



Norman Wells Interim Care and Maintenance Draft Engagement Plan

2026-07-14

Table of Contents

Abbreviations and glossary 2

 Abbreviations..... 2

 Glossary of terms..... 2

1. Introduction 3

2. Interim Care & Maintenance phase description 4

3. Key Interim Care & Maintenance phase contacts..... 5

4. Engagement goals..... 5

5. Affected parties 5

6. Engagement methods..... 8

 Community liaison officer(s)..... 8

 Capacity funding agreements 9

 Engagement methods 10

7. Detailed engagement plan 13

8. Engagement record 16

References 17



Abbreviations and glossary

Abbreviations

Abbreviation	Description
CER	Canada Energy Regulator
CoP	Cessation of production
IC&M	Interim Care and Maintenance
Imperial	Imperial Oil Resources N.W.T Limited
MVLWB	Mackenzie Valley Land and Water Board or Land and Water Boards of the Mackenzie Valley
NWO	Norman Wells Operations
Plan	Engagement plan
SLWB	Sahtú Land and Water Board
SSI	Sahtu Secretariat Incorporated
Sahtú	Sahtú Settlement Area

Glossary of terms

Term	Explanation
Affected community	A community, including a city, town, village, hamlet, charter community, or settlement, that is located near a proposed project and whose citizens could be affected by the proposed project.
Affected party	A party that is predicted to be affected by a proposed project, such as an Indigenous organization, Indigenous government, co-management organization, regulator, an individual occupying land for traditional purposes, a private landowner or lease holder.
Cessation of production	The permanent end of commercial oil and gas production.
Closure	The point when the closure objectives defined within the Closure and Reclamation Plan have been achieved. "Closure" may also refer to the activities or processes undertaken to progress conditions at the site towards the closure objectives.
Decommissioning	To remove something from service when it is no longer needed and to make it ready for safe removal, dismantling, demolition, or abandonment. Decommissioning includes activities such as purging and air gapping flowlines, disconnecting electrical supplies and suspending wells.



Term	Explanation
Engagement	Communication and outreach a proponent undertakes with an affected party prior to and during the operation of a project.
Engagement plan	A document that describes how, when, and which engagement activities will occur with affected parties prior to and during the life of a project.
Engagement record	A summary and log detailing the engagement processes and outcomes between the proponent and the affected parties.
Imperial	Imperial Oil Resources N.W.T Limited
Indigenous government	Government established through negotiating land claims and/or Self-Government Agreements.
Indigenous organization	Organization that has been elected to represent the rights of its Indigenous membership.
Norman Wells Operations	A term applied generally to period of time and activities that have been undertaken while the Norman Wells Facilities continued to produce oil and gas as part of Commercial Operations.
Progressive reclamation	Selected closure activities that can be taken at advanced mineral exploration and mine sites before permanent closure. Progressive reclamation takes advantage of cost and operating efficiencies by using the resources available from an operation to reduce the overall reclamation costs incurred. It enhances environmental protection and shortens the timeframe for achieving the closure objectives.

1. Introduction

Imperial Oil Resources N.W.T Limited (Imperial) is proposing entering into the Interim Care and Maintenance (IC&M) phase of the Norman Wells Operations (NWO) at the Norman Wells Proven Area, in the Sahtú Settlement Area (Sahtú), Northwest Territories. The Norman Wells Proven Area covers Goose Island, most of Bear Island, a portion of Frenchy's Island, six artificial islands, and the mainland facilities. Imperial's IC&M phase is planned to transition the current NWO through cessation of production (CoP) and subsequent decommissioning and progressive reclamation activities to bring the facilities into a safe shut-in state and to maintain the site in that state, positioning it for future Closure. For additional information on the anticipated regulatory timeline, see Figure 1.

