

# Strategic Plan: Québec

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**TransCanada**

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## Executive Summary

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The communications environment for the energy industry has changed significantly in recent years. In North America, pipelines have become proxies for the broader, contentious debate around climate change and oil sands development. The same applies in Quebec where hydropower is the main energy source and the Kyoto's objectives have been met. However, Alberta and its oil sand is perceived as the only reason why climate change is no longer a priority for the federal government.

With the Lac-Mégantic catastrophe, oil transportation has become a major issue in the public's eyes. Pipelines can certainly offer a new opportunity in this field but are still fairly unknown by the public.

Furthermore, with the *Commission Charbonneau* exposing corruption from both government officials and industry on a daily basis, there is a definite lack of public trust in both government and corporate fields. This means that regulatory approval is necessary but not sufficient to secure any project's success. Businesses must take their case to the public and speak to the broader rationale for their operations, not just make the micro case for a new project.

Finally, environmental NGOs, politically engaged Québec stars and other opposition groups have successfully deployed social media and other digital tools to deliver strong messages that resonate with the general public and apply significant pressure on decision makers.

In order to navigate the Energy East project through these complex new realities, we have agreed to embrace a new communications approach with the express purpose of driving an active public discussion about Energy East that gives Québécois reason to affirmatively support the project in the face of organized opposition.

By setting a new course in how we engage, the Energy East team has an opportunity to create a model for best engagement practices within TransCanada and position itself as the model for innovative communications within the Calgary oil and gas industry.

Achieving the campaign's goal of getting the Energy East Pipeline in service, on time will require diligent and disciplined work between all Edelman's work streams, and more specifically, it will require that complete integration of the Québec team throughout them. Collaboration will be our motto to ensure Québec's voice, issues and concerns are understood and reflected throughout Edelman's work. This will enable us to demonstrate how integrated communications can drive the achievement of the project objectives.

Québec is, after all, a distinct nation.

## Aligning with the Strategic Framework

All of our Public Relations activities will be aligned with the broader strategic framework that has been designed to steer Energy East through the new realities of designing, building and operating a major pipeline project in North America. That strategic framework is summarized below; kindly see the "Overview and Strategy" document for full details.

Campaign Goal	Objectives	Strategy	Platforms	Audiences	Tactical Elements	Measurement
Get the Energy East Pipeline in service, on time.	Increase positive perception	Drive an active public discussion about Energy East that gives Canadians reason to affirmatively support the project in the face of organized opposition.	Safety	Decision Makers	Public Relations	Awareness
	Drive vocal advocacy		Environmental Stewardship	Influencers	Digital/Social	Perception
	Increase local support		Economic Impact & Jobs	Attentive & Engaged Public	Grassroots Advocacy Communication	Engagement & Advocacy
	Reduce opposition impact		Strategic/National Interest	Stakeholders	Paid Media	
				First Nation & Metis		

### Goal

Get the Energy East pipeline in service, on time.

### Strategy

We must drive an active public discussion about Energy East that gives Canadians a reason to affirmatively support the project in the face of organized opposition.

### Objectives

1. Increase positive perception of the project;
2. Increase public advocacy for the project;
3. Increase local support for the project;
4. Mitigate the impact of the opposition.

## Platforms

The platforms of our communications strategy are the pillars upon which the Energy East story will rest. Their purpose is to clearly communicate to our audiences why the project matters and why it is worth supporting.

1. Safety
2. Environmental stewardship
3. Economic impact and jobs
4. Strategic/national interest

## Audiences

In order to ensure that the Energy East project is well received in Québec, our communications efforts must for the most part focus on the local communities affected by the project.

### Affected Québec Regions

- Montréal
- Lanaudière
- Mauricie
- Québec
- Chaudières-Appalaches
- Bas-Saint-Laurent

### Decision-makers

- Politicians
- Key regulators/Consultative bodies
  - National Energy Board (NEB)
  - Ontario Energy Board (OEB)
  - Bureau d'audiences publiques sur l'environnement (BAPE)
  - Commission de protection du territoire agricole du Québec (CPTAQ)

### Influencers

- Landowners
  - Keystone conversion landowners
  - Energy East landowners
- Academics
- Lawyers
- Community organizers
- Pundits
- Business and economic development leaders
- Union leaders
  - Supportive union leaders
  - Opposing union leaders

### Stakeholders

- Energy industry partners (vendors, contractors, etc.)

- Affected businesses in other sectors
- Employees
- Shareholders

#### **Attentive and engaged public**

- Pro-energy production citizens
- Affected communities
- Politically motivated citizens

#### **Aboriginal Communities and Métis**

- Approximately 250 communities
- 155 communities already listed in the project description
- We will take direction from Aboriginal Relations team on all strategic and tactical considerations for these audiences

#### **Tactical Elements**

- Public Relations
- Digital/Social
- Grassroots Advocacy Communication
- Paid Media

#### **Measurement**

Our comprehensive yet targeted monitoring approach will enable us to track key metrics on a regular basis (daily, weekly, monthly). More specifically, our weekly reports will show an integrated view of coverage across all media channels/platforms, compared against recent communication actions, and will provide a view of the broader trends from which we will draw insights pertaining to the effectiveness of current strategy and any need to pivot. An analysis of how specific messages are being picked up, whether the media is favouring the opposition messaging or our messaging, and how promote, respond and pressure actions have translated into changes in the media will also be provided. This will allow the Edelman PR Team to overview its direct impacts on particular metrics like volume, sentiment and messaging in the coverage.

Once a month, we will also place the full spectrum of activities into context, showing not just the range of coverage for various messaging, but distilling how much of that messaging is penetrating into the thoughts and views of target audiences.

Please refer to the monitoring plan for our detailed approach.

#### **Campaign-Style Approach**

The Energy East strategic framework will be executed following a campaign-style approach of: **Promote, Respond, and Pressure**. The approach is summarized here, and described more fully in the strategy document.

The most effective way to counter any external challenge is to ready a robust campaign comprising proactive and reactive communication activities. It is critical to play offence, both to define the story ourselves and proactively manage issues. We are running a perpetual campaign to protect and enhance the value of the Energy East Pipeline and to help inoculate TransCanada from potential attacks in any arena.

The three tracks in our approach are:

**Promote:** Actively promote the positive Energy East story to key audiences

**Respond:** Anticipate and respond rapidly to unfavorable coverage/conversation, charges and negative attacks.

**Pressure:** Work with third parties to pressure Energy East opponents.

We will conduct these work streams concurrently to ensure that no one path takes precedence. Typically, we set up our account teams so that one or two staff members are assigned to a single work stream. The campaign manager oversees all of the groups' work to ensure the entire team stays focused on the campaign's goal and objectives.

## Key Insights

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Edelman's recommended approach to public relations is built upon the provision of insights from research; our work with Energy East will be no different. Using research data from our annual Trust Barometer and pulling from TransCanada's Leger market research, we have identified the following key insights that will guide our public relations program for the Energy East project.

**The public relations campaign needs to be structured so that equal efforts are spent promoting the project and responding to inaccuracies about the project.**

Based on Leger polling, 48% of Canadians have a neutral view of oil and gas pipelines. TransCanada needs to ensure that these "neutrals" either remain neutral or become positive toward the project. The brunt of our efforts should focus on those neutral groups, rather than the relatively small percentage of the population who opposes the project.

**Messaging should leverage TransCanada's brand wherever possible.**

Based on Edelman's 2014 trust data, public trust is high for companies with Canadian headquarters (85%). Thus, both TransCanada's name and Canadian roots provide us with an advantage across Canada, including Québec.

TransCanada's renewables portfolio can also be leveraged since, within the energy industry, renewables are the most trusted sub-sector at 77% whereas oil is the least trusted at 43%.<sup>1</sup>

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<sup>1</sup> Edelman Trust Barometer data: 77% of Canadians said that they trust the renewable energy industry to "do the right thing," compared with 43% who trust the oil industry to do so.

**Using advocates, employees and subject matter experts to speak to the benefits of the project and TransCanada's safety record is essential when promoting the project.**

Based on Edelman's 2014 trust data, Canadians trust employees and subject matter experts more than CEOs or Board members of any given company. While CEOs do have an important role to play as spokespeople, our experience has shown that using subject matter experts, employees, or third party advocates is often much more effective in establishing a connection with the public.

**Promotional messages should focus on local economic benefits.**

Based on its polling, Leger concluded that, "Once the economic advantages generated and number of jobs created by the project are explained, most Canadians are more favourable to the project. Among those opposed to the project, 27% have a more favourable view once they learn of the project's benefits." Further, the research showed that these numbers were higher when people could relate the benefits to their home province or town.

## Considerations for Québec

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Québec is unique from the rest of Canada in language, culture, values and interests, as well as politics, social programs and its desire for autonomy. In 2006, Prime Minister Stephen Harper and elected officials of the House of Commons acknowledged this fact by adopting a motion which recognized Québec as a distinct nation within Canada.

### Political Environment

On April 7th, after 18 months in power, the Parti Québécois was defeated, winning only 25% of the popular vote and 30 seats in the 125-seat National Assembly. Strengthened by the support of 42% of voters, the Liberal Party under its leader Philippe Couillard saw 70 candidates elected. With 23% of the vote, Coalition Avenir Québec won 22 seats, while Québec Solidaire won 3.

The election of a majority government indicates that Québécois are tired of elections and disputes, and most importantly they are not interested in further discussion about an eventual referendum on sovereignty. The outcome of the election shows that citizens want their government to focus on economic priorities, employment and other important issues that affects their daily lives, such as healthcare. In this context, the Energy East project could be presented as a new opportunity to breathe new life into Québec's economy, though the creation of jobs and positive indirect effects for other sectors.

Québec's newly elected premier, Philippe Couillard, swore in his cabinet on Wednesday, April 23 and thus, a number of new players have been placed in key portfolios such as Finance, Economic Development, Innovation and Exports, Natural Resources and Energy, and Environment. These portfolios are key for project outcome and will be accounted for in our decision-maker campaign outreach.

## Popular Opinion

Recent surveys show that the Québécois are more preoccupied with the environment than the citizens of the rest of Canada and that they do not associate Canadian oil sector success with the economic growth of their region. As of now, Québec does not have oil, its energy pillar is hydro-electricity. Thus, oil as a natural resource does not resonate the same way in Québec as it does in Western Canada. For the Energy East project to gain acceptance in Québec, we must respect this reality, and, if need be, go beyond the actions considered elsewhere in Canada.

Despite these realities, two surveys carried out in October and November 2013 by the Leger firm revealed that in spite of the negative campaigning of Équiterre, Québécois are rather favorable to the pipeline project. Populations of the affected municipalities see the economic benefits of the project for their area and the majority of respondents had a tendency to support it, if it allowed for the creation of jobs in Québec.

Moreover, a majority of respondents believe that pipelines are the most secure means of transporting oil. The terrible accident which occurred last year at Lac-Mégantic captured the attention of all; the population expects to be protected. The pipeline can thus be a response to this concern. Of course, opinions can still change; the project is still little-known, and the opposition continues to push their messages. The environmental question is likely to re-appear and raise doubts among the public.

## Local issues

The Energy East pipeline will go through more than 700 km within the Québec province. With a project of this magnitude, it is reasonable to expect that various concerns and issues will arise from the different affected localities. Here are the main issues we've identified with different localities who expressed their concerns more vigorously.

### Québec region

#### **Saint-Augustin-de-Desmaures**

Initially, the project was very controversial for this municipality. The Mayor had asked for changes in the pipeline route in order to avoid urban areas and agricultural land. TransCanada accepted his request which had an immediate dampening effect on the level of protest from local officials and landowners. The population is now more comfortable with the project and opposition has diminished significantly.

