, and there is still a long way to go.

But if the positive examples outlined in the report can lead to other collaborative projects, it could set an important trend for Canada."

Syncrude employees Tabitha Quintal and Trudy Boostrom are both profiled in the report while the company's contributions towards a mobile heavy equipment operator (HEO) training program at Keyano College is also highlighted. Announced in 2015, the program is set up in remote northern Alberta communities enabling the college to deliver training and skills development for Aboriginal students.

The Fort McKay Group of Companies is another success story shared in the report. Fully owned by the Fort McKay First Nation, the Group provides a range of services including heavy equipment operations, warehouse logistics, roads and grounds maintenance, environmental services and land leasing. The Group has annual revenues of around \$600 million and employs up to 1,000 people, approximately 20 per cent of whom are Aboriginal.

More information and a link to the full report can be found at www.chamber.ca.

Beetles are running all over reclaimed pasture land. And that's a good thing.

DIGGING IT



Even small animals can have big consequences for Syncrude's reclamation program. So when a species of dung beetle was found on a bison pasture in 2014, researchers took notice.

"I searched the literature and could find no evidence that anyone else had ever seen that specific dung beetle, *Aphodius fimetarius*, in this part of the province," says Wes Olsen, Canada's leading expert in bison and bison habitats. "Their presence in bison dung indicates the reclaimed ecosystem is working at a very complex level."

As a result of the findings, a biodiversity investigation was launched in 2015 to learn more about the insects occupying Syncrude's reclaimed areas with and without bison.

"It was incredible to see how many other species of insect life was present in the samples," adds ranch supervisor Brad Ramstead. "The volume and diversity from just one week of findings provided a diverse and abundant collection. It shows us the reclamation is maturing and there is a lot left to discover."

There are many reasons to try and better understand the behaviour of insects on Syncrude's bison pastures. In the spring, large numbers of robins were seen hopping around hunting for insects on the ground – a time when insects are typically sparse.

"Areas like these pastures are referred to as stop over sites; places that are rich in forage resources for insectivorous birds," says Wes. "These sites are critical for many of these birds because they need to regain the weight they have lost during migration. As many as 80 per cent of the birds that breed in the boreal forest are insectivores and are entirely dependent upon being able to find enough insects to survive and reproduce."

Known in the scientific world as a keystone species, bison have a huge effect on the environment around them.

"This documentation provides important benchmark data that will allow us to have better indicators for measuring biodiversity on our reclaimed lands," says Syncrude field services coordinator Sylvia Skinner.

Although it is early in the dung beetle study, evidence suggests larger environmental diversity than originally thought. Preliminary results found five species of dung beetles on the study site, one of which has never been recorded in Canada. This is the farthest north any of the five species have been recorded throughout North America.





L to R: Fort McKay Métis President Ron Quintal, Fort McKay First Nation Chief Jim Boucher and Syncrude President and CEO Mark Ward.

IT'S EASY BEING GREEN

Sometimes what we've been looking for has been right under our noses all along. Or, in the case of Fort McKay's new recycling program, it may have been under the kitchen sink.

On April 20th, Chief Jim Boucher and Council were joined by residents, Syncrude president and chief executive officer Mark Ward, and Regional Municipality of Wood Buffalo representatives at the Fort McKay School to celebrate the launch of the community's Green-Eye Waste Recycling Program.

"The environment is very important to the residents of Fort McKay," says Chief Boucher. "By incorporating a recycling program, we are demonstrating and teaching our young about reducing garbage on Mother Earth and taking care of our community."

A new recycle ranger and garbage truck were on hand at the event so residents could learn about the equipment. The program also features an educational component, as programming will be offered on recycling and waste management for all residents.

Syncrude donated \$600,000 towards the program. Mark notes it could go a long way toward reducing the amount of waste that enters the community landfill and even reduce or eliminate the need for more in the future. "It's a significant investment that will go towards a new garbage collection truck, curbside garbage and recycling bins for every resident, new garbage containers in public areas, a recycle ranger and community education," he says.

The Fort McKay Sustainability Department developed the project and is working on the implementation. Bear-proof garbage receptacles have been placed in various locations around the community to help in high traffic areas where there may be more garbage. The next phase of the program is focused on the enhancement of the Fort McKay landfill to

allow the community to add household cardboards to the list of recycled products. The new truck offers quicker pick up to and from homes and, as a result, fewer trips around the community for the driver.

