Digital Grassroots Advocacy Implementation Plan

May 20, 2014
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Building the Grassroots Mobilization Program

This plan, in conjunction with the Digital Grassroots Advocacy Vision document, details specifically how the grassroots effort will take shape and launch.

Foundational activities: discovery, development, and targeting

To launch the grassroots program, we must first:

- **Design and build** an appropriate action center website to anchor and facilitate the campaign
- **Develop a model for recruiting** the right number and demographic/geographic mix of grassroots advocates
- **Draft content** to attract potential advocates, present a compelling argument, capture their information at their point of interest and then present meaningful ways to **engage in the effort**
- **Launch a suite of tools** that enable advocates to **take action**

Embedded in each of those steps are specific moments to closely plan and coordinate the grassroots program elements with key TransCanada stakeholders, including government relations, community relations and internal communications.

**Grassroots Website**

Grassroots advocates require a tailored experience different than more traditional, information-presentation web experiences. Content will be specifically tailored to advocacy audiences, including clear calls to action and strong statements of support for the project and its benefits.

**Host Location**

One early decision we will have to make is simply: where should the grassroots hub be housed amongst the existing TransCanada and Energy East web properties?

- Option 1: create a **new section** of content on [www.energyeastpipeline.com](http://www.energyeastpipeline.com) or [www.transcanada.com/energy-east-pipeline.html](http://www.transcanada.com/energy-east-pipeline.html) and integrate the action center features into the CMS and publishing tools currently in use.
- Option 2: create a **stand-alone advocacy microsite** at a new, complimentary domain. This could be associated with either EE specifically (e.g. [www.buildenergyeast.com](http://www.buildenergyeast.com)) or TC more broadly (e.g. [www.transcanadaaction.com](http://www.transcanadaaction.com)).
- Option 3: take a hybrid approach and create a visually integrated but **technologically distinct subdomain** of an existing TransCanada web property. For example [action.energyeastpipeline.com](http://action.energyeastpipeline.com) and [action.oleoducenergieest.com](http://action.oleoducenergieest.com).
  - **Recommendation:** Edelman recommends deploying Option 3 with a subdomain. This approach allows for total control of action center content and information without implicating any internal firewalls or security policies. Additionally, we should test the efficacy of a handful of vanity URLs in our recruitment advertising.
    - **Consideration:** TransCanada will need to provide a contact with the appropriate web development and technology/IT contacts.
Information Architecture

Edelman’s IA process will include landing pages, mobile devices and will consider action paths for advocacy, event registrations and new email acquisition. Edelman will develop wireframes for desktop, tablet and mobile devices using Axure (axure.com) to create simulated and navigable mockups of the site.

Design Integration

Once the wireframes are complete, the design of the grassroots sections will be derived explicitly from the “parent” website.\(^2\)

The design will be modern, responsive web design that deploys the latest visual capabilities while maintaining proper SEO and usability.

Typically the design process includes 2-3 rounds of revision which leads to a finalized, consolidated look and feel that expands across desktop, tablet, mobile and social media.

- Consideration: Edelman will utilize TransCanada’s existing processes for creative approval.

Content Sections

The grassroots website will require unique content to describe the value and purpose of the program to potential advocates, to clearly articulate constituent advocacy as a concept to audiences who may be unfamiliar with it and to establish compelling ways for individuals to take action.

Edelman will develop:

- **About Energy East Action\(^3\)**: details the purpose of the program, its sponsorship and how it connects to the broader effort to support development of the pipeline
- **What You Can Do**: explains how interested citizens can engage in the process and make a difference; what an individual should expect if the sign up
- **Take Action**: present specific opportunities for grassroots advocates to engage and show deepening levels of commitment

To reduce approval churn, Edelman will derive and expand upon materials developed in other parts of the program to tailor them for grassroots audiences.

All content will be presented in English and French. The grassroots website will allow users to easily toggle between English and French presentation.\(^4\)

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\(^1\) As Edelman understands TransCanada is restructuring its web standards, the IA can be based on the existing or new structure, based on TransCanada’s preference and rollout plans.

\(^2\) Site design direction will be taken from the most current design standards for Energy East in development.

\(^3\) Edelman will develop a formal recommendation on the grassroots effort’s campaign name based on overall Energy East campaign messaging.

\(^4\) Consideration: is French translation sufficient? Or will broader tailoring be required?
Building the Advocacy Action Centre

To facilitate outbound actions, Edelman will build and deploy specific tools that easily allow grassroots activists to be effective advocates.

