

IT'S TIME TO START
EXPLORING AGAIN

CANADIAN ASSOCIATION OF LAND AND
ENERGY PROFESSIONALS

THE
NEGOTIATOR

APRIL 2026

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UNDERSTANDING IMAR: WHAT IT MEANS FOR CANADA'S ENERGY INDUSTRY

Kevin Martin | SLAC

The attached submission from **Energy Connections Canada** outlines industry concerns with Natural Resources Canada's proposed **Indigenous Ministerial Arrangements Regulations (IMARs)**, a policy concept that could significantly reshape how major energy infrastructure, particularly pipelines, is regulated in Canada.

At its core, IMAR proposes to expand the role of Indigenous governing bodies within the federal regulatory framework by enabling them to exercise certain powers, duties, and functions currently held by the Canada Energy Regulator (CER). While advancing Indigenous participation and economic reconciliation remains a priority and one that industry has made meaningful progress on, the proposal raises important questions around regulatory consistency, project timelines, and investor confidence.

For CALEP members, this is not just a policy discussion; it has direct, practical implications. The introduction of multiple regulatory authorities along a single project corridor could result in **fragmented decision-making, inconsistent standards, and prolonged approval timelines**. From a land perspective, this has the potential to complicate acquisition strategies, consultation processes, and stakeholder alignment across jurisdictions.

The broader concern highlighted is that IMAR may run counter to the federal government's stated goal of

"one project, one review", instead of introducing a system with multiple interpretations and processes applied across a single project. This level of uncertainty is viewed by the industry as a material risk to investment in Canadian energy infrastructure, at a time when competitiveness is already under pressure.

CALEP members should be aware that while Indigenous engagement continues to evolve, and rightly so, there is a balance to be struck between meaningful participation and maintaining a **clean, efficient, and predictable regulatory environment**.

What can you do?

- Stay informed on emerging regulatory changes like IMAR
- Engage in industry consultations and provide feedback where opportunities arise
- Work proactively with clients and stakeholders to understand how evolving frameworks may impact project execution
- Advocate for solutions that support both reconciliation and regulatory clarity

This is a developing file with potentially far-reaching implications for land professionals, project proponents, and the broader energy sector. Understanding the direction of these regulatory changes will be key to navigating the next phase of project development in Canada.

31 March 2026

To: Natural Resources Canada
RE: Input on the Indigenous Ministerial Arrangements Regulation

Via email only: imar-rama@nrcan-rncan.gc.ca

Energy Connections Canada (ECC) represents the interests of energy transmission companies that transport a majority of Canada's crude oil, natural gas and refined products across North America and beyond. Our members are global leaders in the safe and responsible delivery of energy products that fuel life in Canada and around the world.

We appreciate the opportunity to comment on Natural Resources Canada's (NRCan) Indigenous Ministerial Arrangements Regulations (IMARs) discussion paper. We begin by noting that our members are proud of their contribution to Indigenous economic reconciliation through benefits agreements, direct employment, contracting of Indigenous businesses, capacity building, cultural investments, environmental monitoring/mediation programs, and equity partnerships with Indigenous Communities. Canada's energy industry is a leader when it comes to partnering with and benefiting Indigenous Communities. It is worthwhile highlighting some of our members' recent actions:

- During its Expansion Project, Trans Mountain Pipeline entered into 69 Mutual Benefit Agreements (MBAs) with 81 Indigenous groups. These MBAs are valued at more than \$650 million, separate and apart from any value associated with contracting opportunities. Throughout the Expansion Project, Trans Mountain awarded approximately 25 per cent of its contract value to Indigenous businesses and partnerships.¹
- With its Coastal Gas Link project, TC Energy secured MBAs with all 21 elected First Nations communities across its right-of-way. Over \$1.4 billion in sub-contracts were awarded to local Indigenous businesses. In 2022, TC Energy signed option agreements to sell a 10 per cent equity interest in Coastal GasLink to Indigenous Nations.²

Within Canada's regulatory process there are significant existing avenues for Indigenous participation including Indigenous monitoring committees and involvement in environmental and socio-economic protection plans.

Moreover, the Canada Energy Regulator (CER) established the Indigenous Advisory Committee (IAC) in 2020 to advise the CER Board of Directors on how the regulator can build and strengthen relationships with Indigenous peoples by advancing their involvement, advising the Board on integrating Indigenous perspectives, knowledge and teachings, bringing Indigenous perspectives into governance, and to support the CER's commitment to advancing reconciliation.

We note that these existing mechanisms are achieving enhanced participation of Indigenous Communities in Canada's pipeline development. When it comes to the IMARs, we believe there are sufficient concerns with the concept to question its viability.

¹ TransMountain_ESG-Report_2024-ENGLISH.pdf

² CoastalGasLink - Sustainability

The IMARs contemplate a circumstance where the powers, duties and functions of the CER would be shared across a number of Indigenous bodies resulting in several regulators across a pipeline. In its discussion paper, NRCan describes IMAR and Indigenous Governing Bodies (IGB) by stating, “*These Arrangements would authorize an IGB to undertake greater participation in regulatory processes for energy infrastructure regulated by the Canada Energy Regulator (CER) by exercising specified powers, duties and functions (PDFs) under the CERA.*” And that, “*...an IGB could be authorized representatives of First Nations, Métis or Inuit, including existing organizations such as a band council and may include national, provincial or regional organizations.*”

We point out that distributing the CER’s powers, duties and functions to a number of bodies across a pipeline’s length, in addition to the CER, runs counter to the Government of Canada commitment to create ‘one project/one review’. These ideas are cross-threaded and represent a mixed message to investors.

More specifically, industry can assume that creating several different entities implementing CER powers, duties and functions will lead to different interpretations, different practices, different timeframes and, therefore, different outcomes from each of a number of regulators across the length of a given pipeline. Anecdotally speaking, we do not believe the Government of Canada would propose that any other nationally-regulated industry – banking, telecommunications, railways, shipping, airlines – would have a multiplicity of regulators interpreting powers, duties and functions of federal legislation across the territories that those industries operate in. This idea is unworkable from an investor’s perspective.

These concerns set aside the obvious implementation barriers, which is building sufficient technical capacity to carry out lifecycle pipeline regulation and independent adjudication by numerous new regulators. In addition, Indigenous Communities would have to make a choice between participating in the regulation of a pipeline or engaging in financial benefits from that pipeline. These roles conflict.

Finally, it needs to be stated that Canada’s existing energy regulatory regime is not working for investors. The Government of Canada knows this as evidenced by the creation of the *Building Canada Act* and the Major Project Office, which have the explicit purpose of expediting project approvals through what has become a far too protracted and risky regulatory regime.

When considering where to invest, companies look to jurisdictions where they can expect a timely return of and on capital. Pipeline investors need to understand who will regulate their assets and under what processes, timelines, and standards before they consider deploying capital and, also, how one country’s regulatory regime compares to others in this regard. The IMARs only add to the risk of investing in Canada by creating a multiplicity of parties implementing what needs to remain the powers, duties and functions of one known, independent, life-cycle regulator.

Canada’s pipeline industry wishes to continue investing in Canada and continue creating jobs and advancing Indigenous economic reconciliation. Our industry is proud of what it has been able to accomplish with Indigenous Communities. ECC asks NRCan to consider the significant advancements in Indigenous participation and oversight that exist in the current regulatory process in lieu of further development of the IMARs. Thank you for the opportunity to comment.

Sincerely,



Evan Bahry
Executive Director

IT'S TIME TO START EXPLORING AGAIN



Garrett Wilson, P.Eng. | Wilson Energy Projects Ltd.

Perhaps contrary to what we may hear at times, the world continues to have a sustained thirst for petroleum products as the critical feedstock for our growing population and expanding technological and industrial sectors. This article presents some of the data and influences around our utilization historically while highlighting an urgency to find resources to ensure the required supply will be available in the coming decades.

Figure 1 below provides some insights as to how our appetite for petroleum liquids has evolved since 1980. During the 20-year period prior to 2000, population growth outpaced the increase in petroleum consumed per day by a factor of 1.7, but analysis of the period from 2000 to current reveals that the percentage growth in liquids consumption has drawn even with the population growth percentage, with both variables increasing by just over 30%.

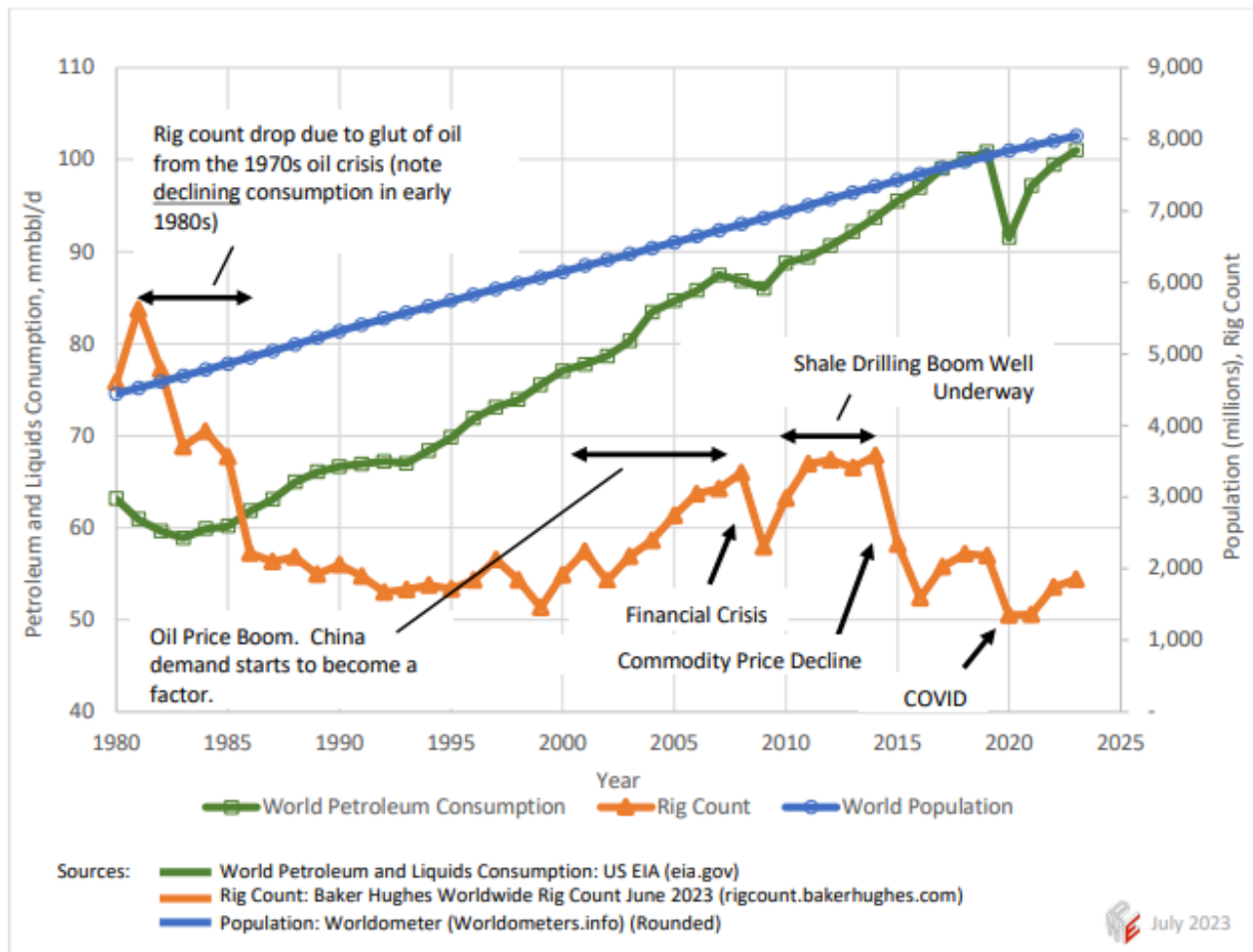
With a look at Figure 1 in more detail, it can be seen that the fallout from the 1970s oil crisis had a huge impact on the petroleum consumption in the early and mid 1980s, contributing to the significant difference in growth rates when compared to the population in the pre-2000 period noted above. However, further analysis

of the time period since 2000 provides a different picture of the world's changing petroleum consumption. This difference in our consumption habits over the last 20 years is perhaps most accurately illustrated if we note the consumption data during the two events of the 2008 financial crisis and COVID as anomalous and subsequently analyze the data in the three time periods surrounding them. In doing this, the time periods reveal that the growth in liquid consumption has outpaced the population growth by factors of 1.4 and 1.2 for the periods of 2000-2007 and 2010-2019, respectively (pre and post 2008 financial crisis), with the factor increasing to 2.4 for the post-COVID (post 2020) era thus far.