Local ENGOs remain concerned about TransCanada's corrosion inspection procedures and the effect on the environment. They have met with local farmers to inform them about potential decreases in crop productivity that may be associated with the Energy East pipeline. We anticipate that ENGOs will soon begin tapping into the water safety argument given that the pipeline will be crossing the Saint Lawrence River from Saint-Augustin-de-Desmaures to Lévis.

## **Lower St. Lawrence**

### **Cacouna**

This city is central to the project given plans to build a tank farm and maritime terminal at Cacouna. The fact that the terminal will bring more tankers to the region increases public concern regarding the possibility of incidents that may affect the environment.

TransCanada is considering acquiring the Port of Gros-Cacouna, but the port's Regional Committee is reluctant. They have raised questions as to whether Méridien Maritime's dry dock terminal project, as well as a partnership with Québec City's port, would be part of any plans.

The proximity of a beluga whale nursery in the Saint Lawrence River raises additional issues for the Energy East project. ENGOs are actively communicating that seismic surveys, geophysical surveys and building of new infrastructure in this region will affect the beluga population. The economic impact of the project will be a strong argument for rallying this community to the project.

### **St-Honoré-de-Témiscouata**

The environmental sensitivity of the Bas-Saint-Laurent region creates dissatisfaction and concerns both among the population and the ENGOs with the project. The Prefect of the Kamouraska RCM is not against the project, but wants to get the BAPE involved in deeper discussions about royalties. The Prefect has deplored the lack of cooperation from TransCanada, claiming that the company did not provide specific answers to their questions so far.

### **St-Bruno-de-Kamouraska**

This region is a top tourist destination along the Saint Lawrence South Shore, known for its scenery and landscapes. Residents who choose to live in this region often have high environmental sensitivities. Many scientists (particularly from Laval University) have a secondary residence in the region and many younger and engaged environmentalists are choosing to move there. This audience has a mid to high likelihood for engaging in discussion around the project.

Secondly, this region has experienced several earthquakes in the past and the community is concerned about the impact of another event on the pipeline. They have many questions regarding safety, and the durability of the pipeline in case of an earthquake. Lastly, the pipeline route is very close to a provincial natural park (Parc régional du Haut-Pays du Kamouraska) and the population is worried about the risks of water contamination.

### **Lanaudière**

Lanaudière is one of the richest agricultural regions of Québec. This region is thus highly concerned about the project's impact on its crops, its land value, about water safety and possible oil spills. Also, more specifically, the pipeline is set to go through Lanoraie's ecological reserve of bog. The site protects a complex of peat bogs that as fens, typical of the western section of the lowlands of the St. Lawrence. This reserve is also one of the few in Québec where public is authorized to visit, and is thus a touristic attraction. Local authorities, such as MRC d'Autray, have gathered a group of opposition to protect this reserve and states they will not accept for the pipeline to go through. It is also important to note that the Québec government prohibits any intervention in these protected peat bogs.

## Chaudière-Appalaches

On February 10, 2014, the Islet county region, within the Chaudière-Appalaches region, adopted a resolution to officially oppose to the project. Their main concern is that the pipeline is set to go through the rare lands that can accommodate fruit and vegetables production, like apples, in the region. This clear position, so early in the process, will definitely impact on other county regions and cities. Moreover, fifteen farmers from Saint-Raphaël and La Durantaye voiced their concerns, through local media, around the decreased value of their land and the small compensation offered by TransCanada. They request an annual remuneration for the use of their land, and this request was supported by their city council and the *Union des producteurs agricoles du Québec*.

It is also important to note that several cities in this region are currently targeted by opposition groups in order to host information sessions. However, TransCanada has not yet planned open houses in this region. The presence of ENGOs compared to the absence of TransCanada within the region could lead to the rise of challenges for the project.

## Spring 2014 Open Houses

The open houses issues plans developed at TransCanada's request for Québec, designed to address the specific local reality of certain opposition, were implemented with success. We believe that the attendance to the organized open house events (a total of 726 people, in 4 towns) shows that desired outreach was obtained. The strong collaboration between the Edelman and TransCanada teams truly came through and for each location where opposition could arise, we successfully maintained our strategy to "promote" Energy East.

Our key messages were heard and conveyed through different media outlets. TransCanada's spokesperson for Energy East developed his already confirmed interview skills, thus communicating with the media and with visitors at the open houses in a more candid and comfortable fashion, without ever compromising the quality of project's key messages. Visitors voiced their appreciation of on-site TC teams and recognized the quality and efforts being put forward by TC, aimed to inform, educate and answer their legitimate questions.

The presence of TransCanada in the communities was always appreciated by both media and individuals. Open houses were a great opportunity for TransCanada to meet with local journalists and media, and to rectify past inaccuracies. After the four open houses in Québec, we saw an important change of tone within the subsequent coverage.

Finally, this spring 2014 Open House Tour ultimately created opportunities for the Edelman PR team to identify and discuss with potential advocates of the project (elected officials, community or business leaders).

## BAPE

The Bureau d'audiences publiques sur l'environnement (BAPE) is an independent agency that reports to the Minister of Sustainable Development, Environment, and the Fight against Climate Change. Its mission is to enlighten government decision-making in a sustainable development perspective, which encompasses the biophysical, social and economic aspects.

To carry out this basic mission, the BAPE provides information, makes inquiry and consults the public on projects or questions related to the quality of the environment submitted to the BAPE by the Minister. The BAPE then prepares inquiry reports on these files. A government agency entrusted with an advisor role, the BAPE has no decision-making power but will inform the National Energy Board with recommendations.

The BAPE's vision is one of a Québec where the citizens of all regions are better informed about environmental questions and important projects submitted for public consultation. They know that they have the possibility of being consulted by an independent and impartial organization which will see to it that their concerns and opinions are taken into account in the governmental decision-making process.<sup>2</sup>

### **Energy East voluntarily submitted to the BAPE**

On March 4, 2014, TransCanada proposed to the Ministry of Sustainable Development, Environment, Wildlife and Parks of Québec to submit Energy East infrastructures of Cacouna (maritime port and tank farm) to the BAPE. By doing so, TransCanada also offered to answer questions about the whole project during the BAPE process, even if the Québec portion of the pipeline would not be submitted to the process.

### **Next steps**

On April 23, 2014, the new Québec government appointed David Heurtel as Minister of Sustainable Development, Environment and the Fight against Climate Change, and Pierre Arcand, as Minister of Energy and Natural Resources. Both are still very careful on their position in regards of TransCanada proposal. Both stated that they understand and hear the concerns expressed within the communities, and will closely look into the project in the following months.

We do not know yet on which part of the Energy East's infrastructure the BAPE will be. When this will be decided by the Ministry in charge, the process will begin by a 45 days information and consultation period. During this period, TransCanada will be invited by the BAPE to hold information and consultation events (evening format) in the impacted communities. If there is a request for public hearings, the BAPE will hold them after the information and consultation period.

These events will be a great opportunity for Energy East team to inform and educate the public on the project. However, it will also be an occasion for the opponents to show up and voice their concerns to try to influence the public's opinion.

### **What Edelman and Energy East teams need to succeed in the BAPE process?**

- Have a deep understanding of the audiences (they will depend on the scope of the BAPE analysis)
- Ensure key messages aligned with the local issues, resulting from a close relationship between the Edelman QC team and Energy East Community Relations team
- Ensure proactive media outreach within the communities
- Respond as quickly as possible when inaccuracies in the media arise, either through letters to the editors or by direct contact with journalists covering the EE project

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<sup>2</sup> [http://www.bape.gouv.qc.ca/sections/bape/organisme/eng\\_organisation\\_ind.htm](http://www.bape.gouv.qc.ca/sections/bape/organisme/eng_organisation_ind.htm)

- Establish a close relationship between the Edelman QC team and Energy East Aboriginal Relations and Government Relations in order to draw key insights from their work

## Timeline

- March 4, 2014: TransCanada announce that Energy East would be voluntarily submitted to the BAPE
- March 4, 2014: Election is called for Québec provincial government
- April 23, 2014: Appointment of new Ministers
- TBD (45 days period prior to the NEB hearings): BAPE information and consultation
- TBD (prior to the NEB hearings): BAPE public hearings period – if requested during the information and consultation period
- TBD: Report submitted to the Ministry of Sustainable Development, Environment, and the Fight against Climate Change.

## Tactics to Promote

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We will deploy a number of tactics to actively promote the positive Energy East story with key audiences. Promote tactics will provide air cover to the Energy East project by delivering and maintaining messages to Québécois which reinforce the benefits of the project and the integrity of TransCanada's operations, without getting pulled into the trenches of immediate, day-to-day issues.

Promoting the Energy East project across Québec through traditional public relations approaches is key to success. An active presence in the media, through speaking engagements and other events will provide a face and credibility to the project and to TransCanada. This is particularly true for the small communities located along the route, who value proactive outreach focusing on issues and information relevant to their community.

## Message Framework and Storytelling

One of the campaign's most important steps involves developing a narrative that clearly tells the Energy East Pipeline story and provides the opportunity for TransCanada to define the project on its own terms—especially focused on the agreed-upon campaign platforms of Safety; Environmental Stewardship; Economic Benefits & Jobs; and National (or Strategic) Interest.

As part of the larger process to develop a new creative brief and associated creative materials (described more fully elsewhere), we are developing and packaging a narrative which includes an overarching umbrella message for the Energy East campaign.

The Edelman public relations team will help craft core messages and factual “proof points” that concisely describe the company and accurately convey TransCanada's values and positive contributions at the local and national level. We will also interview and record employees and other stakeholders to craft stories for use in various mediums and as part of our digital storytelling efforts.

TransCanada's messaging strategy will use an approach of blending overarching and local messages. This will prevent us from falling into "local traps" while still addressing local issues and concerns. This approach will guide our framework and storytelling throughout the campaign.

Finally, to ensure a coherent message framework for Energy East's spokesperson, Edelman will establish a grid of all key issues with their related and relevant messages. This grid will not only inventory all key issues, it will also establish main interview traps related to those issues and will point out the best messages to respond to that issue, in order of priority. This grid will be updated on a regular basis and will serve as the main tool for daily activities of Energy East's spokesperson.

## **Messages Audit**

Edelman has performed an audit of Energy East's Key Messages from a variety of documents including Q&As and the messaging/issues document known as the "Bible."

### **Safety**

- Safety messaging specific to issues in local communities should be identified and promoted among target audiences. For example, highlighting the addition of valves on either side of Trout Lake as an extra safety precaution is an excellent example of strong local safety messaging. Messages that include independent third parties are very strong and could be added to supplement TransCanada/Energy East-specific messaging.
- Our audit found a variety of strong safety and emergency response messages. The TransCanada brand can be leveraged to highlight the excellent track record of the company and to differentiate this pipeline from those of your competitors like Enbridge.
- While we found several messages on safety and environment, we would recommend developing additional messages to reassure and acknowledge the valid public concern about these two areas.

### **Environmental Stewardship**

- Our audit found strong environmental messages. The majority of them were general TransCanada messaging, which demonstrates the importance of leveraging TransCanada's environmental practices and track record for Energy East.
- Environmental messaging specific to Energy East, and in particular to local communities should be fleshed out to reassure people who have concerns with the pipeline and to provide talking points for our advocates in local areas.
- In Québec, environmental messaging should also emphasize TransCanada's voluntary submission of the Energy East infrastructures of Cacouna (maritime port and tank farm) to the BAPE and voluntary participation to the Commission for Protection of Agricultural Land in Québec (CPTAQ). These key actions demonstrates TransCanada's respect to Québec own environmental assessment, even if it is required of them.
- We also recommend continuing to emphasize the term "natural resources" when possible, instead of oil sands, which is perceived negatively.