With the new system in place, the Fort McKay Sustainability Department is continuing to work with community members to educate residents on how to get the best results from the waste management program. The programming offered by the department will further this positive, forward-looking initiative for years to come.

DID YOU KNOW?

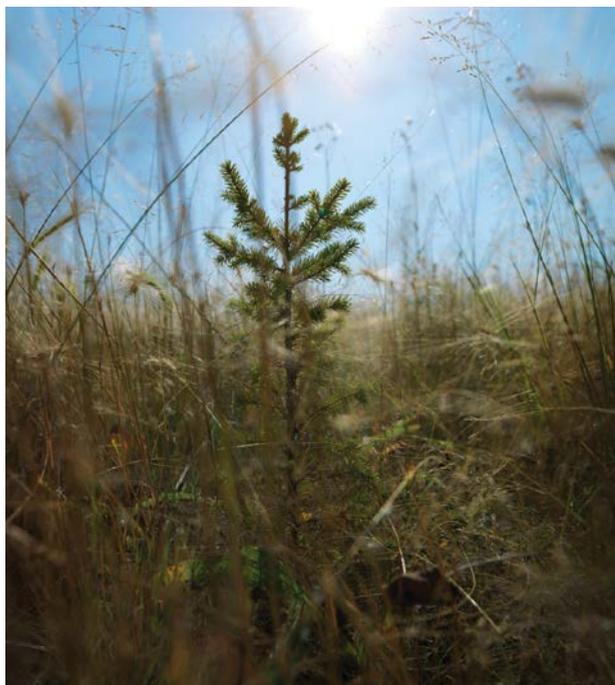
- **Recycling one aluminum can saves enough energy to run a TV for three hours.**
- **Each ton (2,000 pounds) of recycled paper can save 17 trees, 1,400 litres of oil, 2 cubic metres of landfill space, 4,000 kilowatts of energy and 26,500 litres of water.**
- **Recycling plastic saves twice as much energy as burning it in an incinerator.**
- **A glass bottle would take 4,000 years or more to decompose – and even longer if it's in the landfill.**
- **Out of every \$10 spent buying things, \$1 (10%) goes for packaging that is thrown away. Packaging represents about 65% of household trash.**
- **A typical family consumes 690 litres of soft drinks, 110 litres of juice, 394 litres of milk and 98 litres of bottled water a year. That's a lot of containers – so let's all recycle!**

Source: www.recycling-revolution.com

ENVIRONMENTAL UPDATE



The 85-hectare Kingfisher site is Syncrude's newest reclamation project. It will evolve into a similar landscape as the Sandhill Fen, pictured here, another reclaimed area in Syncrude's former East Mine.



New reclamation area taking shape

Syncrude's latest reclamation project continues to develop in the northeastern corner of the former East Mine, alongside Highway 63.

Around 14 hectares have been planted so far on the Kingfisher landscape, an 85-hectare area that combines both upland forest and lowlands.

"We planted two different eco-sites with various trees native to the region," says Syncrude vegetation specialist Eric Girard. "Near the edge of the predicted wetter area, we planted black spruce and tamarack. In the upland area, we planted spruce, aspen and birch. Eight species of shrubs were also planted, including green alder, beaked hazelnut, Labrador tea and red osier dogwood."

Eric notes the reclaimed area will eventually look similar to the Sandhill Fen which was completed in 2012 (see photo page opposite).

Like the entire East Mine, the Kingfisher landscape sits atop a foundation of composite tailings, capped with tailings sand. It will serve as the template for reclaiming the rest of the former mine during the coming years.

Learnings continue on water capped tailings

When Syncrude closed the west quadrant after mining, the company filled the empty pit with fluid fine tailings and capped it with water so that one day the resulting lake will be an important part of the reclaimed closure landscape.

Filling the mine pit was the easy part. Understanding the lake – its movements, the settling of the tailings and the developing ecosystem – is the goal of an ongoing monitoring and research program.

"Understanding what's happening in the lake is the role of monitoring. Understanding why that's happening is the role of research," says Syncrude technical lead Carla Wytrykush.

Monitoring involves setting baselines for a long list of water quality and lake processes. It also includes detecting and measuring changes in the lake in the first few years to develop a baseline of biophysical data to track lake performance.