Within this period of relatively increasing consumption and in particular, the last ten or so years (pre and post COVID), it is also evident that rig count has decreased significantly. As context, the rig count typically provides an accurate barometer of the overall activity and sentiment within the industry as it reacts to changing economic, geo-political and technological conditions while providing ongoing future insight as to the supply of the oil market. The measure holds true in this era, as we saw the rig count

dropped drastically as oil pricing dropped sharply from the highs observed during the four or five years preceding 2014. Theory for the causes behind this and the resultant 55% drop in rig count between 2014 and 2016 could include the increased supply from domestic shale drilling, energy policy changes, horizontal/multi-stage fracturing technical advances, decreased demand in Asia, and efficiency increases in automobiles, etc. Regardless of any causal analysis, the reality of increasing overall consumption diverging from the decreasing rig count starts to reveal a bit of a run-up to our current situation and the urgency behind it.

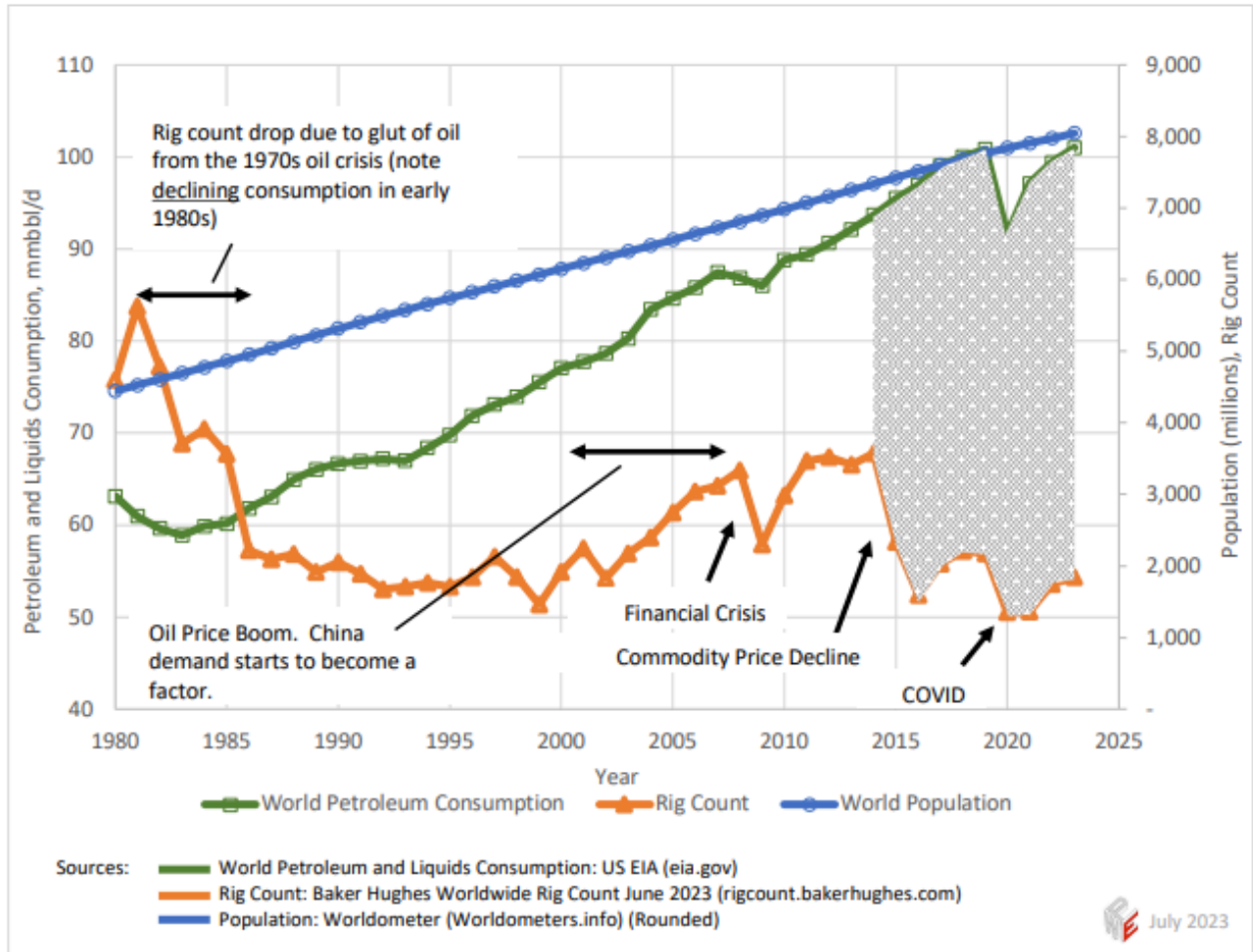
Figure 1: Worldwide Rig Count and Petroleum Consumption with Global Population



The Situation and The Opportunity

The sharp decrease in activity (and prior capital investment) since 2014 in an environment of increasing petroleum consumption has helped highlight the urgent situation where additional feedstock will be needed to fuel future consumption. This somewhat sudden and significant disparity is illustrated in the latter years in Figure 2 below.

Figure 2: An Indicator

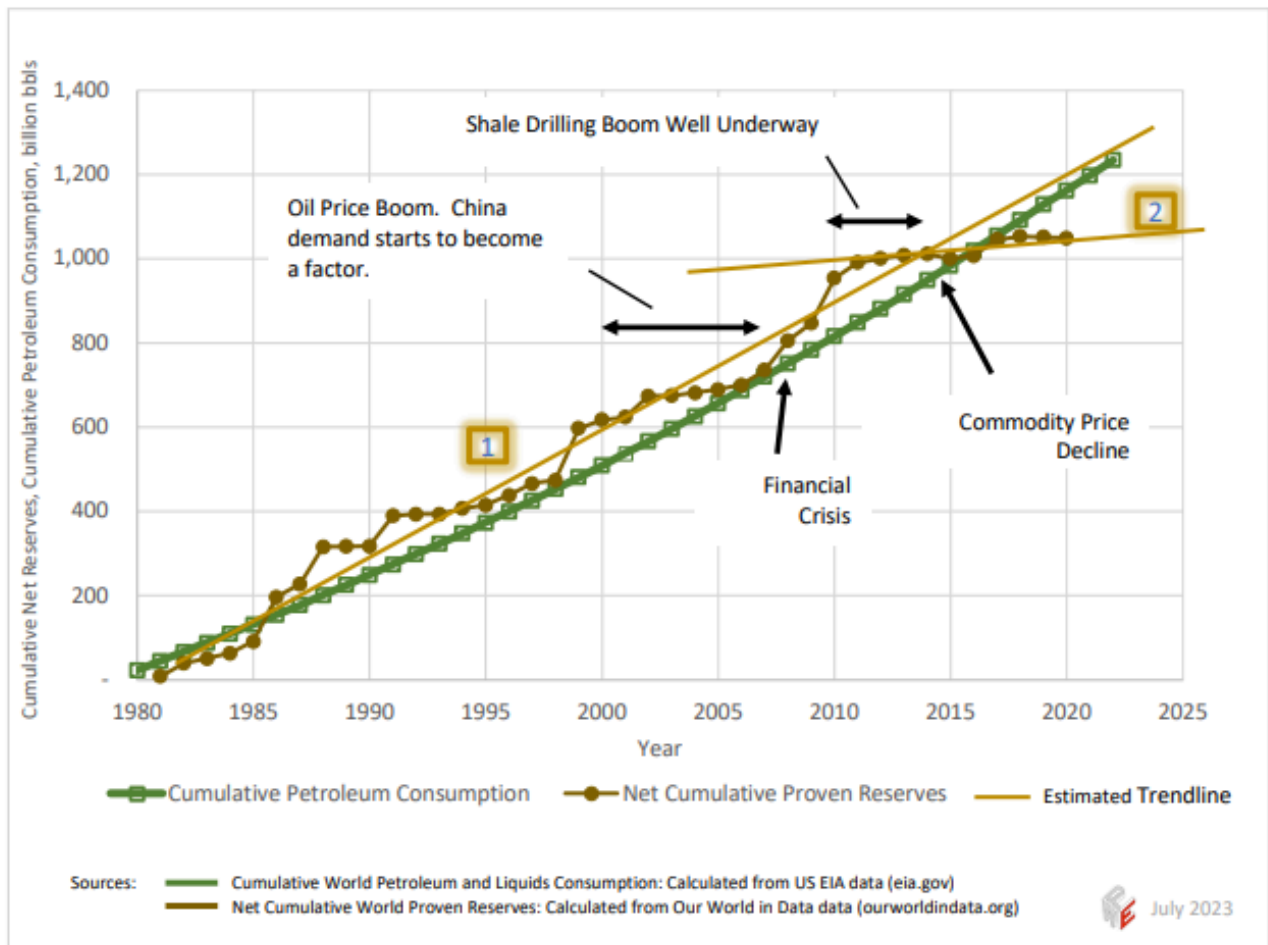


Without consistent investment in drilling or the development of significant technological or operational improvements in sustainably producing reservoirs, a decrease in reserves is inevitable. As seen below in Figure 3, this has, in fact, been the case where reserve additions have been off pace since approximately 2010 and have only been exacerbated by reduced drilling.

The addition of trendlines in Figure 3 above helps in highlighting the need to find new reserves. Trendline 1 shows that between 1980 and approximately 2010, the net reserves additions basically kept pace with liquids consumption. However, in the subsequent years following 2010, this situation changed drastically as illustrated by trendline 2, where the proven reserves added year over year fall off significantly when compared to the consumption. This change in slope of the cumulative reserves curve sets up approximately two years after the financial crisis indicating perhaps changing financial conditions within the industry post-crisis, an acceleration (versus addition) of reserves due to horizontal infill drilling, a changing policy environment, or the aforementioned reduction in drilling activity (or any combination thereof), all in an era where consumption has typically been increasing. Additional reserves data from the last two years will help to see if this trend is continuing or showing a correction back towards the previous longer-term trend.

Our consumption of and demand for petroleum continues to increase as we rely on this energy-rich and efficient source to fuel daily life, create and manufacture new technology, and provide growth and future prosperity for large developing nations. An unprecedented opportunity exists now to address this urgency to explore for and develop new reserves, thus ensuring the feedstock required to satisfy future demand is secured, and a stable energy market is maintained.

Figure 3: Worldwide Cumulative Net Proven Oil Reserves Added vs. Cumulative Petroleum Consumption Since 1980





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A CRASH LANDING CHARACTER, ETHICS & LAND

Gary Lepine | President, Concord Professional Development

It is a fairly well-known event, but one worth recounting. On January 15, 2009, US Airways Flight 1549 took off from LaGuardia Airport. Soon afterwards, the airplane hit a flock of geese, causing damage to both engines, which then quickly lost power. At that point, the flight was heading north over the Bronx, a highly populated area, and the captain, Chesley ‘Sully’ Sullenberger, and the co-pilot were faced with a series of critical decisions over a very short period of time. Along with assessing and addressing the physical damage to the aircraft, the decision of where to attempt an emergency landing was obviously paramount. The potential for a significant loss of life was real. Sully made the decision to land the plane on the Hudson River – a highly complicated and risky choice. Keeping the plane at the right angle and at a manageable speed, all without engine power, was a daunting task, but they did it with no loss of life. (There is a movie, ‘Sully’, about the event if you are interested.)

