

Oil Sands Developer

You are an energy company that has primarily developed in the oil sands region in Northeastern Alberta. However, the external environment is difficult. There are a lack of access to markets and a number of stakeholders who are looking for significant environmental and social improvements. In order to continue mining oil & gas you need to reduce your carbon footprint.

Set-Up:

Below are your starting cards. It's the money, support, and land that your company has acquired from previous endeavors and will now be using to develop future projects.

- 5 Economic Cards
- 2 Environment Cards
- 3 Social Cards

When you are given economic, environment or social cards from stakeholders, you must use it for the specific project it was given. If you decide not to do the project, you must return the cards to the stakeholder(s). Stakeholders can ask for their card(s) back if they change their mind. However, once you have developed your project, stakeholders cannot ask for their card(s) back.

Tips:

- Assign tasks to your team members to divide the work
- Someone needs to pitch your projects to stakeholders, and convince them to support you with their environment and social cards
- When ready, someone needs to pay a visit to the banker, pay the costs of the project, and collect your profits

To win:

You must have this many cards by the end:

- 12 Economic Cards
- 1 Environment Card
- 11 Social Cards

You must also have partnered with at least three stakeholder groups by the end of the game.

Indigenous Energy Developer

You are an energy company based out of your nation and working towards improved economic prosperity for your people. It is important for you to find a balance between supporting your community financially, while also maintaining the land for hunting and cultural traditions. The difficult part is finding that balance.

Set-Up:

Below are your starting cards. It's the money, support, and land that your company has acquired from previous endeavors and will now be using to develop future projects.

- 3 Economic Cards
- 3 Environment Cards
- 1 Social Card

When you are given economic, environment or social cards from stakeholders, you must use it for the specific project it was given. If you decide not to do the project, you must return the cards to the stakeholder(s). Stakeholders can ask for their card(s) back if they change their mind. However, once you have developed your project, stakeholders cannot ask for their card(s) back.

Tips:

- Assign tasks to your team members to divide the work
- Someone needs to pitch your projects to stakeholders, and convince them to support you with their environment and social cards
- When ready, someone needs to pay a visit to the banker, pay the costs of the project, and collect your profits

To win:

You must have this many cards by the end:

- 11 Economic Cards
- 1 Environment Card
- 9 Social Cards

You must also have partnered with at least three stakeholder groups by the end of the game.

Oil and Gas Refiner

You are what they call the downstream sector of the oil and gas industry. What that means is that you are the refiner and processor of crude oil and natural gas. You take the raw material that developers extract from the Earth, and make it ready for use into a variety of products, such as gasoline and diesel oil. As a result of lack of access to markets and a number of stakeholders who are looking for significant environmental and social improvements, you are exploring alternative forms of fuel.

Set-Up:

Below are your starting cards. It's the money, support, and land your company has acquired from previous endeavors and will now be using to develop future projects.

- 4 Economic Cards
- 3 Environment Cards
- 1 Social Cards

When you are given economic, environment or social cards from stakeholders, you must use it for the specific project it was given. If you decide not to do the project, you must return the cards to the stakeholder(s). Stakeholders can ask for their card(s) back if they change their mind. However, once you have developed your project, stakeholders cannot ask for their card(s) back.

Tips:

- Assign tasks to your team members to divide the work
- Someone needs to pitch your projects to stakeholders, and convince them to support you with their environment and social cards
- When ready, someone needs to pay a visit to the banker, pay the costs of the project, and collect your profits

To win:

You must have this many cards by the end:

- 12 Economic Cards
- 1 Environment Card
- 9 Social Cards

You must also have partnered with at least three stakeholder groups by the end of the game.

Renewable Energy Developer

You've been on the leadership team for your corporation for a while, and have witnessed tremendous growth over the past decade. With a renewed mandate to further develop renewable energy projects, you're looking forward to the challenge. There is of course residential and other stakeholder concerns out there that you need to work with, and then if only government policy could be predictable for more than four years...

Set-Up:

Below are your starting cards. It's the money, support, and land that your company has acquired from previous endeavors and will now be using to develop future projects.

- 2 Economic Cards
- 2 Environment Cards
- 1 Social Cards

When you are given economic, environment or social cards from stakeholders, you must use it for the specific project it was given. If you decide not to do the project, you must return the cards to the stakeholder(s). Stakeholders can ask for their card(s) back if they change their mind. However, once you have developed your project, stakeholders cannot ask for their card(s) back.