Today there are six research programs underway with multiple activities to explore different aspects of the water body as it evolves over time.

ABORIGINAL RELATIONS SCORECARD



SYNCRUDE DIRECT WORKFORCE

Total Aboriginal Employees (#) 2015

461

2011	2012	2013	2014
492	474	452	451

ABORIGINAL REPRESENTATION IN:

Permanent Syncrude Workforce (%) 2015

9.4

2011	2012	2013	2014
8.6	9.1	8.7	8.9

Leaders and Management (%) 2015

6.1

2011	2012	2013	2014
5.5	6.0	6.2	5.8

Administrative, Professional, Technical (%) 2015

6.5

2011	2012	2013	2014
5.5	5.9	6.0	6.2

Trades and Operators (%) 2015

11.9

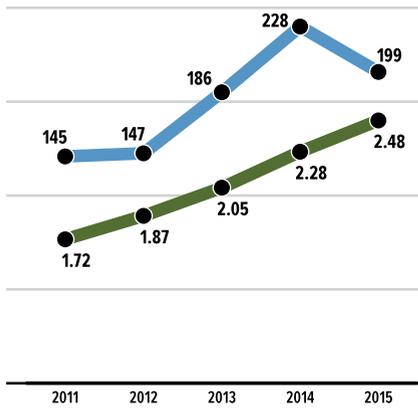
2011	2012	2013	2014
11.2	11.7	10.6	11.1

In 2015, Aboriginal workforce representation rose to a 10-year high of 9.4 per cent.

Business

Spending with Aboriginal Companies

— \$ millions annually
— \$ billions cumulative

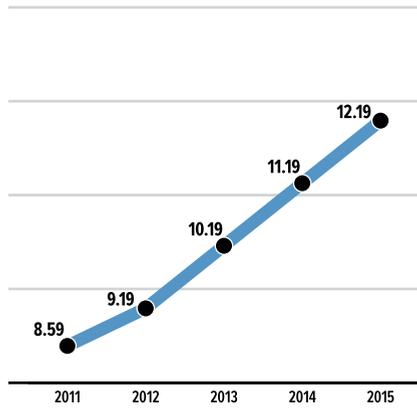


Total Aboriginal business spending for the year was \$199 million. Despite lower overall spending at Syncrude in 2015, the percentage of procurement with Aboriginal companies increased to over six per cent. The cumulative total for Syncrude business with First Nations- and Métis-owned companies is now about \$2.5 billion.

Community

Investing in Aboriginal Communities

\$ millions, cumulative since 2001

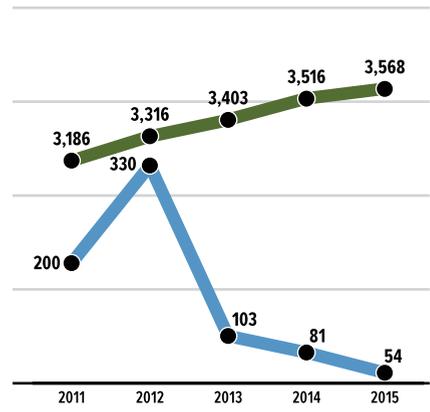


Syncrude invested over \$1 million in Aboriginal initiatives and projects during 2015.

Environment

Permanent Land Reclaimed

— hectares per year
— hectares cumulative



Syncrude has permanently reclaimed over 3,500 hectares to date. Another 1,000 hectares are ready for revegetation.