There are a number of lessons or discussion points to be made about this event. Many people described it as miraculous, and it is easy to see why. What many have also pointed out is the amazing skill and calm resolve

that both Sully and his co-pilot showed. What they faced was unprecedented, and what they approached it with was a lifetime of experience and training. What came ‘naturally’ to them in a moment of extreme crisis was developed over years of practicing their craft.

One parallel that can be drawn from this event is the nature of human character, a word we often use to refer to ethical or moral strength or excellence. Similar to being able to face an emergency crash landing, moral character is the ability to take knowledge and skills that have been well honed and practiced over a lifetime so that in any moment, and in particular a moment of crisis or intense pressure, we respond well. As with any discipline, such as flying a plane, playing an instrument, or playing a sport, moral character takes practice and concentrated effort. There may be elements that come more easily or naturally to us, but as with most areas, excellence only comes after reflection and repetition. It is a continual process we follow throughout our lives.

It is helpful when we have plenty of time to work

through an issue. We can consider the various options, gather enough information, and make a measured response to the best of our abilities. Like Sully, however, sometimes we do not have the luxury of time. Choices come at us every day; most are fairly minor; some are more significant. Making consistently good choices when time is pressing comes from a grounded and developed character. Handling conflict well and maintaining a strong sense of professional integrity also comes from a well-developed and 'second nature' character, where we are able to act quickly and consistently when time is of the essence.

This emphasis on the expression of character as the core of an ethical life stands in something of a contrast to our culture's emphasis on a compliance mentality. We have numerous regulatory frameworks, corporate policies, and other legal expectations in our business environments. Many organizations have Ethics & Compliance departments, which are indeed important as a starting point for understanding our corporate obligations. However, a focus solely on compliance does not get us very far when it comes to many of the challenging ethical issues we face in the modern professional and business world. Rules or laws are important as a baseline and give us some boundaries that we need to pay attention to. The challenge, though, is that there can never be enough rules to cover every situation or scenario that one might face in life, specifically in life as a professional landman. I was watching a television show a while ago, and one of the characters summed up this idea rather nicely. He stated, "They try to think of everything when they make their laws. But it turns out, everything is a lot to consider." Knowing how to bring knowledge and respect for regulatory expectations together with a deeper appreciation for underlying moral standards and values is an important conversation and skill set.

So, what are the specific elements of a strong moral character? There are, of course, many that could be suggested and ones that have been discussed for centuries, but here are a handful that I think particularly relate to the land industry.

Perhaps it is an obvious place to begin, but being trustworthy is one thing that is at the heart of professional ethics for landmen. The level of trust in any interaction affects everything. The concept of negotiating in good faith is essentially contingent upon both parties exhibiting at least a minimal level of both showing trust and being trustworthy. The higher the level of trust, the quicker and smoother negotiations will go. This trust is then also the basis for any long-term relationships – whether they be with family, friends, colleagues, or landowners.

Additionally, treating people with basic kindness & respect are virtues that are important in any area of life. Working with people, especially those who are rather different than us, can be challenging. Stress, deadlines, and the pressure to get a deal done can tax our ability to interact well with one another. And yet, kindness and respect remain a priority in building and maintaining trust and contribute greatly to our character and reputation. We tend to trust those who treat us with a measure of kindness and respect; we do not usually trust – easily at any rate - those who treat us poorly.

A related consideration is the use of power. In a professional context, we often talk about carrying a fiduciary duty. A fiduciary duty is an obligation to acknowledge and manage the power imbalances that are inherently a part of our interactions with people. It recognizes that as we work with others, the playing field is not always level. Acknowledging this fiduciary duty or relationship gives practical expression to the core virtues of kindness, respect, truthfulness, and fairness. Being truthful with information and treating people fairly in our business dealings contribute a great deal to developing moral character. As professor and author Robert Sutton puts it, "The difference between how a person treats the powerless versus the powerful is as good a measure of human character as I know."

One final suggestion to consider. Being good stewards of our resources is vital to the ethical discussion in the land and energy context. What

does it mean for all of us to live where we do, enjoy the resources our world offers, and to do so in as responsible a way as possible? These are not easy questions, but as the world's population grows and the demand for resources increases, they are extremely important. There is always an ongoing tension between meeting today's needs while keeping an eye on the future implications of our choices. Navigating this tension will require significant moral reflection.

Hopefully, we never have to face an ethical challenge of the magnitude of Captain Sully's crash landing. If

we ever do, our moral character is put to the test. Success in those moments, I believe, is largely predicated on the culmination of our decisions and habits to that point. It is often the seemingly less significant situations and choices along the way that, in many ways, build the character we draw upon when life gets particularly challenging. Moral character is the ability to hold fast to the most important things when taking a shortcut would be easier or perhaps more profitable, and it allows one to maintain one's personal and professional integrity when faced with a challenging situation.





WHY CAPACITY FUNDING MATTERS:

UNDERSTANDING NATION WORKLOADS AND REASONABLE TIMELINES

Chris Switzer | AiM Land Services

There is often a fundamental misunderstanding at the core of consultation. From the outside, it can appear straightforward - send a notification, set a deadline, and wait for a response. If enough time has passed, that should be sufficient. But anyone who has worked closely in this space knows it is rarely that simple.

Consultation does not land on an empty desk.

When a Nation receives a notification package, it enters an environment already shaped by competing priorities, active referrals, internal responsibilities, leadership briefings, community concerns, and limited staff capacity. Many consultation teams are balancing multiple roles within their communities. What may appear to be a routine request from a proponent can represent hours or even days of work for those responsible for reviewing it. This is exactly why capacity funding matters.

At its core, capacity funding reflects a basic reality: meaningful consultation requires capacity. It requires time to review materials thoroughly and staff who can interpret maps, assess project details, identify potential impacts, coordinate engagement, and bring leadership and knowledge holders into the discussion where appropriate. It may involve technical expertise,

site visits, Traditional Land Use studies, and broader community input. It often includes follow-up questions, internal deliberation, and careful consideration of how a project may affect land, water, access, harvesting, and the exercise of rights.

This is not incidental work. It is not peripheral. It is the work.

And yet, there remains a tendency in some contexts to assume that this level of participation can happen quickly and with limited resources. Timelines are often driven by project schedules, and information is shared with the expectation that communities will respond within relatively tight timeframes. When responses are delayed, it can be misinterpreted as a lack of interest or concern. More often, the explanation is much simpler: the workload is significant, and capacity is finite.

This disconnect is one of the more persistent challenges in consultation and engagement.

Project teams are understandably focused on their own timelines, managing milestones, reporting requirements, contractor schedules, regulatory

expectations, and budgets. But the Nation receiving the information is rarely dealing with a single project in isolation. In many cases, there are dozens of active files under review at any given time, each with its own materials, deadlines, technical considerations, and follow-up needs. Some consultation offices are well established but remain stretched. Others carry substantial responsibility with very limited staff. In both cases, the demands are real.

That reality deserves more recognition than it sometimes receives.

Capacity funding is one practical way to respond to these realities. It creates the space for Nations to engage in consultation in a meaningful and considered way, rather than under compressed timelines. It supports the real work involved, internal review, leadership discussions, community engagement, technical analysis, fieldwork, written submissions, and monitoring activities. At its core, capacity funding recognizes that meaningful participation requires time, effort, and resources, and should not be expected without appropriate support.

This should not be seen as controversial. If proponents and regulators are seeking informed, thoughtful feedback, there must be a practical way for that feedback to be developed. Without that, the process risks becoming uneven from the outset. One side arrives with project teams, consultants, technical specialists, and legal counsel, while the other is often expected to respond within limited timelines, with constrained capacity, and in some cases without confirmed funding to support the review. That is not a balanced process, even if it is often treated as standard practice.

Capacity funding is not only about efficiency, although it certainly contributes to more effective processes. At its core, it is about fairness. It reflects an understanding that Nations are not being asked to participate in an abstract exercise, but to assess projects that may affect lands, waters, harvesting areas, culturally significant places, and rights-based

interests. The responsibility associated with that review is substantial, and it should be recognized as such.

Closely tied to this is the question of timelines. What may appear reasonable on paper is not always achievable in practice. Timelines are shaped by several factors, including the volume of materials to be reviewed, the complexity of the project, the level of technical support required, existing community priorities, and the internal processes needed to develop a response. Just as importantly, timelines are only meaningful if capacity funding is in place early enough to allow that work to begin.

This is often where consultation processes begin to strain. Deadlines may be set with good intentions, but if the conditions needed for meaningful review were never in place, those timelines were never truly reasonable to begin with. That does not mean proponents are acting unfairly by design. More often, it reflects that the realities on the Nation side were not fully understood or not given sufficient weight during the planning process.

A better approach starts with being clear about those realities.

Nations are often managing multiple files at once. Staff is reviewing complex materials, responding to various proponents, preparing for meetings, following up on prior commitments, and supporting leadership in making informed decisions. At the same time, there may be overlapping community concerns, ongoing cumulative effects, or legacy issues that need to be considered before a new project can be fully assessed. When this is combined with tight timelines or delayed funding, it becomes much easier to understand why consultation processes can become strained.

Mitigating this starts with building realistic timelines from the outset. That means asking what is reasonably required for a Nation to properly review a project, providing capacity funding early or at

minimum, opening that conversation and recognizing that consultation teams are often managing far more than is visible externally. Most importantly, it means understanding that a delayed response is not necessarily a lack of engagement. In many cases, it reflects the reality of multiple demands being carried by a limited capacity.

When Nations have the time and resources to review information thoroughly, the quality of engagement improves. Questions become more precise. Concerns are more clearly articulated. Follow-up is more focused. Potential issues can be identified earlier, when there is still a meaningful opportunity to adjust project design or discuss mitigation. This benefits everyone involved, shifting the process from reactive to constructive.

That is what consultation should aim to achieve.

Too often, capacity funding is treated as a secondary administrative detail, something to address once the “real” work is underway. But that framing misses the point. Capacity funding is what enables the work to happen in the first place. Without it, and without timelines that reflect actual workloads, meaningful consultation becomes difficult to achieve, regardless of how well the process is described on paper.

At its core, this is about respect. Respect for Nation staff, for leadership processes, and for the time required to review information carefully and respond thoughtfully. It is also about recognizing that consultation is not simply another step in a project schedule. It is work tied to real places, real concerns, and real responsibilities.

There is nothing particularly complex about this. If the goal is better consultation, stronger relationships, and more informed project planning, then capacity funding and reasonable timelines should be understood as foundational, not optional. They are not add-ons; they are part of the conditions that make meaningful participation possible.

And ultimately, that is the point. Consultation works best when those being asked to participate have the time and resources to do so effectively. The more consistently that reality is recognized, the stronger the process will be for everyone involved.

Without those conditions, the process may still move forward, but it is unlikely to move forward well.



Chris Switzer | AiM Land Services

AiM

SPOTLIGHT SERIES

Vince Boden

*Sr. Surface Land Negotiator –
ConocoPhillips Canada Resources
Corp.*

*Interview by Wade McLeod
Director of Communications,
CALEP*



Tell us about yourself, what inspired you to become a Surface Landman, and how you entered the profession?

I was a farm kid raised in central Alberta near Camrose on a grain and ranch operation. I was never a cowboy or handyman in my youth, and farming wasn't an easy way to make a living, so I headed north to Edmonton to attend Grant MacEwan College to become a businessman, though I had no idea what that meant. While in college, some of my hometown buddies found jobs in the oil patch and were making real money. That caught my attention, and I wanted a 5.0 Mustang like Vanilla Ice, so I hit the drilling rigs—chasing glory, tripping pipe, and collecting fat cheques.

It was an amazing time in my early 20s, but the work was hard, and I knew I would eventually need to move

on. While home on days off, staying at my parents' ranch, my dad mentioned that an oil company wanted to drill on our land and that a landman would be coming to discuss a surface lease. This was the first well on our land, and I was curious.