Tips:

- Assign tasks to your team members to divide the work
- Someone needs to pitch your projects to stakeholders, and convince them to support you with their environment and social cards
- When ready, someone needs to pay a visit to the banker, pay the costs of the project, and collect your profits

To win:

You must have this many cards by the end:

- 10 Economic Cards
- 1 Environment Card
- 7 Social Cards

You must also have partnered with at least three stakeholder groups by the end of the game.

Indigenous Council

Your role on the council of an indigenous nation has been a constant challenge. Your people need you to walk the line between protecting the land that has sustained them for generations, while also securing them economic prosperity. On your land is a significant natural gas reserve. There are also key areas ideal for wind, solar, and hydro power. You're interested in both renewable energy projects as well as oil and gas development. The challenge is determining which projects are better for your people.

Game Set-Up:

Ensure you have the below cards for each round of the game. These are the cards that you can provide the energy developers/refiners. When you give environment or social cards, they must use it for the specific project it was given. If developers/refiners choose a different project, they must return the cards. You can also ask for your card(s) back if you change your mind. However, once the project is developed, you cannot ask for your card(s) back.

	Environment Cards	Social Cards
Round 1	1	1
Round 2	2	1
Round 3	3	1

Tips for each Round:

- You can choose not to give any social/environment cards away. If an energy developer or refiner is not meeting your interests, you should **not** give them any verbal support or access to your land! They have to work to gain your support.
- If you do not spend all your cards in the round, you can carry them over to next round.
- If an energy developer or refiner returns card(s) to you because they decided on a different project, you can give it to a different developer or refiner.

To win you must:

- Provide environment or social card(s) to at least **five** projects that support jobs and economic development for your community.
- Ensure at least **three** of these projects have limited impact on the surrounding land, only having an **environment card cost of 2 or less**. This will allow your community to continue to hunt and engage in cultural and spiritual traditions.

Town Council

Your role on the town council of a rural farming community in southern Alberta has been a constant challenge. Many people in your town are out of work and desperate for jobs. Your town and surrounding area is known for being windy, and therefore provides good potential for wind energy. You're interested in the potential for energy projects or refineries to provide economic development in your town. However, you also fear losing the rich history and farming heritage of your community, which would be at risk with significant development.

Game Set-Up:

Ensure you have the below cards for each round of the game. These are the cards that you can provide the energy developers/refiners. When you give environment or social cards, they must use it for the specific project it was given. If developers/refiners choose a different project, they must return the cards. You can also ask for your card(s) back if you change your mind. However, once the project is developed, you cannot ask for your card(s) back.

	Environment Cards	Social Cards
Round 1	1	1
Round 2	2	1
Round 3	3	1

Tips for each Round:

- You can choose not to give any social/environment cards away. If an energy developer or refiner is not meeting your interests, you should **not** give them any verbal support or access to your land! They have to work to gain your support.
- If you do not spend all your cards in the round, you can carry them over to next round.
- If an energy developer or refiner returns card(s) to you because they decided on a different project, you can give it to a different developer or refiner.

To win you must:

- Provide environment or social card(s) to at least **five** projects that support jobs and economic development for your community.
- Ensure at least **four** of these projects have limited impact on the surrounding land, only having an **environment card cost of 3 or less**. This will allow your community to keep as much of their farmland as possible.

Project Review Board

Your role on the Project Review Board is crucial. You help provide approval for energy projects of all kinds. Made up of environmental scientists, ecologists, and environmental lawyers, you determine if a project meets environmental regulations. You assess the impact that a project would have, and ensure that projects do minimal harm and have policies in place to prevent and clean up environmental disasters. Your role is unique in the game, because you can only give environment cards. Provide environment cards to projects that you determine to be mindful of the environment, such as having minimal environmental cost.

Game Set-Up:

Ensure you have the below cards for each round of the game. These are the cards that you can provide to energy developers/refiners. When you give environment cards, they must use it for the specific project it was given. If developers/refiners choose a different project, they must return the cards. You can also ask for your card(s) back if you change your mind. However, once the project is developed, you cannot ask for your card(s) back.