### **Economic Impact and Jobs**

- Our audit found a significant number of messages based on the Deloitte study and the Conference Board of Canada study. The numbers are strong and are broken down by

province which make them more relevant to target audiences.

- The economic impact messages would be stronger if they were contextualized by providing comparisons that are relevant to local audiences. For example, you could take the amount of property taxes that would be generated in a given area and compare that with the operating budget of a school, the cost to build a hospital or the number of kilometers of roads that could be paved or upgraded. Doing this would help people relate to large numbers that are otherwise abstract to them.

### **Strategic/National Interest**

- Our audit found a limited but highly relevant bank of messages relating to strategic and national interest. Messages were strongest for energy security and export capacity, where there were good numbers, broken down by province.
- While the current messaging is strong, more messaging should be developed, focusing on the importance of exports to our economy, the importance of the refineries to local economies and how strengthening economic ties across Canada benefits us all.

### **Energy Literacy Requirements for Québec**

At first, Québécois are unfamiliar with oil as an energy resource. Myths and misgivings are even more present when it comes to oil from Alberta's oil sands, which are also closely associated with Stephen Harper's government and policies. Education on the subject is thus highly required.

In order to convince the population of the project's benefits, TransCanada should develop educational content which would make it possible for Québécois to better understand what the project involves. We can use this educational content to dispel various myths and misgivings. It will require creating a seeding strategy in order to reach key players with this content more directly.

- Develop a microsite presenting the project, including an animated chart (highlighting each stop along the pipeline), videos, spokesperson and/or president messages.
- Use social media to explain the project.
- Align with highly-respected academics to build credibility in the public eye and gain public confidence. Invite these academics to tour the Calgary head office and facilities. Relay our documents, studies, research and press reviews.
- Distribute door-to-door, or by mail, a folder explaining the project and its benefits for each affected community.
- Connect with the TV show *Découverte* to help demystify—and more specifically, illustrate the positive characteristics of—oil transportation by pipeline.

Also, TransCanada should collaborate with relevant industry's association to get their support and that matter. For example, the CEPA, Canadian Energy Pipeline Association, is now gathering information to help its members to face their issues with the greater public in Québec.

### **Materials Review and Development**

There is a large appetite in the media landscape for compelling, easily digestible information that can be quickly accessed to support television, radio and print media. The public relations team, will be able to provide TransCanada with accurate, compelling, shareable and relevant

information that the company can leverage through media relations efforts. Key messages will be used to create fact sheets, backgrounders, open letters, editorials, frequently asked questions documents, b-roll, video testimonials, and employee interviews to support public relations efforts. We will also generate materials to support Energy East spokespeople including Q&As, “if asked” documents and issues messaging to ensure they are adequately prepared for media outreach.

In Québec, relevant communication requires complete mastery of French. The Québec team will be responsible for Québec-based content for the broader Edelman team, and their tactical elements (public relations, digital/social media, grassroots advocacy communication and paid media). The team will not only coordinate translation, but it will ensure review and adaptation of all content to Québec-based realities.

Moreover, Edelman recommends that TransCanada’s corporate website ([www.transcanada.com](http://www.transcanada.com)) should be reviewed with an eye to making core site content that is of general public interest available in French. Due to the importance of the Energy East project in Québec, French content on TransCanada and its activities throughout North America will be of great value to French-speakers who are currently seeking information on a company they barely know and that is proposing the biggest pipeline ever built in Québec. However, changes to the corporate website would be outside the scope of the current Energy East communications project.

## Spokesperson Training and Message Coaching

Edelman recommends media relations training, adapted to meet the specific needs of the agreed-upon strategy to ensure that it’s directly relevant to the types of situations faced in proactive and reactive outreach. We will focus on refinement of key messages and putting various interview techniques into practice through video-recorded mock interviews. This training would be completed in advance of major initiatives as identified above.

Edelman will prepare and provide news-specific message coaching with the spokesperson and the relevant individuals for key Energy East announcements and media interviews.

## Proactive Media Relations

Accessing a variety of media including local, national and trade media outlets provides a valuable platform for TransCanada to share project news, updates and the benefits of the project. The current media reality is that journalists are confronted with tight deadlines and the need to complete many stories on a variety of topics each day. Given this environment they have limited time to thoroughly research stories and will use information and spokespeople who are the easiest to access.

Building relationships with targeted media is essential to securing balanced and favourable coverage, which will leverage the company’s profile and ensure the broader public have access to the positive Energy East story. Media coverage can also be leveraged directly by TransCanada by posting coverage to the company’s website, or the project’s microsite and through other social channels. It can also be referenced in presentations and conversations about the project.

## **Local > regional > national**

Local, regional, national and trade media all live a different reality, and thus, will cover the Energy East project in a different manner. Most likely, national media will always provide a broader point of view, accounting for both sides of the story. Accordingly, regional media will cover news that impact on their region. And finally, local media will undoubtedly represent and expose the point of view of the people affected in their own community. Often, their position will be more emotional, less objective, since they are too affected by the project. This is particularly true for the small communities located along the route.

Since, this project's success relies deeply on the affected communities, to whom it will benefit to, the Public Relations Team will take a "*Local > regional > national*" approach to proactive media relations. This approach will ensure that TransCanada puts local media firsts on the priority list, through tactics like exclusive news, interviews, updates or briefings, relevant to their community. This approach will demonstrate the importance of open dialogue and accessibility for TransCanada and its engagement to *walk the talk*, even on a media relations standpoint. It will thus empower local media to create more balanced and favorable coverage for their community.

Of course, regional and national media won't be left out of the approach, since they have a major influence of on our targeted audiences. Through this approach, Edelman prioritizes proactive media relations, just as TransCanada prioritizes open dialogue with the communities affected by the project.

## **Build Relationships with Key Media**

Edelman is currently identifying and engaging key national and local journalists who have already covered the Energy East project, as well as those with influence in local affected communities and on the national stage. We recommend sending a web survey to these individuals in order to test their knowledge of energy in Québec and, more specifically, of the Energy East project. By doing this, we will be able to determine any gaps in knowledge that are critical to accurately report on the project. We will also determine how these reporters seek information, and the type of information they find most useful, to determine how best to engage them. This initiative will build relationships with key journalists and allow us to gain valuable information about the media landscape for future use. Moreover, we could use the survey to assess whether there would be interest and availability among key journalists to undertake a tour of TransCanada's control center in Calgary.

## **Host Desk-side Meetings and Technical Briefings**

Reporting accurately on a highly technical industry can be a challenge for even the most conscientious journalist. To facilitate accurate media coverage, Edelman recommends setting up desk-side meetings with reporters at targeted local and national news outlets. This will provide TransCanada with the opportunity to learn how best to communicate with journalists, how to help with future stories and projects and ultimately, build trusting relationships with these individuals.

In addition to desk-side briefings, Edelman recommends offering technical briefings to educate the media on technical issues as well as answer any questions they may have. This would be delivered in the form of a presentation by TransCanada's technical experts. Areas of focus could include:

- General presentation of the project
- Pipeline 101
- Environmental stewardship and mitigation techniques
- Local, provincial and national economic benefits
- Safety and emergency response planning

### **Editorial Meetings**

Edelman recommends having Energy East's president and primary spokesperson meet with top tier publications such as the Toronto Star, Globe and Mail, and National Post in order to have a higher level conversation about the project and its implications for the country. It is likely that many of these journalists will have technical questions about the project so we also recommend having the appropriate technical project leads available to journalists for this meeting.

To further promote the project, we could include appropriate advocates to give first-hand accounts of why the project is so important to them. These advocates could include local mayors, landowners, first responders and union representatives.

### **Collaboration with Industry Associations**

The public debate on the oil and gas industry is often confusing with the lines between the energy source and its transportation being blurred, and with major energy and infrastructure projects being confused by the public. TransCanada cannot be the only player speaking out in this broader public debate and cannot answer for the entire energy industry. Therefore, wherever possible, TransCanada needs to collaborate with industry associations and partners to speak to these broader issues. As a member of the Canadian Energy Pipeline Association (CEPA), TransCanada can leverage this relationship and encourage CEPA to actively engage in the public debate, which will allow TransCanada to focus on communications specific to Energy East. By collaborating closely with CEPA, we can ensure alignment of messaging and tactics to support the Energy East project. TransCanada could identify and leverage other industry associations including The Canadian Association of Petroleum Producers (CAPP), the Canadian Petroleum Products Institute (CPPI) and the Maritimes Energy Association (MEA).

### **Support for CR/GR/AR TransCanada Teams**

Edelman's PR team collaborates closely with all of TransCanada's stakeholder relations teams – Community Relations, Aboriginal Relations, Government Relations – in order to determine best ways to develop stories, engage third parties and advocates, and collaborate on research. This will include regular participation on team calls and other meetings as necessary.

### **Influencer Relations and Public Events**

Edelman recommends increasing TransCanada's visibility in public events and supporting TransCanada's executives to build strong relationships in Québec. TransCanada would also benefit from presenting the Energy East pipeline project to targeted Québec audiences.

Here are some initial opportunities we have identified:

## The International Economic Forum of the Americas

Montreal Conference – June 9 to 12, 2014

The Montreal Conference plays a role in developing knowledge pertaining to an increasingly globalized economy, emphasizing this reality between the Americas and other continents. The conference is designed to facilitate discussion across a wide range of topics, where scheduled conferences, speakers and attendees can exchange and create promising business opportunities. This year's conference theme is "The Foundation for the Next Era of Growth" and the second day of the conference has been fully allocated to discussions around energy, natural resources and sustainable development.

On this second day, President and CEO of TransCanada, Mr. Russell Girling will present the project and the economic benefits involved for the entire country. While in Montreal, he should take this opportunity to meet with key players in Québec, those who are potentially favorable towards the project

This major economic event might, as one possible scenario, benefit from the June 6, 7 and 8 holding of the Canadian Grand Prix, during which TransCanada could receive selected influencers or stakeholders in the less formal setting of an onsite box.

### *Persons of influence*

- Brian Mulroney (former Prime Minister of Canada and lawyer with Ogilvy Renault)
- Françoise Bertrand (President and Director General, *Fédération des Chambres de commerce du Québec*)
- Pierre-Marc Johnson (former Premier of Québec and lawyer)
- John Parisella (businessman, political analyst and columnist)
- Michael Sabia (President, *Caisse de dépôt*)
- Jacques Ménard (President, BMO Financial Group - Québec)
- Louis Vachon (President, National Bank)
- Denis Coderre (Mayor of Montréal)
- Régis Labeaume (Mayor of Québec City)
- Alain Bouchard (President, Couche Tard)
- Thierry Vandal (Hydro-Québec)
- Lucien Bouchard (former Premier of Québec and lawyer with Davies, Ward, Phillips & Vineberg)
- Michel Kelly-Gagnon (President, Montréal Economic Institute)
- Monique Jérôme-Forget (ex-Minister of Finance and advisor to Osler, Hosdin & Harcourt)
- Yves-Thomas Dorval (President, *Conseil du patronat du Québec*)
- Stéphane Bilodeau (President, *Ordre des ingénieurs du Québec*)
- Hélène Desmarais (Chairperson and CEO, *Centre d'entreprises et d'innovation de Montréal*, member of various boards)
- James Cherry (President, *Aéroports de Montréal*)
- Marcel Groleau (President, UPA)

Once TransCanada has identified and met with these key players, it will be essential to ensure that they are kept up to date with the most useful data, studies, research, press reviews and other material showing the benefits and progress of the project.