The landman showed up in a new Ford pickup with a leather briefcase and a collared shirt. He negotiated the lease with my parents while I listened. I was intrigued and asked countless questions about the job. Eventually, he said that Olds College trained people to become landmen. I applied a month later, and I haven't stopped acquiring land since.

Looking back, have there been any mentors or role models throughout your career that you'd like to recognize and why?

There are two. During the coalbed methane boom, I took a field consulting job with Devon Energy in central Alberta, replacing a retiring landman with over 50 years of experience. His name was Cliff Haderer. He was 73 and often said he had been forced to retire after a heart attack. He loved being a landman and would often do ride-alongs with me in the field. He had incredible charisma and was a great storyteller—landowners loved him.

He used to say, “Smile when you talk to people on the phone—they can feel it.” Great insight. At that time, I coordinated the placement of wells and routing of pipelines in the field with surveyors, environmental consultants, and stakeholders. We managed land access from concept to the start of construction, which isn’t always the case today. Cliff was a huge proponent of landmen managing projects from start to finish, with other disciplines contributing their pieces as we oversaw the whole project. I was fortunate to have this experience, and it was Cliff who kept that workflow alive during my tenure before I went in-house.

My second mentor is my current leader, Paul Mandry. Paul and I collaborate often and continually look for ways to improve the business together. We are a team. Our constructive conversations are energizing, and we’ve taken on some tough challenges because of his leadership style. He makes work enjoyable.

Paul has over 35 years of experience and has been on both sides of the business—as part-owner of Pioneer Land and as a manager at a multinational corporation for 15 years. He’s a great sounding board, and his perspectives on corporate management are appreciated, especially when things get frustrating. This working relationship has become a lasting friendship that will continue beyond our time at work. In my land career, I have met so many good people by taking the time to listen and being curious about them. To me, that’s how you learn and grow.

What has been one of the most challenging landowner situations you’ve navigated, and what did it teach you?

There have been many—usually tied to tight schedules where we need to deliver land access for a capital commitment. Sour development is complex, with large notification radii and negotiations involving people who may be impacted by our operations.

I’ll share an unusual story from about 15 years ago. I was working on land acquisition and AER Directive 56 consultation for a new deep-cut gas plant near Rocky Mountain House. The plant was on Crown land, but freehold residences were within the notification radius. As I began engaging with the community, I started receiving statements of concern.

The closest family requested a meeting, so the facility engineer and I drove to Rocky. We sat at their kitchen table—father, mother, and two sons—and rolled out a map to discuss the project. The father then said they had invited some neighbors. I assumed maybe one or two more people, thinking it might even save us a few extra meetings.

Instead, six families showed up—twelve more people. There wasn’t enough room around the table, so people were standing behind us and beside us in a full kitchen.

The group challenged us, and things got heated at times. As every landman should, if you don’t know the answer, take the question away and follow up later. I had full pages of follow-ups by the end. We were there for two hours. It was exhausting. On the drive back to Calgary, the facility engineer said, “I’m glad I work with pipes and not people.”

It was a good learning experience to be ready for anything, and expect that people will ask the hard questions. While it was overwhelming, it validates the importance of our job in making sure landowners and families feel heard and that their questions are answered.

How have you seen the role of Surface Landmen evolve over the past few years, and what separates

an average Surface Landman from an exceptional one?

Business is always changing. Multi-well pads have had the biggest impact on the role. Acquiring a surface lease is now only one part of the land file. A landman must be competent in communication, LiDAR, survey interpretation, environmental assessment, consultation strategies, setbacks, regulatory frameworks, cost management, scheduling, and presentations.

Having a full toolbox of skills—and continuously learning and adapting—is what makes someone exceptional.

Surface Landmen often work in grey areas between operations, regulations, and landowners. How do you balance company objectives with maintaining long-term landowner relationships?

It's simple: know your business, work with integrity, and do what you say you're going to do—this builds trust. Stakeholders will respect you, even if it doesn't feel like it at first. Walk the talk.

How important is early project planning and alignment with operations when it comes to managing land risk?

In my current role, no project starts without a risk-assessed plan. I work with a development team that includes drilling, geology, civil, reservoir, facilities, and operations. Our planning meetings are inclusive and collaborative—every aspect of a project is evaluated against the others to develop the best plan possible.

Sometimes it feels like all I do is plan, but once a project is approved, the risks are fully assessed, and mitigations are already in place. This applies to land as much as engineering.

What's one misconception people have about what Surface Landmen actually do? What trends or challenges do you foresee working in Land for the future?

There is too much technology and not enough personal connection. I encourage land professionals to pick up the phone, meet for coffee, go for lunch, and build relationships with the people they do business with. It's important. Don't hide behind the keyboard or text messages.

Those relationships might save your bacon one day—or lead to your next job.

What advice would you give to someone wanting to get into Land, and what's one thing you wish you had understood earlier in your career?

Like any profession: show up, learn, and develop. There will be challenging days, and not everyone will be easy to deal with, but those experiences build perseverance.

At this point in my career, I can talk and negotiate with almost anyone—personally or professionally—with confidence because I put in the work to develop those skills.

When you're not working, what keeps you busy outside of Land?

I play golf and try to keep my handicap around 10—good numbers for industry scrambles. My son is really into hockey right now, so I chauffeur him around the province. I enjoy that time with him, and I've met many great people through this routine.

I also volunteer at the Parkdale outdoor rink and run the Zamboni a couple of times a week in the winter. Nothing beats a fresh sheet of ice.



MESSAGE FROM THE BOARD

Kevin Martin, PSL

*Field Acquisition and Management
Plains Midstream Canada*

The Critical Role of Surface Land Professionals in a Changing Industry

As Director of the Surface Land Advisory Committee (SLAC), I want to take a moment to reflect on the essential contributions that surface land professionals make to our industry. Every day, our work sits at the intersection of regulatory complexity, community expectations, environmental responsibility, and development needs. It's a role that requires both technical knowledge and human connection—skills that have never been more important.

With increasing pressures from competing land uses, heightened public scrutiny, and the rapid emergence of new technologies and development opportunities, the surface land profession is undergoing a significant transformation. Remaining informed, connected, and adaptable is not just beneficial—it's critical.

That's where SLAC comes in.

Who We Are

The Surface Land Advisory Committee represents and advances the interests of CALEP members engaged in:



Kevin Martin, PSL
*Field Acquisition and Management
Plains Midstream Canada*

- Stakeholder relations
- Emerging land uses
- Regulatory processes
- The evolving demands of the energy sector

SLAC ensures that the perspectives of surface land professionals are recognized, understood, and valued across the energy industry.

Our Core Purpose

SLAC's work is focused on meeting the needs of an evolving profession. Our committee is dedicated to:

Championing the Surface Land Perspective

Ensuring your expertise is represented at the industry level and within CALEP's broader initiatives.

Exploring Emerging Technologies

Providing relevant guidance as new tools, systems, and data sources reshape land management.

Creating Knowledge Sharing Opportunities

Fostering collaboration and learning through meetings and industry discussions.

Supporting Expanded Professional Roles

Helping members adapt as responsibilities extend into new areas, such as renewables, infrastructure, and diversified land-use planning.

Maintaining Licensing Requirements

Assisting CALEP members in achieving and tracking required hours for Land Agent Licensing.

Why Surface Land Work Matters More Than Ever

Surface land professionals are often the first point of contact with landowners, communities, and regulators. We are the bridge between industry activity and public expectations.

Our work influences not only project success, but the credibility and sustainability of the energy sector as a whole.

As our landscape shifts, so does the importance of having informed, engaged, and forward-thinking

professionals leading these conversations.

Join the Conversation

SLAC's mission extends beyond sharing information—we aim to deliver real, measurable value to your CALEP membership.

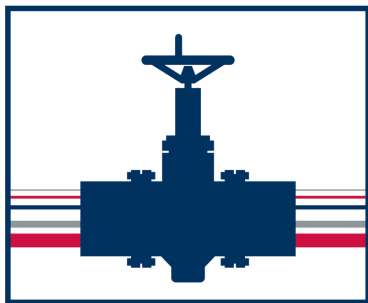
Your input, experience, and perspective strengthen our committee and enrich the broader land community.

We invite you to join our monthly SLAC meetings and discuss the challenges and opportunities shaping our industry.

Together, we can continue to elevate the profession and champion the essential work of surface land professionals across Alberta and beyond.

Best Regards,

Kevin Martin, Matt Mintha, Jean Laprise & Grant Phillips



PLAINS
MIDSTREAM
C A N A D A



UPCOMING SLAC MEETINGS 2026 (AT CALEP OFFICE)

DATE	DAY	TIME
May 21, 2026	Thursday	12 pm to 1 pm
Jun 18, 2026	Thursday	12 pm to 1 pm
Sep 17, 2026	Thursday	12 pm to 1 pm
Oct 15, 2026	Thursday	12 pm to 1 pm
Nov 19, 2026	Thursday	12 pm to 1 pm
Dec 17, 2026	Thursday	12 pm to 1 pm

SPOTLIGHT SERIES

Ted Lefebvre

JETED Resources P.Land.

*Interview by Wade McLeod
Director of Communications,
CALEP*



Tell us about yourself and what got you into Land?

Born in Chatham (now Miramichi City), New Brunswick, in 1953. My family moved to Calgary (my Mother's Hometown) in 1955, following my father's death. Grew up and was raised in Roxboro, Elementary schooled at Holy Angels, Jr High at St. Monica's, High School at St Mary's Boys.

As a 14-year-old city slicker, I was asked to apply for a job at Elkana Ranch in Bragg Creek as a boy's counselor at a summer horse riding camp for kids up to age 16. I was only 14 (they thought I was my older brother), but I said I could act 16; I could spell horse, but I'd never been on one. They hired me, which started a 6-year "career" as a camp counselor, riding instructor, ranch hand, 2 / 4 horse teamster, party coordinator/security. When I turned 16, I got my DL,

'financed' the purchase of a Honda 350 (an abrupt learning experience) and started working weekends all year round, and eventually became camp director, as an 18-year-old. Thanks, Bob Eklund and Verna Mae Girling, for the life-changing opportunity.

In 1971, I had the opportunity to play football at St Francis Xavier University in Antigonish, Nova Scotia, and following graduation in '76, I returned to Calgary and applied for the first job I saw in the Herald (Bank of Nova Scotia Training Program), interviewed, and started working the next week. It was quite an 'eye opener'. The lady that I was assigned to was a 35-year bank employee, a great trainer, and I was making more money than her! Is this what business is all about? I thought it was so disrespectful and set me up for better future decisions/directions. I received my first branch posting six months later, in

the original Dome Petroleum office building across from Elveden House on 7 Ave, and three months later, I handed in my resignation letter! I needed to do something in a more respectful, challenging, and interesting environment.

I applied at the Calgary Stampede, was hired in concessions, and opened Stampede Wrestling Concessions in the Pavilion every Friday evening for a year. I then worked with logistics for the first spring Rodeo Royal. It was quite an experience working for an organization with 200+ staff and 2000+ volunteers, who seemed to be taken better care of than the staff! Another interesting experience/exposure to the business world that didn't really feel like a good fit for me.

I grew up twenty blocks south of downtown and had no idea what filled the downtown office space until my banking and Stampede experiences. It was the Elkana party component in the summer of 1969 that was the 'light bulb' some 10 years later. My uncle, Cass Cullen, worked for Scurry Rainbow (Home Oil) at the time, and CAPL had booked a party at Elkana, and I was introduced to an interesting group of 'hard partying' individuals in the oil and gas business.

