

CERTUS PROVIDES “EARLY PREVENTION” OR “JUST IN TIME” SOLUTIONS



Certus helps organizations and companies have difficult conversations with their stakeholders. Our tools and processes enable project teams to get ahead and stay ahead of conflict.

Certus offers project solutions through a series of integrated services.



About Certus Strategies

Certus is the Latin word for "Resolve." "Resolve" has a number of meanings including: to settle, subside, turn into another form or converge. It can also mean bringing a firm determination to do something.

Certus is about all of the above and in particular, the Certus team helps organizations and companies have difficult conversations with their stakeholders.

Our tools and processes enable project teams to get ahead and stay ahead of conflict and effectively manage community resistance to their projects. Certus supports difficult conversations by paying attention to the architecture of the information and materials provided to inform stakeholders and encourage dialogue.

Integrated Service Solutions

Certus provides "early prevention" or "just in time" solutions to the challenges facing your projects through a series of integrated services.



Public & Stakeholder Consultation

Whether you are a corporation or a public sector organization you will be facing increased expectations from the public and stakeholders to have their say.

Conflict Management & Dispute Resolution

Conflict occurs when ones access to a desired end result is blocked by another.

Community Resistance & Outrage Management

A project often faces resistance when people express the statement of "Not in my backyard" (NIMBY). This often results in the general public being encouraged to promote outrage based causes and do battle against project development.

Regulatory Compliance Assurance

Certus ensures that our clients' projects are not just regulatory compliant (completing the must do's) but also regulatory effective (completing the should do's).

Policy Planning & Systems Development

To engage your key stakeholders in facilitated conversations about questions that matter for your organization or company to set new directions, policies, laws, regulations, by-laws, agreements, priorities or plans.

Public & Stakeholder Consultation

Industry Challenges

New technologies are bringing increased oil and gas extraction, new pipelines, production and drilling activities in resource plays in North America. The need to transmit all forms of electricity is increasing the building of transmission lines across North America.

Public stakeholders and landowners are increasing their demands to be heard about issues and impacts that these plays create such as water use, aquifer contamination, noise, trucking and traffic, infrastructure proliferation, threats to health and safety and environmental damage. Special interest groups and ENGOs are putting pressure on politicians and regulators and creating roadblocks that keep industry from moving forward in a timely way.

Value Proposition

Certus will work with your project team to assist in assessing consultation risks to your project so that early mitigation strategies can be planned, implemented and then tracked and documented.

These strategies and early planning activities, once implemented, position your company to gather meaningful stakeholder input into your project options and alternatives. This demonstrates to the regulator or decision maker your consultation program has been fair, effective and compliant.



Experience



Sweet and sour gas and oil wells, plants, facilities and pipelines • Telecommunications siting • Electrical transmission development • Oil sands and heavy oil development • Coal mines • Environmental impacts and reclamation • Gas gathering plants and systems • Bitumen gas and oil pipeline • First Nation, Métis and Aboriginal consultation •

Conflict Management & Dispute Resolution

Industry Challenges

Stakeholders can use negotiation roadblocks and challenges to delay projects. These people have to be respectfully managed but company time is often at a premium with few resources to spare to respond to their issues and concerns.

Regulators and decision makers increasingly expect you to provide opportunities to engage stakeholders in dialogue that demonstrates you are working effectively to identify and resolve their issues.

Value Proposition

Get ahead and stay ahead of conflict by using The Certus Way to prevent escalation of conflict into project resistance and community outrage. Certus designs processes and tools that support interest-based negotiation processes and helps bring together individuals or groups to engage in difficult conversations.

Using Appropriate Dispute Resolution designs, these broad based participatory processes give stakeholders as much say as possible over aspects of the project that matter most to them and at the same time allow your project to move ahead to meet your project and regulatory timeframes.



Experience



Landowner/company disputes • C2C (Company to Company) disputes • Common pooling issues • Environmental impact disputes and reclamation disputes • Community/industry/MD disputes • Withdrawal/dismissal of objections • Aboriginal/First Nation disputes • Forest Management • Electrical systems governance and electricity pricing issues • Market manipulation of electricity • Installed capacity formula • Hydro • Open access transmission tariff • Interconnection agreements • Power sales agreements • Scheduling and delivery of coal •

Community Resistance & Outrage Management

Industry Challenges

Companies sometimes experience organized community resistance led by certain individuals or groups who champion their causes based on fear and misinformation.