The purpose of this Engagement Plan (the Plan) is to describe Imperial's approach to interactions and information sharing with affected parties throughout the IC&M phase, and it includes strategy and activities specific to the IC&M phase and overarching engagement goals that apply to the entire IC&M and Closure phases (the project). Developed in accordance with engagement policies and guidelines issued by the Mackenzie Valley Land and Water Board (MVLWB)¹ and with input from

¹ The engagement processes described in this Plan and carried out by Imperial in support of the IC&M activities is based on the following policies and guidance documents from the Land and Water Boards of the Mackenzie Valley:

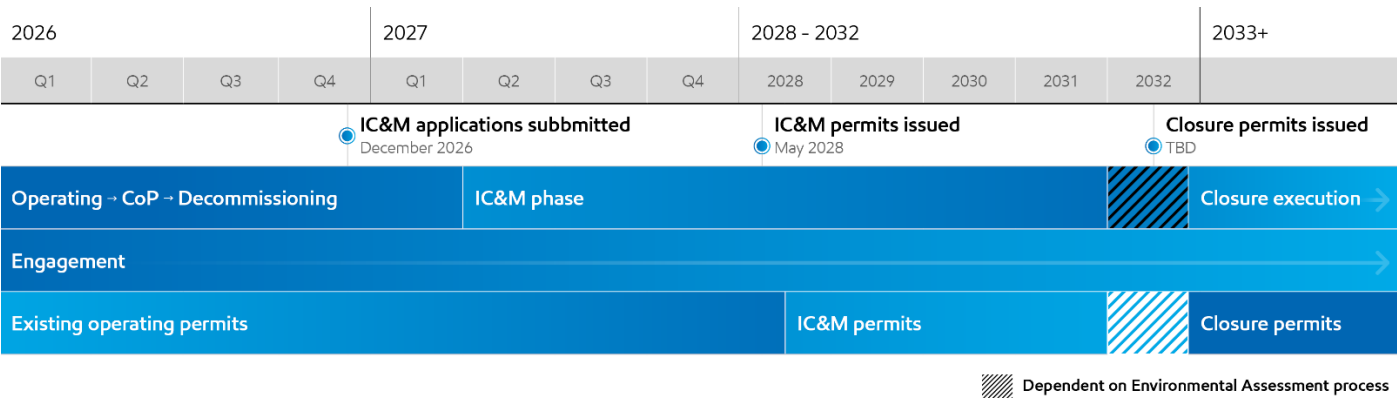
- Engagement and Consultation Policy (MVLWB 2023).
- Information for Proponents on MVLWB's Engagement Requirements (MVLWB No Date).
- Engagement Guidelines for Applicants and Holders of Water Licences and Land Use Permits (MVLWB 2018).



affected parties, this Plan covers engagement with affected parties including Indigenous governments, Indigenous organizations, municipal governments, co-management organizations, regulatory organizations and local members of the public. In accordance with the requirements, the Plan describes when each affected party is expected to be engaged and what approaches will be used.

Imperial recognizes that meaningful engagement and the creation of shared benefits with communities require ongoing efforts to build relationships and trust, as well as to identify, address, and meaningfully incorporate community input and concerns into IC&M planning, design, and execution.

Figure 1: Anticipated regulatory timeline



2. Interim Care & Maintenance phase description

Imperial will end oil and gas production at the Norman Wells facilities in the third quarter of 2026. Approximately six months of decommissioning activities will follow into early 2027, bringing the facilities into a safe shut-in state. Imperial's key priorities of safe, environmentally responsible, and reliable operations will remain unchanged.

After CoP and decommissioning activities are completed in early 2027, Imperial will enter an IC&M phase. Imperial will maintain an ongoing presence on site to maintain the site in a safe state and will continue performing routine activities, while also advancing progressive reclamation and trials to the extent it contributes to closure knowledge and community benefit and does not compromise full closure optionality. This may include well suspensions and abandonments, early demolition work, site assessment and environmental monitoring programs, waste management, and overall site-wide surveillance. As existing approvals will expire May 2028, Imperial is currently in the process of preparing new applications that will be submitted to the Sahtú Land and Water Board (SLWB) and Canada Energy Regulator (CER) to cover activities under the IC&M phase. The IC&M phase is anticipated to remain in effect for several years to maintain the site in a safe state until the NWO Closure and Reclamation Environmental Assessment under the Mackenzie Valley Environmental Impact Review Board (EA2526-01) is completed and closure and reclamation activities are permitted.