I called my uncle in 1978, and he gave me a list of 12 CAPL members/connections. I set up meetings with these individuals, who all were looking for immediate help but had no time to train", and each one provided further members/connections for me to contact. At the time, I was working construction in Calgary for a Bragg Creek company and took every Friday off to dress up and meet with the Land recommendations from previous weeks. I called Dome Petroleum weekly for 4 months, asking to meet with Ray Forseth. I never got in, but finally, his EA, Thelma Codd, who took all my calls, set me up with Bill Slipp. I interviewed the following Friday and was working with Nick Bauer as a Junior Landman in NE BC within two weeks on Feb 9, 1979. Once in the Dome, I realized even if you worked there, you could never see Ray Forseth, so thanks to Thelma and Bill for breaking all the HR protocols.

Could you walk us through your professional journey?

I joined Dome the same week they acquired Siebens O&G, the first of many 'bigger' acquisitions, and I stayed on for another year following Dome's HBOG acquisition in 1982. From a land/industry point of view, the Dome learning curve was amazing, and I was very fortunate to be exposed and learn from some accomplished Mineral Landmen: Nick Bauer, Colin Ogilvy, Jim Urquhart, to name a few. I was exposed to numerous deals and soon realized how important it was to know who you're calling/dealing with. I tended to initiate a deal that had terms pretty close to what Dome needed to proceed with/close. One of my early experiences was dealing with an individual whom I found out, after the fact, would only do a deal if he cut the original terms in half. I consequently started building a list of who's who on the negotiating side, with good support from my mentors, and acted accordingly on future dealings. A year later, I was fortunate enough to propose another deal with this one individual; I proposed 'double' what I needed, got cut in half, and signed off! Go figure. I was the recipient of numerous Dome Lady Bing Awards given to the Dome Landman who was the most 'gentlemanly player', otherwise known as the Toilet Seat Award, which I was and still am a Very Proud Recipient of! Thanks, Colin Ogilvy.

In 1983, I left Dome (the 'Major World') and jumped into the 'Real World' with Morgan Hydrocarbons and Neil McPherson. Another great opportunity and amazing learning curve. Neil was/is a great Landman, and as a Dome-trained Mineral Landman, it was there that I had the chance to do some surface work. I applied for my interim Land Agent License and, with support from Rick Bell (Home Oil), proceeded to take a 15 klm pipeline RofW, between Gull Lake and Ponoka. Eleven landowners/leases (70% crop/30% pasture), of which ten went quite well, with some very consistent terms. The one holdout was another great experience, and once I got him signed off, I received Morgan Hydrocarbons' approval to pay all the

'cooperators' the same higher bonus numbers as the 'squeaky wheel', plus \$200, which the 'cooperators' were very surprised and happy with. I received my Land Agents License in 1985 and kept it valid until 2012. After working exclusively in/on NE British Columbia Crown Lands since 2007, I could/would not qualify to renew in 2012.

I experienced my first layoff in 1986 and did some consulting surface work (thanks, McKenzie Land and Gregg Scott), which kept my family and me alive for a year and a half before I landed a job at MLC Oil and Gas with Mike Geldert in 1988: another great opportunity and amazing learning curve. Mike was/is an amazing Mineral Landman and by far the best Mineral Negotiating/Contracts/Administrative Landman I have known. I learned so much at MLC, and most importantly, that when you sell a company, the Land Department's contribution to the value of the assets is the ownership/titles/records that the department has compiled/generated.

With a couple of layoffs and jobs in between, my next great opportunity (yes, I've been lucky to say that often) was at Grad & Walker with Paul Pypers in 1993. My first real opportunity to have a certain level of independence, with some great 'managerial support'. (Thanks, Paul).

My time at G&W showed me the value of Strong Administrative support, which I received from Gwen Smiley, and it was the beginning of a long association, which I'll expand on later.

Following Grad and Walker's sale to Crestar in 1997, I ended back at Crestar (Dome Alma Mater) for 2 months and then back into the world of consulting. I subsequently took on management jobs (Land Mgr/VP positions) at New Cache, Corsair, and others. Some were good, and others were busts, and I'll only disclose the good ones. During interviews, everybody is typically on their best behavior; it's when things go wrong/bad that true personalities come out, and unfortunately, I didn't do sufficient due diligence on whom I was jumping in with and blew it, a number of times. Another example of being prepared ... or not!

I ended my staff employment career with Stone Mountain Resources from 2006 to 2014, followed by four further years of SMR consulting work. As previously mentioned, it was my association with Gwen Smiley, who supported me at some of the good and bad companies (sorry, Gwen), that enabled me to be involved in successful Land Departments. Our tenure together at Stone Mountain was a great way to end 20-plus years of working together. (Thanks, Gwen)

So Many Stories and You're All Welcome I won't get started!

You previously served as a volunteer on the CALEP Board. What motivated you to get involved, and are there any experiences or contributions from your time on the board that stand out to you?

In 1988, I was approached by Tim Cumming, CAPL Vice President, and Don Hersak, 1989 Conference Chair (Another Two Great Landmen), to work on the '89 Conference being held at the Victoria Conference Centre attached to The Empress in Victoria. They were quite excited as it would be the first conference/event held in the newly built venue. I said yes as Activity Chair, and off we went. The Conference was amazing (in my opinion), and a number of months later, as we were wrapping up the books, we discovered a big, unexpected bill from the golf course that the conference golf tournament was held at. The Committee had budgeted two drink tickets for every participant and then a cash bar. When a golfer went to get his third drink, he was asked for cash and responded that he was on the CAPL Board and it would be no problem to keep the bar tab open: "The CAPL was good for it"! \$5000 had to be paid, with no CAPL recourse.

With the 1990 election coming up, and Mr. 'open bar tab' running again, I decided to submit my nomination papers. Back in the day (yes, I'm sorta old), elections were pretty tight, and incumbents were usually elected again. I'd seen better candidates than me not get elected (Don Hersak, for example) and decided to go for it hard and campaign. Brian Bass,

the '89 Conference Treasurer said he would support me, and we set up a Campaign Table at the next few Palliser Crystal Ballroom Monthly Meetings and campaigned. I figured a win needed 200 votes, and I highlighted 210 names in the roster and called them all! The response was well received, nobody had ever campaigned before, and I even got/closed a couple of deals as a result of the calls. The best part of the whole effort was that my election success was at the expense of Mr. 'open bar tab'. I continued to make campaign calls on subsequent elections, as when you start working for small companies in pretty specific areas, it's hard to keep in touch with 'everyone', and the campaign process helped me to keep somewhat caught up and develop new opportunities: "you never know unless you make the call"!

Again: You're All Welcome So Many Stories, but I won't get started!

You've served as a mentor to many in CALEP and the broader land industry. What value do you see in mentorship, and how has it shaped your approach to supporting the next generation of land professionals?

I was very fortunate to be a CAPL Board member when Wayne Lannon floated the PLM Mentorship Program. Amazing Individual, Amazing Program, and I trust any of the PLM Mentorship recipients are smiling when they read this! (Sandy Sandhar: Thanks so much for jumping in to support Wayne upon graduation, and continuing to keep Wayne's Legacy alive.)

During that period, I focused on Mentor recruitment for the Program. Another good fallback from campaigning cold calls. You know who the 'doers/performers' are, so again: "you never know unless you make the call"! Thirty plus 3rd year PLM students every year require thirty plus mentors; 2-year commitments and a great opportunity to meet the 'next generation' of Land Managers, important connections for when you're looking for consulting work in later years. I know for a fact that the great relationships resulting from the Program have

continued. Thanks to ALL members who said Yes and supported the Program, and hopefully, you're also smiling when you read this.

Looking back, have there been any mentors or role models throughout your career that you'd like to recognize and why?

Besides the individuals I've already mentioned, I've got to continue with:

- The Old Guys: Jack Brown, Chuck Simpson, Jack Irwin, Harlow Way, Bill Cunningham, Jack Goth: I so appreciated their attendance at all the Monthly Meetings / Annual Conferences in their later and retired years! Talk about being part of a Great CAPL Tradition;
- Historically, on the CALEP website, scroll down the Historical Information and look at ALL the CAPL/CALEP Participants: WOWZERS, it makes me smile as I'm so honored to have memories of so many! (Thanks, Lynn Dyson, for stepping up! and Greg Strachan for holding my hand!); and
- THE ANNUAL CONFERENCES and COMMITTEES!!!!

Again: You're Welcome

So many stories, but I won't /can't get started!

You've witnessed considerable evolution in the land and energy sector. What changes stand out most to you, and how can land professionals adapt to remain effective and resilient in a rapidly changing environment?

I have to bring Jeff Badyk into the story: Jeff was a Western Land Landman. He was starting his third term on the Board when I started in 1990. I went for two terms and backed off (more on that later), and Jeff went for a total of SEVEN terms and was never moved up to 1st VP/President! Tough being a Surface Landman in a Mineral 'environment' and Jeff did so much for CAPL! Thanks, Jeff, for 'hanging in' and paving the way for the likes of Ron Vermeulen, Brad Goodfellow, Rob Telford, Noel Millions, Glenn Miller (sorry if I missed any others!?) to participate during the next 15 years with CAPL in a very meaningful way.

Thanks, ALL!

Back in the day (yes I'm sorta old), as a Mineral Landman, there was an opinion that Surface Land was something you did until you got a real job in Mineral negotiating. I never understood that. Surface negotiations: in a landowner's kitchen/their turf; no CAPL Operating Procedure and no rules/standards; that was true negotiating, and you'd better be able to be quick on your feet; with no access, nothing happens! and I'd be remiss to not also mention Jim Taylor, John Davis, Barry Rowe, Merv Henkelman, Daryl Hurl, Ray Ramsay, Shawn Irwin

You've had quite an accomplished career; looking back, what can you say stands out the most for you and why?

I did my first two CAPL terms too early. At the time, my wife Gail and daughters Cara (10 years old) and Heather (7 years old) had so much on the go. I had a family, a job, and a volunteer position. If I didn't do the job- or job-related volunteer work, I felt it affected my ability to support my family, but unfortunately, it was at the expense of time with my family. Two responsibilities are doable; three, maybe not! I did back off for four years, which, in hindsight, was still maybe too early, but Gail supported me all the way. I jumped back in in 1996/97 and was President in 1998/99, CAPL's 50th Anniversary.

And a story: I always answered my phone, but as CAPL President, I unfortunately had to start using my voicemail. I received so many 'complainer' calls from individuals who never stepped up or participated. If I picked up a complainer call on a day when I wasn't in the mood, I could potentially say something like "if you have a problem, then get off your ass and help out". I felt that it would be detrimental to my employer, who paid me for all this volunteer work, to 'blow up' a connection that I may need for a future opportunity. Go figure

As a past CAPL President, you automatically start a 2-year term as an AAPL director, representing CAPL. I

figured I'd get involved with AAPL following the Directorship term and get out of the way of the amazing younger up-and-comers (Kevin Burke-Gaffney, Colin McKinnon, Carolyn Murphy ...) who would/were leading and directing CAPL. I had a great ten years participating with AAPL and am very fortunate with the number of friendships that continue. In 2015, I was approached to support the current CAPL Board and did so for two terms. I met and got to work with some great 'younger' Landmen: Andrew Webb, Jordan Murray, Kent Gibson, Ryan Stackhouse, Marah Graham, Mandy Cookson, Shawn Williams, to name a few. It was great to see CAPL was in good hands.

Unfortunately, COVID hit a number of years later, and all events/meetings were cancelled, and it's like the 'typical' 300/400 plus General Monthly Meetings and 300/600 Annual Conferences fell by the wayside and have not found their way back. Networking was the basis of my career and successes, and CAPL/CALEP provided the venue/platform to do it on. Learning and gaining experience every time I spoke/met with someone or some group, business, or social.

Thanks to all the Surface Landmen who have recently stepped up to participate on the CALEP Board and direct our Association in keeping the CALEP / CAPL tradition alive! But I have to ask:

WHERE HAVE ALL THE MINERAL LANDMEN GONE? Just askin' ...

What do you think are the key skills necessary for success in land in today's world?

