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Saturday September 27th, 2014

CANADA THREE TIMES SOFTER ON OIL WHEN IT COMES TO RUSSIA SANCTIONS

For all its much-touted toughness in imposing economic sanctions against Russia, Canada has been significantly more timid against one particular target: the oil industry.

A database of sanctions compiled by The Canadian Press suggests Canada has been almost three times less likely to penalize Russian oil companies than the United States.

The Harper government has imposed economic penalties against five Russian oil companies, compared to 13 firms targeted in that same sector by the U.S.

That's despite the fact that in its vast array of more than 175 sanctions targets, Canada has been as tough as the U.S. — if not tougher — on other segments of Russian society, including private citizens, the defence industry, mining, and financial-services companies.

The oil and gas sector is a clear statistical exception, representing about 13.8 per cent of Canadian

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sanctions against companies imposed during the Ukraine crisis. By way of comparison, the proportion is about 29.5 per cent in the U.S. and 20 per cent in the European Union. Also, four of Russia's largest oil companies and its dominant pipeline company have faced sanctions in

either the U.S., Europe, or both: Rosneft, Lukoil, Surgutneftgas, Gazprom, and the state-run pipeline monopoly Transneft. Not one of them has faced such measures from Canada. In an interview, Canada's industry minister said he hasn't

heard any complaints from the opposition or regular citizens about the approach to sanctions. "There has been none of that," Industry Minister James Moore said. "There's been a unified Canadian understanding that the position of Stephen Harper is the correct

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one, morally. It won't be without its frustrations for some people who have had long business ties with Russia — but certainly some things are more important."

But when asked whether the government might follow the U.S. with sanctions against influential Vladimir Putin ally Igor Sechin and Rosneft, the No. 1 Russian oil company that has Sechin as its chairman, Moore said: "I don't have any comment on that."

The Canadian government will be on the international stage this week promoting its robust response to Russia's intervention in Ukraine, as Prime Minister Stephen Harper makes it one of the themes of his address to the United Nations General Assembly. Canada has, in fact, imposed more

sanctions overall than either the U.S. or Europe. The Canadian Press compiled a database that shows Canada with 175, not including several against more amorphous entities like "the Federal State of Novorossiya," which is also on the Canadian list.

As for why Russian oil is so scarce on that same list, one academic who has researched the geopolitical reach of Russia's oil industry says there might be an extremely simple explanation: human oversight.

David Detomasi of Queen's University says Canadian interests there are relatively minor. They're mostly limited to providing logistical help with extraction — and don't extend to actual drilling or ownership stakes, which American oil companies actually do have there. Exxon Mobil has just had

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SITE C OR LNG: PICK ONE, SAY B.C. FIRST NATIONS

Final government decision on Site C dam is expected in November

Several of the B.C. First Nations are in Ottawa today to offer the federal government an ultimatum — it can have the Site C dam or liquefied-natural-gas development, but not both. Chief Roland Willson of the West

Moberly First Nation says an 1899 treaty gives his community title to land in the Peace River valley that's crucial to both projects.

He says a recent decision from the Supreme Court of Canada has bolstered his First Nations' say on any industrial development on that land.

Decisions are expected in October from the federal environmental minister and the B.C. environmental assessment office on whether the Site C dam can go ahead.

The \$8-billion dam would lie in the heart of B.C.'s nascent LNG industry,



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Not opposed to development

The band is not opposed to resource development, Willson said, but it has issued an ultimatum.

"I've said you can't have both," Willson said in an interview.

"If you want to push Site C, we're not going to be in favour of any LNG projects, any of the pipeline projects up there. We don't want to be there but if that's the case, we don't have any other choice."

Willson will be in Ottawa today with Chief Liz Logan of the Fort Nelson First Nation and Grand Chief Stewart Phillip of the Union of B.C. Indian Chiefs to deliver that message to the federal government, which must issue its own decision on the project.