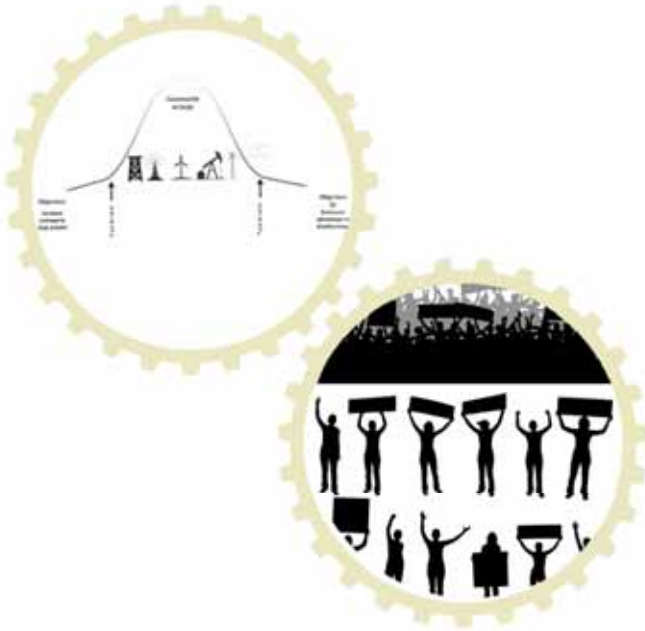
The objectives of these special interest groups and individuals who align with them is to increase outrage among the other people in your community, encouraging them to join the battle against your project.

Value Proposition

Certus will assist you in preparing for conversations about the real risk and hazard of your project when the potential for anger, fear and anxiety is high.

Certus' processes assist your project team to assess and mitigate the risks of community outrage and design together outrage management and conflict management plans.

Certus helps you identify the potential for organized community resistance early in the project and establishes ways to engage in difficult conversations to lessen the impact of their influence on the community at large so that your project can better meet its regulatory timelines in parallel with your resolution efforts.



Why Community Resistance and Outrage Occurs

- ✓ The project feels coerced
- ✓ It comes as a surprise
- ✓ It raises fear and for some dread
- ✓ It is an industrial risk rather than a natural risk
- ✓ Project risks are seen as potentially catastrophic
- ✓ It appears as unfair or unnecessary
- ✓ The project is controlled by others who are seen as unresponsive or untrustworthy
- ✓ The project is seen to create visual impacts and loss to property values
- ✓ Individuals fear negative impacts to lifestyle
- ✓ Individual's financial and personal interests appear to be ignored

Experience



Transmission lines siting • Sour gas development • Road and transportation issues • Waste to energy facilities • Telecommunications cell tower siting • Sweet plant conversion and expansion to sour • well drilling programs •

Regulatory Compliance Assurance

Industry Challenges

Regulations are changing and decisions by regulators are increasingly being called into question raising uncertainty for project teams. Current events are increasing the pressure on industry and the regulators to find ways to assure public and environmental safety. This is fertile ground for increased outrage and even more difficult conversations.

Project teams seek answers to know “how much is enough” when it comes to stakeholder engagement and the resolution of their issues. Certus’ clients get the needed added capacity to pay attention to all the regulatory expectations to file a compliant application and to continue to manage the regulatory requirements that are necessary to achieve their project licence.

Value Proposition

Certus will bring its experienced and knowledgeable team to assist you to create a comprehensive regulatory compliance strategy that guides your project documentation, manages your regulatory relationships and supports your project team to position your company as a successful leader.

Certus’ regulatory compliance assurance program ensures you will fully comply with your regulators “must do’s” and effectively respond to your regulators “should do’s” allowing your project to get ahead and stay ahead of challenges including hearings.