I'll always remember back to the Dome days when Colin Ogilvy was moved from Land into Finance. A year later, when back in Land, Colin said (my words; sorry Colin): one of the best things a Landman can do is work outside of land and observe the land function from the outside to see how the Landman fits in/is valued by the 'other professions' AND how you as a Landman can add the needed value. That's the bottom line: Identify/Recognize what's

needed and then add or support that needed value for the success of your 'team, company, client'!

As an employee, it's your job to make recommendations/suggest alternatives to your boss/team. It's the boss's job to say yes or no, and you have to have thick enough skin to accept no, but not stop presenting alternatives. If the boss/team is never interested, maybe you're working for the wrong individual/outfit!

And another story: When I joined Dome, I was given a 12 pack of Prismacolor Pencils to build/color my own maps, and I figured I'd made it when I received my first 48 pack! Dome lands were orange, and that became my favorite color until the Oilers in 1979. (sorry OEG). During Dome College, I was assigned a 'student' named Chip Wilson, and when I handed him his 12 pack of Prismacolors, I could see from the look on his face that he wouldn't be a Domie for too long!

What challenges do you foresee working in Land for the future?

Change Happens. That's not a challenge; it's how it is! Do your job well, be respectful, and never burn a bridge ... until you're retired!

Back in my day, computers, land systems, mapping systems, evolving technologies, all of which you had to keep up with/on top of. Today is no different, and I'm not going to try to predict the future challenges (AI?). With my wife Gail passing in 2013, I've been fortunate to have my daughters, Cara & Heather, and son-in-law Phil step up to support me/provide direction on issues of 'Correctness' and Technology. My grandkids, Poppy and Eddy (soon to be 5 and 3), will no doubt be giving me further direction soon!

What advice would you give to someone wanting to get into Land?

Make The Call

Where else / what other industry can you be exposed to Geology, Geophysics, and Engineering

(Drilling/Completions/Pipelines/Facilities), Contracts, Agriculture, Archeological Assessments without a Technical/Science Degree?

.... "You'll never know unless you make the call"!

SO MANY CONFERENCE STORIES, and I'll share two:

Ottawa 1985: 'Favorite Canadian' Theme: Museum of Civilization, Hull, QC

(Amazing Venue: Big Sugar set up on stage in the middle of the Haida Gwaii Totem Poles Collection and Playing Long and Loud)

I went as Tim Horton: hockey pants, shin pads/socks, homemade Maple Leafs jersey, helmet with long gray mullet and stick; Gail as Mrs Horton in a homemade Tim's Coffee outfit with a stack of Tims large cups and a box of Timbits in her shoulder bag.

A dozen of us missed the last bus back to the Ottawa Westin and decided to walk across the Ottawa River bridge. It was beautiful and took us right by the US Consulate. I 'unfortunately' decided to drag my hockey stick along the metal pipe fencing and give the odd hip check to the odd section ... (it made a neat sound???)

Within a minute, an RCMP cruiser arrived with lights flashing, and an officer hopped out and asked: "Who's got the hockey stick?" Cam Fraser, a Dome College graduate, met the officer and said, "There's someone I'd like you to meet". I put out my hand (with a stick behind my back) and said: "Hi, I'm Tim Horton and this is my wife, Mrs Horton". Gail reached into her Tims bag and pulled out a cup and a box and asked, "double-double? Tim Bits?" The officer couldn't hold a straight face and said "do me a favor? Put your hands in the air and spread eagle on the hood of my car and I'll pat you down. That'll keep the Embassy Guards happy" and then he turned to Cam and said, "Get the Hortons Asses Back To Their Hotel!"

Addendum: The welcoming cocktail party at the

Westin was on a raised outdoor patio looking at the Chateau Laurier across the street. Jack Brown (National Anthem Soloist), Jack Goth (Accompanist), and I were on our balcony two stories above, and it was loud outside, and they tried talking, but had to yell for us to hear. From that point on, they became known as ‘Statler and Waldorf’, the two old heckling Muppets!

Kelowna 1993: ‘Pirate’ Themed NO Cutlery Dinner Party


My wife, Gail, got hit on the side of the head with a potato and luckily had a smile on her face! I looked in the direction of the toss from across the dance floor, and everyone was looking and laughing except for Captain Hook, aka Trevor Williams. I tossed a large hunk of medium rare meat in the air, and it came right down on the brim of Captain Hook's hat and blew his Hat and Wig Off. Perfect! And the food fight was on. Trevor and Eleanor did come over after, and Trev apologized to Gail for his poor throw, as he was aiming at me!

Addendum: the welcoming cocktail party had squirt guns, and people were filling them up with tequila. I had just joined Grad and Walker, and it was the first time Gail and I had met Paul Pypers’ (my new boss) wife Diane We were on best behavior as I got tequila squirted all over me, and I finally said to Paul, "The next one GETS IT! Well, it happened, and I jumped up and fired at the assailant, resulting in this Loud Loud Squealing noise! I had hit Jack Irwin right in his ear, and it shorted out his hearing aid. Thank heavens, Jack's wife, Marion, was there, and she immediately pulled the aid out of a very confused Jack's ear. Sorta set the stage for future behavioral expectations at G&W.

You're Welcome and remember the 1969 CAPL Elkana Party: The Tradition Continues ...

PS: as I'm sorta retired, I didn't ask anyone for permission to use their names, so THANKS ALL!





YOU'RE ALREADY A PROJECT MANAGER (WHETHER YOU REALIZE IT OR NOT)

Matt Luik, MBA, P.Eng., PMP
Instructor - CALEP Project Management Foundations

Many land and energy professionals don't think of themselves as project managers. After all, their job titles might be Land Analyst, Surface Land Agent, Right-of-Way Negotiator, or Land Coordinator. Yet when you step back and look at the work itself, it becomes clear that much of what land professionals do is project management.

The formal definition of a project is "a temporary initiative in a unique context undertaken to create value." By that definition, much of the work in the land and energy sector fits perfectly. Securing land rights for a pipeline, coordinating access for a wind or solar development, managing regulatory approvals, negotiating landowner agreements, or supporting construction access for infrastructure projects all have the same characteristics: a defined objective, a timeline, multiple stakeholders, and a high degree of uncertainty. In other words, they are projects.

The difference is that many professionals in our industry learn project management informally. They develop their skills through experience rather than through structured frameworks or formal training. That practical experience is invaluable, but it can also mean that projects are often managed reactively

rather than proactively.

Anyone who has worked on land projects will recognize the symptoms when this happens. Projects begin with a clear objective, but over time, new tasks appear, timelines shift, and stakeholders introduce competing priorities. Communication becomes scattered across emails and phone calls. Teams spend increasing amounts of time responding to issues rather than preventing them. The result is familiar to many professionals: constant firefighting, last-minute pressure, and uncertainty about whether everything is truly on track.

When projects feel chaotic, it is rarely because the people involved lack expertise. Land professionals are highly skilled at negotiation, stakeholder engagement, and navigating complex regulatory environments. The challenge is that the work itself involves many moving parts. Without a simple framework to organize those pieces, even experienced teams can find themselves reacting to problems rather than anticipating them.

The good news is that effective project management

does not require complicated systems or layers of bureaucracy. In many cases, a few simple practices can dramatically improve clarity and predictability.

One of the most valuable steps is defining the project scope early. Many frustrations arise when expectations are not fully aligned at the outset. Taking time to clarify what the project is intended to deliver, what is not included, and how success will be measured can prevent misunderstandings later on. Clear scope helps teams avoid the gradual expansion of work that often occurs when new requests are added without corresponding changes to the schedule, budget, or available resources.

Another important practice is identifying key milestones. Projects rarely fail because the final deadline is impossible; more often, they struggle because intermediate steps were never clearly defined. Mapping major milestones—such as completing landowner outreach, securing agreements, filing regulatory submissions, or confirming construction access—creates visibility into progress and allows potential delays to be addressed early.

Risk identification is equally important. Land professionals are accustomed to anticipating challenges, whether related to regulatory processes, environmental considerations, or stakeholder concerns. Formalizing this thinking by asking simple questions, like what could delay the project, which stakeholders could block progress, and where uncertainties exist, helps teams prepare contingency plans before issues emerge.

Fortunately, many CALEP members already possess strong project management instincts. The nature of the work requires negotiation, coordination across disciplines, stakeholder management, and the ability to adapt when circumstances change. These are core competencies of effective project managers. What structured project management provides is a framework to support those instincts, helping professionals communicate more clearly,

anticipate risks earlier, and deliver more predictable outcomes.

These skills are becoming increasingly important as projects in the land and energy sector grow more complex. Regulatory expectations continue to evolve, projects involve a wider range of technical disciplines, and stakeholder engagement has become more prominent than ever. At the same time, timelines and budgets remain under constant pressure.

In this environment, professionals who combine technical expertise with structured project management skills bring tremendous value to their organizations. Effective coordination and clear communication can often make the difference between a project that proceeds smoothly and one that struggles under the weight of unexpected challenges.

Recognizing this growing need, CALEP will be offering a one-day Project Management Foundations course on April 30. The course focuses on practical tools that land professionals can apply immediately in their work, including ways to structure projects, manage scope and expectations, identify and mitigate risks, and improve coordination among stakeholders.

For many participants, the most valuable takeaway is the realization that they are already doing much of this work, but the course provides a set of tools and frameworks to help them do it more intentionally and more effectively.

If your work involves coordinating people, managing timelines, navigating uncertainty, and delivering results, you are already practicing project management. The opportunity is to apply those skills more deliberately. When that happens, projects tend to become less chaotic and far more predictable—something that benefits not only project teams, but also the organizations and communities they serve.

INDUSTRY EVENTS

2026

Oil & Gas, Energy Infrastructure & Pipelines

Global Energy Show Canada

June 9–11, 2026 — Calgary, AB

<https://www.globalenergyshow.com>

Major North American oil, gas, LNG, and energy transition expo.

Digitalization & AI in Energy Canada Conference

April 22–23, 2026 — Calgary, AB

<https://digitalizationoilandgas-canada.energyconferencenetwork.com>

AI, digital tools, and data-driven technologies for oil & gas.

SPE Canadian Energy Technology Conference & Exhibition (2026 dates TBA)

Calgary, AB

<https://www.spe-events.org/canadianenergytechnology>

Upstream, midstream & E&P technology, operations, and innovation.

Data Driven Oil & Gas USA 2026

2026 — USA (City TBA)

<https://events.reutersevents.com/oilandgas/data-driven-usa>

Performance optimization, analytics, and digital transformation in O&G.

SPE Annual Technical Conference & Exhibition (ATCE 2026)

October 21–23, 2026 — Houston, TX

<https://www.atce.org>

One of the world's largest oil & gas technical conferences.

Offshore Technology Conference (OTC 2026)

May 2026 — Houston, TX

<https://www.otcnet.org>

Leading offshore oil & gas, LNG, subsea, and offshore engineering event.

Energy LIVE Conference & Exhibition 2026

2026 — Houston, TX

Oil, gas, utilities, and power sector leadership event.

Global Conference on Oil, Gas & Petroleum Engineering (GCOGPE 2026)

Date TBA — Vancouver, BC

<https://globalconference.ca/conference/26th-global-conference-on-oil-gas-and-petroleum-engineering>

Global petroleum engineering & resource development forum.