RECRUITMENT AND RETENTION

New Hires
(% of all hires) 2015

14.7

2011	2012	2013	2014
15.4	9.8	6.3	11.6

Attrition Rate
(%) 2015

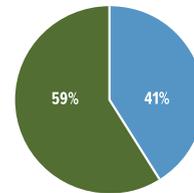
7.5

2011	2012	2013	2014
5.6	10.4	8.2	6.0

Average Years of Service
(# of years) 2015

12.3

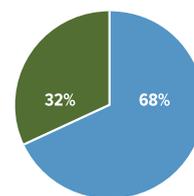
2011	2012	2013	2014
10.2	10.2	10.7	10.7



Oil Sands Reclamation*

Hectares, Permanent and Certified

■ Syncrude
■ all other oil sands mining



Oil Sands Mining Active Footprint*

Hectares

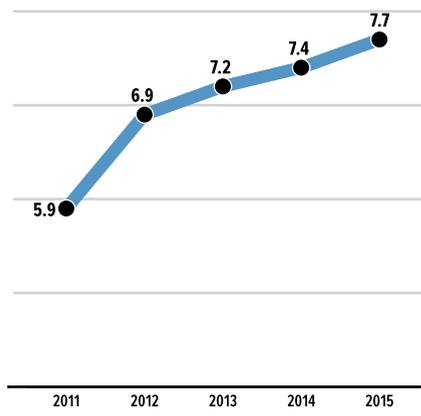
■ Syncrude
■ all other oil sands mining

Syncrude has planted close to eight million trees and shrubs on reclaimed land.

Environment

Trees and Shrubs Planted

millions, cumulative

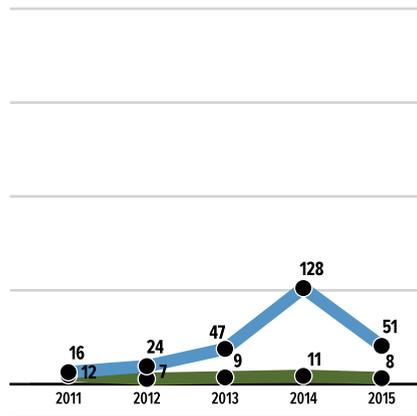


In 2015, over 272,000 tree and shrub seedlings were planted, including around 1,500 water sedge in wetland areas.

Wildlife Incident Tracking

of Incidents

■ avian¹
■ other animal²



1 Includes all bird and waterfowl mortalities related to oiling. Incidents are reported to the Alberta Government Environment and Parks department. An additional 30 mortalities were reported related to vehicle collision or natural or unknown causes.

2 Includes all animal mortalities, regardless of cause, including those in which the cause was natural, due to predation or unknown.

Education

Interested in a Syncrude scholarship? Since starting operations in 1978, Syncrude has provided ongoing financial support towards the educational endeavours of students throughout the province. Our goal is to continue building on this success and ensure even greater accessibility to financial resources in the future.

Through major endowments at several Alberta education institutions, students are able to access scholarships focused on a variety of fields, including engineering, nursing, education and environmental sciences. For a complete list of available scholarships, please visit syncrude.ca and click on *Community-Scholarships and Awards*. Many of the awards available are prioritized for Aboriginal and northern Alberta recipients.



Celebrating **OUR PEOPLE**

Syncrude's greatest resource is our people.

Today, over nine per cent of our workforce is of First Nations, Métis or Inuit descent. Here, we recognize our Aboriginal employees who reached service milestones between October 2015 and October 2016. Congratulations and thank you for making a career with Syncrude!

5 YEARS

Dawn Abel
Justin C. Beaudry
Robert Berland
Cordell A. Cassell
Andrew Cobbledick
Jake Couture
Arlene Deschamps
Jesse Dewolfe
Kurtis Girard
Annette Gladu
David Hynes
Amythyst James
Cindy Lays
Gerry M. Letendre
John McCullough
John Penney
Dylan Roberts
Conway Rumbolt
Naomi L. Shaw
Arron Sinclair
Shawn Sinclair
Sherry Tremblay
Vicky Tremblay
Roxanne Tuccaro
Tyrone Tuccaro
Randy Wood
Kingsley Woods
Chantelle Zalluski

10 YEARS

David A. Balmer
Wayne Brake
Greg E. Buffalo
Terry G. Connock
John Farrington
Holly Lavallee
Jerry L. Marten
James Marten
Loretta McCallum
Terryl N. Phillips
John Renton
Mason A. Richard
Tyler Richter
Kirby Russell
Michael G. Shelvey
Troy Thompson
Elizabeth White-Dover

15 YEARS

Paul Balmer
Ken Bell
Joel Blake
Barney N. Cartwright
Dana Chartrand
Ian C. Doka
Wayne Evasiuk
Shannon Flett
Carrie Jazwinski
Colter D. Kuntz
Kevin Mandeville
Jesse Parker
Kurt Russell
Carla Scrivener
Alice Tucker

20 YEARS

Fred Cardinal
Jennifer Janvier
Robert Lepine
Michael G. McPherson
Elaine Rose
25 YEARS
John G. Davids
Adam Richard Gladue

