

August 19, 2020

Dear OSCA Stakeholders,

In 2017, after the Horse River Wildfire, the Oil Sands Community Alliance (OSCA) underwent a strategic exercise to adapt to the new reality in the region and for industry. OSCA and the member companies were looking for a new approach to collaborate with our communities and manage the economic and social impacts in Alberta's oil sands region.

The last three years have been eventful, OSCA has relied on the steady leadership of Executive Director Karim Zariffa to navigate the new reality and chart a path forward. Under Karim's leadership OSCA has reevaluated its priorities and implemented a strategy to become a trusted and effective organization in the region. We are very sad to announce that Karim is leaving to pursue the next chapter in his career. OSCA members wish Karim best of luck in his new endeavor.

This year started with two unimaginable global events, the pandemic and collapse in crude oil prices, this was then exacerbated locally by one of the worst floods in the history of this community. OSCA will remain a key partner in these rebuilding efforts. OSCA members continue to work with the municipality, business leaders, local stakeholders and indigenous communities to have and implement a concrete recovery plan.

The oil sands industry will continue to be involved in the discussions and decisions that will define the future of the Athabasca region. We recognize that the future of industry and the health of our local communities is intertwined. An economically viable oil sands industry supports stronger and vibrant communities, in turn, communities with a high quality of life significantly help attract and retain workers for our industry.

The future is uncertain but the oil sands industry and our local communities have a long history of collaborating to build and strengthen our communities. OSCA members look forward to working with our stakeholders and continue to create the best possible communities in the Athabasca oil sands region.

We will keep you informed of major milestones during this transition. In the interim, if you have any questions or concerns, please visit the OSCA website at [www.oscaalberta.ca](http://www.oscaalberta.ca) or reach out at [info@oscaalberta.ca](mailto:info@oscaalberta.ca)