## September 2014 TransCanada Board Meeting in Montréal

TransCanada's Board of Directors meeting in Montreal will an additional opportunity to organize private meetings with some of the influencers listed above, resulting in raising TransCanada's within the Québec influencers' community.

Suggestions:

- Visit to the Montreal Museum of Fine Art
  - Every year, over 1 million people visit its unique encyclopedic and its original temporary exhibitions, which combine artistic disciplines (fine arts, music, film, fashion, design) and feature innovative exhibition designs. It conceives, produces and circulates many of its exhibitions across Europe and North America.
  - Renowned for its magnificent rooms to host private meetings or events
- River cruise and dinner at restaurant renowned for its Québec cuisine (Europea, Toqué!)
- Concert of the MSO with Kent Nagano at the Maison symphonique (concerts are Saturdays, the 13, 20 and 29 of September)
- Planetarium visit and activities and dinner atop the tower of the Olympic stadium
- Visit to the Science Centre and dinner in the Old Port area (catered at a hall of the Science Centre)

## Chambers of Commerce

Chambers of Commerce in the affected areas host lunch conferences that reach the business community and influential local decision makers, the same audiences we want to reach. It is thus of primary importance that we present our project to these organizations. In this respect, a tour of the Chambers of Commerce is essential (Federation of the Chambers of Commerce of Québec, Metropolitan Montreal or Montreal East (refineries), Québec, Lévis, Rimouski, RCM of Rivière-du-Loup, *Jeune chambre de commerce de Montréal*, etc.). Scheduled press conferences with local media for each event would also provide value to media and help tell TransCanada's story to both key businesses and the general public.

The *Fédération québécoise des municipalités* and the *Union des producteurs agricoles Québécois* jointly issued their reservations regarding the project. It would therefore be important to meet with them during their respective congresses in order to reassure them that their concerns (environmental protection, public safety, etc.) are being handled appropriately.

## Association des chefs en sécurité incendie du Québec (Association of Québec Fire Chiefs)

*2014 or 2015 Convention*

In the wake of the positive intervention of the Fire Chief during consultations held in March and April by the Ontario Energy Commission on the pipeline project, we recommend meeting with principal representatives of fire protection in Québec in order to present the project to them.

Surveys consistently show that firemen and women are the most admired and respected public service workers. A favourable opinion of the project from firefighters could boost the public's confidence in the safety of the project.

- Daniel Brazeau, President (representative of the D'Autray RCM, Lanaudière)
- Event date in 2014: May 17-20

If scheduling is tight, it would be worth trying to meet during the year with the executive of this association, which brings together fire security chiefs from across Québec.

### **Fédération québécoise des municipalités 2014 Convention**

Québec City, September 24-27

### **Union des producteurs agricoles 2014 Convention**

Fall 2014

## **Executive Positioning and Speaking Opportunities**

As the shift from a shareholder to stakeholder society continues, many business executives are not meeting the evolving expectations of an ever-widening and ever-changing range of audiences. There is now an unprecedented expectation for leaders to present their vision of an uncertain future, and how they will channel the resources of their organizations to make that future better. With the proper preparation and positioning, executives have a wealth of opportunities to connect with their stakeholders and position their company for success with the public.

Based on our experience, Edelman has developed a relationship-driven approach to executive positioning, which includes:

- **Executive Platform Development:** create core content that is differentiating, authentic and interwoven with an organization's expertise, brand identity and external communications activities.
- **Execution:** secure speaking, elite media, digital and direct-to-influencer opportunities that allow executives to advance core content with critical stakeholders.
- **Counseling:** leverage our knowledge of conferences, elite media and influencer engagement best practices to prep executives for appearances, interviews and stakeholder meetings. Provide customized, individualized media presentation training, along with leadership coaching.

We will ensure that we seize every opportunity to promote Energy East by participating wherever we can, either by invitation or by hosting, in events and forums that reach our key audiences. This will include affected area business associations, chambers of commerce, agricultural associations, first responder and emergency service providers, and other essentially neutral or positive organized groups. In this way, we can effectively seed support for organic growth from within the community.

This outreach will leverage the work of the Community Relations team and close collaboration will be essential to success.

Edelman will identify key speaking opportunities for Energy East senior executives that provide the best opportunities to amplify messages, position the project and mobilize advocates for the project. We will also create an editorial calendar of events, evaluate all speaking requests and provide recommendations based on pre-approved criteria. Once TransCanada has agreed to an event, we will coordinate logistics, key messages and any media outreach for the event.

## Approach to Open Houses

The imminent filing of the project with the NEB and BAPE will bring new, yet unforeseen, challenges. The upcoming open houses in 2014 will certainly be the opportunity for local opposition to arise once more. Building on previous success, our objective will be to identify, mitigate and neutralize opposition communication and proactively position the Energy East Pipeline project in these markets.

Aimed at providing and maintaining a positive profile for the Energy East project, addressing issues that might arise, and sustaining the message about the importance of the project to local communities before and after the open house, the following activities will be put in place:

- Prepare diligent responses to address inaccuracies in media coverage, either through letters to the editors or by direct contact with journalists covering the project;
- Involve influential advocates through briefings, tools and forecasting of issues likely to emerge;
- Craft fresh, compelling and accessible messages tailored to the communities where open houses will be held;
- Monitor closely for unbalanced coverage and respond in a timely fashion as needed;
- Pursue consistent and proactive media outreach for new and existing issues in targeted areas including technical briefings, media tours and proactive story pitching;
- Grow our knowledge of community-specific issues and concerns through research;
- Collaborate with the Community Relations team to leverage local speaking opportunities and investment announcements leading to positive media coverage;
- Monitor known local opposition groups and local conversations relevant to the project in each community;
- Support media relations activities by having an Edelman resource on site during the open houses.

The activities will be customized based on the needs of various community and media markets. Detailed stakeholder lists, media lists and potential advocates will be developed for each community.

We will also continue to work closely with Edelman paid media and digital teams to enable TransCanada to reach individuals in local communities with hyper-local, geo-targeted messaging through a variety of channels and formats, including search, display and videos. Where possible, tailored messaging for each community will be delivered to citizens on the online platforms they are already using, whether they are reading their local newspaper's website, catching up with friends on Facebook or watching YouTube videos. Finally, EnergyEastPipeline.com will be a key platform to direct individuals seeking in-depth information about the project in a variety of formats, both in English and French. Using a mix of search, social and paid channels – such as Google, Twitter and out of home advertising – TransCanada can deliver official information about the Energy East project to affected communities using the information hosted on the website.

## Amplify Community Investment Opportunities

In partnership with TransCanada, the Québec team will support identification of community relations activities that will help build a positive brand for the Energy East project in Québec and

will support the initiatives undertaken by other Energy East teams. For example, we would recommend defining a Community Investment program specific to the St. Lawrence River because of its central importance to the project, focusing on the restoration of quays and waterfront facilities as it could provide a significant return on investment. Supporting a major financing campaign of a Québec university while contributing to its efforts in environmental research could help to show how serious TransCanada is about the issues, as well as contribute to a more positive image for the company.

At all times, the Québec and PR team will establish strategic tactical elements to ensure the community investment's visibility in the given community. Tactical elements can vary between a combination of local and regional proactive media relations, advertising, and targeted social media campaigns, just to name a few.

## Tactics to Respond

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In order to anticipate and respond rapidly to unfavourable coverage and conversation, as well as opposition charges and negative attacks, we are implementing a variety of tactics to mitigate the negative media coverage and provide opportunities to change the channel and ensure TransCanada's story is heard.

Our most effective tools for countering opposition will arrive from the closest possible collaboration between our groups and TransCanada team members.

### Current and Ongoing Activities

Since the beginning of our relationship, Edelman has been actively supporting TransCanada on a number of "respond" activities including issues management, media relations, and support for open houses in Québec.

We have seen opposition growing in Cacouna, Lanoraie, and L'Islet. New commentary and issues will continue to emerge across the pipeline route as the project progresses. The Edelman Québec team will continue to work with TransCanada to evaluate the current list of issues and areas of opposition on a weekly basis and re-calibrate both the approach and the focus of our efforts if necessary.

Current and potential public relations activities include:

- Media monitoring of issues in targeted areas;
- Recommend responses to inaccuracies in the media when appropriate;
- Draft responses and conduct outreach to media outlets as required;
- Mobilize local advocates by equipping them with the messages and tools they need to become vocal supporters: for example, drafting letters to the editor;
- Monitor publications for unbalanced coverage, providing a comparative analysis with other publications and conduct outreach to these outlets where appropriate;
- Proactive and consistent media outreach for these issues in targeted areas including technical briefings, editorial board meetings, regular media tours and proactive story pitching;
- Collaborate with Community Relations team to leverage local speaking events and

community investment announcements to garner positive media coverage.

## Monitoring

Achieving the campaign's goal of getting the Energy East Pipeline in service, on time will require diligent and disciplined monitoring and reporting. Working in close collaboration with Edelman's monitoring team, we will monitor both French and English media and incorporate all insights drawn from that information into our tactics.

Our monitoring will draw from both English and French media and public discussion, with reporting including varying degrees of key metrics allowing us to evaluate the campaign's progress on a day-to-day, week-to-week and month-to-month basis as follows:

1. **Red Flag and Crisis Monitoring:** Through spot check monitoring, we will inform TransCanada of significant events that demand attention or require action, according to our red flag criteria. As required, we can activate crisis monitoring – providing 24/7 continual review of the media landscape focused on a specific event, issue or group. Crisis monitoring provides both regular updates on individual stories and content as well as the 50,000-foot view to provide context and perspective of a rapidly evolving situation.
2. **Daily:** Through a daily review, we will prepare a curated view of each day's top stories in the early morning. In addition to all relevant clips, this report will provide data visualizations of which messages are most prominent and how the day differs from weekly and monthly trends. The report will also provide insight into what ENGO/opposition activity is anticipated.
3. **Weekly:** On a weekly basis, we will provide a view of the broader trends from which we will draw insights pertaining to the effectiveness of current strategy and any need to pivot. The weekly reports will include:
  - a. An analysis of how specific messages are being picked up, whether the media is favouring the ENGO/opposition messaging or our messaging, and how promote, respond and pressure actions have translated into changes in the media;
  - b. A summary from the daily reports, providing a view into what items are being identified, any changes to how frequently items are being uncovered or the severity of items found; and
  - c. An overview of any changes to ENGO/oppositional tactics or messaging and what is coming in the following weeks to the extent it is covered in the media.
4. **Monthly:** Once a month we will place the full spectrum of activities into context, showing not just the range of coverage for various messaging, but distilling how much of that messaging is penetrating into the thoughts and views of target audiences via online research.