Edelman will deploy its Grassroots Multiplier CRM platform, a propriety software suite that includes a custom version of Salesforce.com integrated with an enterprise mass mailer, event management tool, flexible political advocacy engine and the ability to integrate with other Salesforce or API driven web applications.

Grassroots advocates’ data will be housed by Edelman’s instance of Salesforce in their North American cluster. Edelman will work with TransCanada’s compliance staff to ensure that our approach to data protection and privacy meets TransCanada’s requirements.

At launch, the site will prompt users to complete the following actions:

- Sign a petition of support
- Share their support via social media
- Tell their story and reasons for support
- Register to attend a local event

Each of the actions will include language that opts in the user to receive ongoing email communications from TransCanada, and all content will be approved by both client and legal counsel in both English and French before launch.

Tools for direct advocacy to influence or contact policymakers will be built but not included on the site at launch.

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Multiplier is compliant with and enforces practices consistent with Canada’s Anti-Spam legislation due to take effect July 1, 2014
Targeting
We understand that our overall first-year recruitment goal is 35,000 advocates. Before we launch, we will refine the segmenting model below that reduces that total number into much smaller chunks and develop targeting tactics against each. Then, in partnership with the social and insights teams, we will identify platforms or channels through which those segments are most likely to be found.

<table>
<thead>
<tr>
<th>Supporter Type</th>
<th>Goal</th>
<th>Connection (Benefits/Fears)</th>
<th>Key Message(s) to Deliver</th>
<th>How to Engage</th>
<th>Channel(s) to Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>TransCanada Employees</td>
<td>1,200*</td>
<td>Jobs</td>
<td>Energy East means jobs and continued growth</td>
<td>Internal email; intranet; internal meetings</td>
<td>TBD, LinkedIn</td>
</tr>
<tr>
<td>&quot;Indirect&quot; employees</td>
<td>1,000?</td>
<td>Jobs</td>
<td>Energy East means jobs and security</td>
<td>In-person meetings; via partners; internal email</td>
<td>LinkedIn</td>
</tr>
<tr>
<td>Canadian security and sovereignty advocates</td>
<td>TBD</td>
<td>Energy security; dependence on unfriendly states</td>
<td>Canadian resources for Canadians</td>
<td>Targeted online advertising; email lists</td>
<td>Facebook; Twitter; blog ads</td>
</tr>
<tr>
<td>Quebec groups</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Landowners/farmers</td>
<td>TBD</td>
<td>Income</td>
<td>Financial security</td>
<td>Email database; local events</td>
<td>TBD</td>
</tr>
<tr>
<td>Affected communities</td>
<td>TBD</td>
<td>Tax revenue and infrastructure</td>
<td>Pipeline development means community development</td>
<td>Local events; targeted online advertising</td>
<td>Local news outlets</td>
</tr>
<tr>
<td>Unions (domestic)</td>
<td>TBD</td>
<td>Jobs</td>
<td>Canadian built</td>
<td>Direct outreach</td>
<td>LinkedIn</td>
</tr>
<tr>
<td>End-user consumers in Eastern Canada</td>
<td>TBD</td>
<td>Access to supply</td>
<td>Lower prices</td>
<td>Targeted online advertising</td>
<td>TBD</td>
</tr>
<tr>
<td>Pro-energy production citizens</td>
<td>TBD</td>
<td>Ideological</td>
<td>Harness our resources to benefit everyone</td>
<td>Targeted online advertising; email lists; allied organizations</td>
<td>Facebook; Twitter</td>
</tr>
<tr>
<td>Economic development advocates</td>
<td>TBD</td>
<td>Jobs and revenue</td>
<td>More than building a pipeline – building a stronger Canada</td>
<td>Targeted online advertising; email lists; allied organizations</td>
<td>Facebook; Twitter</td>
</tr>
<tr>
<td>TransCanada Shareholders</td>
<td>TBD</td>
<td>Revenue</td>
<td>Energy East is a smart investment for the future</td>
<td>Events and calls; outbound materials; existing databases</td>
<td>Investment websites</td>
</tr>
</tbody>
</table>

6 25% of TransCanada’s 4,800 employees
7 10% of projected 10,000 jobs created by Energy East
Campaign Launch
To launch the site, we will:

- Introduce the site to natural allies and internal audiences, asking them to share it with their networks and likely supporters.
- Deploy targeted paid recruitment tests on a large number of channels to develop our initial cost per acquisition (CPA) model before moving forward with larger spends.

