

Advancing your Energy Project

The Importance of Making your Case to the Community

Presented by Mark Litos
President of Litos Strategic Communication, July 15, 2011

Good Thinking



STRATEGIC COMMUNICATION

The landscape:

- The nature of energy projects
 - Renewable or not, energy infrastructure projects are highly sensitive
 - Impact virtually everyone
 - Invariably in “someone’s back yard”
 - People will hear about it
- The take-away:
 - *It pays to be transparent*



The challenge:

- Making the effort to properly introduce your project and its promise
 - Educating and informing with complete transparency
- Telling your story rather than “selling your story”
- The risk:
 - If you don’t define your project, rest assured that “the loyal opposition” will do it for you



The opportunity:

- Creating a project identity
 - Provides a focal point or common theme for all interested parties to rally around
 - Keeps all communications connected while creating awareness and momentum
 - Conveys confidence and credibility
 - Builds equity and allows for community “ownership”
 - Differentiates your project from the competition



The (elements of) opportunity:

- A transparent, fact-based approach, featuring a set of tools that includes:
 - Fact sheets
 - Project overview, safety issues, environmental impact, economic impact, FAQs
 - PowerPoint presentations
 - For more detailed explanations, for targeted audiences
 - Videos
 - Informational, educational, technical
 - Testimonials
 - Community & business leaders, residents, public officials



The (elements of) opportunity: *(continued)*

- Project website
 - A “destination” for all interested parties
 - Providing project timeline and milestones
 - Post information and timely updates
 - i.e., hearings, regulatory progress, etc.
 - Dispel myths and misconceptions

The (elements of) opportunity: *(continued)*

- Public relations / public & government affairs
 - Information and education outreach
 - Communication with press
 - *Reporters, editors, other media influencers*
 - » *i.e., talk-show hosts*
 - Engaging with the community
 - *i.e., hosting project “open house”*
 - Keeping all interested parties informed
 - Business leaders/organizations, elected officials, regulators
 - Disarming opposition



Case in point: The challenge

- Overcoming opposition and building support for a major energy infrastructure project in the Pacific Northwest:
 - Bradwood Landing
 - A proposed LNG import terminal on the Columbia River near Astoria, Oregon



Case in point: The opportunity

- Created project identity
- Developed key messaging
- Applied to appropriate communications tools
 - Created a compelling yet plain-speaking “Matters of Fact” campaign, addressing concerns as well as benefits



Bradwood Landing



- Safety
- Environmental Impact
- Economic / Tax Benefits
- River Impact
- Job Creation



Case in point: The opportunity *(continued)*

- Results
 - Outreach and communication efforts increased local supporter base from 100 to over 2500
 - Converted many project opponents to supporters
 - Fact-based educational campaign
 - First LNG facility in the region to receive FERC approval



Fact Sheets

Safety afloat. At sea and in port.

During the past four decades, more than 47,000 cargoes of LNG have been delivered¹ covering more than 100 million miles. In the history of LNG shipping, no major cargo releases or harm to the general public has occurred either in port or on the high seas. To put the issue in an urban context, LNG cargoes have been delivered close to the heart of downtown Boston for 35 years without incident.

1. National Gas Shipping Company, LNG Express, 1/10/2007

An LNG ship's hull and containment system, more than six feet thick as shown in cross-section.

LNG ships. Redefining the standards of containment.

LNG is transported in robustly constructed double-hulled ships subject to stringent international and U.S. safety standards. Cryogenic tanks aboard ship provide a third barrier between LNG and the general public.

In fact, in the history of LNG shipping, no major cargo releases or harm to the general public has occurred either in port or on the high seas.

Safety in the pipeline.

The Bradwood Landing pipeline will carry natural gas, just like the many miles of pipelines already in Oregon. Natural gas pipelines are highly regulated, and have an excellent safety record. National Transportation Safety Board (NTSB) data shows that for every mile of pipeline, there are only one fatality or injury every 100 years.

LNG and the Columbia River. Safety closer to home.

LNG carriers are no larger than the largest deep draft vessels currently transiting the Columbia River today. These ships are built with the most advanced navigation and propulsion systems in the world. What's more, they are captained and crewed by the most qualified professionals in the industry, and their collective record and performance are continuously monitored.