Experience



Routine and nonroutine applications for wells, facilities, plants and pipelines • Audit binders and materials • Sour gas applications • Sour oil and gas area development plans • D56 area project specific descriptions and project updates • Section 52 and 58 NEB applications • Schedules, timelines and milestones for ERCB, OGC and NEB applications • Regulatory compliance reports • Regulatory process flow charts/maps • Duty to consult • Coaching and training • Workshops • Data input coaching • Data management advice • Hearing preparation • Mock hearing prep Q&As •

Policy Planning & Systems Development

Organization and Company Challenges

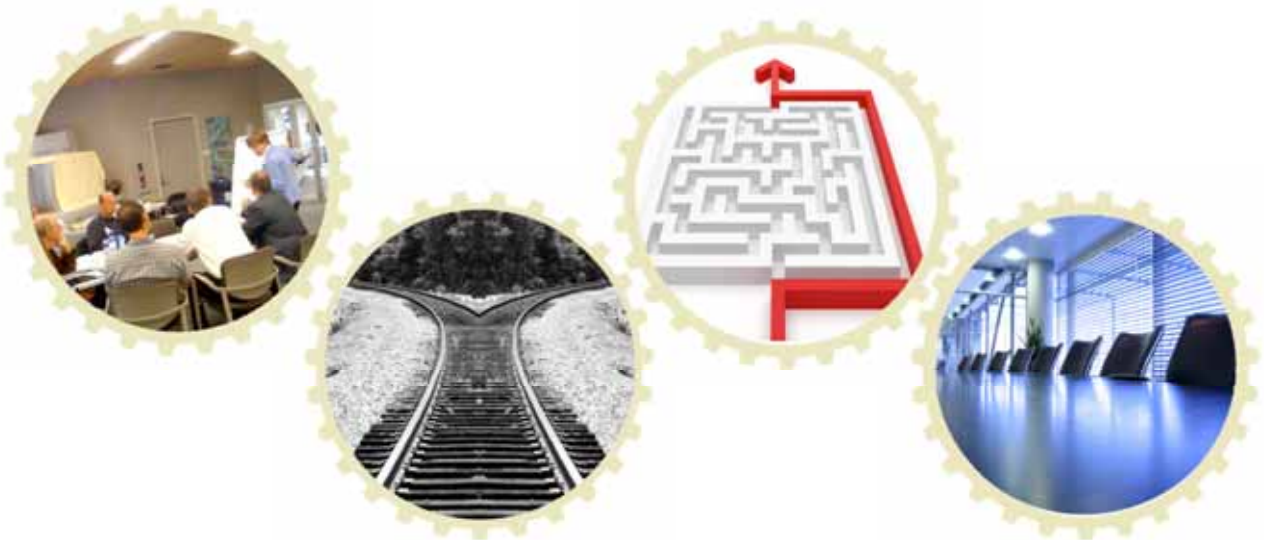
There is a growing need for organizations and companies to engage their stakeholders in facilitated conversations about questions that matter to set new directions, policies, by-laws, best practices, agreements, priorities or plans.

Senior decision makers may be seeking new directions but recognize that change only comes when stakeholders have an opportunity to engage. Facilitated conversations are required that identify common interests and converge upon plans that help guide the future.

Value Proposition

Certus brings decision makers to the table to design processes “with” and not “for” them that address big public or internal issues that affect their organizations or companies.

Certus gathers the right information and helps you place it in the hands of the right people to make effective decisions through a convergence/consensus process.



Experience



Transportation and highway system leading to Fort McMurray • Cost of natural gas • Research in oil sands development • Cost and cost overruns in oil sands • Aboriginal consultation and policies • Study about religion in a public school system • Enhancing cultural competency in a public school system • Smoke free Calgary bylaw • Storm sewer outflows • Livery transport bylaw • Selling public utilities • Guidelines and approval process for city water resources • Deficit elimination act • Fiscal policies • Health care system reorganization •

The Certus Way

Certus provides professional services to our clients founded on the five cornerstones of engagement.

Certus identifies resistance and potential conflict early and helps you plan effectively to mitigate challenges.



Certus involves all parties to foster interest-based conversations, that ensures, where appropriate, ownership by all parties in the decision making process.

Certus designs its services "with you" in a collaborate approach that meets your individual needs rather than "for you" or "to you."

Certus prepares your organization to achieve its goals through early planning, tracking and documenting, solid delivery and accurate and illustrative reporting.

Certus applies the principles of information architecture to all written materials and documents to help your stakeholders visualize and understand the issues. Certus places data into a context that results in understandable information and valuable knowledge.

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