Renewables, Clean Energy & Transition

CanREA Spring Operations Summit 2026

<https://renewablesassociation.ca>

(Spring 2026 — TBA; wind, solar, storage operations & regulatory updates)

CanREA National Renewable Energy Conference 2026

<https://renewablesassociation.ca>

(Fall 2026 — TBA; national conference for wind, solar, and storage)

CLEANPOWER 2026 (ACP)

<https://cleanpower.org>

(May 2026 — Minneapolis; North America's largest renewables expo)

VERGE 26 Climate Tech Conference

<https://www.greenbiz.com/events/verge>

(October 2026 — San Jose; clean energy innovation, microgrids, hydrogen)

International Renewable Energy Conference (IREC 2026)

<https://www.ren21.net/irec>

(Global venue for 2026 TBA; renewable markets & policy)

Solar Canada 2026

<https://renewablesassociation.ca>

(June 2026 — Calgary/Toronto TBA; Canadian solar industry event)

Wind Energy Conference Canada 2026

<https://renewablesassociation.ca>

(2026 TBA; onshore & offshore wind development)

Hydrogen Canada Conference & Expo 2026

Electricity Transformation Canada 2026

(Fall 2026 — Montreal, grid modernization & energy storage)

Indigenous Partnerships, Consultation & Community Development

FNMPC Conference – The Next Seven Generations: Our Shared Future

April 29 – May 1, 2026 — Toronto [FNMPC - Stronger Together](#)

Indigenous Resource Opportunities Conference (IROC)

June 3–5, 2026 — Nanaimo, BC [Indigenous Resource Opportunities Conference — C3Alliance](#)

NCC Energy & Natural Resource Summit

September 17–18, 2026 — Calgary, AB [2025 NCC Energy and Natural Resource Summit - National Coalition of Chiefs](#)

Indigenous Women in Industry Summit (IWIS)

September 28–30, 2026 — Vancouver [Uniting Indigenous Women in Industry: Global Summit to Take Place in Vancouver in September 2026 - NACCA National Aboriginal Capital Corporations Association](#)

Public Policy, Governance & National Dialogue

Public Policy Forum – Canada Growth Summit

May 7, 2026 — Toronto, [Canada Growth Summit 2026 - Public Policy Forum](#)

Global Gathering: VivaTech 2026

June 17–20, 2026 — Paris [2026 Edition | Viva Technology](#)

(Tech + innovation; relevant for energy, land data, AI in resource management.)

Infrastructure, Construction, Land Use & Planning

NeoCon 2026

June 8–10, 2026 — Chicago [NeoCon](#)

(If your members deal with office space, facilities, or corporate planning.)

Canadian Trail Summit

June 16–19, 2026 — Winnipeg Canadian Trail Summit | June 16–19, Winnipeg, Manitoba

(Parks, land use, Indigenous co-stewardship, recreation.)

Municipal & County Conventions (AB, SK, BC)

Alberta

RMA – Rural Municipalities of Alberta Fall Convention & Tradeshow

November (annual) — Edmonton, AB

<https://rmaalberta.com>

Largest gathering of Alberta reeves, mayors, CAOs, and county leadership.

RMA – Spring Convention & Tradeshow

March (annual) — Edmonton, AB

<https://rmaalberta.com>

Policy, infrastructure, land-use planning, energy, and municipal governance.

AUMA / Alberta Municipalities Convention & Tradeshow

September (annual) — rotating locations

<https://www.abmunis.ca>

Cities, towns, villages — municipal leadership, land use, energy, planning.

Alberta Planning Conference (APPI)

October 2025/2026 (annual) — Alberta

<https://www.albertaplanners.com>

Land-use planning, community development, zoning, policy.

Saskatchewan

SARM – Saskatchewan Association of Rural Municipalities Annual Convention

March (annual) — Regina, SK

<https://sarm.ca>

Key event for rural development, land use, infrastructure, agriculture, and energy.

SARM Midterm Convention

November (annual) — Saskatoon/Regina

<https://sarm.ca>

Policy updates, landowner issues, rural governance.

SUMA – Saskatchewan Urban Municipalities Association Convention (now “Municipalities of Saskatchewan”)

February (annual) — Regina, SK

Covers cities, towns, and villages. Municipal governance & community development.

Saskatchewan Professional Planners Institute (SPPI) Conference

Fall (annual) — Saskatchewan

<https://sppi.ca>

Land planning, zoning, municipal land use, and environmental review.

British Columbia

UBCM – Union of BC Municipalities Convention

September (annual) — Vancouver / Victoria / rotating BC

<https://www.ubcm.ca>

BC's largest municipal policy event. Heavy focus on land use, Crown/First Nation relations, and development approvals.

LGMA – Local Government Management Association of BC Annual Conference

June (annual) — BC (rotating locations)

<https://www.lgma.ca>

Professional development for municipal CAOs, planners, and governance staff.

Agriculture & Farm Shows (Saskatchewan & Alberta)

Alberta

AgSmart – Olds College

July/August (annual TBD) — Olds, AB

<https://agsmartolds.ca>

Digital agriculture, drones, precision ag, soil & crop technology.

Agri-Trade

November 11 -13th, 2026 – Red Deer, AB

[Home - Agri-Trade](#)

Saskatchewan

Ag in Motion Outdoor Farm Expo

July 21-23, 2026 — Saskatoon, SK

<https://www.aginmotion.ca>

Outdoor demos, equipment, innovation, test plots — “Prairie farm show in a field.”

Canadian Western Agribition (CWA)

November 23 -29, 2026 — Regina, SK

<https://www.agribition.com>

The largest livestock show in Canada; ag business, trade, and rural events.

CALEP/IRWA CURLING TOURNAMENT

The CALEP/IRWA Curling Tournament delivered an afternoon of spirited competition and camaraderie, with teams from across the industry taking to the ice in a funspiel format. The event combined competitive play with networking opportunities, followed by a lively dinner and awards celebration. With strong attendance and enthusiastic participation, the tournament reinforced the sense of connection and community that defines CALEP events.



CALEP IRWA
ASSOCIATION OF LAND AND ENERGY PROFESSIONALS CHAPTER 48

CURLING TOURNAMENT

Round Robin Schedule: 14 Teams / 3 Games Each

	DRAW 1 — 1:30 PM			DRAW 2 — 2:45 PM			DRAW 3 — 4:00 PM				
SHEET #	TEAM #	VS	TEAM #	SHEET #	TEAM #	VS	TEAM #	SHEET #	TEAM #	VS	TEAM #
Sheet 1	1	VS	14	Sheet 1	1	VS	2	Sheet 1	1	VS	3
Sheet 2	2	VS	13	Sheet 2	3	VS	14	Sheet 2	4	VS	2
Sheet 3	3	VS	12	Sheet 3	4	VS	13	Sheet 3	5	VS	14
Sheet 4	4	VS	11	Sheet 4	5	VS	12	Sheet 4	6	VS	13
Sheet 5	5	VS	10	Sheet 5	6	VS	11	Sheet 5	7	VS	12
Sheet 6	6	VS	9	Sheet 6	7	VS	10	Sheet 6	8	VS	11
Sheet 7	7	VS	8	Sheet 7	8	VS	9	Sheet 7	9	VS	10

Thank You To All Our Sponsors!

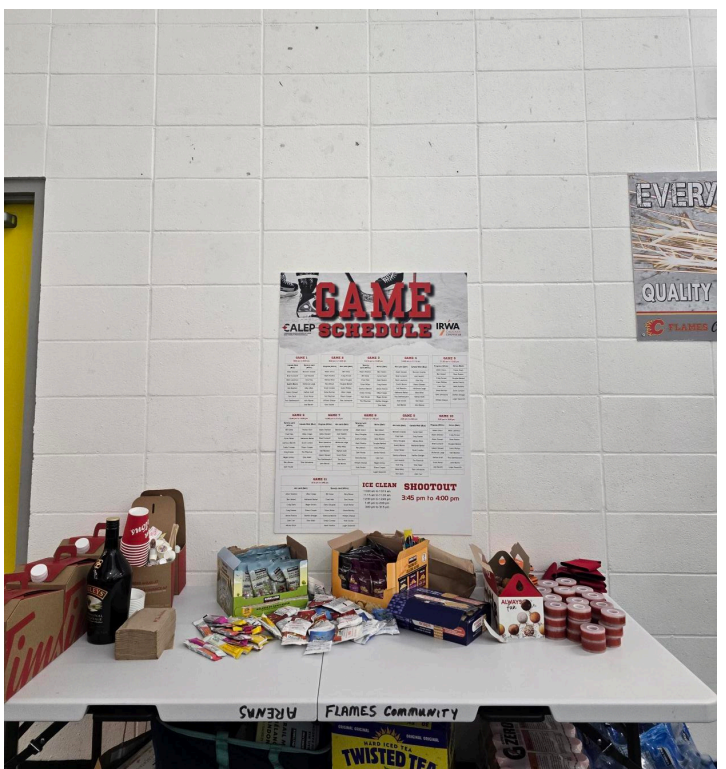
- SYNERGY LAND
- MIDWEST
- AE
- H3M
- LAWSON LUNDELL
- QUEST
- MILLENNIUM
- PERFORMER ENERGY
- HURLAND
- MILLENNIUM
- SAYER
- evolve
- Caltech
- RIFE
- CANADA WEST LAND
- SATURN OIL & GAS INC.
- AURORA
- PRAIRIESKY

CALEP/IRWA HOCKEY TOURNAMENT



The annual CALEP/IRWA Hockey Tournament was a success, bringing together members for a full day of friendly competition, networking, and community spirit. Hosted at the Flames Community Arenas, the event featured exciting on-ice action alongside great food, prizes, and strong industry participation.

The tournament once again highlighted the strength of the CALEP community, with participants and sponsors coming together to create a fun and engaging experience for all involved.



MERIT AWARDS & AGM 2026



April 23, 2026 | Calgary Petroleum Club - Devonian Room | 16:30 - 21:00

Get ready to celebrate the 2026 Merit Awards in style!

This special event honours incredible achievements and contributions within our community. We're rolling out the red carpet to recognize the stars who have made a meaningful impact.

What's in Store?

- Recognition & Appreciation: Applaud individuals and organizations for their hard work and dedication.
- Community Spirit: Connect with fellow attendees and share in the evening's joy.

Purpose of the AGM Meeting:

- To receive and consider the financial statements and reports of the auditors for the year ending 2025.
- To appoint auditors for 2026
- To announce election results
- To receive an update on the general business of CALEP from the President, Sandra Dixon
- Recognition of outgoing and incoming Board Members

Congratulations to the 2026 Merit Award Winners!

Herb Hughes Memorial Award: Janice Redmond

Mentor Excellence Award: Toni Mastrofrancesco

Distinguished Citizen Award: Ron Vermeulen

Award of Merit:

Rob Heynen

Martin Leung

Ryan Armstrong

Bright Lights Award: Kendra MacLean

Friends of CALEP Award:

Caltech Group

Craig Forrest

Volunteer Supporter Award:

Whitecap Resources Inc.

ON THE HORIZON

*Please visit CALEP's Event Page for the Registration Links
and watch your inbox for updates!*



SADDLE UP PARTNERS!

CALEP

LEASE & LASSO

BREAKFAST

JULY 9, 2026

7:30 am

Parking lot at
208 - 9 Ave SW
downtown Calgary

★ ENERGY, EGGS & ENTERTAINMENT! ★

GET SMART

For registration, please visit www.calep.ca



Date	Day	Course
Apr 30, 2026	Thursday	Project Management Foundations
May 5, 2026	Tuesday	A Practical Guide to Acquisitions and Divestments
May 12, 2026	Tuesday	A Refresher and Practical Guide to ROFR Issues (Lunch and Learn)
May 14, 2026	Thursday	Lunch and Learn Drilling Across Mixed Lands
May 21, 2026	Thursday	Negotiation Excellence - ½ Day In Person
May 28, 2026	Thursday	Surface Rights Law (PSL)
Nov 5, 2026	Thursday	Freehold Mineral Lease

**Save \$50 when you register at least 3 weeks in advance! Prices will increase 3 weeks prior to the course.
For more information, or to register, please see the CALEP course schedule in its entirety here.**

Membership Portal Update

Now LIVE on GlueUp

We've upgraded to a new platform, GlueUp, to provide a smoother, smarter, and more connected membership experience.

You should have received an email from GlueUp with a link to your Membership Portal, where you can activate your account and update your member profile. Once your setup is complete, you'll have access to all your membership records in one place.

Didn't receive the email?

Please email Spryng at reception@calep.ca, and she will resend the invite to you.

Quick Tips for Navigating the New Site

Logging In - Your Login is your Email address and password you set up above- *IT IS NOT YOUR OLD USERNAME!*

You can log in from:

- The top-right corner of the website, or
- The Member Roster box located midway down the homepage

Member Roster

Once logged in, click the Roster button to view the member directory.