Taking this targeted but comprehensive approach across an integrated media landscape will:

- Yield opportunities to promote TransCanada's point of view and Energy East in particular as they relate to media coverage and social media conversation about the pipeline and energy landscape in general;
- Expose misinformation and negative coverage and conversation that require direct responses;
- Alert us to red flags in a timely manner and activate crisis monitoring, as needed; and

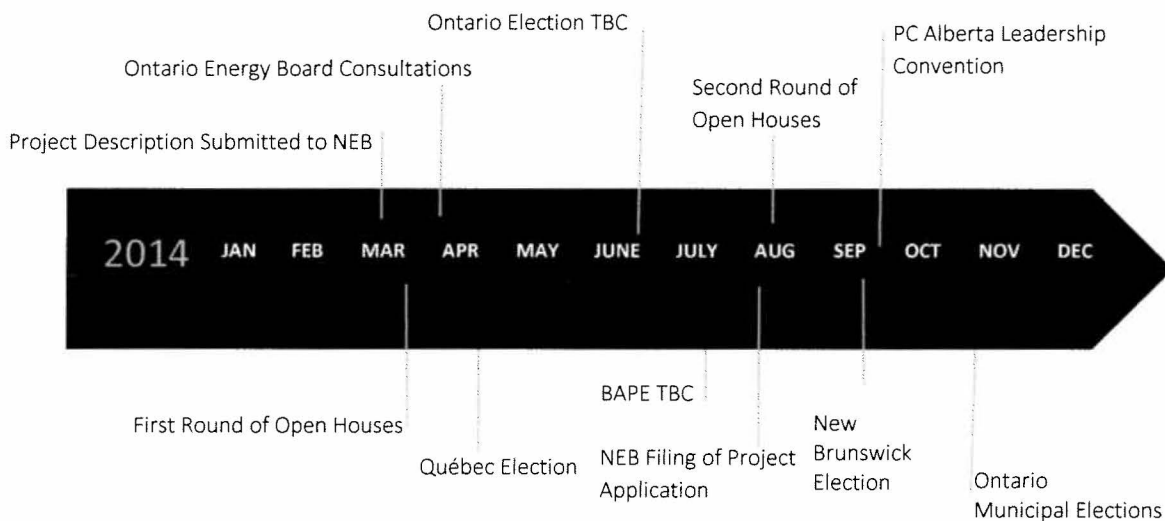
- Allow tracking of key metrics on a regular basis so the team is always armed with information about where the campaign stands.

## Critical Events Calendar

Through early identification of the source and nature of opposition, we can better prepare responses that might be required through anticipation, rather than reaction. This will include developing a critical events calendar that identifies activities (directly tied to the project timeline and beyond) with the potential to generate significant media coverage or opposition noise.

To prepare for these occasions, we will identify who is the best person(s) to respond, ensure availability and proper selection of media support, provide tools for real-time social media responses, prepare for rapid social and digital responses, as well as decide if modifications or additional activities are needed for upcoming events.

The graphic below is an example of the types of external and internal critical events that would be included in our critical events calendar.



## Opposition Messaging

Edelman has conducted a preliminary audit of opposition groups and their messages. The Council of Canadians, Save Canada, Environmental Defense, Stop Oléoduc, Équiterre, Greenpeace Canada and Ecology Ottawa are some of the more influential groups actively opposing Energy East and their messaging is largely based on safety, environmental impacts, potential water pollution, a lack of local benefits, the nature of diluted bitumen and general “off-oil” messages.

Below are a number of claims identified by some opposition groups in Québec that TransCanada will need to respond to.

- The marine terminal in Cacouna will be a threat to the survival of the beluga in the St. Lawrence River.
- The risk of spills is great; the number of pipeline leaks has tripled over the last 10 years.
- In the event of a leak or spill, the clean water supply could be seriously compromised.

- Oil from the oil sands is more toxic, therefore, more difficult to clean in the event of a spill.
- Québec will profit very little from the project, as jobs created will be essentially for the construction period; there will not be price reductions at the gas pumps as it won't reduce our dependence on foreign oil, particularly as Québec refineries aren't equipped for processing the heavy Western oil.
- The project would seriously contribute to a worsening climatic crisis, since the exploitation of the oil sands represents the largest source of greenhouse gas emissions in Canada. They estimate that the project would generate additional greenhouse gas emission of between 30 and 32 million tons per year—that's to say, the equivalent of having 7 million more cars on our roads.
- The project threatens considerable amounts of arable land, something that's been on the decline for a few years now in Québec.
- TransCanada is not a company for which safety is a priority.
- TransCanada's control center is in Calgary and will have issues ensuring the pipeline's safety in Québec.

## Issues Management and Rapid Response Protocol

### Daily Media and Local Issues Response

The Edelman PR team holds daily morning calls with the Energy East spokesperson, Philippe Cannon, to ensure issues identified through daily media monitoring are addressed in a timely manner. Each day, the team reviews the media coverage, provides a summary, and collaborates with Philippe Cannon's team to determine a course of action so that a "zero tolerance" policy for misinformation in the media is implemented.

The team lead, Elise Boutin-Michaud, assesses if the issue should be escalated to the broader Edelman Energy East team to seek support from other work streams.

### Correcting Misinformation

Through constant review of our materials in relation to new data, research results or other changes we will ensure that all articles, blogs and other digital material TransCanada has produced or posted are accurate and updated rapidly whenever necessary.

We will also lobby at all levels for changes and corrections to all inaccurate or misleading material publishes, posted, or in any way made public by opposition groups or media.

### Severe / Escalating Issues Response

Edelman's monitoring and alert system is designed to identify issues as they emerge and as close to real-time as possible. Using a combination of frequent "spot-checks" throughout the day and automated alerts, the Edelman team will identify and escalate emerging, actionable issues immediately to TransCanada stakeholders in the event of:

- Growing traction of a story or issue;
- Significant shift in tone or focus;
- Planned opposition activities, such as protests or community meetings;

- New opposition messaging and materials;
- New voices or commentary in the public debate.

### Red flag escalation process

Identified items will be rated based on the urgency of attention required. From lowest priority to highest, incidents requiring a flag include:

#### FYI

- Publication/journalist changes previous position
- Prominent figure or mainstream news outlet posts in support
- Greater than 10x normal social media activity on a specific piece of content or issue

#### Red flags

- Misinformation from:
  - Opposition
  - Key audience
  - Prominent figure
  - Influential news outlet
- Greater than 100x normal social media activity on a specific piece of content or issue
- Opposition activity that is not noted in calendar
- Opposition escalation of tactics

#### Crisis

- Crisis situation within the sector, but not involving the brand
- Crisis situation involving the brand

Following identification of an issue to the TransCanada team, we will perform a more thorough review of the issue's impact and reach to identify the level of risk it represents.

With a clear understanding of risks stemming from an issue, we will engage the Edelman Leadership Team and recommend an action. We anticipate a response protocol for TransCanada could be formulated as follows, to enable at 60-minute turnaround between identification and determining the appropriate response.

Action	Timeline	Responsibility	Process
Issue identified	0 mins	Monitoring team	Identify issue via Radian6 monitoring or automated alerts
Escalate within Edelman team	0-10 mins	Monitoring team	Flag to: Edelman "Respond" team
Determine escalation (Yes/No)	10-20 mins	Edelman "Respond" team	Flag to: Jacque, client leads, Edelman integrated leadership team

If decision is made to escalate:

Action	Timeline	Responsibility	Process
Recommend Response Path	20-35 mins	Edelman "Respond" team	Prepare recommendation for conference call
Update from Red Flag monitoring	20-35 mins	Monitoring Team	Provide email summary of updates since initial flag
Determine Response Path	35-45 mins	TransCanada/Edelman	Conference call: Jacque, client leads, Edelman "Respond" team, Amy, Laurie
Begin focused monitoring	45-60 mins	Monitoring Team	Establish/adapt focused social media monitoring around issue; begin regular reporting
Execute Agreed Plan	Ongoing	Edelman/TransCanada	

**Please note:** Additional time may be required for review by legal team or other internal teams as identified by TransCanada. To guarantee success, a senior decision maker should be involved and be part of the Issues Response team. It is also important to note that this escalation process is similar for all Edelman teams and will be found in the Campaign Management plan, with a more detailed response process and staffing.

## Tactics to Pressure

If left unchecked, Energy East opponents will use every piece of information at their disposal to attack the project and TransCanada. To make an informed decision on this project, Québécois must have a true picture of the motivations not only of the project proponents, but of its opponents as well. In order to add layers of difficulty for opponents, we will work with third parties and arm them with the information they need to pressure opponents and distract them from their mission.

### Identification and Engagement of Potential Allies

While TransCanada projects an important voice and will be a large part of this program, the Energy East story must be amplified by non-TransCanada voices as well. Third-party voices must be identified, recruited and heard to build an echo chamber of aligned voices.

Edelman will work with TransCanada's Community Relations team to develop a list of third-party experts and credible community voices with whom we can form strategic relationships and possibly enlist to author op-ed pieces, blog posts or letters to the editor. In coordination with

Community Relations staff, we will identify and vet potential allies to determine their viability and level of interest.

Then we will share this information with the Digital and Grassroots Advocacy team in order to best leverage these advocates online and offline. We will arm them with the materials they need to combat opposition messaging.

## Detailed Background Research on Key Opposition Groups

Edelman will prepare a research profile of key opposition groups by examining public records (including financial disclosures, legal databases and legislative records), traditional media sources (news databases such as Lexis-Nexis and Factiva) and social media (Facebook, Twitter and other relevant sites). All relevant findings will be compiled in a written, fully documented report, to include a summary of findings and an assessment of strengths and weaknesses. For preliminary discussion, we would recommend the following opposition groups:

- **Council of Canadians:** Founded in 1985, the Council of Canadians is Canada's leading social action organization, mobilizing a network of 60 chapters across the country. They manage the "Our risk, their reward" campaign against the Energy East project, actively engaging and providing tools to communities along the route.
- **David Suzuki Foundation:** David Suzuki Foundation is now a national, bilingual organization with an active chapter in Quebec led by Karel Mayrand. They focus on collaboration with all Canadians, including government and business, to conserve the environment and find solutions that will create a sustainable Canada through science-based research, education and policy work. They actively engaged against the Energy East project by executing the "S.O.S. beluga whales!" Campaign to oppose the marine terminal in Gros-Cacouna and TransCanada's preliminary geotechnical surveys completed in the spring of 2014.

Although this will be directed by the Digital Advocacy Group, the Québec team will support these efforts through knowledge-sharing regarding opposition groups. Areas of focus will include:

- Operating and financing structure
- Key locals and affiliated organizations
- History of other campaigns, including damage inflicted on targets
- Leadership
- Finances
- Membership and dues
- Lobbying
- Political giving
- Strikes
- Government contracts
- Corporate campaigns
- Consultants
- Ties to nonprofits and advocacy groups

# Québec's Integration in Other Tactical Elements

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## Digital/Social

TransCanada's corporate digital strategy provides a framework for our approach to digital on Energy East:

- Increasing energy literacy
- Earning social license to operate
- Driving digital advocacy

To realize the digital strategy at a Canadian and Québec level, we need to resource teams for an always-ready, organized campaign on social media and online channels. We will operate as a publishing group, creating and distributing emotionally-resonant stories in French and English and information across multiple channels and formats video. Like our opposition, we must deliver TransCanada's messages to the right audience, at the right time, through the right social media and digital channels.

This section outlines recommendations to establish a strong digital foundation for Energy East – and the infrastructure to operationalize it – across owned, earned and paid digital channels. We will:

- Create an Energy East social media ecosystem for both English and French speaking Canada including new channels on LinkedIn, Twitter (English and French), Google+ and on <http://www.oleoducenergieest.com/>.
- Develop social-specific guidelines for tone, voice and content themes maintain consistency across channels for Québec and for the rest of Canada
- Implement a comprehensive social media monitoring program across languages and provinces to monitor and respond to opposition messaging and quickly identify emerging issues.
- Establish an issues response team and issues response protocol across languages and provinces to enable rapid response to issues.
- Deploy robust search engine optimization and paid media strategies in English and French to amplify content and messaging content across digital channels and to drive engagement in social.
- Build relationships with online influencers in Québec who are writing about energy and related topics to act as credible third party voices in support of the Energy East project. Measure against objectives by implementing a reporting regimen that also enables us to optimize channel strategy and tactics across <http://www.oleoducenergieest.com/> and all social media channels.