Internal Recruitment
Edelman will work with the community engagement, internal communications, and other teams within TransCanada as appropriate to determine which data and audiences currently exist and would make sense to integrate or invite into the grassroots program. This will include interested parties identified at the open houses, supporters identified through other engagements, employees of TransCanada, employees of vendors, suppliers and customers of Energy East, and others as appropriate.

Edelman will collaborate with TransCanada to address concerns specific to their audiences, including the current precedents for employee communication and activation, HR restrictions, data privacy policies, labor laws and regulations, and other company culture nuances that could contribute to the success and compliance of the program rollout.

External Recruitment
Edelman will launch a concerted and focused effort to recruit new supporters based on agreed upon demographic and interest-area criteria above.

- **Creative and copy**: Edelman will develop online advertising units (Facebook advertisements, Twitter cards, banner ads, email newsletter copy, etc.) designed to draw in logically interested parties and encourage them to sign up to learn more about and advocate for Energy East. (Sample executions are included in Appendix II of this document.)
- **Placements**: Edelman will identify targeted online properties where placing our recruitment materials will most likely yield advocate conversions. These may include news and political blogs, contextually relevant articles and social media platforms.
- **Other channels**: TBD
- **Landing pages**: as part of the launch of the grassroots section of the website, Edelman will develop a template for easily customizable landing pages which can be tailored to different audiences and messages and also easily multivariate tested.
- **Thank you**: recruited advocates will receive a follow-up email thanking them for signing up, explaining the effort to support the project and inviting them to continue to participate. And **share**
- **Testing and enhancing**: every piece of the process described above will be continually tested, refined and enhanced based on performance. Our key metric of success is the cost per acquisition (CPA) of a new grassroots advocate. Testing will be based on a clear model of data analysis and optimizing based on results:
Tracking and Data Management
Every grassroots advocate record will be tagged and tracked based on how/where they were recruited, which message stream they responded to and how they perform over time. These metrics will enable us both to tailor outbound communications to user preferences and to enhance future recruitment efforts.

Ongoing Communications and Mobilization - Why the wait?
Following the launch of the site and advocate recruitment campaigns, we will:
- Conduct multi-channel engagement and education communications with our advocates to deepen their commitment
- Build a mobilization plan and platform to direct advocates to communicate with the appropriate decision makers at the appropriate times in the process

Engagement and Education
We will communicate with our advocates regularly about the pipeline through the lens of issues, values and ideas they care about.
This structured process will educate and season the advocates, draw them into a sustained conversation and demonstrate how their participation is crucial to its success. This will keep them committed throughout the duration of the campaign.

SAMPLE:

<table>
<thead>
<tr>
<th>Task</th>
<th>Launch</th>
<th>Analysis</th>
<th>Optimization</th>
<th>Refinement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment ads places in 10 different sites</td>
<td>Recruitment analysis and placement analysis and advocate cost performance</td>
<td>Recruitment ads placed on top 5 performing sites</td>
<td>Data analysis and advocate quality analysis</td>
<td></td>
</tr>
<tr>
<td>Timeline</td>
<td>2 weeks</td>
<td>3 days</td>
<td>4 weeks</td>
<td>4 days</td>
</tr>
<tr>
<td>Budget</td>
<td>$25,000</td>
<td>-</td>
<td>$75,000</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task</th>
<th>Organic Recruitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outreach to organizations, trade groups, blogs, conversions from social media properties</td>
<td></td>
</tr>
<tr>
<td>Timeline</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

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This structured process will educate and season the advocates, draw them into a sustained conversation and demonstrate how their participation is crucial to its success. This will keep them committed throughout the duration of the campaign.
In addition to the structured messaging, timely or newsworthy messages can be accommodated. These include polls and surveys, geography-specific or audience-specific messages, and stronger calls-to-action. This ensures that individuals are engaged and informed when no action is necessary, while enhancing the database and advocate progression.