	Environment Cards
Round 1	2
Round 2	2
Round 3	2

Tips for each Round:

- You can choose not to give any environment cards away. If you determine an energy developer or refiner is not being responsible towards the environment, you should **not** give them approval for their project!
- If you do not spend all your cards in the round, you can carry them over to next round.
- If an energy developer or refiner returns card(s) to you because they decided on a different project, you can give it to a different developer or refiner.

To win:

- Provide environment cards to at least **four** projects that you determine have minimal impact on surrounding land and ecosystems. **It is up to you to set your standards. Keep in mind that if you are too strict, you may not meet your goal.**
- Convince the Oil Sands Developer to do the In-situ Reclamation project in Round 2 OR the Indigenous Energy Developer to do the Run of River Hydro Plant in Round 3.

Oil and Gas Union

You've led the union for two decades, watching boom and bust, boom and bust. Developments in renewable energy and electric vehicles concern many of your members. Where are the jobs of the future going to be? However, you're passionate about ensuring as many opportunities for your members as possible within the Alberta oil and gas sector, which continues to grow, and likely will for the foreseeable future. Your role as a stakeholder is unique because you can only provide social cards. You are able to provide these to energy developers to show your union's support for a project or provide one of these to the government party of your choice as a means of lobbying the government.

Game Set-Up:

Ensure you have the below cards for each round of the game. These are the cards that you can provide the energy developers/refiners. When you give social cards, they must use it for the specific project it was given. If developers/refiners choose a different project, they must return the cards. You can also ask for your card(s) back if you change your mind. However, once the project is developed, you cannot ask for your card(s) back.

	Social Cards
Round 1	2
Round 2	2
Round 3	2

Tips for each Round:

- You can choose not to give any social cards away. If an energy developer or refiner is not meeting your interests, you should **not** give them any verbal support! They have to work to gain your support.
- If you do not spend all your cards in the round, you can carry them over to next round.
- If an energy developer or refiner returns card(s) to you because they decided on a different project, you can give it to a different developer or refiner.
- Instead of providing a social card to an energy developer or refiner, you can give **one** social card to a political party of your choice. If they accept, you choose one of the policies that they must include in their platform. In return, that party is provided with 1 extra vote. You must do this **before** the election vote. The party you pick may or may not win.

To win you must:

- Provide social card(s) to at least **four** projects. **Three** of these must specifically support jobs in the oil and gas sector.
- Ensure at least **one** government policy of your choosing is implemented. The policy must support the oil and gas sector.

Left-leaning Government

Game Goal: To be the elected government more often than the other party.

Round 1

The election takes place at the end of Round 1. Before then, use the time you have to prepare.

- 1) Talk to stakeholders/energy developers/refiners to learn about their goals and priorities. Understand the needs of voters.
- 2) Choose which policy or policies below you would like to implement if you win the election at the end of Round 1.
- 3) If the Oil and Gas Union provides you with a social card and you accept, you must allow them to choose one of the policies that you will implement if you win. In return, the social card represents one extra vote.
- 4) Come up with an election speech to convince the stakeholders/energy developers/refiners to vote for you. The speech can be as long or short as you feel it needs to be to convince voters to support you. Tell them what policies you will implement if elected.
- 5) If you win, grab the economic/environment/social cards that you need from the banker and provide the cards that you promised to the energy developers/refiners.

Policy Options (Choose a minimum of one, or a maximum of four policies to implement)

Option A	Option B	Option C	Option D
Support the development of renewable energy to diversify Alberta's economy. Provide 2 economic cards to the Renewable Energy Developers at the start of Round 2.	Implement a carbon tax for large industrial emitters. During Round 2, Oil and Gas Refiners must pay one economic card to the government if they invest in a modular refinery and Oil Sands Developers must pay 1 economic card to the government if they invest in an in-situ project.	A rebate is provided to solar projects. During Round 2, Indigenous Energy Developers only need to pay 3 economic cards if they invest in the solar plant.	To encourage renewable energy development, we will provide 1 environment card to developers who are investing into renewable energy projects in Round 2.

You cannot give any cards unless you win the election. When/if you win, visit the banker to get the cards you need above and then distribute them to the energy developers/refiners.

Round 2

The election takes place at the end of Round 2. Before then, use the time you have to prepare.