In its release of the Waterway Suitability Report for the Bradwood Landing project, the U.S. Coast Guard determined that with improvements to navigation, safety and security the Columbia River is suitable for LNG carriers. In the report, the Coast Guard has established a 12-mile safety/security zone that travels with the LNG carrier, which is consistent with how crane ships are currently operated. Additionally, the Coast Guard stated that their plan was to routinely allow other vessels to transit through the safety/security zone to allow other deep draft ships to meet the LNG carriers in portions of the river that are currently used for other purposes.

Safety on-site. LNG terminal safeguards.

At Bradwood Landing, facility safety systems, combined with special operating procedures, well-trained personnel and preventive equipment maintenance, minimize the risk of an accident. Sophisticated alarms and multiple backup safety systems, which include emergency shutdown (ESD) systems, are core components of the Bradwood LNG facility.

ESD systems are designed to shut down operations in an emergency, limiting the amount of LNG that could be released. There are also detectors for monitoring LNG levels and vapor pressures within storage tanks. Closed-circuit television equipment monitors all critical locations of LNG facilities.

PRIMARY CONTAINMENT
SECONDARY CONTAINMENT
SAFEGUARD SYSTEMS
SEPARATION DISTANCE
INDUSTRY STANDARDS/REGULATORY COMPLIANCE

Distinct layers of protection can be characterized in this way:

1. Primary containment - containing LNG through the use of suitable materials and appropriate engineering design.
2. Secondary containment - if leaks or spills occur, concrete walls and berms are there to catch them.
3. Safeguard systems - including gas, low temperature, fire detection and automatic shut-off systems.
4. Separation distance - from communities, industrial sectors and water-borne traffic.

LNG and homeland security.

Since 9/11, the industry has worked closely with the U.S. government and the Department of Homeland Security to review and strengthen security. An extensive system of safeguards - representing multiple, integrated layers of protection - is in place to ensure the highest level of security for LNG facilities and ships.

Preparation is the best defense.

Scrutiny of LNG ships by appropriate authorities is extraordinarily thorough. Sections of The Maritime Transportation Security Act of 2002 require all LNG ships and terminals to submit security plans to the federal government. The U.S. Coast Guard carefully screens LNG ships that enter U.S. waters - in fact, the Coast Guard may board a ship before it even enters U.S. territory. Additionally, federal regulations establish safety zones to safeguard carriers, harbors, ports and waterfront facilities against terrorism. For added protection, the safety/security zone will be enforced by armed patrol boats, tug boats and increased shore patrols.

Matters of FACT

LNG Safety

Your concerns are our concerns.

At NorthernStar Natural Gas, we want you to know that ensuring your safety is our highest priority. We think that giving you the facts - and only the facts - is a terrific place to start. We invite you to learn more about LNG and its transportation and storage at our proposed Bradwood Landing liquefied natural gas (LNG) terminal.

First things first. What is LNG?

Liquefied natural gas is natural gas cooled to -260 degrees Fahrenheit. When liquefied, it shrinks more than 600 times in volume, which makes fuel transportation easier and cheaper. When heated, LNG vapors rise to form the same gas you see every day in your homes and businesses. As you'll discover, LNG is odorless, nontoxic, and non-combustible - and a clean, reliable, affordable source of energy.

Can LNG explode? Absolutely not.