Channels

- **Email Communications**: Edelman will deliver regular, segmented and targeted email communications to the grassroots supporter base. These communications will offer them additional information, draw them into the conversation, encourage them to share more about themselves and help them become comfortable with speaking out and advocating on behalf of the project. A specialized advocacy copywriter will be dedicated to this program (with QC support) to ensure consistent voice and approach.
- **Social Media Integration**: the grassroots advocacy campaign will integrate with the ongoing social media communications. This will include cross-purposing of dynamic content that is created for the campaign and mirroring calls to action across all communications platforms.
- **Employee Communications**: Edelman will work with TransCanada's internal employee communications teams to help deliver key messages and calls to action related to the Energy East effort into relevant TransCanada publications and communications.
- **Vendor/Supplier/Customer Communications**: Edelman will partner with the appropriate TransCanada to staff to determine how and when TransCanada communicates with its business partners on the pipeline and develop materials to appropriately engage them and encourage them to join the effort in support of Energy East. For select and interested partners, Edelman will create custom toolkits and co-branded landing pages for their own audiences.
- **Offline Integrations**: any activity where TransCanada engages with citizens about Energy East can include references to opportunities for supporters to get involved and take action. Edelman can work with the community relations teams and other relevant parties to help include clear and prominent links back to the grassroots programs throughout these programs and materials.

Mobilization

Immediately following launch, we will begin to ask our advocates to take action, designed to deepen their relationship with the project, and to influence the online conversation.

1. **Sign a petition in support of the project**: to demonstrate their support for the project, which can be surfaced en masse or in geographically segmented slices as appropriate, advocates will first be asked to sign a petition calling on all parties to support expedient development of Energy East.

Petition data can provide very useful content opportunities for other parts of the campaign, e.g. a map of supporters superimposed on the proposed route can visualize and demonstrate support among affected communities.
2. **Share your support via social media:** to drive further action within the personal and professional social networks of supporters, all advocates are encouraged to post a message to their Facebook wall and Twitter feed.

3. **Share why you support the project:** this action will encourage supporters to share their point of view on why it is important to build Energy East without delay. These stories will be categorized by theme and geography and can be surfaced appropriately across all communications channels.

4. **Attend a local event**: advocates will be presented with town hall and other forums held by TransCanada or supportive third parties and encouraged to attend and bring others.

5. **Tell your friends to get involved:** urge supporters to recruit friends, family and colleagues to join the effort.

**Political mobilization**

Acknowledging the lack of widespread familiarity with grassroots programs, before we deploy direct political or policy advocacy (e.g. encouraging activists to directly participate in the regulatory or political processes or to contact their representatives) we will need to collaborate with other TransCanada stakeholders, chiefly the government relations team. As we evaluate potential advocacy opportunities we should ensure that we:

1. Do no harm to other campaign efforts
2. Closely tie the actions to the broader campaign goals
3. Choose actions that motivate our advocates to engage deeply and frequently

- Consideration: [TBD based on guidance to effectively collaborate with GR]

**Potential advocacy actions**

- Signing a petition indicating their support (or opposition to misguided actions)
- Sending a letter, email or placing a phone call to their political officials, including their mayor, local or provincial government officials, regulators, MPs, ministers or other logical parties
- Sending a letter to the editor of their local paper(s)
- Commenting on a blog or social media post
- Sharing content on their social media properties
- Sharing their personal story about why the support development of Energy East is important
- Submitting a supportive comment to the NEB, OEB, BAPE or other regulatory bodies
- Attending events, rallies or discussions about the project
- Recruiting and informing their friends, family and neighbours about the project
- Voicing their support of the project to candidates for political office

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9 Provided that driving attendance to existing events is desirable to the Community Relations team and other TransCanada stakeholders

10 This part of the program may require the incremental and specific approval of other TransCanada leadership.
• Testifying or meeting in person with officials reviewing the project to voice their support
• Appearing or lending their name and/or story to advertisements, materials or other promotional items

For each action Edelman will develop:
• Call to action email and social media language
• Web page content contextualizing the action
• Sample content (letter to policymaker, social media post, etc.) for the advocate to share with the target
• Thank you and follow-up next steps web page content upon completion of the action

“Recency” and the propensity to act
Advocacy actions will be linked together and presented sequentially to those who complete them. For instance, when a user signs the petition, he will be immediately asked to share that on social media. If a user shares her story of support, she will immediately be asked to share the same story with her friends.

This approach has shown a greater than 50% increase in users’ multiple actions, and is the most reliable way to identify those advocates who can be counted on to take more significant and meaningful actions.

Next Steps
Pending your approval, Edelman will begin work on:
• Launching the Energy East grassroots online advocacy headquarters
• Activating the Energy East advocacy technology platform
• Developing recruitment copy and creative
• Integrating with appropriate TransCanada staff to identify and secure supporter and employee data
• Securing placements for paid recruitment advertisements
• Writing the requisite advocacy content, calls to action and outbound communications

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11 Content and infrastructure for the additional advocacy actions will be built out during the launch phase, but not presented on the website or to advocates until TransCanada and Edelman deem it strategically valuable to do so.
Appendix I

Action centre sample pages

Basic home page for grassroots advocacy website

Join us and help build Energy East.