Business Forms

Business forms are located under Business Development and are visible only when you are logged in.

Password Reset

If you're having trouble logging in:

- Sign in using your email address
- If needed, request a password reset using the password reset link
- Enter your email address to receive a reset link by email

ROSTER UPDATES

ON THE MOVE

- **Lori Stern:** PointBreak Resources Inc. to Lori Stern Consulting Ltd.
- **Susan Fraser:** Sophos Energy Inc. to Kavenex Energy Inc.
- **Harold (Hal) Weber:** Cenovus Energy Inc. to TC Energy

NEW MEMBER

- **Kristen Welland:** R360 Environmental Solutions Canada Inc.
Sponsors: Lorinda Turner | Dayna Morgan | Melanie Bachand





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1-888-476-8737



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CALEP SPONSORSHIP PACKAGES

Partner with CALEP and gain year-round visibility through our sponsorship tiers. Each package offers unique benefits designed to maximize your engagement with our network.

Friend of CALEP – \$500

Gain year-round exposure through CALEP's Public Service Provider Directory. Open to non-members and organizations seeking land services, this searchable directory highlights trusted service companies and makes it easy for clients to find you. Friend of CALEP Sponsorship ensures your company is featured with full contact details, expanding your reach and driving new business opportunities.

Bronze Sponsor – \$3,000

The Bronze Sponsorship is the ideal entry point for companies looking to increase visibility and engage directly with the CALEP community. This package delivers meaningful exposure across CALEP's digital platforms, publications, and events—at an accessible investment level.

- Logo on the Main Page of the CALEP Website – linked to your website.
- Listed in CALEP Public Directory.
- Choice of sponsorship at one independent CALEP event, which will also include four complimentary tickets. Note: This sponsorship excludes the Triple Round Up, Trifecta, and any other joint Industry events, as they are not deemed to be independent CALEP events
- Additional event tickets, at member rate, can be purchased for any event you are sponsoring above.
- A ½ page ad in the Negotiator. Your choice of edition within the same year of sponsorship.

Silver Sponsor – \$5,000

The Silver Sponsorship builds on the strong foundation of Bronze, offering enhanced visibility and direct engagement opportunities. This package is ideal for companies ready to elevate their presence, strengthen brand recognition, and connect more frequently with CALEP members.

- Includes all Bronze benefits.
- Golf Hole Sponsorship.
- An additional ½ page ad in the Negotiator edition of your choice within the year of sponsorship. Total ads showcased will equal two.
- CALEP will distribute two annual email communications to our members on your behalf, promoting upcoming events or company highlights you would like to promote.
- One annual Negotiator Spotlight Feature on your company or project you are involved with.

Gold Sponsor – \$8,000

Step into the spotlight with Gold Sponsorship—enhanced promotions, stronger conference visibility, broader advertising, and official CALEP recognition that positions your company as a top supporter in the industry.

- Includes all Silver benefits.
- Choice of a Conference Sponsorship item up to \$2,500.00. Full list of opportunities provided each year prior to the conference.
- Two additional ½ page ads in the Negotiator, edition of your choice, within the year of sponsorship. Total adds to four.
- Two additional annual email blasts promoting upcoming events or company highlights you would like to promote. Total adds showcased equal four.
- Annual Recognition as a “Top Supporting Sponsor,” including a commemorative plaque presented by CALEP at the Merit Awards ceremony.

Platinum – \$10,000

Platinum Sponsorship delivers the best overall value—bundling everything in Gold with the highest level of year-round visibility. With expanded advertising, additional member outreach, and included course and conference registration, Platinum is the ultimate package for companies that want maximum exposure and impact.

- Includes all Gold benefits plus premium visibility opportunities.
- Six - ½ page ads in the Negotiator, edition of your choice, within the year of sponsorship.
- Two additional annual email blasts highlighting your upcoming events. Total of six
- CALEP Course Registration – valid for one registration within the year of sponsorship for a CALEP-operated course.
- One Conference Registration – valid within the year of sponsorship for registration only and does not include activities, Sunday school or accommodations.

Additional Event Sponsorships are available at a 10% discount. Applies to CALEP-only operated events and excludes Triple Round Up, Trifecta, and any joint events.

Benefit	Value	Friend Of CALEP	Bronze	Silver	Gold	Platinum
CALEP Directory for Public	\$500.00					
CALEP Directory for Public	\$4000 annually					
Event Sponsorship*	Up to \$2,000.00*		1	1	1	1
Golf Hole Sponsorship***	\$1500**					
Negotiator Ads (total) Per year	\$600 per issue		1	2	4	6
Conference Sponsorship***	\$2,500				\$2,500	
Course Registration	Course Dependent, \$325-\$500					1
Conference Registration	Current year's conf fee					1
Negotiator Spotlight	\$1,100			1		
Annual Email Blasts (total)	\$200 per blast			2	4	6
Total Value		\$500	\$6,600	\$10,200	\$13,200	\$16,600

IN MEMORIAM



The Rev. John David Snow Jr.

November 25, 1961 - March 28, 2026

Calgary, Alberta

It is with sadness that we announce that John David Snow passed away on Saturday, March 28, 2026, at the age of 64 years.

John “Johnny” David Snow was the oldest son of the late Reverend Doctor Chief John Snow Sr. and Alva Snow (nee Townsend). Johnny’s parents both attended Cook Christian Training School in Phoenix, where they met as students. They went to Morley (Mînhî Thîh), AB, where they were married, and then completed their studies in Phoenix, AZ, where Johnny was born on November 25, 1961.

Reverend John Snow Sr. was first stationed in Sintaluta, where he ministered to the Carry the Kettle First Nation, and it was here that John became known as “Little” John. John’s schooling began in Ashmont, AB. He then continued his early education at Exshaw, AB, and at Morley Community School.

Johnny was the beloved oldest brother of Rachel, Peter, Tony, Gloria (Ken), William, and Teresa (Simon), and the beloved partner of Trish. Johnny attended Springbank Community High School, where he played competitive football for the Springbank Eagles and was also the president of the student body (Think Snow!) in a primarily mainstream school in the 1980’s. To John, this was one of his greatest achievements, and it was a source of pride for him throughout his life.

John had both an Indigenous and a Western education. He was a residential day school survivor, raised on the Stoney Nakoda reserve in a First Nations family with an abiding love for land, culture, and respect for the traditional Indigenous teachings of our people. This upbringing included instruction from Elders and Indigenous wisdom keepers from across North America who attended the Indian Ecumenical Conference in Morley between 1971 and 1985.

His Western education included attending universities in Canada, the United States, and England, where he obtained multiple scholarships, two graduate degrees, a Master of Divinity, a Master of Arts, and a Bachelor of Science from Arizona State University.

John was a well-known oil and gas landman for Stoney Nakoda and other First Nations across Western Canada. His career spanned over 30 years of working within the energy sector, where he earned a legendary reputation for negotiation and won several awards. He had a second career as an ordained minister within the United Church of Canada. Rev. John was soft-spoken, generous, wise, and uncommonly kind. He was both a student and a valued Elder at the Vancouver School of Theology, where he was still attending classes by Zoom this semester. He was a pipe holder for the Nakoda people and danced in the Sun Dance. John began his work with Shell, Stoney Tribal Administration, and finished his second career with the United Church of Canada.

A world traveller, he visited Geneva with his late father for First Nation Treaty issues, including discussions on the United Nations Declaration on the Rights of Indigenous Peoples. In 2017, John travelled with the United Church on a tour of Palestine and Israel. He was able to see the Stoney Prayer at the Pater Noster in Jerusalem. John and Trish also travelled across Canada for his many speaking engagements.

John was a competitive ballroom and country dancer and won several world championships in Canada, the United States, and at various European venues. John was also a grass dancer. Along with his family, he travelled throughout Canada and the United States to Powwows.

He was a devoted uncle to his various nieces and nephews, and he counted their children as his grandchildren. He was always ready to help with sporting endeavours, birthdays, and any special ceremonial events that involved his extended family.

Johnny had a wide circle of relatives above and below the medicine line—his ancestral relations came from the Sharphead First Nation, Iyahe Nakoda First Nation, and Yuma Quechan communities.

He was predeceased by his parents, John and Alva Snow, and his long-time friend, Barry Huddlestun.

Thank you to all the friends and family who reached out and contributed funds, food, items, or tobacco. We are thankful to all of you. We are grateful to send Johnny on the next part of his journey in a good way.

We are grateful to Goodstoney First Nation Chief and Council, Trish, as his primary caregiver, the South Campus Hospital staff, and the ALS Society for their care of him in his final stages of ALS.

Wake Services will be held at the residence of Rachel Snow (Alarm 2015, Mîni Thnî, AB) on Tuesday, March 31, 2026.

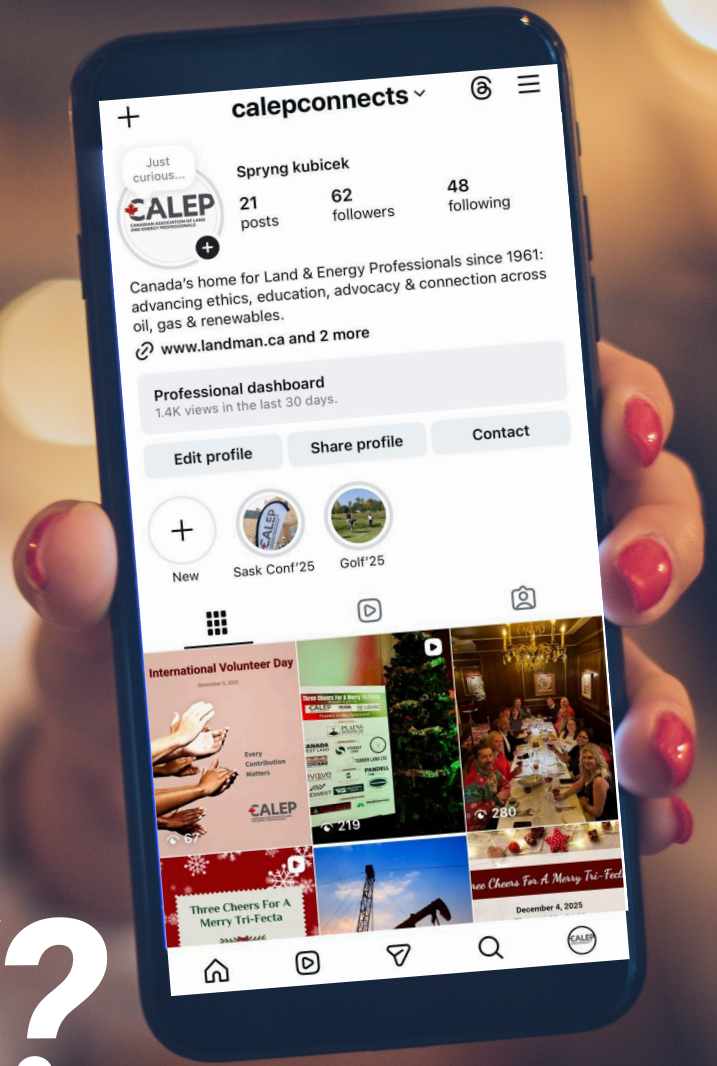
Funeral Services will be held at Goodstoney Rodeo Arena (Mîni Thnî, AB) on Wednesday, April 1, 2026, at 11:00 a.m. Service to follow at Wesley Cemetery (Mîni Thnî, AB).

Condolences, memories, and photos may be shared and viewed with John's family here.

In living memory of John Snow, a tree will be planted in the Ann & Sandy Cross Conservation Area by McInnis & Holloway Funeral Homes, Crowfoot, 82 Crowfoot Circle NW, Calgary, AB T3G 2T3, Telephone: 403-241-0044.



DID YOU KNOW?



We are now on Instagram!

Follow us for the latest updates, current and upcoming events, course opportunities, and more!