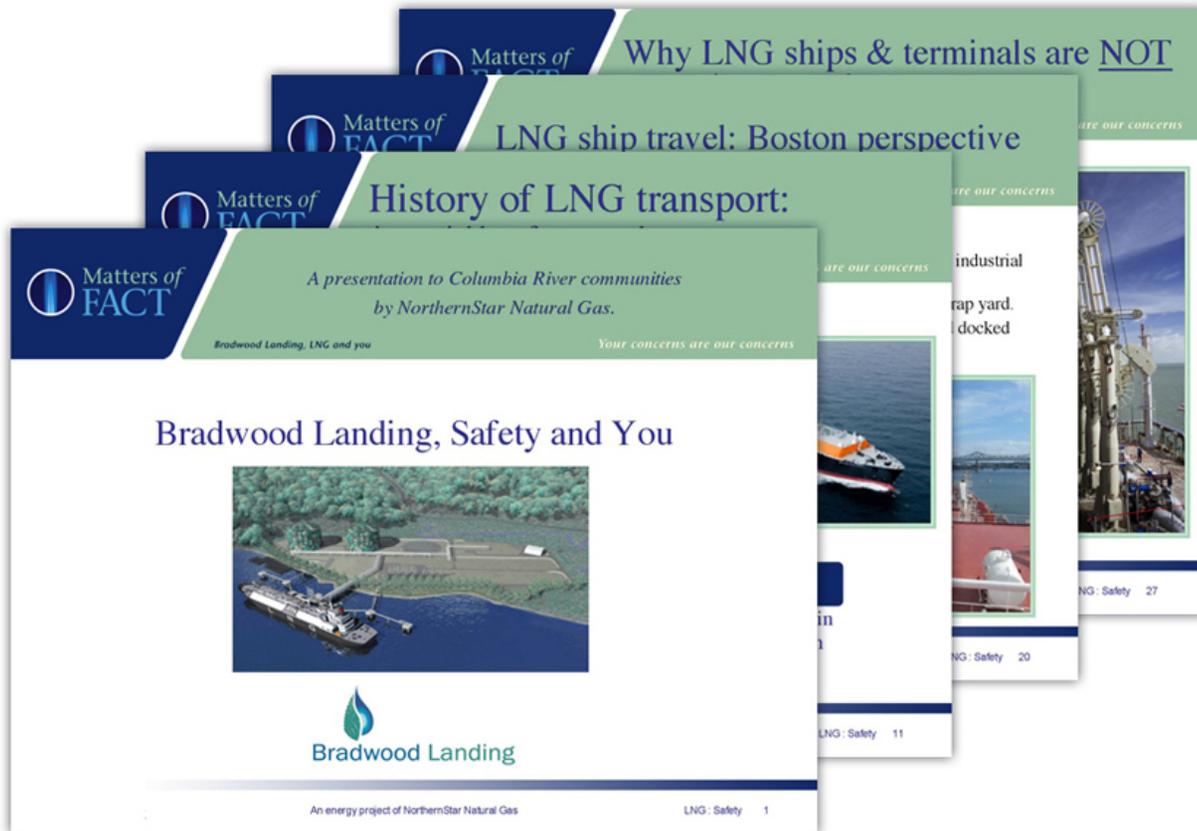
It's a scientific impossibility: LNG cannot burn or explode under any circumstances. It contains no oxygen with which to react. In fact, it is not stored or transported under significant pressure. Consider the fact that lighter-than-air LNG floats on water and won't mix with oil, and leaves no residue after evaporating.

While it is true that a vast amount of energy is stored in LNG, it releases its energy slowly. Even when air is mixed with LNG vapors (sometimes called "methane"), it is simply not explosive in an unconfined environment.

NORTHERNSTAR
Natural Gas



PowerPoint Presentations



Print Advertising

Matters of FACT

The facts are clear.

MATTER OF FACT: When LNG is added to a glass of drinking water, it evaporates - and can still drink the water.

The facts are these: LNG is simply natural gas cooled low enough to make it a liquid - the same gas you use for heating, cooking and cooking - and a clean, reliable, affordable source of energy. What's more, LNG burns so cleanly, it's fact, that's a scientific responsibility. Natural gas regions do burn, of course, but burning cleanly is ready for a hot road, that's exactly what you want to happen.

At Bradwood Landing, we want you to know that ensuring your safety is our highest priority. We're more than ready for a hot road, that's exactly what you want to happen.

Get the Facts >

To find out more about the Bradwood Landing LNG terminal, visit our website, stop by the Bradwood Landing office or give us a call at (503) 325-3335. www.bradwoodlanding.com

Bradwood Landing, NorthernStar Natural Gas, 963 Commercial Street, Astoria, OR 97103, Phone (503) 325-3335

Matters of FACT

Darn, missed it again.

MATTER OF FACT: It will take an LNG tanker to get a gallon of gas. It's not a gallon of gas, it's a tanker. Which means it's not a gallon of gas, it's a tanker. Which means it's not a gallon of gas, it's a tanker.

For about that LNG tanker bound for Bradwood Landing will be a tank. Much as we like a good tanker, we think we should set it on a road that operate on the river today, those heading everything you must call. Moving at a break yet entirely present 12 knots, roughly sixty seconds to move from Point A to Point B. The Columbia plenty of time to go about its business.