30 YEARS

Paul Cyprien
Clifford Flett
Richard Grandjambe
Lowen Hurford
Gary Middlebrook
Tony Muswagon
Peter Powder
Sharon Wright

35 YEARS

Art Forbister
Gary Plante
William G. Ronnenberg

Retirement Congratulations

Daniel E. Brown
Patricia Cobbledick
Real Couture
Raymond Dube
Jeanette Flynn

Tracey Gallagher
Patricia Golosky
Ron Groat
Bonnie S. Jones
Rick McDonald



Our Aboriginal Relations Program

PROGRESS TOWARDS SYNCRUDE'S GOALS is stewarded by our Aboriginal Relations Steering Committee, which includes executives, senior managers and advisors who meet quarterly to guide and champion strategies to ensure positive outcomes for Aboriginal stakeholders. An Aboriginal Relations team supports the Committee; they manage the day-to-day interactions and relationships with local communities.

BACK ROW (L TO R)

- Peter Read** Vice President, Strategic Planning
- Colleen Legdon** Manager, Community Relations
- Greg Fuhr** Vice President, Production Mining
- Doug Webb** Aboriginal Business Liaison, Procurement
- Prashant Mehta** Manager, Site Services

FRONT ROW (L TO R)

- Dr. Tom Lawley** Chief Medical Officer
- Lana Hill** Advisor, Stakeholder Relations
- Mark Ward** President and Chief Executive Officer
- Suzanne Hutchings** Manager, Human Resources Services
- Chaim Lum** Manager, Procurement

Missing:

- Kara Flynn** Vice President, Government and Public Affairs
- Isabelle Shelvey** Senior Regulatory Specialist, Regulatory Affairs
- Michelle Velez** Manager, Environmental Affairs

OUR ABORIGINAL RELATIONS TEAM



THE GOALS OF SYNCRUDE'S ABORIGINAL RELATIONS PROGRAM ARE TO:

- Be recognized as a leader in Aboriginal relations and business development, and an employer of choice
- Attract and retain qualified candidates from local Aboriginal communities
- Maintain support from regional communities of Syncrude's role in the oil sands
- Ensure effective, two-way relationships and consultation
- Focus community investment on education and recruitment, community relations, cultural retention and Aboriginal leadership
- Ensure regional communities have the capacity to engage with Syncrude regarding consultation, employment, business, and environmental and socio-economic impacts
- Ensure environmental programs are well understood by our stakeholders and designed to mitigate impacts to traditional land uses, and incorporate traditional knowledge where possible
- Achieve a balance of economic, environmental and social outcomes through engagement and evaluation of impacts
- Achieve regulatory and social license to operate

COLLEEN LEGDON With nearly 30 years in various roles at Syncrude, Colleen is appreciative of the many people who have influenced her during her career, the lessons she has learned and the friends she has made. Always willing to grow and take on new challenges, Colleen enjoys visiting the region's Aboriginal communities and engaging with community members because it provides opportunities to participate and learn about their culture and traditions. When not at work, you'll find Colleen enjoying outdoor activities, volunteering in the community, or spending time with her family.

DOUG WEBB joined Syncrude in 1986 as an automotive service technician, later taking on leadership roles, and then entering his current position in 2012. Born and raised in Fort McMurray, Doug has a deep appreciation for his roots and how they've brought him into a position where he has the privilege of witnessing those around him, many of whom he grew up with, succeed and thrive. A husband and father, his goals are to share work opportunities where they exist and create ones where they may not, with the ultimate reward of bringing sustainable work to the Aboriginal communities of the region.

JAMIE SULLIVAN For Jamie, every day is a walk in the park. A native of Nova Scotia with Métis, Micmac and French Acadian roots, Jamie is an outdoor enthusiast who enjoys paddle boarding, yoga, and taking her dog for long walks. She is connected to her neighbours and local Aboriginal communities through the many cultural activities she attends in the region. When she isn't busy in the community, you'll find her in Fort Chipewyan spending time with her brother and his family.