## Digital Infrastructure

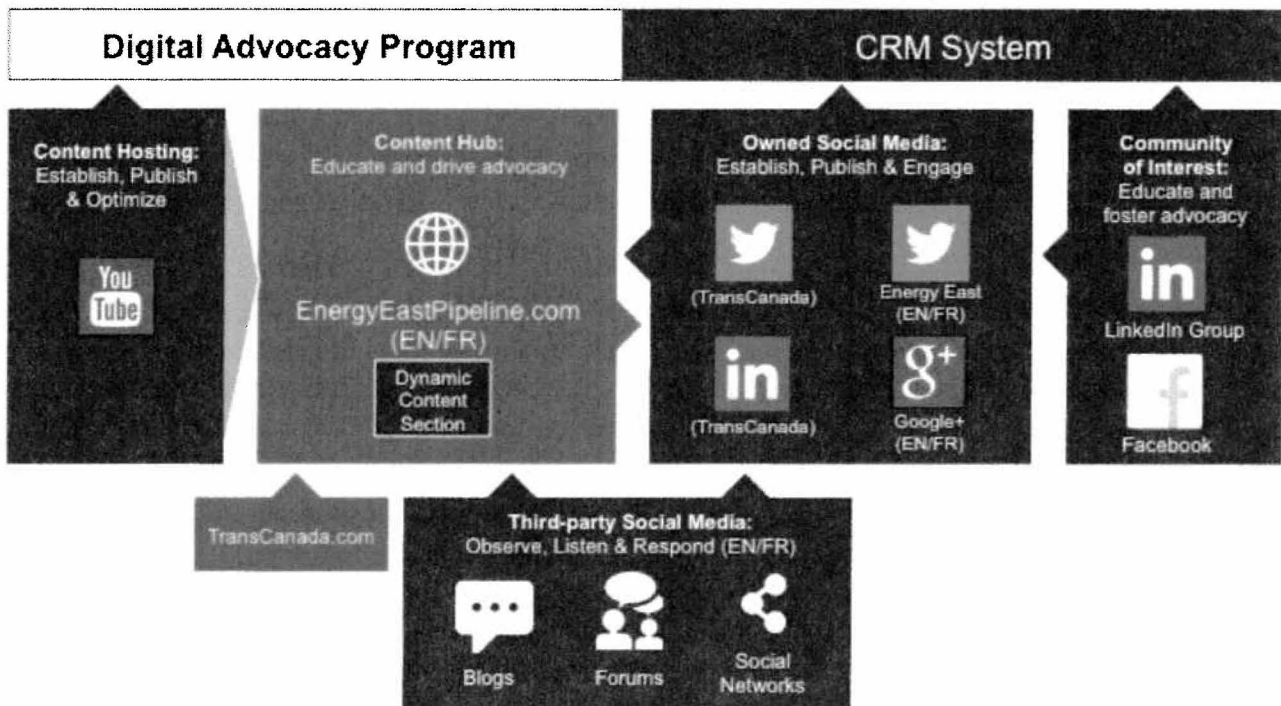
Our team will be comprised of a core digital leadership and account team based in Calgary, Toronto and Québec with specialty support provided across the country. Specifically, account management and community management teams will be on the ground in our Québec operation to drive programming and content development.

## Planned Energy East Social Media Ecosystem

TransCanada has acknowledged the need to increase its presence through social media channels for Energy East in both English and French. At this stage, Twitter (@TransCanada), YouTube and LinkedIn are the company's primary active social media presences.

In order to best serve our target audiences in Québec, we recommend expanding TransCanada's social media ecosystem from its existing corporate presence on Twitter, LinkedIn and YouTube, to incorporate new channels on LinkedIn (bilingual), Twitter (English and French channels, separately), Google+ (bilingual), Facebook (eventually) and on <http://www.oleoducenergieest.com/> itself.

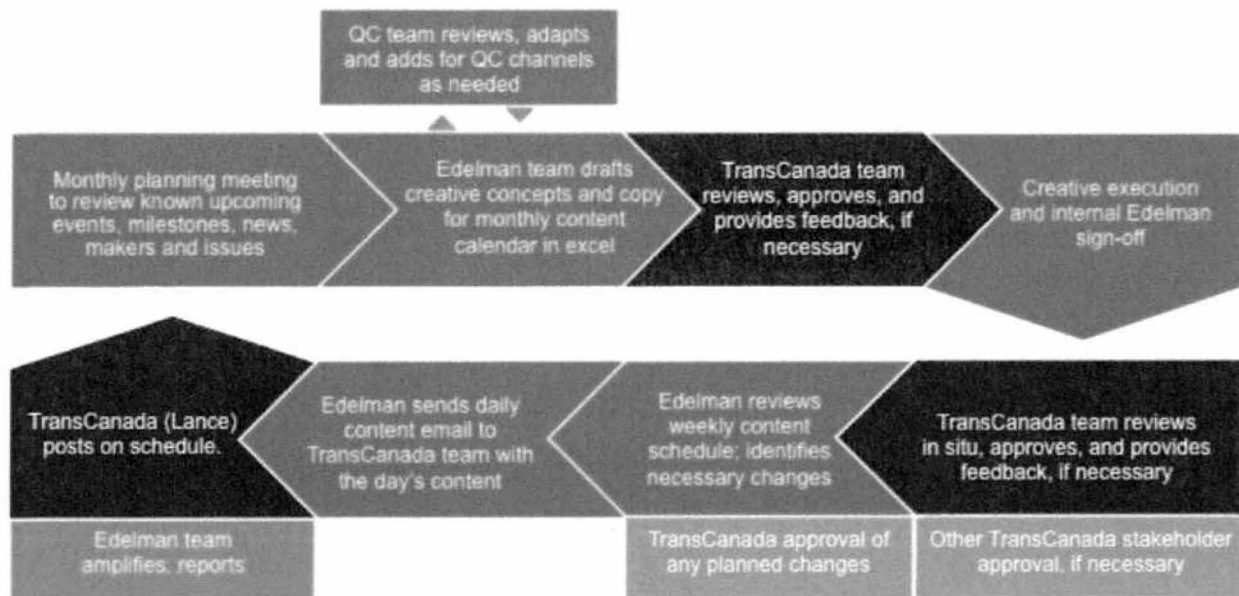
### Channel Map



### Process and Workflows

As we continue to build out the Energy East social media properties, we will adopt several core processes to streamline operations on a day-to-day basis.

An example of our content production process is below. Though we've made callouts to touch points throughout the process, the Québec team will be integrated deeply in to each phase.

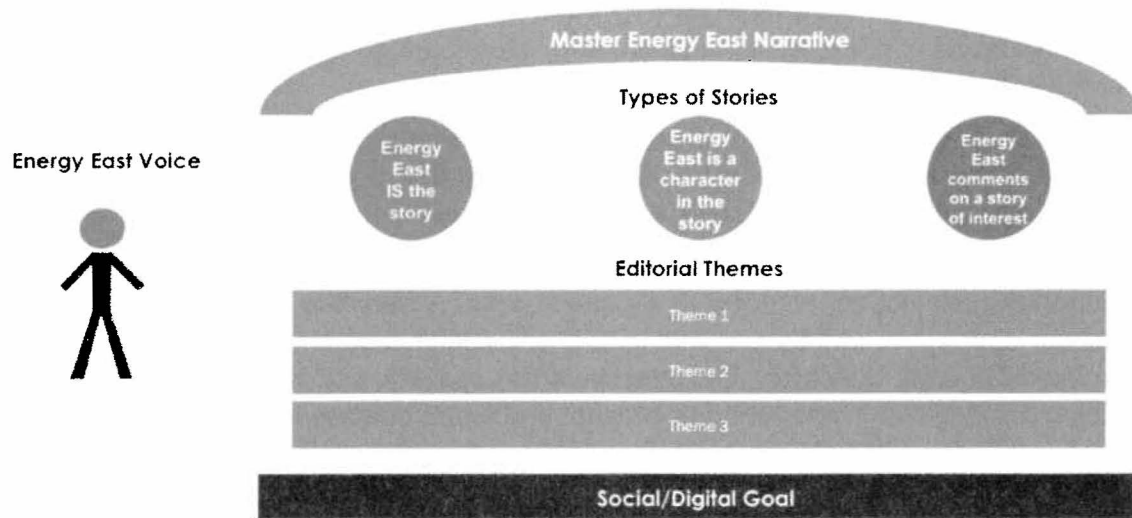


These will be optimized, and additional elements added, over time as we incorporate learnings throughout the project.

## Content Strategy

We recommend a comprehensive, channel-agnostic content strategy that articulates a social and online expression of the master narrative, voice, content pillars, content types and distribution strategy in order to achieve a number of critical objectives in the Energy East campaign. These objectives include:

- Alignment of online and social content and voice with the overall master narrative being expressed across all communications touch-points
- Alignment of online and social content to an overall master editorial calendar for the campaign across touch-points, including digital advocacy
- While being in alignment with the overall master narrative and creative platform, support the TransCanada digital strategy and objectives of creating awareness/literacy, advocacy/engagement and license to operate.
- Specific adaptations and approaches within the master content strategy and voice to ensure high relevancy and emotional impact within the Québec market and targeted to Québec audiences



## SEO

### Background – The Energy East Pipeline Opportunity

Search is a battleground, and content is more important than ever for companies looking to rise above the competition, both offline and online. Google's most recent algorithm changes signal that quality website content is the most important factor it considers when ranking websites.

We therefore suggest developing a robust Search Engine Optimization (SEO) strategy that serves to promote content and elevate high-authority influencers who will suppress detractor messaging. Through this plan, we aim to create an "Energy East First" approach, wherein the site acts as a first port of call for those seeking information. To this end, Edelman proposes the following phased approach whereby Phase 1 will serve as the information gathering phase, and Phase 2 will be the development of the strategy and roadmap showing the way forward.

### Building Engagement in Social: Twitter as Pilot

As TransCanada looks to establish a more extensive presence in social media channels, it will become increasingly important to become comfortable engaging with external audiences. We recommend doing so in stages, beginning with a pilot on the Energy East Twitter handles (in French and English) when they launch, before expanding to additional social media channels over time.

It is important to note that any foray in to the world of online engagement also presents some risks. Supplementing our keys to successful engagement will be an engagement roadmap document that provides best practices and rules of the road for engagement

### Grassroots Advocacy Communication

Edelman and TransCanada have agreed on a strategic communications plan designed to navigate the Energy East pipeline project through the new realities of designing, building and operating a major pipeline project in North America. These new realities include:

- Permanent, persuasive, nimble and well-funded opposition groups

- Pipeline projects being used as proxies for the broader “off-oil” public debate
- Record low levels of public trust in government, meaning regulatory approval is no longer sufficient to successful project implementation.

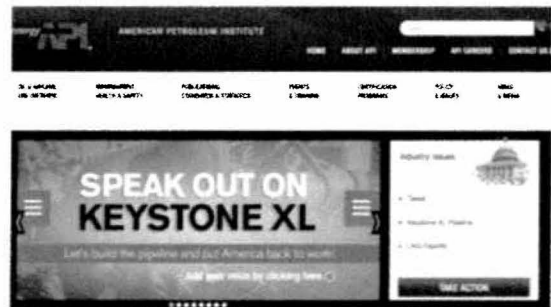
TransCanada has recognized that under these conditions, success can no longer be achieved without proactive, sincere, and expansive public engagement that clearly demonstrates not only the merits of the project but also TransCanada’s role as a leader in the energy industry.

From a Grassroots Mobilization perspective, moving forward we need to adapt to these new realities by redefining not just our approach but also success, by adopting some of the strategies and tactics of our opposition, and by committing to broad public engagement to build long-term advocacy for TransCanada. Ultimately, this new strategic approach and framework will serve as established best practices for TransCanada’s present and future business objectives.