- 1) Choose which policy or policies below you would like to implement if you win the election at the end of Round 2.
- 2) If the Oil and Gas Union provides you with a social card and you accept, you must allow them to choose one of the policies that you will implement if you win. In return, the social card represents one extra vote.
- 3) Come up with an election speech to convince the stakeholders/energy developers/refiners to vote for you. The speech can be as long or short as you feel it needs to be to convince voters to support you. Tell them what policies you will implement if elected.
- 4) If you win, grab the economic/environment/social cards that you need from the banker and provide the cards that you promised to the energy developers/refiners.

Policy Options (Choose a minimum of one, and a maximum of three)

Option A	Option B	Option C
Alberta has a rich potential for successful solar and wind energy sectors. Drive the development of wind and solar energy to diversify Alberta's economy. Provide 1 economic card and 1 environment card in Round 3 to any developer that is investing in solar or wind.	Implement a steep carbon tax for large industrial emitters. During Round 3, Oil Sands Developers must pay 2 additional economic cards to the government if they invest in an in-situ project.	To support an electric vehicle charging network, provide 1 economic card to Oil and Gas Refiners who invest in electric vehicle infrastructure in Round 3.

You cannot give any cards unless you win the election. When/if you win, visit the banker to get the cards you need above and then distribute them to the energy developers/refiners.

Round 3

The election takes place at the end of Round 3. Before then, use the time you have to prepare.

- 1) Choose which policy or policies below you would like to implement if you win the election at the end of Round 2.
- 2) If the Oil and Gas Union provides you with a social card and you accept, you must allow them to choose one of the policies that you will implement if you win. In return, the social card represents one extra vote.
- 3) Come up with an election speech to convince the stakeholders/energy developers/refiners to vote for you. The speech can be as long or short as you feel it needs to be to convince voters to support you. Tell them what policies you will implement if elected.
- 4) If you win, grab the economic/environment/social cards that you need from the banker and provide the cards that you promised to the energy developers/refiners.

Policy Options (Choose a minimum of one, and a maximum of three)

Option A	Option B	Option C
<p>Require Oil Sands Developers and Oil and Gas Refiners to provide funding towards research focused on increasing the success of reclamation projects. Oil Sands Developers and Oil and Gas Refiners must provide 1 economic card to the government for distribution to universities.</p>	<p>Encourage partnership with Alberta's Indigenous Communities. Energy Developers and Refiners who partnered with the Indigenous Council in Round 3 will receive 1 economic card from your government.</p>	<p>Support the transition of oil and gas workers into renewable energy. Provide 1 economic card to all Energy Developers and Refiners who invested in a renewable energy project in Round 3 to allow them to train and hire new workers.</p>

You cannot give any cards unless you win the election. When/if you win, visit the banker to get the cards you need above and then distribute them to the energy developers/refiners.

Right-leaning Government

Game Goal: To be the elected government more often than the other party.

Round 1

The election takes place at the end of Round 1. Before then, use the time you have to prepare.

- 1) Talk to stakeholders/energy developers/refiners to learn about their goals and priorities. Understand the needs of voters.
- 2) Choose which policy or policies below you would like to implement if you win the election at the end of Round 1.
- 3) If the Oil and Gas Union provides you with a social card and you accept, you must allow them to choose one of the policies that you will implement if you win. In return, the social card represents one extra vote.
- 4) Come up with an election speech to convince the stakeholders/energy developers/refiners to vote for you. The speech can be as long or short as you feel it needs to be to convince voters to support you. Tell them what policies you will implement if elected.
- 5) If you win, grab the economic/environment/social cards that you need from the banker and provide the cards that you promised to the energy developers/refiners.

Policy Options (Choose a minimum of one, or a maximum of three policies to implement)

Option A	Option B	Option C
<p>Push forward greater development of Alberta's oil and gas sector to spur the economy. Provide a tax break (reduction in taxes) to oil and gas refiners. Oil and gas refiners receive 1 economic card from your government at the start of Round 2.</p>	<p>To encourage reclamation activities, we will provide one environment card to oil sands developers who will undertake a reclamation project in Round 2. This will encourage developers to reclaim the land, because the recognition for responsible environmental stewardship will allow them to develop more land.</p>	<p>Adjust regulations so that pipeline projects are more easily approved. Pipeline projects in Round 2 now receive 1 extra economic card as profit, resulting from faster approval, construction, and use.</p>

You cannot give any cards unless you win the election. When/if you win, visit the banker to get the cards you need above and then distribute them to the energy developers/refiners.