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Matters of FACT

River. Bank.

MATTER OF FACT: LNG shipments will increase the amount of goods moving on the river. This will bring more federal money to maintain the channel while lowering shipping costs for other users.

Since 2006, the U.S. Coast Guard has worked with ports, pilots, river users and emergency response providers to assess the safety and security issues associated with LNG carriers traveling on the Columbia River.

In their recent Waterway Suitability Report, the Coast Guard determined that with upgrades to safety, navigation and security, the Columbia River is suitable for LNG transit. And Bradwood Landing will pay for these improvements.

What does this mean for you? The Columbia River remains open for shipping, fishing and recreation.

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Matters of FACT

If he had boots, he'd be shaking in them.

MATTER OF FACT: Lignin, a natural byproduct of the logging industry, is a key source of food for juvenile salmon.

Don't let his cool demeanor fool you. This is one clearly concerned fly. He's heard about Bradwood Landing's \$10 million Salmon Enhancement Initiative - the largest voluntary corporate commitment to watershed restoration on the Lower Columbia River. Yet it's only part of a comprehensive environmental plan designed to improve the health of the ecosystem and increase salmon productivity over time along the river.

While all of this is great news for commercial fishermen, recreational fishing enthusiasts and our way of life, it's not so great for this aphorism. So you'll have to excuse him. He's gotta fly.

Get the Facts >

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Matters of FACT

Prepare for an economic windfall.
(Scheduled yearly for Clatsop County.)

MATTER OF FACT: One economic windfall could mean \$10 million in additional property tax revenue for Clatsop County. That means \$10 million more for schools, public safety and other services.

When there's the "multiplier effect." Once operational, Bradwood will have an annual operating budget of \$30 million. And, because we're committed to having locally whenever possible, that means Clatsop County will realize yet another economic boost.

If only all math were so easy.

Get the Facts >

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Bradwood Landing, NorthernStar Natural Gas, 963 Commercial Street, Astoria, OR 97103, Phone (503) 325-3335 or (800) 497-3335



Direct Mail

Matters of FACT

MATTER OF FACT: When LNG is added to a glass of drinking water, it evaporates - and you can still drink the water.

The Facts Are These.

LNG is simply natural gas cooled low enough to make it a liquid - the same gas you use every day for heating, cooling and cooking - and a clean, reliable, affordable source of energy. What's more, LNG simply cannot burn or explode. (In fact, that's a scientific impossibility.) Natural gas vapors do burn, of course, but when you're feeling chilly or ready for a hot meal, that's exactly what you want to happen.

At Bradwood Landing, we want you to know that ensuring your safety is our highest priority. We invite you to learn more about LNG and its transportation and storage at our proposed LNG terminal.

You need to know more.

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www.bradwoodlanding.com

Get the facts.

Please send me additional information on Bradwood Landing.
 I am interested in attending an informational coffee hour about Bradwood Landing.
 I am interested in hosting a Bradwood Landing informational coffee hour.
 I support this project. I'm undecided. I oppose this project.
 Please keep me informed. Please remove me from your mailing list.

NAME _____
 ADDRESS _____
 EMAIL _____
 PHONE (Day) _____ (Evening) _____

Bradwood Landing
 An energy project of
NORTHERN STAR
 Natural Gas

Matters of FACT

River. Bank.

Matters of FACT

Darn, missed it again.

Matters of FACT

If he had boots, he'd be shaking in them.

Matters of FACT

Great News Ahead.



Testimonial Campaign: Print & Radio

Why do I support Bradwood Landing?



"I welcome Bradwood Landing with open arms -- and so does my family..."

ROCKY HEGGAN, *Logcut Engineer and fourth generation commercial fisherman, knows a thing or two about fishing. Growing up on the Columbia, he has very definite views about the River and its inhabitants -- and how Bradwood Landing fits in.*

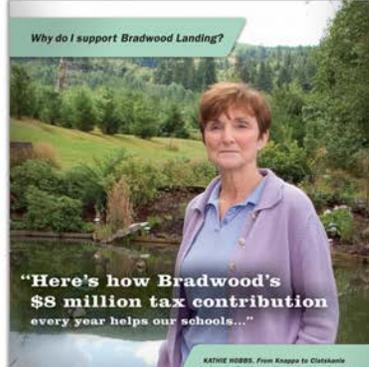
"I believe Bradwood Landing is going over and beyond what they need to do, from getting an OK from all these agencies as to how they're bringing ships in to putting a lot of money into salmon enhancement..."