The dam would be the third on the Peace River in B.C., flooding 5,550

hectares of land over an 83-kilometre stretch of valley. It would generate an estimated 1,100 megawatts of capacity, or enough to power the equivalent of 450,000 homes a year.

A report by a joint federal-provincial environmental assessment panel in May made no clear recommendation.

Decision expected in November Energy Minister Bill Bennett said announcements are expected on environmental certificates from the federal government and the B.C. Environmental Assessment Office next month. If Site C is given the go-ahead, a final decision from the province could come in November.

"Clearly we would like to have at least some of the Treaty 8 First Nations, as many as possible, involved with the actual project -- their contracting firms getting

business out of it, their people getting jobs out of it," Bennett said in a recent interview. "Obviously, with no First Nation formally in support of the project at this time, we still have lots of work to do."

But there is a treaty in place, so the recent Supreme Court of Canada decision on land title may not have much bearing on this particular project, he said.

The Crown-owned utility, BC Hydro, has said it needs the dam to provide for future needs and meet the province's legislated clean energy targets.

Rancher concerned Ken Boon, a rancher whose land will be under water if the project proceeds, said he hopes the West Moberly band can convince the province to find an alternative.

"I think if they had to choose between the two, they'd choose LNG," he said.

"I don't think the government really has the appetite to get into a big litigation battle with First Nations over Site C."

Willson said the area cannot bear the environmental impact of both LNG and the dam.

"It's too much," he said. "We're already inundated with gas activity. When you look at that, well, they can't have both."

The Peace region is responsible already for 60 per cent of the province's resource revenue, he said.

"Yes there has to be development," Willson said.

"But you can't continue to develop and push constitutionally protected treaty rights off to the side. They're at a point now where they've grossly crossed over those lines."

ORANGE CAPITAL SAYS ENERGY RIPE FOR ACTIVISM: CORPORATE CANADA

Daniel Lewis, aware of the image some Canadians may have of New York hedge fund managers, refused to pose for a photo with his arms crossed because it's not the tough-guy impression he wants to leave.

"If you're a New York hedge fund, people will make certain assumptions about what sort of person you are and how you conduct business," Lewis, the managing partner and co-founder of Orange Capital LLC, said in an interview in Toronto.

That doesn't mean Orange Capital, with more than \$1 billion in assets under management, shies away from a fight. Lewis has become one of the most-active investors in Canada this year, a market he says is ripe for share-boosting shakeups, especially in the energy and real estate industries.

"Anytime you are looking at a market that has fewer players and less research, there's bound to be more inefficiencies," said Lewis, who is pushing for a turnaround in Bellatrix Exploration Ltd., which has lost 34 percent of its value since May 8. Orange has amassed a 7.4 percent stake in the Calgary-based oil explorer since July, according

to data compiled by Bloomberg. Lewis joins U.S. investor Carl Icahn at Talisman Energy Inc. in targeting Canadian energy companies, whose 21 percent gain on the Standard & Poor's/TSX Energy Index over the past five years has trailed the 65 percent rise in the S&P 500 Energy Sector index. Daniel Loeb's Third Point LLC, has also built a stake at TransCanada Corp., the country's second-largest pipeline operator, along with other U.S. hedge funds who are reviewing the company for possible breakup, according to two people familiar with the matter.

'Right Structure' Troy Winsor, manager of Bellatrix investor relations, declined to comment on Orange's stake. Brent Anderson, a spokesman at Talisman, had no comment on shareholder activism. Elissa Doyle, a spokeswoman for Third Point, declined to comment on TransCanada.

TransCanada's current corporate structure is the "right one" for the company, spokesman Shawn Howard said in a phone interview,



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reiterating a statement from last week and adding that the pipeline operator doesn't comment on its shareholders.

In the past year, Orange Capital has led campaigns in Canada at InnVest Real Estate Investment Trust, which counts Fairmont and Comfort Inn hotels in its portfolio, and has pushed for change at Partners REIT and Tuckamore Capital Management Inc.