- Lorem ipsum dolor sit amet, consectetur adipiscing elit sed do eiusmod tempor incididunt ut labore.

- Speak out now.

- All exst ad minin versign, qui nostris exercice, farte dolor in reprehend incident magnat.

- Share your story.

Meet Us In Person
- Find out more about information accounts in your area.

Ask Your Questions
- Tips and questions from our forum. Ask us direct and share your issue with others.

See Us on YouTube
- Find out how to check out Energy East and our timeline.

Stay In Touch
- Sign up to receive the Energy East Community Newsletter for the latest updates and info on the project.

Recent Tweets
- "Creating a healthy, sustainable future" in Hoboken Bay, Winterfield, St. John's WEC. #gw2013
- "Remote Sensing" in TransCanada's role in the development of a new tool for remote monitoring of the environment.
- Follow TransCanada on Twitter.

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TransCanada
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Edelman  TransCanada
Appendix II

Sample Paid Recruitment Creative

Energy East. Canadian resources should help Canadians. You can make a difference.

Sign the petition.

Like: Susan Smith likes Trans Canada Energy East Pipeline

Figure 1: Canadian national security supporters

Figure 2: Canadian labor supporters

Figure 3: Farmers, landowners directly affected communities
<table>
<thead>
<tr>
<th>What</th>
<th>Day of the Week</th>
<th>Who</th>
<th>Frequency</th>
<th>Time (MST)</th>
<th>Format</th>
<th>Participants/Distribution</th>
<th>Deliverable</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily Media Relations Call</td>
<td>M,T,W,TR,F</td>
<td>Client Facing</td>
<td>Daily</td>
<td>6:30-7:00am</td>
<td>Phone Call</td>
<td>Elise, Justine and Jonathan to review media and action items for the day with Respond team as needed</td>
<td>Actions Items</td>
<td>Elise Boutin-Michaud</td>
</tr>
<tr>
<td>Daily Campaign Meeting</td>
<td>M,T,W,TR,F</td>
<td>Client Facing</td>
<td>Daily</td>
<td>8:45-9:00am</td>
<td>TBD</td>
<td>Jacque to convene daily campaign meeting to address the issues of the day; Amy/Marina to action items across all functions as needed</td>
<td>Actions Items</td>
<td>Jacque Benson</td>
</tr>
<tr>
<td>Weekly New Brunswick Consultants Call</td>
<td>Monday</td>
<td>Client Facing</td>
<td>Weekly</td>
<td>7:00-8:00am</td>
<td>Phone call</td>
<td>New Brunswick CR, GR and AR teams gather for updates/action items; Elise participates</td>
<td>Status Report, Action Items</td>
<td>Patrick Lacroix, CR New Brunswick lead</td>
</tr>
<tr>
<td>Weekly Status Meeting</td>
<td>Monday</td>
<td>Client Facing</td>
<td>Weekly</td>
<td>9:00-10:00am</td>
<td>Meeting</td>
<td>Amy and Marina to meet with Jacque; Cascade key points to team leads as needed</td>
<td>Status Report, Action Items</td>
<td>Amy Hemingway</td>
</tr>
<tr>
<td>Weekly DGA Check-in</td>
<td>Monday</td>
<td>Internal</td>
<td>Weekly</td>
<td>9:00-10:00am</td>
<td>Meeting</td>
<td>DGA team check in</td>
<td>Status Report, Action Items</td>
<td>Lisa Lewis</td>
</tr>
<tr>
<td>Weekly Quebec Briefing</td>
<td>Monday</td>
<td>Client Facing</td>
<td>Weekly</td>
<td>12:00-1:00pm</td>
<td>Phone call</td>
<td>Elise and Jonathan debrief on Quebec</td>
<td>Briefing</td>
<td>Elise Boutin-Michaud</td>
</tr>
<tr>
<td>Weekly Ontario Consultants Meeting</td>
<td>Monday</td>
<td>Client Facing</td>
<td>Weekly</td>
<td>12:00-1:00pm</td>
<td>Phone call</td>
<td>Ontario CR, sometimes GR and rarely AR teams gather for updates/action items; Melissa participates</td>
<td>Status Report, Action Items</td>
<td>Jon Pitcher, CR Ontario team lead</td>
</tr>
<tr>
<td>Weekly Status Call</td>
<td>Monday</td>
<td>Internal</td>
<td>Weekly</td>
<td>1:00pm – 1:30pm</td>
<td>Phone Call</td>
<td>Quebec and PR teams regroup to share info and update on work – Marina and/or Amy currently attending for extra support</td>
<td>Action Items</td>
<td>Justine Lord-Dufour</td>
</tr>
<tr>
<td>-------------------</td>
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<td>-----------------</td>
<td>------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------</td>
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<td>---------------------</td>
</tr>
<tr>
<td>Digital/Grassroots Weekly Status Call</td>
<td>Tuesday</td>
<td>Client Facing</td>
<td>Weekly</td>
<td>11:30am – 12:00pm</td>
<td>Phone Call</td>
<td>Digital/Social and Digital Grassroots Advocacy Team Regroup with Perry on ongoing work</td>
<td>Status Report</td>
<td>Matthew Hayles</td>
</tr>
<tr>
<td>Weekly Status Call</td>
<td>Wednesday</td>
<td>Internal</td>
<td>Weekly</td>
<td>1:00pm – 2:00pm</td>
<td>In person meeting/phone call</td>
<td>Campaign Management team meets to coordinate activities</td>
<td>Action Items</td>
<td>Marina Connors</td>
</tr>
<tr>
<td>Internal External Comms Meeting</td>
<td>Wednesday</td>
<td>Client Internal</td>
<td>Weekly</td>
<td>3:00 – 4:00pm</td>
<td>Meeting</td>
<td>Jacque meets with Chris, Perry, Jonathan (TBC)</td>
<td>Feedback to Edelman</td>
<td>Jacque Benson</td>
</tr>
<tr>
<td>Comms/CR Collaboration Call</td>
<td>Thursday</td>
<td>Client Facing</td>
<td>Biweekly</td>
<td>8:00 – 10:00am</td>
<td>Phone Call</td>
<td>Edelman convenes Comms/CR collaboration call to bridge the two EE functions</td>
<td>Each team gives updates as appropriate</td>
<td>Amy Hemingway</td>
</tr>
<tr>
<td>Digital/Paid Media/Monitoring/Creative Team Meeting</td>
<td>Thursday</td>
<td>Internal</td>
<td>Weekly</td>
<td>10:30-11:00am</td>
<td>Videoconference</td>
<td>Dave convenes digital and other teams for status updates by core activity</td>
<td>Status report and action items</td>
<td>Dave Fleet</td>
</tr>
<tr>
<td>Weekly Leads Call</td>
<td>Thursday</td>
<td>Internal</td>
<td>Weekly</td>
<td>12:00-1:30pm</td>
<td>Phone Call</td>
<td>Leads to provide team updates on progress/week’s activities/approvals/asks to make of EE in weekly status report and/or on Monday</td>
<td>New requests for client, road blocks, internal updates</td>
<td>Amy Hemingway</td>
</tr>
</tbody>
</table>