"I welcome Bradwood Landing with open arms -- and so does my family..."

Bradwood Landing Good for the economy. Good for the Columbia.

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Why do I support Bradwood Landing?



"Here's how Bradwood's \$8 million tax contribution every year helps our schools..."

KATHY HOBBS, *From Klappa to Clatskanie to Astoria, Kathy, a retired school teacher, has lived around here for more than forty years -- and taught for 23 of those years. She's confident that Bradwood Landing is going to make a difference for the region's young people.*

"I encourage my former students to do anything and everything they're interested in... which is why I like Bradwood Landing's Women in Welding program. And here's how Bradwood's tax contribution every year helps our schools. When we have a school bond issue, the cost of that bond will go down, and that helps all of us -- including seniors on fixed incomes."

Bradwood Landing Good for the economy. Good for the Columbia.

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Why do I support Bradwood Landing?



"I think Bradwood Landing is good for the Lower Columbia region. I think 'you build it, and they will come.' I think that energy, consistent and available at a good price, will bring industry."

KARYNE GILBERTSON, *Puget Island resident (and native), looks at Bradwood Landing and sees the future.*

"I don't want to see us become a retirement community. I want to see the lower part of the Columbia grow."

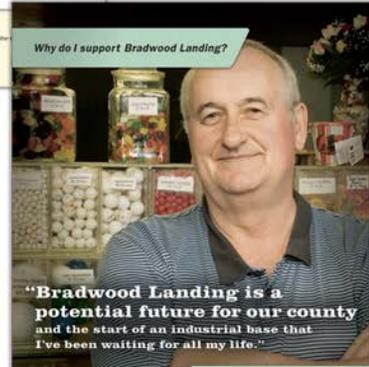
"We need jobs, good-wage jobs that will keep young people and their families in this area of northern Oregon and southern Washington. I think Bradwood Landing is good for the Lower Columbia region. I think 'you build it, and they will come.' I think that energy, consistent and available at a good price, will bring industry."

Bradwood Landing Good for the economy. Good for the Columbia.

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Why do I support Bradwood Landing?



"Bradwood Landing is a potential future for our county and the start of an industrial base that I've been waiting for all my life."

STEVEN PHILLIPS, *Born and raised in Beaville, Steve Phillips, owner of Island Groceries on the Oregon Coast -- and he's thought long and hard about Bradwood Landing.*

"With a major facility like this, and the spin-off jobs that are going to happen, you add another 60-70 employees and now we've got jobs in the grocery store, another restaurant opens -- the spin-off economics are phenomenal. Bradwood Landing is a potential future for our county and the start of an industrial base I've been waiting for all my life."

Bradwood Landing Good for the economy. Good for the Columbia.

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NORTHERN STAR
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Website

The screenshot shows the Bradwood Landing website homepage. At the top, there is a navigation bar with a search box, RSS feed icon, and Contact Us link. Below this is a main menu with links for Home, Overview, Priorities, Salmon Enhancement, Library, News/Media, FAQs, and Stay Informed. The main content area is divided into several sections: Safety, Environmental Impact, Economy / Need, Project Overview, and In the News. The Project Overview section features a large image of the Bradwood Landing facility and a description of the project. The In the News section lists several recent news items with dates. At the bottom, there is a section for the Salmon Enhancement Initiative, which includes a logo and the tagline "Bringing them back." The footer contains a "More about our company" link, a secondary navigation bar, and copyright information for NSNG.

Bradwood Landing *Good for the economy. Good for the Columbia.*

search Go

RSS Contact Us

Home Overview Priorities Salmon Enhancement Library News/Media FAQs Stay Informed

Safety

Bradwood Landing is committed to creating the model by which all others will be judged for safely transporting, transferring, re-gasifying and sending out clean, reliable, affordable natural gas.

[> Read More](#)

Environmental Impact

Bradwood Landing is dedicated to the realization of a clean energy project that peacefully co-exists with the environment we share.

[> Read More](#)

Economy / Need

Faced with declining natural gas exports from Canada and increased competition from other markets, the Pacific Northwest clearly needs an alternative energy source.