New approvals will be required for the IC&M activities to replace the current CER Operations Authorization and SLWB Type A Water Licence prior to their expiry in May 2028. The IC&M activities include activities such as:

- Well surveillance
- Flowline decommissioning
- Cross river integrity assessments
- F-31X Treatment and Injection facility operation

- 
- Early demolition
 - Progressive reclamation programs
 - Water use (from the Mackenzie River) to support several programs
 - Surface water run-off management
 - Waste management and disposal
 - Environmental monitoring programs (e.g., groundwater monitoring, aquatic effects monitoring, wildlife monitoring)

3. Key Interim Care & Maintenance phase contacts

Information on Imperial's NWO IC&M and Closure leads and engagement team is provided below:

- Josh Hutchings, Norman Wells Asset Manager
- Sarah McLaren, Norman Wells Operations Closure Director
- Benjamin Fraser, Norman Wells Environment & Regulatory Lead
- Laura Bishop, Engagement Manager
- Wendy Smith, Engagement Advisor
- Britany Ostridge, Engagement Advisor

The Imperial team can be reached at normanwellscommunity@esso.ca

4. Engagement goals

Imperial is committed to working with affected parties through continued engagement throughout the NWO IC&M and Closure phases. The objectives below reflect Imperial's engagement goals which remain consistent through the IC&M and Closure phases (the project).

- **Build and maintain strong relationships** – Foster respectful, trust-based relationships required to support IC&M and Closure planning, permitting, and execution.
- **Enable meaningful, inclusive engagement** – Engage early and communicate transparently across all aspects of the project and demonstrate listening to understand affected parties' input, perspectives, interests, and concerns.
- **Incorporate feedback** – Share timely, clear project information and planned activities, and demonstrate how affected parties' input is considered and reflected in project planning, design, and execution.
- **Collaborate on solutions** – Identify concerns and opportunities and develop solutions and mitigation measures in collaboration with affected parties.
- **Support participation to deliver community benefits** – Provide resources and support community capacity growth to enable engagement participation throughout the project. Invest in education and training partnerships in collaboration with governments and communities to build local capacity.

5. Affected parties

Parties potentially affected by the IC&M phase have been identified to date for current and future engagement. This section of the Plan separates affected parties into:

- Indigenous governments and organizations
- Municipal governments, co-management and community organizations



- Regulatory organizations and federal/territorial governments
- Economic development / business organizations

The list of parties potentially affected by the IC&M phase, as outlined in Table 1, will be updated as the IC&M phase advances. These updates will be based on feedback from those parties engaged and other parties that may express interest at any stage of the IC&M phase.



Table 1: Affected parties

Indigenous governments and organizations		Municipal governments, co-management and community organizations	
Sahtú Secretariat Incorporated		Co-Management Organizations - Renewable Resource Boards / Councils²	
Ayoni Keh Land Corporation		Sahtú Renewable Resources Board	
Yamoga Land Corporation		Tulita Renewable Resource Council	
Tulita Land Corporation		Norman Wells Renewable Resources Council	
Fort Good Hope Métis Nation Local #54 Land Corporation		Deline Renewable Resource Council	
Tłegóhł Got'ine Government (formerly the Norman Wells Land Corporation)		Behdzi Ahda Renewable Resources Council (Colville Lake)	
Fort Norman Métis Community		Fort Good Hope Renewable Resources Council	
Délne Got'ine Government		Co-Management Organizations – Land and Water / Land Use Planning Boards	
Sahtú Dene Council		Sahtú Land and Water Board	
Tulita Dene Band		Sahtú Renewable Resources Board	
Behdzi Ahda' First Nation		Municipal/ Designated Authorities	
Fort Good Hope Dene Band		Town of Norman Wells	
K'áhshó Got'ine Foundation (K'áhshó Development Foundation)		Hamlet of Tulita	
K'áhshó Got'ine Committee		Délne Got'ine Government	
		K'asho Got'ine Charter Community (Fort Good Hope)	
		Behdzi Ahda Designated Authority	
Regulatory organizations and federal / territorial government departments		Economic development / business organizations	
Canada Energy Regulator		Sahtu community economic development entities	
Crown-Indigenous Relations and Northern Affairs Canada		Canadian Northern Economic Development Agency	
Sahtú Land and Water Board		Norman Wells & District Chamber of Commerce	
Fisheries and Oceans Canada			

² Renewable Resource Councils are established by the respective Designated Sahtú Organizations, collaborating with and guiding the Sahtú Renewable Resources Board in matters of wildlife management and harvesting.



6. Engagement methods

Imperial will use a range of engagement channels tailored to the information being shared and the preferences, needs, and interests of affected parties. An ongoing and iterative engagement process will be achieved through different engagement approaches. Engagement methods that may be implemented throughout the IC&M and Closure phases are described in this section. While these engagement methods will be implemented throughout the project, this Plan is specific to the IC&M phase.