At Bellatrix, where Orange is now the biggest shareholder according to Bloomberg data, Lewis says he's pushing for board and management changes, and potentially a sell-off of assets.

Cheap Gas
 "Some of it is the weak gas markets," Lewis, 39, said. Natural gas traded on the New York Mercantile Exchange has averaged about \$3.90 per million British thermal units over the past five years, after reaching almost \$14 in 2008. "Some of it is self-inflicted and particularly on the corporate-finance side."

Missed output forecasts and the reduction of a share sale this year to C\$150 million (\$136 million) from C\$250 million rattled investors, said Ken Li, a Calgary-based analyst at Paradigm Capital Inc. That concern was only elevated when the proceeds, which were meant for acquisitions, weren't utilized, he said.

Bellatrix dipped 0.3 percent to C\$7.11 at 9:37 a.m. in Toronto today.

Lewis, a Buffalo, New York native and the son of two school teachers, spent nine years in Citigroup Inc.'s special situations group prior to co-founding Orange Capital

in 2005. At Citigroup he played a role in virtually every major bankruptcy the bank was involved in, including WorldCom Inc., he said.

Hair Color
 When Lewis was thinking of leaving the bank, his partner Russell Hoffman, nicknamed their plans to start a hedge fund "Project Orange" in reference to Lewis' hair color. It stuck when they launched with less than \$100 million.

"He thought it was funny," said Lewis. Lewis said his preferred method of investing is not to become an activist at all, pointing to his passive holdings in Amaya Gaming Group Inc., which acquired PokerStars for \$4.9 billion in June, creating the largest publicly held gaming company in the world. Amaya is the best-performing stock on the S&P/TSX Composite index this year with a 326 percent gain.

Sometimes he has to take a more active stance, Lewis said, adding he sees plenty of opportunity in Canada.

"The energy space has some real deep discounts at this stage," he said. "Real estate, from time to time, has traded at a pretty interesting price as well. It's really a value-driven approach."

The hurdle that many hedge funds face in Calgary is that there aren't a lot of easy fixes for some energy companies, Li said.

Show Alternatives
 So-called junior companies have little trouble growing in the early stages of development, and then eventually run into troubles when

they grow in size and scale, Li said. "The thing with any activist investor coming into the Canadian space, especially a U.S. guy, is there needs to be an alternative," he said. "Either, an alternative management team that is already there on the sidelines waiting; or something in terms of an acquisition or transaction."

Lewis maintains he wants to help Bellatrix take the next step from a company with a C\$1.3 billion market capitalization to a C\$10 billion company.

"We certainly think there is a lot to do,"

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The approach sounds a lot like today's Canadian oil and gas industry.

Becoming a high-volume price discounter wasn't a conscious, collective strategic business decision. Most would say that the big-box model was imposed on Canada's industry because of price differentials resulting from constrained pipes and oversupply. That's certainly how it all started. Regardless of how things have evolved, another way to look at the market is from the other side of the till: Canadian oil and gas producers are undercutting the market and taking share with the cheapest oil and gas in the world.

Canadian oil exports to U.S. refineries have grown to record volumes, at a record pace, coincident with discounted oil prices that started around 2010. Any Wal-Mart executive will tell you that if you cut the price of a product, customers will buy more. As well, those buyers will shun higher price vendors of the same product. Why would an American refinery pay full global price for oil when it can get the same goods about 5 to 10 per cent cheaper from big-box Canada? This is why Canadian producers have taken market share away from other global suppliers such as Mexico, Venezuela, Nigeria and others. And it's also why Canada has grown to

be the world's fifth-largest producer of oil by volume, selling more oil to the U.S. than ever before.

To some it's unsettling to think of Canada as the Wal-Mart of the world's oil and gas industry. But let's not prejudice the big-box model. Plenty of these mega-enterprises do extremely well. Their price-and-cost-cutting business strategies are aggressive and legitimate in a highly competitive world; their efficiencies second to none.