[> Read More](#)

Project Overview

Bradwood Landing represents a thoroughly considered opportunity to meet the growing energy needs of the Pacific Northwest in a way that controls energy costs and preserves our environment.

[> Read More](#)

Subscribe Now

News happens fast. Subscribe now to get e-mail alerts and late-breaking news. Keep up to date on our region's most important clean energy project. Our current issue and all previous issues of the Bradwood Landing Update are located here.

Learn more about our Salmon Enhancement Initiative:

BRADWOOD LANDING

Salmon Enhancement

INITIATIVE

Bringing them back.

The Columbia

In the News

State appeals court dismisses challenge to Bradwood Landing LNG terminal
March 5, 2009

Longview Daily News: "Politicians should stop stalling LNG"
March 2, 2009

State of Oregon continues to review permits for Bradwood; Project remains on schedule
February 26, 2009

Oregonian editorial urges support for Bradwood as vital economic stimulus
February 11, 2009

Ruling supports Clatsop Co. approval of Bradwood LNG terminal
January 27, 2009

FERC upholds earlier approval of Bradwood Landing
January 15, 2009

Oregon Business Summit recognizes role LNG can play in achieving affordable, reliable energy
December 18, 2008

Statement from Bradwood Landing Regarding FERC decision to allow more time to consider rehearing requests

[More about our company](#)

Home | Overview | Priorities | Salmon Enhancement | Library | News/Media | FAQs | Stay Informed | Sitemap | © 2009 NSNG.

Design by Litos Strategic Communication. Powered by Newfangled Web Development.

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Environmental Stewardship

- Transforming a concern into a commitment:
 - Bradwood Landing's Salmon Enhancement Initiative
 - Conveying developer's commitment to the environment
 - Beyond avoidance and minimization
 - Beyond compensatory mitigation
 - Voluntary effort a tangible display of environmental stewardship, leadership
 - Represents developer's sensitivity to the specialness of the region



Environmental Stewardship *(continued)*

Bradwood Landing: A Model for Sustainable Development. *Our Environmental Balance Sheet:*

The Bradwood Landing project will provide Oregon and Washington with affordable supplies of clean-burning natural gas that are critical to economic competitiveness, jobs and reducing our dependence on coal. The project will also invest in, and measurably improve, salmon and ecosystem recovery.

The following chart summarizes key elements of the Bradwood environmental package and demonstrates we can improve the economy and environment at the same time.

▶ OUR CHALLENGE

Making the Bradwood Landing project a model of sustainable development – simultaneously improving economic, environmental and community growth.

▶ OUR RESPONSE

- ▶ Commit to design the project in a way that avoids and/or minimizes adverse environmental impact
- ▶ Commit to mitigation that more than compensates for impacts
- ▶ Commit to a voluntary, binding commitment to salmon recovery through a \$59 million Salmon Enhancement Initiative over the life of the project

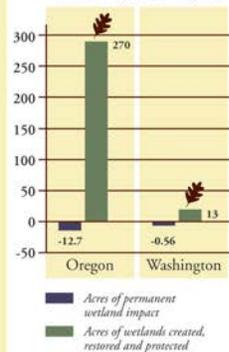
▶ THE ANTICIPATED RESULTS

- ▶ We will achieve significant and sustained net benefit to salmon productivity and the Lower Columbia ecosystem
- ▶ We will create a regional estuary recovery program that other projects can also "plug into," providing net environmental benefit and reinforcing the trend to sustainable development

Avoidance and Minimization of Impacts

- ▶ Minimized terminal footprint to 40 acres, less than 10% of the Bradwood property
- ▶ Reduced dock area, number of pilings, and effects on fish and wildlife
- ▶ State-approved fish screens to avoid entrainment of juvenile fish into vessels and facility water systems
- ▶ Horizontal directional drilling to route the 35-mile natural gas pipeline under major streams and wetlands
- ▶ Limited permanent wetland impacts to less than 15 acres; minimized temporary wetland impacts to 96 acres, all restored in place
- ▶ Dredging for the ship turning basin will be in an area formerly used as a natural deepwater port that is already deeper than the typical habitat for juvenile salmon (below 20 feet)