Engagement can be classified by differing levels of involvement and participation:

- **Inform** – Provide easily accessible IC&M phase information in a timely manner.
- **Consult** – Actively solicit feedback and concerns on provided IC&M phase information.
- **Involve** – Engage with affected parties to consider provided input and concerns for implementation into IC&M phase planning and design.
- **Collaborate** – Partner with affected parties one-on-one, in working groups, or in committees to refine and/or decide on relevant aspects of the IC&M phase.

For periods that require more engagement, more complex methods of engagement involving greater levels of participation from affected parties may be employed.

The engagement process will be flexible, and responsive to meet the needs and interests of affected parties, while meeting the engagement goals defined in Section 4 in the following manner:

- **Build and maintain strong relationships** – Engage early and ongoing, and demonstrate long-term commitment to affected parties through engagement that fulfills their respective preferences.
- **Enable meaningful, inclusive engagement** – Engage throughout the project, explore ways affected parties would like to engage, including the scope and scale of the activity, and accurately document concerns and feedback.
- **Incorporate feedback** – Demonstrate and document how feedback, concerns, and interests have been addressed or where they have not been addressed, and why.
- **Collaborate on solutions** – In collaboration with affected parties, identify and evaluate measures to avoid or reduce potential adverse effects on affected parties throughout the project, and validate community feedback.
- **Support participation to deliver community benefits** – Provide capacity funding to support meaningful participation in engagement processes throughout the project and tangible activities aim to maximize employment, training, and contracting opportunities.

Community liaison officer(s)

Imperial is growing its team to include Community Liaison Officers, with preference for Sahtú beneficiaries and those living in the Sahtú region to support planning and implementation of community engagement and inform strategic planning. Other accountabilities include providing cultural protocol guidance, relationship building, local meeting organization, and coordination and attendance at local community investment activities. The community liaison(s) will support the processes described throughout Section 6.



Capacity funding agreements

Indigenous governments and organizations and affected communities' involvement is important for achievement of successful project outcomes. This can create a strain on time, human resources and economic capacity.

Imperial is committed to provide any needed funding to enable affected parties to obtain the capacity needed to participate effectively and meaningfully in engagement activities. Imperial is collaborating with communities and may establish longer term capacity funding agreements. Today, funding is evaluated on a case-by-case basis and available to support a variety of engagement activities, including (but not limited to):

- Technical reviews, feedback, and submissions
- Virtual and in-person engagement (e.g., venues, catering, interpretation services)
- Participation (e.g., travel, honorarium, site tour)
- Community engagement activities

Engagement methods

A brief description of engagement methods is provided in Table 2.

Table 2: Engagement methods

Method	Description
Written notifications Info type: General information - Email - Plain language factsheets - Infographics - Posters - Reports	Email communication will be used to contact affected parties to provide IC&M phase information, arrange teleconferences or face-to-face meetings, or for routine communications. If email is not the preferred written communication for an affected party, mailed letters (through Canada Post) or facsimile transmissions may be used.
Project Website Info type: Project updates - Newsletter - Downloadable resources (e.g., factsheets, infographics) - Geographic information sharing (GIS) page - Frequently asked questions (FAQ)	The Imperial Norman Wells website (www.imperialoil.ca/normanwellsclosure) will provide clear and easily accessible information about the IC&M phase. It will serve as a reliable and accessible hub for IC&M phase updates, key documents, and community input. A regular newsletter will be posted on the Norman Wells closure website and circulated to affected parties, with IC&M phase updates on activities, timelines, upcoming events, and engagement opportunities. GIS information sharing includes a framework for gathering, managing and analyzing data. The data is typically stored in a database and associated with a location or an area where it can be presented on maps or via interactive applications or webpages.
Social media Facebook	Imperial will share IC&M phase updates through social media, including the NWO Facebook page ("Imperial Norman Wells"), and use Facebook to share information on upcoming IC&M phase engagement opportunities (e.g., open house).
Phone communications	Outreach by phone with affected parties may be used to follow up on previously shared information, set up planned face-to-face meetings, provide additional context, and respond to questions in real time.
Face-to-face and virtual meetings with leadership	Imperial recognizes the benefits of and will prioritize face-to-face meetings in Sahtú communities. Due to logistical travel challenges at times, affected party preferences, or need to share and discuss information at an increased frequency in a timely matter, virtual meetings may be used as an option for ongoing IC&M phase-specific dialogue.



