

THE CERTUS WAY

Certus Strategies provides advice to senior energy company decision makers and their on-the-ground teams to manage community resistance and landowner conflict when site-specific issues and concerns arise.

Certus' public consultation, community outrage and conflict management plans help industry leaders achieve:

- Regulatory compliance assurance
- Best chance for community and stakeholder permission for their project
- Resolutions that turn issues and concerns into project solutions
- Opportunities to get ahead and stay ahead of conflict

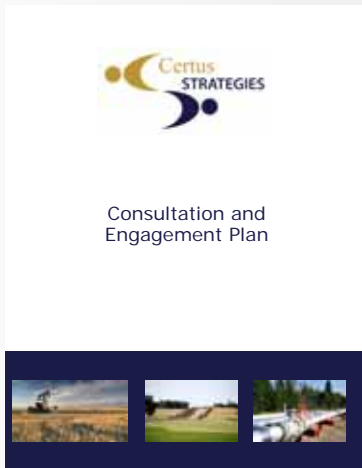
Managing Stakeholder and Community Resistance to Energy Development Projects

Strategic advice, tools and processes to integrate public consultation and conflict management



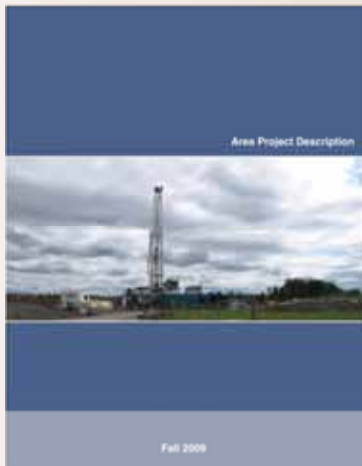
THE CERTUS APPROACH

PLAN



- Provide strategic advice to design consultation, conflict and outrage management plans
- Conduct risk assessments to understand your unique stakeholder terrain and to surface contentious issues
- Build mitigation strategies focused on risks
- Develop strategies that allow you to provide your stakeholder community more control and say in how they are consulted and where possible, in the project itself
- Assist you in engaging relevant stakeholders in the process for dialogue
- Devise strategies for working with stakeholders to resolve conflict
- Provide strategic advice for enhancing regulatory compliance assurance

IMPLEMENT



- Assist you in implementing the plan by providing project management support processes and tools
- Engage challenging stakeholders in facilitation processes and events to resolve issues and concerns
- Build internal capacity, coach and train project teams
- Manage and execute effective community consultation and other outreach events
- Provide information architecture advice and editorial services for project documentation

TRACK AND DOCUMENT

Record of Contact	
Project Info	
Project# _____	Client Name _____
Subproject# <input type="checkbox"/> Well <input type="checkbox"/> Pipeline <input type="checkbox"/> Facility _____	Location# _____
Contact Info	
Communication Type _____	Initiated By _____
Company _____	Date _____
Lead Name * _____ First Name* _____	Phone# _____
Address Street _____	Email _____
City _____	Province/State _____
Postal Code _____	Country _____
Discussion Info	
Summary of Discussion*	
Issue / Concern	
Please Fax to Certus Strategies at: 1-403-239-7448	

- Provide strategic advice on the design and functionality of your tracking and documenting systems, tools and processes to demonstrate regulatory compliance and effective consultation
- Provide strategies, tools and processes to assist in project management documentation

GET AHEAD AND STAY AHEAD OF CONFLICT

FOUNDATIONS OF CONSULTATION, OUTRAGE AND CONFLICT MANAGEMENT PLANS

Your plan will:

- Be a well documented real-time plan
- Be risk assessment based
- Reflect your mitigation strategies
- Engage objectors, community-at-large and regulators

$$RISK = HAZARD + OUTRAGE^*$$

*Dr. Peter Sandman

is a formula that reflects a growing body of research indicating that people assess risks according to metrics other than their technical understanding including outrage factors such as trust, control, voluntariness, dread and familiarity



Your implementation strategy will include:

- Interest-based engagement
- Clear and consistent messaging
- Proactive strategies and tactics
- Assurance that project teams will be working the same plan
- A complete project and consultation story
- Opportunity for stakeholder input
- Engagement of stakeholders in conflict resolution processes



➤ No "Decide, Announce, Defend"

Your tracking and documenting system will demonstrate:

- Complete stakeholder contact records and reports
- Your consultation plan and the implementation story
- Compliance and effectiveness to the regulator

-FACILITY WILL BE PHASED-
Outstanding Record of Issues and Concerns Summary

Table with 5 columns: Issue/Concern, Status, Date, Response, and Resolution. It contains three rows of data representing different stages of issue resolution.

➤ Demonstrate to the regulator all records of contacts, chronologies of issues and concerns and attempts to resolve them. Then connect them back to your plans.

Why Community Resistance and Conflict 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
- “» Individuals financial and personal interests appear to be ignored

Management Planning Objectives

- “» Identify special interest groups early and manage their impact as an influencer on the community
- “» Implement a broad-based participatory process to give stakeholders as much control as possible over aspects of the project that matter most to them
- “» Make the project more familiar and understandable
- “» Address the need and necessity issues early
- “» Acknowledge the tough issues (worst case scenarios) and focus on remediation, protection and solutions
- “» Provide early access to conflict management processes and opportunities to minimize growth of outrage

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