Other meetings to be addressed:

- **P/R/P**
  - Promote – weekly?
  - Respond – daily?
  - Pressure – biweekly?
- Functional meetings
- Strategy/Quarterly Check-in
Promote, Respond, Press
Proposed Structure For
TRANSCANADA ENERGY EAST TEAM

STRATEGY TEAM

CORE FUNCTIONAL LEADS

CAMPAGN MANAGEMENT

PROMOTE

Glen Edwards Co-lead
Amy Hemingway Co-lead
Kelly Curran Promotions Deputy

RESPPND

Dave Fleet Co-lead
Elise Boutin-Michaud Co-lead
Melissa Zanette Response Deputy

PRESSURE

Mike Krempasky Lead
Marina Connors Tactical liaison
TBD Staff Support

FEED INTO AND SUPPORT PROMOTE, RESPOND, PRESSURE TEAMS

CROSS FUNCTIONAL TEAMS

CREATIVE/PAID MEDIA SUPERGROUP

TBD
Account Manager
Sara Lamb
Account Director

TBD
Account Lead Quebec

MIM TEAM

Lori Isber
Sr. Account Manager
Alexis Pinard
OC Strategist
Alexandra Krivos
Media Planner

MONITORING, INSIGHTS AND MEASUREMENT (MIM)

Rob Clark
Lead
Brittany Dow
Deputy

TBD
Digital Designer
Scott Tavener
Writer
TBD
Integrated Producer
TBD Creative Team Support