	Face-to-face and virtual meetings will be used for detailed presentation of information (e.g., through PowerPoint presentations, enlarged maps, and topic-specific one-pagers), which will be an interactive process and allow for immediate feedback and discussion. To support informed engagement and dialogue, Imperial will prepare plain language information materials and share with communities, prior to any engagement activities. Meetings will be scheduled regularly and when there is a need to discuss specific issues with applicable affected parties. Meetings will be organized in collaboration with the affected parties to accommodate attendance. Meetings may be held with specific affected parties at certain times or with the general public.
Community public meetings / open houses	Public meetings or open houses in communities will enable community members to attend and receive IC&M phase information as members of affected parties, allowing participation in discussions among various audiences with varying perspectives. Visual aids, such as PowerPoint presentations, enlarged maps, posters, and printed copies of materials shared for takeaway, will be used to support information sharing and discussions. All meetings will include a feedback mechanism such as sticky notes, or open Q&A, with Imperial representatives also recording feedback during one-on-one discussions. These meetings may be scheduled over a catered lunch or dinner in a central location in the community, easily accessible to interested participants. These events will be advertised across the applicable community to support a strong turn-out of participants. To extend the reach and to provide information to those who could not attend, a virtual open house may be set up to share the same information.
Topic-specific working groups / workshops	Imperial may hold topic-specific workshops with the applicable working group to share specific technical information that requires a thorough discussion and/or resolution.
Site tours	Site tours provide interested community members with an opportunity to visit the Norman Wells site and gain firsthand insight into environmental assessments, monitoring, remediation, and reclamation work currently underway and planned.
Community environmental monitors	Community Environmental Monitors will observe the environment; monitor for potential impacts from activities on land, water and air; and communicate this information as set out in their contracts.



Table 3 provides an IC&M pre-application feedback template as a tool affected parties can use to capture, track, and submit feedback to Imperial during project engagement activities.

Table 3: Imperial’s IC&M feedback template

Topic	Reviewer Comment	Reviewer Recommendation	Imperial Response

7. Detailed engagement plan

Table 4 outlines engagement triggers associated with the different stages of the IC&M phase. It outlines the methods that will be used to fulfill engagement following the guidance provided by the MVLWB (2018). Imperial may adjust proposed engagement activities in response to further feedback received from affected parties or changes in the IC&M phase or its schedule. Imperial may address multiple engagement objectives in a single engagement. Table 4 also includes engagement that may be initiated by Imperial throughout the life of the IC&M phase. Regulators may initiate additional engagement that is not captured here.

Table 4: Interim Care & Maintenance phase engagement plan

When will engagement occur?	What is the purpose of engagement?	How will engagement occur?	Who will be engaged?
Ongoing throughout the IC&M phase, including regulatory applications / authorizations			
Regular engagement with affected parties	Engage and update affected parties, including environmental monitoring results.	May include written notifications / follow-up telephone communications / face-to-face meetings / videoconferences / community public meetings or open houses.	Affected parties and the interested public
		Annually per Chapter 9 of the Sahtu Dene and Metis Comprehensive Land Claim Agreement with the Government of Canada, Sahtu Secretariat Incorporated (SSI) and Sahtú beneficiaries (SSI to coordinate).	As determined by SSI and federal government
Information requests from any affected party	Respond to requests for information/engagement.	As appropriate to the request, and based on affected party's preferred engagement method.	As appropriate to the request
Seek opportunities to actively engage youth	Provide information on employment, education and training, and NWO.	Career fairs, site tours, classroom visits, community events.	Applicable affected parties (youth)
Application for new approvals (CER and SLWB)	Engage pre-application to share information on permitting approach and activities, respond to questions and concerns and collect input and feedback to inform the application(s). Feedback during regulatory	May include written notifications / follow-up telephone communications / face-to-face meetings / videoconferences/ community public meetings, or open houses / working group workshops.	Affected parties and the interested public