## Energy Policy Meets Data-Driven Politics

### Industry Efforts

The energy industry the U.S. has invested considerable resources in digital advocacy as a core component of their efforts to retain their license to operate. Companies and organizations are demonstrating that not only is it possible to counter or mitigate the effect of sophisticated opposition efforts, a commitment to digital and grassroots advocacy can also drive proactive campaigns to expand access and operations.



For example, API has been using digital grassroots tools to organize and mobilize industry employees and other concerned Americans since 2007. They have deployed these activists in support of Keystone XL, for regulatory and permitting processes, to oppose higher taxes and on many other matters. It's been a key part of the API's advocacy efforts in Washington and around the country. They have built a direct connection with more than one million activists, and generated more than 500,000 supportive comments during the KXL process.

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AFPM (American Fuel & Petrochemical Manufacturers) has assembled a diverse coalition to drive a proactive campaign to reform the Renewable Fuel Standard and in support of hydraulic fracturing. A pillar of those campaigns is a digital advocacy program to bring consumers’ voices to bear in Washington, D.C. They have recruited more than 150,000 activists and recently mobilized that group to submit more than 15,000 comments to an EPA hearing on the topic.

At the same time it's not just associations or advocacy groups building these programs in support of the industry. **Companies** like ExxonMobil, Chevron, Shell, and Halliburton (and many more) have all made key investments in building permanent advocacy assets and programs to support their lobbying, outreach, and policy efforts. In launching a program like this, TransCanada will be in good company with a strong roadmap to follow.

### Opposition Efforts

Unfortunately, even with these investments and commitments from the industry, the opposition is far ahead and well suited to press its advantage not just in the U.S. but in Canada as well. Almost every ENGO in the U.S. has or supports a digital advocacy program. They use it to leverage some of their natural advantages:

- Large and passionate audiences that show a propensity to vote and take other political action;
- Organizational incentives (\$) that reward highly visible external efforts, not viable public policy;
- Alignment with official political organizations and parties

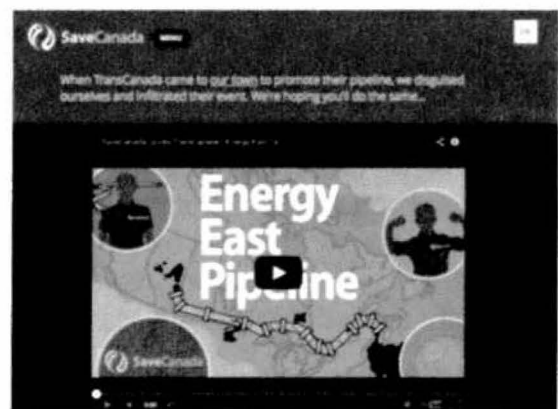
The standard practice for almost all of these ENGOs is a reliance on sophisticated technology, using centralized databases<sup>3</sup>, email marketing and list management, geotargeted outreach, and paid recruitment. They all facilitate electronic advocacy communications to policymakers, influencers, and the media, and the most successful combine that digital effort with traditional “offline” political advocacy.

### The Technology and Political Gap

The ENGOs long ago adopted grassroots as part of their organizational DNA. More recently in the U.S., however, they have doubled down on both their technology investments as well as their coordination with official political organizations. No longer do these organization keep an arm's length of distance from electoral campaigns or party organizations; they have found ways to partner to the benefit of all those involved. This gives them an extraordinary institutional advantage over industry or even opposing political groups.

### The Opposition is Headed North

Unfortunately, the impact that ENGOs have had on energy policy in the U.S. has clearly encouraged these groups to begin to migrate those efforts and expertise into the Canadian policy arena. Groups include affiliates of global organizations like the Sierra Club of Canada, national groups like Save Canada, and local groups like those active in North Bay, Ontario. They are using the same digital tools as their U.S. counterparts as well as some more social-centric advocacy platforms like Care2 and Change.org.



<sup>3</sup> Convio (<http://www.convio.org>) is one of the most popular technology products used by ENGOs to facilitate digital advocacy.

## A Coalition-Based Approach

No political or advocacy movement is monolithic in tone or message, nor would it be successful if it were. In order to win, we must assemble a coalition of different groups of people that coalesce for different individual reasons in support of a common goal. In this regard, Energy East has a significant advantage in that a diverse range of stakeholders stands to benefit from the project.

## Measureable Goals and Effective Outputs

To achieve the program objectives of increasing positive perception, increasing public advocacy, increasing the support of local and affected communities and mitigating or reducing the effects of the opposition, the grassroots program will:

- **Recruit and engage** the largest possible number of Canadians in support of the Energy East project
- **Mobilize** those supporters to take action on behalf of the project to influence policymakers, regulators, and opinion elites. This mobilization effort will produce:
  - More supportive comments and participation during the OEB, BAPE, and NEB processes
  - Letters, calls, and other public displays of support for the project
  - Pressure on political, policy, and regulatory leaders to approve the project
- **Change the conversation** online by encouraging supporters to publicly join the policy discussion.

These efforts are tied directly to the master strategy of elevating Energy East to an issue that gives citizens reasons to affirmatively support the project in the face of organized opposition. Through recruiting, engaging and mobilizing advocates to speak out in support of the project, and to stand up against the opposition who would hold Canada back, the grassroots program will demonstrate meaningful public support to the decision makers whose approval will make project construction and operation possible.

## Supporter Matrix

As previously mentioned, identifying logical supporters of the project is the first step to build a robust digital grassroots coalition<sup>4</sup>. In this process, “logical” is deliberately not a synonym for “obvious.” Instead, we will work to identify supporters and partners whom politicians, media and other elites may be surprised to hear are taking action in support of the project. We do this to increase public advocacy for the project.

Through this process we will determine what types of individuals or groups would be most likely to support and/or benefit from development of Energy East, and which messages and approaches they would likely respond to positively, leading them to join our coalition. For instance, your shippers have a distinct self-interest in the success of the project, and we should build a digital toolkit for companies like Cenovus Energy to use in activating their thousands of employees.

The grid below details an initial consideration of what supporters could be brought to bear, based on their connection to the project. It also includes the key value proposition message to recruit them and the channel we would use to deliver the recruitment message.

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<sup>4</sup> Should offline and in-person activities be approved, the coalition would naturally extend to those areas as well.

This list will be enhanced, refined and improved as activities commence. Recruitment messages and channels will also be tested and refined continuously, based on performance.

## Supporter Progression Model

We approach digital advocate engagement through two continual and concurrent processes.

First, we take a methodical and deliberate approach designed to convert average citizen into issue activists. This happens through three distinct phases:

- First, we **recruit** an individual to affirmatively join our cause;
- Second, we provide enough informational and emotional appeals to **engage** him or her and solidify that individual's commitment to our cause;
- And third, we **mobilize** that individual to take an action when requested.

Simultaneously, we must also understand how to deepen and broaden each individual's commitment to our cause, using targeted messaging and behaviour tracking to directly appeal to the individual's trigger points and develop them from a supporter to an activist to a champion. We refer to this as our Stakeholder Progression Model:



We achieve this by continually offering supporters additional opportunities to provide more information about their interests and offering them actions that require deepening levels of commitment. We pair this with providing additional benefits to the supporter for partnering with us – whether those are exclusive access to information, incentives or personal attention.

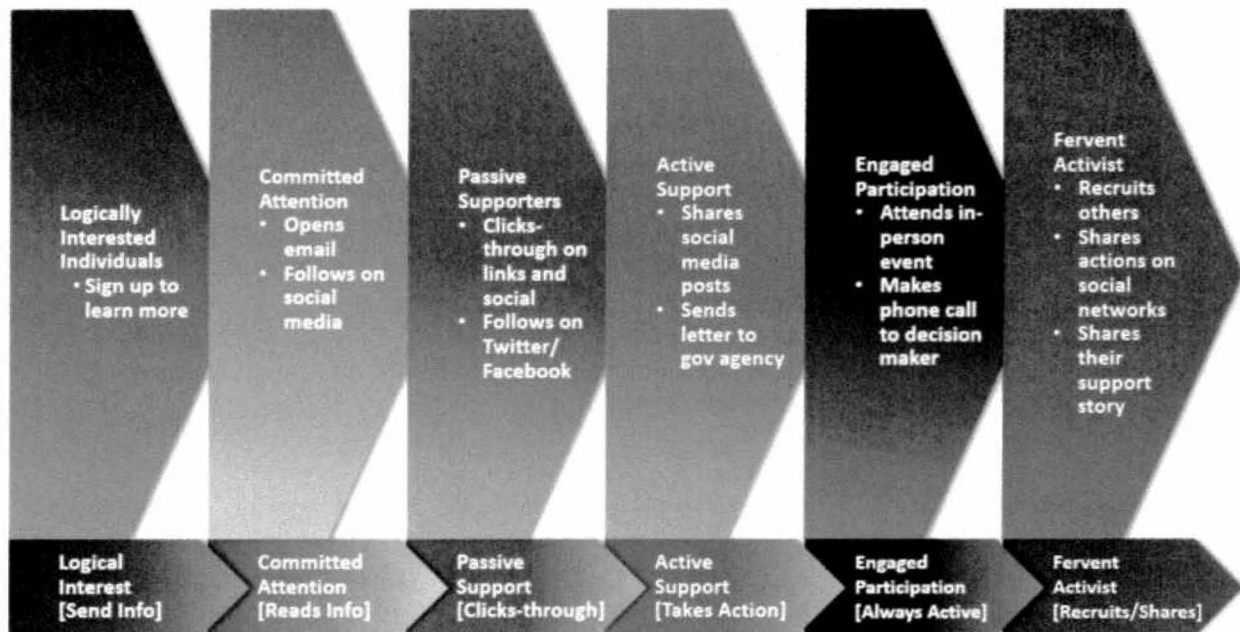
Jointly, these processes create the outputs we need to achieve the outcomes we desire; in short, they provide us a rich base of advocates who passionately understand and support our cause and are willing - more often than not - to do what's asked of them.

Of equal value, it creates a lasting asset. Rather than seeking a simply transactional relationship between TransCanada and the advocate, this process is designed to build a relationship that is lasting and can be used again, significantly increasing the ROI of the endeavour.

To be clear, not every advocate will do everything we ask of him or her, and not every advocate will have the willingness or ability to become a true champion. Accordingly, we must track and monitor how individuals behave and perform so that we can provide them with the materials calls to action that best align with where they are and what they are able to offer – while always pushing them to do just a bit more.