Wetland Impacts vs. Mitigation



Compensatory Mitigation Measures

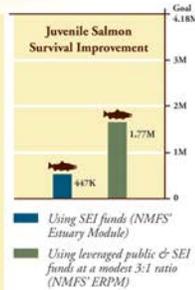
- ▶ Acquire, protect and restore Svensen Island in the Columbia estuary, restoring of 65 acres of diked pasture to tidal marsh and off-channel habitat, and enhancing and permanently protecting 170 acres
- ▶ Restore, create, enhance and protect wetlands at a 23:1 ratio to compensate for conversion of forested to non-forested wetlands in Washington
- ▶ Restore and protect 225 acres of native floodplain habitat in Oregon and protect 11 acres in Washington, all of which is prime habitat for endangered Columbian White-tail Deer
- ▶ Permanently protect 72 acres of Hunt Creek and associated riparian and wetland habitat, within which 14 acres of riparian area will be enhanced and at least 35 acres of tidal wetlands preserved



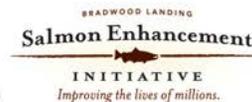
Robust mitigations: To compensate for 14 acres of wetland impacts, Bradwood's mitigation includes restoring 65 acres to tidal marsh and enhancing and protecting an additional 170 acres of high-value fish habitats on Svensen Island.

Salmon Enhancement Initiative

- ▶ The \$59 million SEI commitment is the largest private contribution ever made to preserving and enhancing salmon in the Columbia estuary
- ▶ SEI funding applied to a federal estuary recovery plan (ERPM) improves survival of ESA-listed juvenile salmon by 447,000 fish per year (unleveraged); when combined with other funds, at a modest 3:1 ratio, the SEI funding would improve survival by 1.77 million fish, 42% of the plan's goal
- ▶ To be guided by a steering committee composed of regional restoration interests
- ▶ SEI early actions would include 800 acres of prime habitat for Columbian White-tail Deer
- ▶ Ten percent of the funding will give additional emphasis to resources that are of special cultural value to Indian tribes (such as Pacific lamprey)

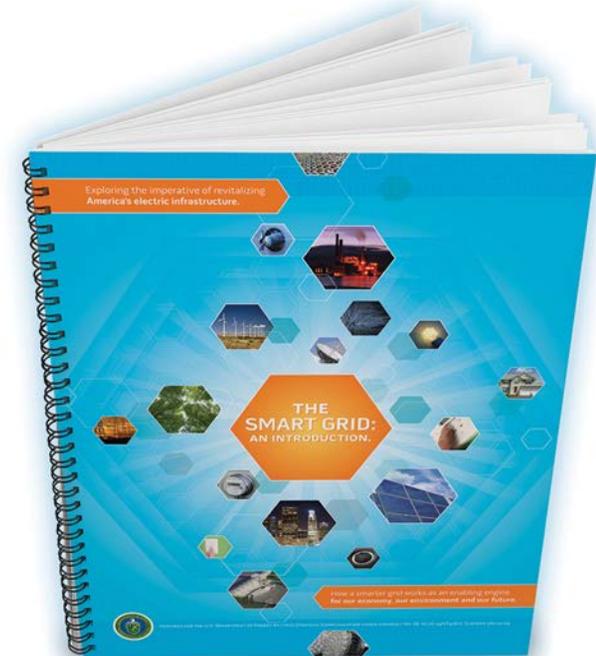


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Case in point, take 2:

- **The Smart Grid: *An Introduction***
 - Ask 10 different people to define it, get 10 different answers
 - Outreach agent for US Department of Energy
 - Communicating the vision and benefits of the Smart Grid in layman's terms
 - Developing consistent lexicon was critical



Case in point, take 2: *(continued)*

- Smart Grid Stakeholder series
 - Developed six additional books for discrete stakeholders



- Utilities
- Environmental Groups
- Technology Providers
- Consumer Advocates
- Policymakers
- Regulators



In conclusion:

- If it feels (forth)right, do it
 - Locally, regionally or nationwide
 - Transparency is paramount
 - Clarity of communication is critical
 - Timeliness of such communication is key
- Putting your best foot forward is the only step to take
 - More energy infrastructure projects are needed
 - Yet all projects are getting harder to permit, tougher to site
 - In such an environment, “making your case” can be the difference between success and failure



Thank you

Thank you for your time today