Table 4: Interim Care & Maintenance phase engagement plan

When will engagement occur?	What is the purpose of engagement?	How will engagement occur?	Who will be engaged?
	review may result in adjustments to the application.	Technical sessions and public hearings during regulatory review.	
Licences and permits issued	Inform affected parties of any new approvals.	As part of regular engagement activities and updates.	Applicable affected parties
Application for amendment, modifications, or extensions to existing approval to allow for a change to the work plan or scope (if required)	Inform affected parties of changes to planned activities and respond to questions and concerns and collect input to inform the application(s). Regulatory review may result in adjustments to the application.	May include written notifications / face-to-face meetings / videoconferences / telephone communications / working group workshops. Public hearings during regulatory review.	Applicable affected parties
Modifications to environmental management plans and programs (as required)	Collect input into proposed modifications of previously approved plans and programs.	May include written notifications / face-to-face meetings / virtual meetings / telephone communications / working group workshops.	Applicable affected parties
Procurement approach and opportunities during IC&M phase	Inform affected parties of potential contracting and/or subcontracting opportunities, bid processes, and outcomes, including updates on successful proponent(s).	Written communication / face-to-face meetings / videoconference / telephone communication / website.	Depending on procurement information being shared, applicable affected parties, interested public, northern and Indigenous-owned businesses
Active engagement with communities and collaboration with governments to facilitate participation in training, employment, and community investment programs and other initiatives	Provide information on processes, timelines and requirements for training programs, employment, and community investment funding.	Community events and community visits.	Applicable affected parties
Occurrence of an accidental spill	Inform appropriate regulatory authorities and affected parties as required and receive further instructions on required response	Written notifications and telephone communication.	Applicable affected parties (including regulatory organizations) and government agencies
Occurrence of wildlife incident	Inform appropriate regulatory authorities and affected parties as required and receive further input on required response	Written notifications and telephone communication.	Applicable affected parties (including regulatory organizations) and government agencies



Table 4: Interim Care & Maintenance phase engagement plan

When will engagement occur?	What is the purpose of engagement?	How will engagement occur?	Who will be engaged?
Discovery of suspected archaeological or heritage site	Inform appropriate regulatory authorities and affected parties as required and receive further input on required response.	Written communication.	Applicable affected parties (including regulatory organizations) and government agencies
Initiate discussions and agreements for community led Indigenous Knowledge (IK) collection to potentially support IC&M activity planning, design, and execution.	Work with communities to incorporate their Indigenous Knowledge and feedback as applicable.	Indigenous Knowledge studies, face-to-face meetings / videoconference.	Applicable affected parties



8. Engagement record

Imperial will document engagement activities conducted with affected parties in accordance with MVLWB (2018) engagement guidance, as well as to demonstrate engagement for applicable regulators. Imperial will take the following steps to maintain an engagement record:

- Source documents (e.g., meeting minutes and letters) will be maintained and kept to cross reference with engagement log. Meeting minutes will be shared with communities for review and validation.
- The engagement log and summary will summarize the results of engagement with each affected party and provide an account of engagement activities. This document will include engagement dates and types of engagement; parties that were present; what was discussed, including concerns and potential effects; how these concerns have been addressed, including mitigation measures; outcomes of the engagement; action items; and any outstanding matters.
- Engagement records including meeting minutes, logs, and summaries will be shared with communities for review and input.
- Upon request, records of engagement activities will be made available on the public registry.

Table 5: Imperial’s Interim Care & Maintenance engagement summary

Groups/attendees	Meeting summary	Concerns raised by affected party	Proponent response	Interested addressed/resolved	Outstanding concerns

Table 6: Imperial’s Interim Care & Maintenance engagement log template

Groups/attendees	Meeting summary	Feedback	Action summary	Concerns raised by affected party	Proponent response	Interested resolved	Outstanding concerns	Concern action summary	Information materials provided (Y/N)	Written correspondence, meeting notes, and/ or minutes (Y/N)



References

- MVLWB (Mackenzie Valley Land and Water Board). 2018. Engagement Guidelines for Applicants and Holders of Water Licences and Land Use Permits Available at: <https://mvlwb.com/media/814/download?inline>. Accessed July 2026.
- MVLWB. 2023. Engagement and Consultation Policy. Available at: <https://mvlwb.com/media/1835/download?inline>. Accessed July 2026.
- MVLWB. No Date. Information for Proponents on the MVLWB's Engagement Requirements. Available at: <https://mvlwb.com/media/828/download?inline>. Accessed July 2026.