In practice, it functions as below:

## Stakeholder Progression Defined: Continually Advancing Commitment Level

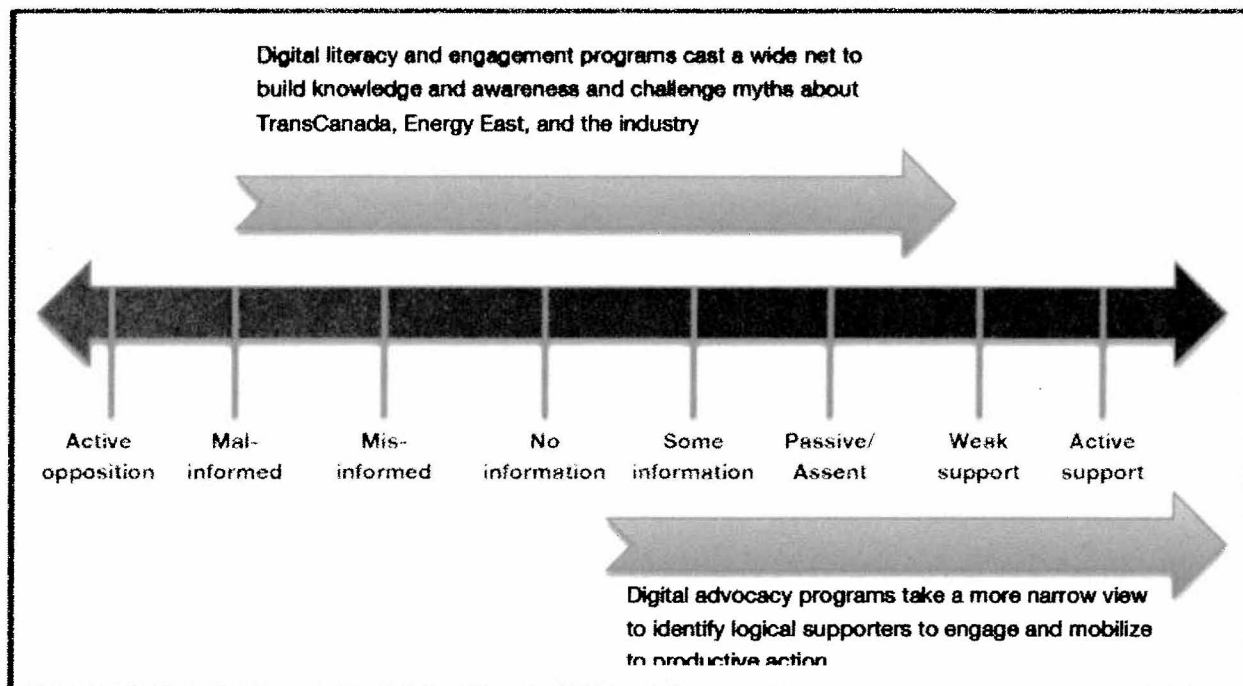


### Combining Education and Advocacy

This advocacy plan focuses on identifying logical supporters, building a relationship with them, and over time motivating them to take a series of actions on our behalf. The nature of this effort is such that it must be narrowly focused on the group of people most likely to take action.

Meanwhile, TransCanada already conducts a much broader effort to drive awareness and education on behalf of the Company, the pipeline project, and the energy economy as a whole. While targeted at a much larger audience, this effort is crucial to the success of an advocacy program; the more awareness and information the public receives about the pipeline, the more supportive they are in general of the project.

Working in tandem, these two programs allow TransCanada to speak effectively to all of your important constituent audiences along the spectrum in the manner that is most effective relative to inspiring the desired action. The rich and deep amount of data that can be collected on user perception and behaviour through the digital tactics detailed in this document create significant efficiencies and benefit the overall execution of the campaign. Accordingly, undertaking the processes as a joint venture creates both time and cost efficiencies as well.



### Action Toolkit

To support development of Energy East, and to increase the support of local and affected communities, there will most likely be a large number of potential actions we will want and need supporters to take over a relatively long period of time. This requires building sustainable relationships with supporters that are authentic, deep and perceived as personally valuable to the advocate. Doing this successfully requires communicating in ways that speak to what average Canadians stand to gain as a result of the new pipeline being in operation, what they stand to lose should opponents get their way and how – as an individual and collectively as a group – they can have an important and meaningful impact on the deliberations.

Aligned with the event and political calendar, we will sequence and segment the asks made to show supporters continual reasons to be involved and tailored reasons that inspire them to act. During periods when there aren't immediate, outward-facing calls to action, we will keep supporters engaged by sharing compelling news, information or multimedia pieces with them. At other times, we will ask them to take more inward actions, such as sharing their story or recruiting their friends.

### Potential Action Types

Naturally, the regulatory and political processes surrounding approval of Energy East will be important points for advocates to voice their support. But there will be many other moments where supportive voices will be important, and there are many other audiences with whom we will want to communicate regularly.

Accordingly, we will build out a suite of actions for our supporters to take and deploy them strategically to enable citizens to affirmatively support the project.

These actions may include:

- 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
- 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
- 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.

We will partner with you to build an advocacy action centre on the Energy East website, or other appropriate web properties, to allow advocates to take these actions. As explained in the stakeholder progression model above, the structured and integrated digital communications program will continually “advance” advocates through this suite of actions, inspiring them to take the next logical action on the list, keeping them apprised of important developments along the way, and always demonstrating their individual value to the effort.

Our Multiplier CRM technology (detailed in the final section of this document) enabled this individual behaviour tracking, allowing us to be more precise and targeted with the requests put in front of a given individual.

## **Recruitment Plan**

Based on the logical supporters matrix illustrated earlier, we will recruit supporters with distinct appeals through the most logical channel(s).

Our guiding principle will be to recruit the highest quality advocates in the highest quantity possible at the lowest cost possible. For internal or connected audiences (e.g. TC or partner employees), that will involve taking advantage of existing channels.

For external audiences, we rely on targeted paid recruitment through a variety of channels. We track recruitment campaigns on a cost per advocate/acquisition (CPA) basis. Historically, advocacy campaigns that yield high-quality advocates who will stay engaged with the program and take multiple actions have run in the \$4.50-7.75 CAD range.

Our recommended practice includes multiple pilot tests across different recruitment channels to determine which methods and tactics prove to be most effective, optimizing continually on a cost and quality basis. We will also conduct real-time message testing across each channel/platform by supporter profile to determine which messages are most resonant and likely to lead to conversion.

Historically, online acquisition techniques – including microtargeted online advertising, email list rental, newsletter inserts, social media advertising and direct partnerships (blogs, communities, aligned organizations) – have proven to be the most effective.

This can be paired with offline methods that embrace and utilize every event TransCanada staff attend to maximize reach without adding significant additional costs.

All supporters will be added to our Multiplier CRM solution, where data detailing how they were recruited will be captured.

### Sample Paid Recruitment Executions

#### 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

### Channel Approach and Recommendations

The most effective advocacy communications programs utilize every channel at our disposal to drive forward engagement messages and calls to action. Our plan embraces producing content that can span channels to place our calls to action in front of supporters in as many different ways and places as possible.

Our content must use a voice that matches the nature of the effort: conversational, engaging, interesting, inspiring, urgent and important. We will monitor analytics across all channels to continually optimize how we face and voice the campaign messaging.

#### Internal website(s)

Employees should consistently and persistently see opportunities to take action across all internal company portals.

#### External websites(s)

All public-facing web properties where individuals may go to learn more about Energy East should include either a direct sign-up mechanism or a link to one on the main Energy East website.

#### Email

As it continually proves to be the most effective channel to drive action, email will be the primary driver of our ongoing engagement and mobilization communications with advocates.

## **Social**

A project as significant as Energy East should have its own dedicated social presence to foster and host a social community of supporters<sup>5</sup>. At a minimum, Facebook and Twitter are crucial pieces to deploy on behalf of the project. Content generated by TransCanada corporate should be shared or cross-posted as appropriate. Also, in parallel to this document, Edelman is developing a further discussion of social strategy for Energy East.

### **Retargeting online ads**

When urgent calls to action are required, we will use retargeting online ad units to place the calls to action in front of users who have previously taken action.

### **Telephone town halls**

Telephone town halls are an effective way to engage advocates and deepen their base of knowledge and commitment to the project. We will recommend conducting calls with advocates ahead of the kickoff to important new phases of the campaign or when important new developments arise.

## **Paid Media**

Québec media consumption varies according to several criteria, such as age, education and place of residence. Nevertheless, TV is still very popular, being the media people aged 35 and over preferred. Television is also the preferred media for information; Québécois spend in television a third of the time they dedicate to information, with an average of 28.5 hours per week, followed in second place by the radio with an average of 17.7 hours per week. Since 2008, we're observing a migration of TV followers to other media, such as printed newspapers and Internet. Among adults aged 18-24 years, Internet is the main source of information, in a proportion of 43.9 per cent. So that in 2012, nearly 8 out of 10 Québec Internet users were on social media. It should be noted that those who do not use Internet are not only older people, but also people living in rural areas. Indeed, several locations in Québec still do not have broadband Internet access services.

In that matter, the Québec Team will work closely with the digital and traditional paid media teams to implement the following approach, in addition to evaluating advertising opportunities in the Québec market and providing recommendations based on pre-approved criteria.

Once the strategic and creative direction has been decided, we will agree on the demographics, geography, budgets and other pertinent information of the target audience of interest. We will do this in the form of a media brief which will also encompass KPIS for each media vehicle deployed. The media brief will serve to lock down objectives and goals across the Core and Tactical campaigns. Once we have been briefed on the media objective for both campaigns, we will:

- Undertake research on the media consumption of target and assess reach and executional options per media vehicle in each market of interest
- Identify key vendors/media properties across offline and online that we are able to

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<sup>5</sup> This approach will allow advocacy efforts to scale beyond Energy East; not all supporters of this project will support TransCanada generally, or other projects specifically. Keeping these dedicated channels will help retain those activists.

- leverage in ensuring communication delivery to target
- Develop a media strategy and plan in meeting our objectives on the core and tactical campaigns based on budgets available across each

Once the plans are finalized and approved, we will:

- Secure media inventory/placements with vendors in the form of insertion orders;
- Communicate creative specs and deadlines and coordinate/traffic creative assets between client and vendors;
- Ensure media is launched, optimized (where applicable) and delivered in full and within the period specified;
- Coordinating billing and payments of media invoices;
- Providing and presenting campaign wrap up reports after completion along with insights and learnings for next deployment.

## Edelman Québec Team

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Edelman built a customized team for TransCanada that will be optimally suited for its workflows and organizational needs. Deploying specialists in media relations, issues management and corporate storytelling across the culturally and linguistically diverse regions of the pipeline, is promising. To this end, the Québec team is divided both geographically and functionally. The Québec Team will act as the ultimate Québec counselor for all tactical elements of the program.

This structure allows us to ensure that messages are tailored to Québec audiences and that issues specific to diverse regions are being tracked and addressed in a timely fashion. Additionally, by dividing our team into the functional divisions of promote/respond/pressure, we ensure the promotion of the positive Energy East story and public advocacy for the project in Québec, and that it will not be overshadowed by the essential need to rapidly respond to emerging issues.

Based on the information we have today, Edelman proposes the following account team.

**Québec Team Oversight:** Elise Boutin-Michaud, Director of corporate communications and public affairs, will provide oversight and leadership relating to all Quebec activities and deliverables. Elise will also be the primary client contact for Philippe Cannon and is responsible for all PR activities in Québec and New Brunswick. She will lead the “Respond” public relations initiatives in addition to providing overall strategic support and liaising with other team leads for Québec implementation of their programs.

**Public Relations Team Coordination:** Karen Carle, Director, Edelman Calgary, will coordinate between Eastern Canada and Calgary, and will also be the primary client contact in Calgary. Karen will provide oversight and leadership for the “Promote” public relations initiatives and also provides public relations input for the overall campaign strategy.

**Québec Account Management:** An Account Manager will provide day-to-day leadership on Québec public relations issues in partnership with Elise Boutin-Michaud. This role will also act as the primary day-to-day contact and point person for tactical matters in this region.

**Project Management and French Language Resources:** Justine Lord-Dufour, Account Manager, Edelman Montreal, will provide day-to-day oversight of Québec project management, and coordinate French/English translations for the broader Edelman team.

Additional strategic counsel will be provided by:

**Senior Québec Strategist:** Louise Dion, Corporate Communication Vice President at Edelman Montreal, will provide senior counsel on campaign strategy, focusing on the unique political and cultural landscape of Québec.

## Dependencies

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- Successful implementation of issues response will be depend on timely access to TransCanada team members and timely approvals plans, tactics and messaging;
- Budget available for investment opportunities and chart of recent investments;
- Chart of potential and confirmed speaking engagements for 2014;
- Calendar of Energy East new President visits in the affected provinces;
- Calendar of TransCanada's yearly corporate events (financial results, board meetings, etc.).