In fact, many companies in Canada's oil and gas industry have been adapting to suit the big-box model. Unprecedented process innovation in the field is driving scale and cost reduction. Information technology, logistics and streamlined midstream processes are taking the cost fat out of supply lines. New modes of transport like oil-by-rail and barge are creating many new sales relationships with refineries that were never customers before. On all these fronts, leading Canadian companies have been advancing to expand their businesses under discounted prices.

An unsettling aspect of muscular big-box stores is that they put the "little guy" out of business in the domestic market. That's generally true. Gone are the days when the corner bookstore can make a buck in the shadow of Amazon. Such Darwinism is alive in the Canadian oil patch too. The mom n' pop oil company can ill compete with a skinny balance sheet, a high cost structure and a patchwork quilt of un-scalable land.

Yet there are high-value roles for smaller independents in the fray.

Producers with superior geology, access to capital, cost control discipline, and the ability to innovate will continue to command a market share. The challenge and opportunity for smaller companies is to adapt their business plans to co-exist in the competitive fray. Innovators and niche players in the Canadian oil patch are already playing a strong role as the developers of new, high-quality, scalable plays to feed the big-box machine.

Canada's oil and gas industry will continue to strengthen its business processes, just as big-box stores do,

until such time that North American oil and gas prices equalize with the rest of the world. When that happens, it will be time to adopt a new, premium-pricing model. Starbucks, anyone?

CANADA'S OIL SANDS TO REMAIN UNHURT BY FALLING CRUDE PRICES

For the first time in four years Canadian oil sands producers are not afraid of what the upcoming winter will do to crude prices as

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Traditionally, Canadian producers' limited export pipeline capacity coupled with the end of the U.S. summer driving season has led to oil surpluses in Alberta

Traditionally, Canadian producers' limited export pipeline capacity coupled with the end of the U.S. summer driving season has led to oil surpluses in Alberta, sending prices down and restricting producers potential revenues.

Not this year, predict the companies that mine and drill the world's third-largest crude reserve.

"There's an impression that the oil sands is the marginal barrel," Brian Ferguson, chief executive of Cenovus Energy Inc, one of the country's largest oil sands developers recently told Reuters. "Yes, some of the projects are more marginal but the majority of the big producing projects, the majority of the resource, is very economic."

Price watch

After U.S. oil tumbled to its lowest prices in nearly two years early this month, a sudden slump in prices this winter would be particularly unwelcome. At around \$79 per barrel, the absolute price in Canada is getting nearer the break-even cost for major new developments.

Lorraine Mitchelmore, the president of Royal Dutch Shell Plc's Canadian unit, which operates a mining and upgrading project in the Alberta

oil sands, said last month that Brent below \$70 per barrel would be "a challenge." But she told Reuters that she sees no risks to production at current prices.

So far, Canadian crude is holding up well around \$13.50 per barrel under West Texas Intermediate, the U.S. benchmark crude. The index fetched about \$93 a barrel last week, the slimmest differential since July 2013.

But while oil sands producers seem optimistic, a few of the factors behind the winter slump in Canadian crude prices remain: North American refiners still close for maintenance in the fall, thwarting demand for crude. Road construction also tends to fade, which lessens the demand for asphalt, a by-product of refining heavier oil sands crude.

Congestion in exports pipelines tends to worsen during cold weather, as oil sands bitumen can get more viscous than usual, forcing producers to blend in a higher proportion per barrel of ultra light oil.

However, talk of new plans east, west and south, as well as rail will see heavy oil differentials remain modest "even as we enter the traditional low demand of heavy oil of the months of December, January and February," Proll added.

The U.S. Department of Energy expects oil imports to decline to 21% of total consumption — its lowest level since 1968. And while Canada has managed to increase its market share in neighbouring country, Canadian light oil and heavy needs to find new markets.

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