**TOP ROW L to R:**

Colleen Legdon, Community Relations Manager

Doug Webb, Aboriginal Business Liaison

Jamie Sullivan, Stakeholder Relations Advisor

Tracey Stephen, Stakeholder Relations Advisor

BOTTOM ROW L to R:

Lana Hill (with daughter Addison), Stakeholder Relations Advisor

Marty Quintal, Aboriginal Recruitment Advisor

Jo Anne Hulan, Community Investment Specialist



TRACEY STEPHEN is a recent addition to the team and more than a perfect fit. Raised in Fort McMurray, she has deep roots in the region and community investment and public affairs experience in municipal, provincial and corporate sectors. She is excited to learn about the local Aboriginal communities and build relationships with them. Outside of work, Tracey enjoys spending time with family and friends, and volunteers for several not-for-profit organizations.

LANA HILL Family provides the strength for Lana to be successful at whatever she does. A proud First Nations, Saulteaux, and member of the Cowessess First Nation, Lana says her daughter is her greatest influence and gift. She credits her mentors for making her a better person and for their guidance throughout her career. Lana enjoys the uniqueness of her job and the opportunity to engage with new people. Working with community members has taught her what she can do to ensure Syncrude remains a great neighbour and employer of choice. When not at work, you can find Lana spending time with family, traveling or volunteering.

MARTY QUINTAL Leaving her hometown of Conklin at the age of 13 to attend school in Fort McMurray, Marty understands the commitment it takes to achieve big dreams. Marty began working at Syncrude as a labourer over 25 years ago but, after quickly proving herself a great addition, was soon offered a permanent position as an instrumentation technician. In her current recruitment role, she enjoys working with local communities towards creating employment opportunities and helping people find rewarding careers. The mother of a teenage daughter, she understands the value of education and the determination it takes to realize your full potential.

JO ANNE HULAN came to Fort McMurray from Newfoundland more than 30 years ago and since then has raised a family, helped build the community, and never stopped learning throughout her lengthy career. She started in an administrative position in Mining and took advantage of opportunities to try different jobs in the company before landing a role in Government and Public Affairs. She is new to the Stakeholder Relations team and excited to keep learning and strengthening her ties within the region. Family and friends are very important to Jo Anne. She spends much of her spare time with her husband, children and grandchildren, and fundraising with friends.

COURAGE. BRAVERY. KINDNESS. GENEROSITY.

There isn't really one word that can truly and accurately describe the incredible heroism and amazing support we witnessed through this year's wildfire event. While the call for help was answered by people across the globe, nowhere was the power of the human spirit more evident than here at home.

Thoughts from the President and CEO

This year's *Pathways* explores the wildfire through the eyes of those who responded on the front lines and those who opened their homes and kitchens when it was needed most. They are stories of hope and optimism, and victory over unimaginable odds.

Take for instance 18-year-old Trace Quintal and his father Ron, deputy chief of the Fort McKay Fire Department. It was Trace's first call as a full-fledged member of the volunteer brigade and he responded without thinking twice.

Syncrude responders Cory Jahelka and Dwight Flett were also on the ground, fighting emotions as much as flames, while Dwight's wife Miranda opened up their home in Fort McKay to help people fleeing north.

At the same time, Syncrude fire brigade team member Cynthia Courteoreille and Fort McKay Elder Rose Bouchier teamed up with other residents to help feed the souls and stomachs of firefighters and evacuees alike.

It was Helen Keller who said, "Alone we can do so little; together we can do so much." I can think of no greater examples than what we witnessed here

in Wood Buffalo this past year. And yet, these are only a small sample of the extraordinary things that were accomplished in an extraordinary situation. To everyone who assisted wherever and however they could, my deepest gratitude.

While the impacts of the wildfire event will undoubtedly be felt for some time yet, I hope the other stories in *Pathways* can remind us that tough challenges are overcome every single day and great achievements are continually happening all around us. Through Syncrude's commitments in the areas of Aboriginal business and community development, education, employment, environmental stewardship and corporate leadership, I hope we can continue to provide the support and encouragement where needed to help along the way.



Mark Ward

President and Chief Executive Officer



These organizations and initiatives recognize Syncrude for its expressed commitment and comprehensive programs to support Aboriginal people.



F.F. SHELLEY, C. U

F.F. DESTINY, Y. DFEIDA

F.F. TYLER





**NEW
BEGINNINGS**

Syncrude

www.syncrude.ca

The Syncrude Project is a joint venture undertaking among Canadian Oil Sands Partnership #1, Imperial Oil Resources, Mocal Energy Limited, Nexen Oil Sands Partnership, Sinopec Oil Sands Partnership, and Suncor Energy Ventures Partnership.



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