Round 2

The election takes place at the end of Round 2. Before then, use the time you have to prepare.

- 1) Choose which policy or policies below you would like to implement if you win the election at the end of Round 2.
- 2) If the Oil and Gas Union provides you with a social card and you accept, you must allow them to choose one of the policies that you will implement if you win. In return, the social card represents one extra vote.
- 3) Come up with an election speech to convince the stakeholders/energy developers/refiners to vote for you. The speech can be as long or short as you feel it needs to be to convince voters to support you. Tell them what policies you will implement if elected.
- 4) If you win, grab the economic/environment/social cards that you need from the banker and provide the cards that you promised to the energy developers/refiners.

Policy Options (Choose a minimum of one, and a maximum of two)

Option A	Option B
Reduce royalties on oil sands projects to encourage more development. In-situ oil sands projects will now only cost 5 economic cards in Round 3.	To encourage more business in Alberta, reduce taxes for all energy developers. All Energy Developers and the Oil and Gas Refiner receive one economic card from your government at the start of Round 3.

You cannot give any cards unless you win the election. When/if you win, visit the banker to get the cards you need above and then distribute them to the energy developers/refiners.

Round 3

The election takes place at the end of Round 3. Before then, use the time you have to prepare.

- 1) Choose which policy or policies below you would like to implement if you win the election at the end of Round 2.
- 2) If the Oil and Gas Union provides you with a social card and you accept, you must allow them to choose one of the policies that you will implement if you win. In return, the social card represents one extra vote.
- 3) Come up with an election speech to convince the stakeholders/energy developers/refiners to vote for you. The speech can be as long or short as you feel it needs to be to convince voters to support you. Tell them what policies you will implement if elected.
- 4) If you win, grab the economic/environment/social cards that you need from the banker and provide the cards that you promised to the energy developers/refiners.

Policy Options (Choose a minimum of one, or a maximum or three policies to implement)

Option A	Option B	Option C

<p>Significantly reduce funding towards research about reclamation. Oil Sands Developers and Oil and Gas Refiners receive 1 economic card as a result of projects now being easier to implement (without the research that would suggest greater measures be in place to protect the environment).</p>	<p>Encourage Energy Developers and Refiners to support jobs for people in oil and gas. Energy Developers and Refiners who partnered with the Oil and Gas Union in Round 3 will receive 1 economic card from your government.</p>	<p>To create more jobs in oil and gas, provide a significant tax break for Oil Sands Developers and Oil and Gas Refiners who invested in an Oil and Gas project in Round 3. The tax break will ideally be used to hire new employees.</p>
--	--	---

You cannot give any cards unless you win the election. When/if you win, visit the banker to get the cards you need above and then distribute them to the energy developers/refiners.

Banker

Instructions:

- 1) You will be given one pile each of economic, social, and environment cards. This is the bank.
- 2) Take 9 economic cards. This is your pile of cards. Keep these separate from the bank.
- 3) Inside your envelope are copies of the energy project choices for each round. When energy developers/refiners visit the bank to pay for their projects, use these sheets to check how many economic, environment, and social cards they have to pay to the bank and how many cards to give them back as profit. See the example below:

ECONOMIC CARD COST: 6

ECONOMIC CARD GAIN: 9

ENVIRONMENT CARD COST: 5

SOCIAL CARD COST: 5

SOCIAL CARD GAIN: 6

The red writing shows that the developer/refiner must give 6 economic cards, 5 environment cards, and 5 social cards to the bank. The green writing shows that you must then give them 9 economic cards and 6 social cards from the bank as their profit.

- 4) Using the economic cards from your pile, you can provide loans to energy developers/refiners of your choice. **They must pay back more than they borrowed.** Like interest on a loan! You negotiate how much they have to pay back and by when.

Who	Loan given	How much they need to pay back and when

- 5) After each election, the government will visit the bank to collect some cards. Ask them to show you what policies they picked, so that you can give them the correct amount of cards they need from the bank.

To win:

- You must have at least 14 economic cards in your pile by the end of the game. Since you started with 9, this means you must gain at least 5 cards from interest over the course of the game to win.